

NORWICHRECORD

THE ALUMNI MAGAZINE OF NORWICH UNIVERSITY

SUMMER 2017



Inside the FBI

WITH BOSTON DIVISION CHIEF
HAROLD "HANK" SHAW '88



ICE IN THEIR VEINS, VICTORY IN THEIR HEARTS

Nearly 1,000 Norwich supporters cheered on the men's ice hockey team at the Utica, N.Y., Memorial Auditorium on Saturday, March 25. The Cadets claimed the program's fourth NCAA Division III national championship with a 4-1 victory over Trinity (Conn.), finishing the season on a 25-game unbeaten streak with an overall record of 27-1-3. The Cadets also brought home national ice hockey championship trophies in 2000, 2003, and 2010.

JEFF PEXTON, PERFECT GAME IMAGING



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ON THE COVER

FBI Special Agent in Charge Harold Shaw '88, pictured at Boston Division headquarters, has worked some of the bureau's most high-profile cases. (Story, p. 24).

Cover photo by Sean Markey

Spinning The Record



"Focus, Sully, focus!"

This past spring at Norwich, retired U.S. Army General Gordon R. Sullivan '59 led a discussion of his book, *Hope is Not a Method*, in his role as the Distinguished Leader in Residence. He opens Chapter 2, "The Paradox of Action," with a scene from summer 1989. General Sullivan—then the Army Operations Deputy—was on his morning run in Washington, D.C., when Army Chief of Staff, General Carl E. Vuono, pulled up behind him and called out, "Faster, Sully, faster!"

The quip, made obviously in jest by a good friend, nevertheless sparked something in General Sullivan's imagination, and a personal credo evolved: *Focus, Sully, focus*.

What a refreshing message, what great wisdom, that we can and should and *must* allow ourselves to focus. Focus is a critical lesson amid today's high-speed culture. At times, it means choosing to do one thing exceptionally well versus ten things in a mad rush.

Hope is Not a Method is an essential primer for leadership: Understand the essence of your organization, identify values, think and do, expect surprise, invest in people, and cultivate a shared vision. In fact, a shared vision is one of many qualities that sets Norwich apart. In the words of President Richard Schneider, "The people of Norwich know what Norwich stands for." It is a rare gift to know what we stand for, as a university, as a culture, as a presence in the world.

At Commencement on May 13, President Schneider congratulated nearly 400 new graduates for a job well done. He presided over the ceremony with the humor, command, and heart-on-his-sleeve affection we have come to know so well. Not surprising, his energy for Norwich is the real deal, whether at the lectern in front of thousands, or in one-on-one conversation.

President Schneider speaks passionately about what he calls "Partridge's idea." Let's stop and focus on that little word for a moment: idea. An idea by its very nature can be undefined. The idea is the genesis. It gives rise to vision, creativity, ingenuity—all which, combined with hard work, drove the creation of Partridge's Academy and propelled Norwich University's growth and evolution. The intangible, Partridge's *idea*, touches something deep within us and binds us together, two centuries later.

That we are here, having this conversation, is the best evidence of the value of the idea. Ideas thrive when celebrated, nurtured, and shared. In "The Man Behind the Presidency," found within the pages of this issue, President Schneider asks you for *your* ideas.

As we close in on the remaining months of the Year of Leadership, let us focus and reflect on how Norwich leaders have cultivated their own ideas, and championed the ideas of others, to make an enduring impact on our world.

For the Record,

A handwritten signature in dark ink, appearing to read "Jacquie E. Day".

Jacquie E. Day
Acting Editor

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The President's View

"One person can make a difference, and everyone should try."

—John F. Kennedy, 35th President of the United States

This issue of the *Record* marks the fourth and final in our Year of Leadership—the third of five themes leading up to our bicentennial in 2019. And what a year it has been! We christened our Distinguished Leader in Residence Program, hosted global CEO Marilyn Tam, established the Center for Global Resiliency and Security, and added several new degree-completion and certificate programs to our slate of online offerings in the College of Graduate and Continuing Studies.

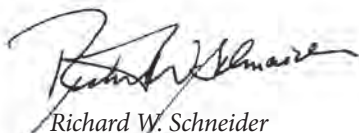
Yet perhaps the most impactful leadership event of the year happened on March 21, when we brought ten high-ranking military leaders to campus for our first Leadership and Service Summit. Nine of these men have achieved the rank of general or flag officer (GOFO) in the Armed Forces of the United States, and one is a Senior Executive Service leader within the Air Force. From all branches of service, they are serving our country in multiple and diverse ways. Many are active duty, while some are Guardsmen, Reservists, or retired. All are consummate professionals who have made a career of service to nation, and all are Norwich alumni who returned to the Hill to "pay it forward" in gratitude to the institution that set them on their paths to success.

As with last year's centennial celebration of the birth of the Reserve Officers' Training Corps, these outstanding leaders convened on our campus for the express purpose of interacting with Norwich students. Daytime activities included classroom presentations, networking opportunities, a panel discussion moderated by our own General Gordon R. Sullivan '59, and mil lab breakout sessions, culminating in an evening Todd Lecture Series event featuring Admiral Philip S. Davidson, U.S. Fleet Forces Command/Naval Forces U.S. Northern Command. (See p. 20.)

By all accounts the day was a fabulous success. I heard glowing remarks from participants on all sides and throughout the ranks, ranging from "exceptional event" to "wonderful experience" to a resounding "hooah!" The GOFOs said they came away "energized by their conversations with the students" and with a renewed spirit of leadership.

One of my jobs as leader of Norwich is to inspire students to dream more, learn more, do more, and become more, so that when they leave this campus, they will be qualified "for all those high responsibilities resting upon a citizen of this free republic."* It is a job I take seriously, but not one I can accomplish single-handedly. John F. Kennedy, a great leader who inspired many, said, "One person can make a difference, and everyone should try."

I am deeply indebted to our alumni who so generously give of their time, stepping up to the plate to inspire our students, help launch their careers by offering them jobs, internships and networking opportunities, host them at their homes for student Sendoffs or during Spring Break, help make their educations affordable through scholarships, or serve as caring mentors. When it comes to our students' intangible assets, you are second only to their Norwich education—both while they are here and long after they graduate. On behalf of our students, thank you for all you have done, and for all you will do, to support them and help them succeed.



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



NU Alumni Participants in the First Leadership and Service Summit March 21, 2017

BrigGen Raymond Descheneaux, USMC '87
Assistant Deputy Commandant for Aviation

Lt Gen Michael D. Dubie, USAF (Ret.) M'99
Former Deputy Commander,
U.S. Northern Command

BG Jeffrey A. Farnsworth, USA '86
Director of Army Safety and Commanding
General, U.S. Army Combat Readiness Center

BG Paul Fredenburgh, USA '88
Commandant, The Dwight D. Eisenhower
School for National Security and Resource
Strategy, National Defense University

Maj Gen Cedric D. George, USAF '87
Deputy Director of Resource Integration
and Logistics CIO

Maj Gen Gary W. Keefe, USAF '86
The Adjutant General, Massachusetts
National Guard

Brig Gen Peter Lambert, USAF '88
Director of Intelligence, Headquarters
Air Combat Command

RDML Daniel MacDonnell, USN '85
Commander, Naval Information Force Reserve,
Reserve Deputy Commander,
Naval Information Forces

Mr. David Merker, SES '81
Director of Nuclear Treaty Monitoring,
Air Force Technical Applications Center

GEN Gordon R. Sullivan, USA (Ret.) '59
Norwich University Distinguished
Leader in Residence

*1843 Mission Statement



Your Letters



Known as “Old Gravel Voice,” General Ernest N. Harmon served as Norwich president from 1950 to 1965. (NU Archives)

MEMORIES OF GENERAL HARMON

My Norwich class, 1952, had the honor of having General Ernest N. Harmon as president for two years.

General Harmon took office and his secretary, Ellie, had to learn to cope with four-letter words.

As a cadet, I was walking next to a new building being built, when I came upon the following conversation. General Harmon was talking to a man eating his lunch while leaning against the building that was under construction. Harmon asked the man why he couldn't lay 700 bricks a day. The man looked up at Harmon and said something like: Harmon may have been a big man in the Army, and that he, as the union steward on the job would lay 500 bricks a day, and, that unless he got an apology from Harmon, he and his crew were walking off the job, which happened. It was two weeks before the job got under way again,

so I guess General Harmon ate crow to get work started again.

Harmon didn't like fraternities and eventually got rid of them. I was a Lambda Chi at the time, and when I graduated in 1952, Lambda Chi was still there.

Met Harmon while he was visiting Pittsfield, Mass., after I had graduated. He asked me to get a couple of the enemy for him, knowing our class was headed for Korea. My first duty assignment in Korea was with the Prisoner of War Command where we had some 5,000 POWs on the island of Geoje-do. These POWs were being sent to Freedom Village at the DMZ where they would be processed by the Indian Army custodial troops; they were not going back to communism, but rather, going to Taiwan to join Chiang Kai-shek's forces.

The Norwich I went to had an open-entrance policy, \$425 a semester. It was easy to get in—the job was to shape up to the demands to be able to stay. Let me tell you, you worked your butt off to stay. The ring I wear will never leave my finger.

Warren A. Messner '52
COTUIT, MASSACHUSETTS

It was great to see your article in the *Record* about MG Ernie Harmon. He was a significant figure in the lives of many Norwich alumni, myself included. For my rook and sophomore years on the Hill, he was that larger-than-life figure we learned all about and saw on the stage at gatherings like graduation ceremonies; and we occasionally noticed him around campus.

During my junior year, I was surprised to be selected as the editor-in-chief of the *Guidon* (the first, and as far as I know, only, electrical engineering major to hold that position) and General Harmon called me into his office to congratulate me—he called me back in several times over the next year

to express his pleasure or ire at something in the *Guidon*. He always respected my position and listened carefully to what I had to say before he started chewing me out with all the class of a true expert.

I would like to relate something I have never told anyone about with regard to the General: When ROTC summer camp was over in 1964, I reported back to Norwich as a cadet second lieutenant member of the cadre, with the position of rook platoon leader in Golf Company. The day before the rooks arrived, General Harmon summoned me again to his office. He first congratulated me for doing well at summer camp. He then let me know that if I felt that the jobs of being editor-in-chief and leading the rook platoon might be too heavy a load to combine with being an engineering major, he would be happy to arrange a lower-stress position for me on the regimental commander's staff. I told him that I believed I could handle the workload and asked him to allow me to continue, as is. He looked at me with that gruff smirk he could give you and then broke into a smile—his only comment was that's what he thought I was going to say, and that the attitude would stand well by me in the Army. Then he told me to get the h--l out of his office and go get ready for the rooks. He was a great officer and leader.

Bill MacHarrie '65
BRISTOW, VIRGINIA

The *Record* welcomes correspondence from its readers. All letters will be considered for publication, but yours is more likely to be published if it is less than 300 words and addresses a relevant and timely topic. We reserve the right to edit for grammar, length, taste, and clarity. In addition, all letters must include your name. Address letters to: Editor of the *Record*, Norwich University, 158 Harmon Drive, Northfield VT 05663. Or, email record@norwich.edu with “Letter to the Editor” in the subject line.

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YEARS!

Birthplace
of ROTC

14:1

Student-to-Faculty
Ratio

Your investment supports everything from the state-of-the-art forensic tools used by students in our Computer Security and Information Assurance major, to space for students in the School of Architecture + Art to design and build efficient and affordable housing for Vermonters. Thanks to gifts from alumni, parents, faculty, staff, and fellow students, our students get the hands-on experience they need to serve our country as citizens and as soldiers. Just like Alden Partridge envisioned when he founded Norwich.

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NEWS From the Hill



“Loyalty to Country, Team & Teammate” ★ OBSTACLE COURSE REMEMBERS FALLEN NAVY SEAL

THE BRIAN R. BILL '01 MEMORIAL CHALLENGE is a team-based obstacle course event honoring the life of Navy Special Warfare Operator Master Chief Petty Officer (SEAL) Brian R. Bill '01. This year's event brought over 150 participants to the course, comprising several teams in the male, female, and coed categories. The Golden Anchor Society is involved with all aspects of planning, setup, and event operation, while NROTC Naval Battalion sends approximately 60 volunteers to help operate the course and provide supporting materials such as rifles, ammo cans, and trail markers.

This year marked the 5th annual Challenge. In past years, the event was held in February, but it became too risky to have volunteers and racers perform in wintery conditions. The race was moved to the warmer month of April in order to boost participation and provide a more favorable working environment for the volunteers. This year the course got a fresh layer of snow in the days before the event, adding an element of difficulty. Proceeds benefit the Golden Anchor Society and the Brian R. Bill Memorial Fund. —Gavin S. Mitchell, Midshipman NROTC, Executive Officer, NUCC

Each year Brian's parents, Dr. Michael and Patricia Parry (center), come to participate and honor the memory of their son.

Inset photo: (from left) Leslie Villasenor Veleta '19, Georgia Kuric '19, Robyn Cristiano-Cepak '20, and Leandra Flores-Nieves '18, pick up a railroad tie behind Shapiro Field House.



Pictured (l-r): College of Science and Mathematics Dean Michael McGinnis, President Richard W. Schneider, Distinguished Leader in Residence Gordon R. Sullivan '59, Kathleen White, head of the U.S. Army Corps of Engineers Climate Preparedness and Resilience Community of Practice, and Maura Carroll, executive director for the Vermont League of Cities and Towns.

NU Newsmakers

ARMY CAPTAIN NICK CIMLER '08 responded to a Department of Defense request for proposals calling for solutions on how to respond to operational challenges confronting the U.S. military. Cimler's proposal, co-written with Major Chris Baldwin, was one of two top papers selected out of 100. The DoD flew the duo to Washington, D.C., to present their thesis at the Pentagon, and they subsequently appeared on the cover of the Department of Defense News.

PAUL BEAUDET '03 makes a difference in kids' lives as told in the West Lebanon, N.H. Valley News story, "Newport School Resource Officer Cares About the Kids, and They Know It."

Communications professor **NARAIN D. BATRA** goes in-depth on what it means to be a journalist in the global climate in the Rediff article, "Dangerous to be a Journalist in Today's World."

Under the guidance of political-science instructor **SARWAR KASHMERI**, a group of Norwich students conducted interviews with general officers and flag officers who visited Norwich in March. To listen to the podcast interviews, visit libarts.norwich.edu/peace-and-war-center/americas-tomorrow.

GRENVILLE M. DODGE, CLASS OF 1851, is the real-life inspiration for the main character of the AMC series, *Hell on Wheels*, which ran from 2011 to 2016. For the full story by Thomas Izzarelli '18, visit the Guidon website at thenorwichguidon.com.

Center of Excellence Unveiled

March 3 saw the unveiling of the new Norwich University Center for Global Resilience and Security (CGRS), a research center of excellence dedicated to the advancement of the interrelationships between human resilience and security in the face of global challenges. CGRS is focused on climate change, water, energy, and infrastructure and their impact on resilience and security. The founding director is Tara Kulkarni, assistant professor of civil engineering.

At the launch event in Milano Ballroom, Distinguished Leader in Residence General Gordon R. Sullivan, USA (Ret.) '59 didn't mince words about climate change, saying we either pay now or pay later. "It's a serious challenge, and we can't avoid it," he said. "This, what we are talking about today, is a serious matter not to be simply wished away as mythology. It's not a myth—it's real." The center's abbreviated name, CGRS, bears General Sullivan's initials. The CGRS vision includes creating a "society that is strong, healthy, and secure, locally and globally, in the face of a changing climate."



Norwich Fulbright recipient Joshua Tulloch '11 during his days as a Marine lieutenant.

Alumnus Wins Fulbright

Joshua Tulloch '11 has won a Fulbright scholarship to serve as an English teaching assistant in the Czech Republic. He found inspiration during his deployment with the Marines in Japan, spending his off hours teaching English to local residents. "In the late evening, I would meet with a group of 20 to 30 Japanese citizens, both young and old, from a variety of backgrounds," he wrote in his Fulbright application. "This was by far the most enriching experience of my tour overseas." He chose the Czech Republic for personal reasons, citing his great-grandfather, who immigrated to the U.S. from what was then Czechoslovakia.

Having majored in biology with an English minor, Tulloch credits English Professor Patricia Ferreira for challenging him to "break out of my narrow views of other countries and peoples." He completes his active duty service July 1, and leaves for the Czech Republic in August.



Peace and War Center Events

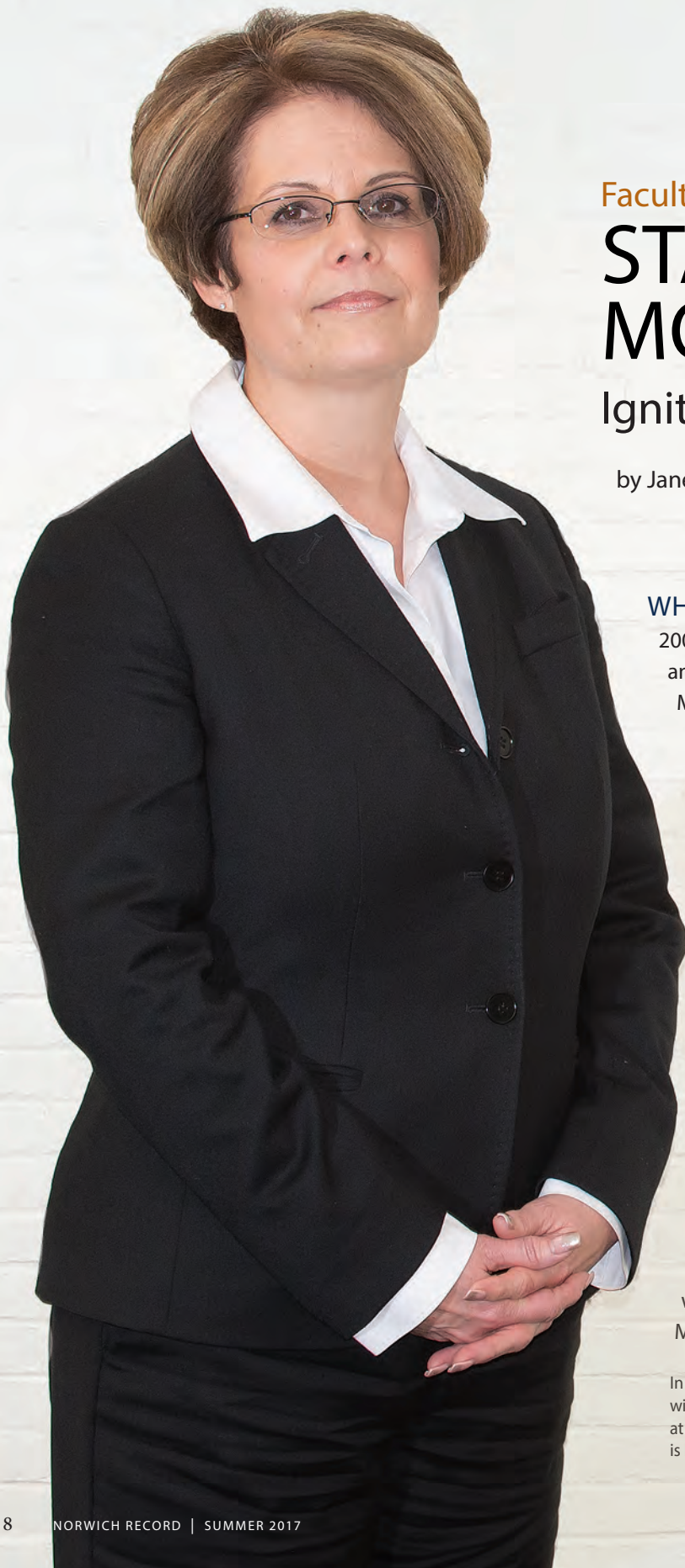
The Norwich University Peace and War Center hosted many on-campus events this past spring, including discussions on some of the world's leading matters of international importance.

In conjunction with the College of Graduate and Continuing Studies, the Peace and War Center hosted Paul Topalian '71, author of *Tradecraft Primer: A Framework for Aspiring Interrogators*, in February for a talk on ethical interrogation methods.



As a child in a Nepal refugee camp, Budathoki crushed rocks with a hammer to make money for his family.

In March, Suraj Budathoki visited the Norwich campus to share his experience of being expelled from Bhutan with his family at age nine. Budathoki came to Manchester, N.H., in 2009 at age 28 as part of the United States refugee resettlement program. Currently a student in Norwich University's online Master of Arts in International Relations program, he is a founding member of the non-profit Bhutanese Community of New Hampshire. His work aims to involve the U.S. Congress to aid family reunification, promotion and protection of human rights in Bhutan, and repatriation of refugees from refugee camps, to resolve these problems, and to build sustainable peace in Bhutan. Visit libarts.norwich.edu/peace-and-war-center for a complete listing of PAWC offerings.



Faculty Profile

STACIE L. L. MORGAN, PhD

Igniting Bold Thoughts

by Jane Dunbar

WHEN SHE FIRST ARRIVED ON THE HILL in 2009 to fill a faculty vacancy in the College of Graduate and Continuing Studies (CGCS) MBA program, Stacie L. L. Morgan immediately recognized the untapped potential of the Norwich brand—and resolved to do something about it. Now at the helm of two CGCS leadership master's programs as well as NU's newly minted Leadership & Change Institute (LCI), Morgan is that much closer to realizing her vision.

Specializing in the process, rather than the product, of strategic thinking, Morgan is “able to divorce [myself] from the complexities of the present to envision an organization's true capabilities,” she explains. As a result, she saw Norwich not where it could be, but where it should be: at the vanguard of preparing leaders skilled at addressing the world's greatest challenges. She also saw an opportunity to take the Norwich legacy of producing leaders even further, by packaging the Corps learning-laboratory model into leadership training for professionals.

Morgan brings decades of experience to the LCI in what she calls a “sweet spot” of the university. With an MEd in organizational development and training, and a PhD

In her “spare” time, Morgan is co-authoring a book, *Keeping Hope Alive*, with General Gordon R. Sullivan '59. Her son, Jeffrey '12, who graduated at age 19 with a degree in computer security and information assurance, is back on the Hill studying and researching physics.

“Dr. Morgan has been invaluable to my leadership learning, and my relationship with her has been a highlight of my career as a military officer.”

—LCI Fellow, Lt. Col. William “Corby” Myles
of the Vermont Air National Guard



in strategic management and leadership, she is an expert at guiding multinational corporations, governmental agencies, and the U.S. military through complex changes.

Inspired by overwhelming alumni requests for more access to Norwich’s leadership expertise, Morgan and LCI co-founder Shelley Brown knew it was time to “pull the trigger” on their percolating idea: to expand their annual Graduate Leadership Summit into a suite of offerings available on a permanent online engagement platform for alumni, organizations, and individuals.

The introduction of two LCI Fellows in 2016, Lt. Col. William “Corby” Myles and Lt. Col. Daniel P. Finnegan, both of the Vermont Air National Guard (VTANG), added substance to the budding Institute’s genesis. Myles, commander of the 229th Information Operations Squadron, VTANG, Northfield, Vt., is responsible for cyber and information operations training and education courses. “Prior to my LCI experience, leadership development in the 229th Information Operations Squadron was ad hoc—completely dependent on the experiences and expertise of organizational leaders, without any standard procedure for implementation,” Myles says of his year working with Morgan in the developing think tank. “My LCI interaction helped me determine the best way to implement a formal, deliberate leadership-development program for my squadron.”

*To join the online LCI community, visit online.norwich.edu/lci and complete the online registration form.

The Institute was formally launched in April 2017 with its premier professional development opportunity: “Leadership Challenge I.” During the six-week course, individuals and employee groups partner with high-profile companies to address their toughest leadership challenges.

“Students who participated in past Leadership Summits told us that the real-life experience it offers validates their Norwich learning,” Morgan explains. “And organizations told us that it showcases what a Norwich education can do. We wanted to leverage this on a much larger scale through the LCI to help solidify the Norwich brand of leadership and its value to the world.”

As an incentive, participating organizations also receive \$4,000 tuition vouchers for employees wishing to enroll in a CGCS graduate program.

Morgan invites everyone to join the LCI community,* which enables its members to participate in the evolution of the LCI’s offerings, such as its new subscription-based leadership development modules.

As any true leader does, Morgan deflects credit for the LCI—praising her many colleagues who “give everything they have to make this happen.”

“This has truly been a team effort,” she says. “It takes many different perspectives to arrive at the best outcome.”

— JANE DUNBAR is a writer based in Burlington, Vt., who specializes in university, technology, healthcare, and nonprofit publications. In addition to her frequent contributions to the Norwich Record, she writes extensively for New York-based Salesian Missions (including their quarterly, World Bulletin), the Restorative Medicine Digest, and many other periodicals.



Bri Hale '18 (left) and Grace Rodriguez '19 portray Rosalind and Celia in the Pegasus Players' performance of *As You Like It*. The Shakespeare work was the last play performed on the Dole Auditorium stage.

Final Curtain for Dole

The Pegasus Players have taken their final bow on the stage of Dole Auditorium. In April, the venerated Norwich theater troupe mounted a production of Shakespeare's *As You Like It*, their final show marking the last play to be performed on the Dole stage. In the following weeks, Dole was dismantled as part of the Webb-Dewey-Ainsworth renovation.

The decommissioning of Dole Auditorium and the December retirement of Professor Helen Caudill truly mark the end of an era. In 2016, Caudill handed her long-held post of Pegasus Players director over to Jeanne Beckwith, a playwright and Norwich English instructor, as well as the troupe's long-serving technical director. Beckwith, as interim director, guided the Pegasus Players through their final generation on the Dole stage. But when one era ends, another begins. With a brand-new stage in the works, and under the guidance of incoming Professor Jeff Casey, the Pegasus Players will carry on, even in the temporary, one-year absence of a performance space. With necessity as the mother of invention, Shakespeare on the steps of Jackman, perhaps?



New CoLA Dean Edward P. Kohn is a noted expert on Theodore Roosevelt. Pictured: his 2010 appearance on *The Daily Show* with Jon Stewart, discussing his book, *Hot Time in the Old Town: The Great Heat Wave of 1896 and the Making of Theodore Roosevelt*.

NEW COLA DEAN

★ Norwich University has named Edward P. Kohn, PhD, dean of the College of Liberal Arts. A longtime educator, historian, author, and expert on Theodore Roosevelt, Kohn graduated from Harvard University in 1990 and earned his doctorate in history from McGill University in 2000. He comes to Norwich from Bilkent University, in Ankara, Turkey, where he has served as chair of the Department of American Culture and Literature for the past eight years. He takes the helm on July 15, 2017.

NU HOSTS STATEWIDE STEM FAIR

★ On April 1, middle- and high school students, along with their teachers and parents, braved a spring snowstorm to attend the annual Vermont Science, Technology, Engineering and Mathematics (STEM) Fair at Norwich University. The daylong event showcased the work of Vermont students from grades 5 to 12 who displayed projects, tackled tough questions, and posed solutions for real-world problems. The roughly 125 volunteer judges included industry scientists and engineers, secondary-education faculty, medical professionals, military personnel, and retirees. Several Norwich faculty members served as judges. Norwich professor Richard Milius, event co-director, said, "By hosting the fair for over 30 years, Norwich plays an important role in promoting hands-on science for Vermont's future leaders."



Timothy Weinhold, 2017–18 Regimental Commander.

CORPS COMMANDER NAMED

★ Timothy Weinhold, of Concord, N.H., will serve as Norwich University's 2017–18 Regimental Commander. Weinhold is a Criminal Justice major and recipient of a competitive two-and-a-half-year U.S. Air Force scholarship. The Change of Command Ceremony took place on Friday, May 5.

CREATIVITY SPRINGS

★ This spring, the Hill brimmed with creative presentations.

In February, Norwich hosted New York Times best-selling author Karen Fowler as part of the NU Writers Series. Poet Todd Davis, author of five full-length collections of poetry, appeared at Norwich in March, reading from his naturalist collections, *Winterkill* and *In the Kingdom of the Ditch*, which according to the *Los Angeles Times* possesses "quiet wisdom, not unlike the solemnity and silence of personal prayer."

The School of Architecture + Art presented its International Design-Build Symposium on April 14 in the Chaplin Hall Gallery. Including a roundtable discussion and individual presentations, the event explored the pedagogical challenges and opportunities of design-build approaches to architecture.

THE FORCE ON THE HILL

★ Andrew Liptak '07 & M'09 brought the Force to Norwich University's Sullivan Museum and History Center with the presentation of "The Art of Empire: World War II Influences in Star Wars," on May 4, national Star Wars Day. Since *Star Wars* was released in 1977, George Lucas' science fiction film series has become a worldwide pop culture phenomenon. Underlying its story of good versus evil is the influence of the Second World War, which informs the design and the structure of the story. Liptak's presentation elucidated how Lucas used imagery and icons from the World War II era, and why the series holds up four decades later.





Pierre Jolicoeur, Fulbright Visiting Research Chair.

NU IS AGAIN A CYBER CENTER OF EXCELLENCE

★ Norwich University has again been named a Center of Academic Excellence in Cyber Defense Education by the National Security Agency and Department of Homeland Security. The Department of Defense Cyber Crime Center also recently certified Norwich as a National Center for Digital Forensic Academic Excellence (CDFAE). The affiliation allows NU students the opportunity to apply for two prestigious CDFAE certifications: Digital Media Collector, and Digital Forensic Examiner. Students meeting the requirements for these can apply for certificates that can be exchanged for DoD training course credit, allowing them to immediately begin working as digital forensic practitioners.

SYMPOSIUM SHOWCASES STUDENT WORK, INNOVATION

★ In honor of Captain Partridge's legacy of innovation, and in celebration of our bicentennial Year of Leadership, Norwich University's Colleges of Professional Schools, Science and Mathematics, and Liberal Arts hosted the Making Innovation Symposium April 27–28.

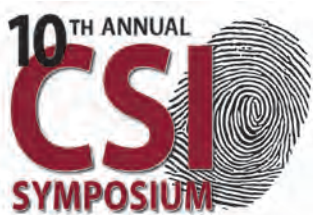
The symposium was the culminating event of a series of six experiential learning exercises focused on the themes of leadership and innovation in which more than 100 Norwich students took part. Called NU IDEA (Imagine, Design, Execute, Adapt) Innovation Challenges, they engaged teams of students to creatively address real-world problems. The final challenge was facilitated by Jonathan Speed M'14, an entrepreneur and alumnus of NU's College of Graduate and Continuing Studies.

On the evening of April 27, Speed moderated a Todd Lecture in the form of a panel discussion among three renowned innovators from the fields of creative design, technological design, and design for social good. Throughout the day, these distinguished guests visited classes across the disciplines and also connected with students affiliated with the Center for Global Resilience and Security and the Entrepreneurship Club.

Another component of the Symposium was a showcase of 15 select student-research projects. The "Fulcrum: Challenging Ideas" (also known as Peer to Peer) team won the Fellows and the People's Choice awards. The "MCS2 Muscular Cardiovascular Skeletal Micro-Gravity Countermeasure Suit" (space exercise suit) team won the Making Innovation Award.

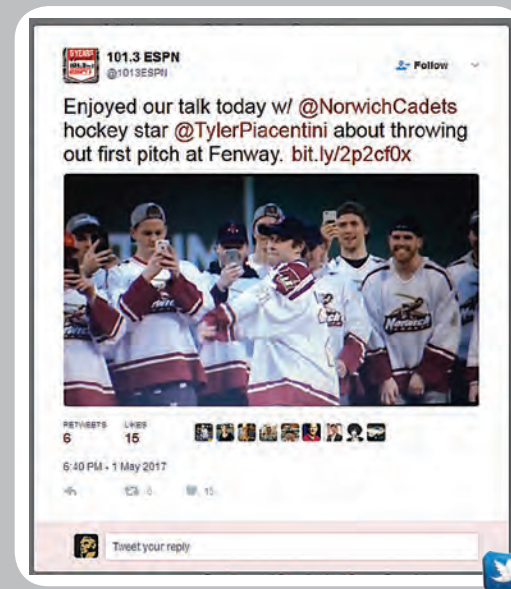
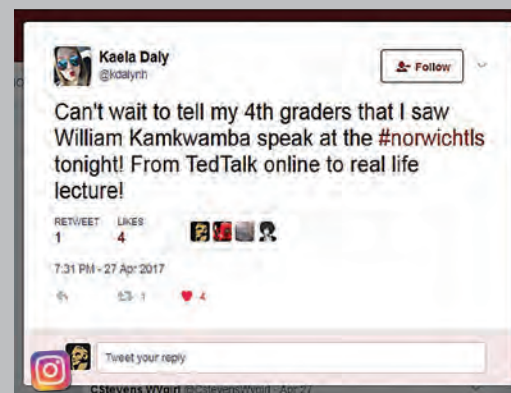
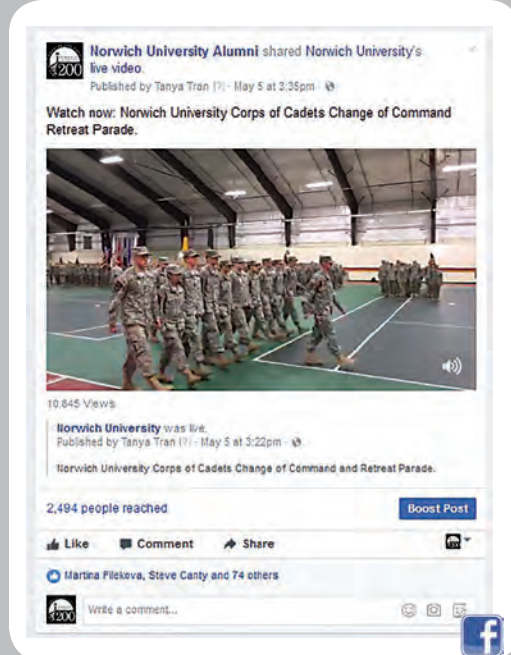
VISITING SOVIET/CYBER EXPERT

★ Norwich University hosted Pierre Jolicoeur over the spring 2017 semester as a Fulbright Visiting Research Chair in affiliation with the NU Peace and War Center. A specialist on the former Soviet Union and Southeastern Europe, Jolicoeur focuses on secessionist movements, foreign policy, and cybersecurity. While at Norwich, Jolicoeur examined the radicalization of Canadian and American individuals to extremist ideas and the role of social media in that process. The joint program between Norwich and Fulbright Canada establishes a Fulbright Visiting Research Chair at Norwich University annually. Program funding comes from a gift from Norwich Trustee J. Fred Weintz Jr. '47, in honor of his Canadian-born wife, Rosemary Ross.



CSI SYMPOSIUM TURNS 10

★ Norwich University hosted its tenth annual CSI Symposium in April. The event kicked off with "Leadership: Implementing a Cross-Discipline Approach," a keynote lecture by Lieutenant Robert B. Appleton '92, Commander, Internet Crimes Against Children Task Force, New York State. The symposium also included presentations from members of NCIS and the FBI.



MOVING? Don't leave the Record behind! Contact us at alumni@norwich.edu or (877) 485-2019 to update your info.

Where is NU Social Media?
Visit www.norwich.edu/social for links to all our social media outlets.

Icing on the Puck: Norwich Hockey Players Capture Dual NCAA Elite 90 Awards

THE YEAR 2016–17 will go down as another banner one for Norwich ice hockey following the men's fourth NCAA Division III national championship since 2000 and the women's sixth NCAA Division III Frozen Four appearance in 10 years.

However, perhaps the most notable accomplishment belongs to Braeden Ostepchuk '18 and Carly Menges '19, who combined to sweep the NCAA Elite 90 Awards for ice hockey. The award is presented each year to the male and female student-athlete with the highest cumulative grade point average participating at the finals site for each of the NCAA's 90 championships. NU is only the fifth Division III school to capture both the men's and women's awards in the same year.

From Lethbridge, Alberta, Ostepchuk is a mechanical engineering major with a 4.0 GPA. The only goalie in Division III to win every single start, he boasted a perfect 16-0-0 record, a 1.83 goals-against average, and a .924 save percentage, all of which earned him New England Hockey Conference (NEHC) Second Team honors. "The Elite 90 award represents the pinnacle for the Division III student-athlete, where the emphasis is shared equally by academics and athletics," Ostepchuk said. "I [didn't go] to Boston College to be an NHL draft pick; I came here to get a degree."

Ostepchuk got his biggest win of the season on March 24, when he helped backstop the Cadets to a thrilling 5-4 overtime win over Adrian College (Mich.) in the semifinals and a berth in the national championship game. "Getting to play at that level and on that stage on Friday was one of the best experiences I've had," the netminder said. "And then getting to see Ty [Reichenboch] play on Saturday and win it all was amazing. I didn't get uptight about being in the net in overtime on Friday. I was a lot more stressed out on Saturday when I couldn't control anything."

Menges is from Novelty, Ohio, and has a 3.9 GPA as a health science major. She transferred to Norwich after spending one semester at Division I UMaine last year. She made an immediate impact in the lineup, earning NEHC All-Rookie team honors as a freshman and following up with NEHC Third Team honors this season. A blue-liner, her 2 goals and 13 assists for 15 points placed her second on the team in points among defensemen.

After falling short of an NCAA berth in 2015–16, the Norwich women punched their ticket to the playoffs with their seventh NEHC Tournament title in the last

nine seasons. The Cadets advanced to the Frozen Four following a dramatic 5-4 overtime win over Middlebury in the quarterfinals. "Last year was a disappointment, so we made it a goal to get back to the NAAs and hopefully to the Frozen Four," Menges said. "We dealt with a lot of adversity this year to get to where we ended."

Norwich lost in the semis to archrival Plattsburgh State, who then went on to win their fourth straight national title. Menges echoed Ostepchuk's comment on how Norwich puts student-athletes in a place to succeed both academically and athletically. "I think sweeping these awards shows the culture of Norwich hockey that we do care a lot about our academics," Menges said. "We come here to not only play on national championship-caliber hockey teams, but we also want to get Norwich degrees that will set us up for the rest of our lives."

Ostepchuk will be spending this summer in New York City working as an intern in finance, the same internship senior Austin Surowiec held last year. Menges will be working as an intern with a physical therapy clinic in Buffalo. —D.D.



Menges: Derek Downing; Ostepchuk: Mike Dickie Photography

GONE TO THE HOGS

★ Just days after leading his team to the NCAA Division III Championships, senior Cadets forward William Pelletier '17 signed with the American Hockey League's Rockford (Ill.) IceHogs, primary affiliate of the NHL Chicago Blackhawks. In only his second game wearing #15 in a red, black, and white uniform, Pelletier scored two goals and two assists in a 4-1 win over the Grand Rapids Griffins.

The second-smallest player on the Cadets roster at 5'7" and 173 lbs., Pelletier was never hampered by his stature. Named the Most Outstanding Player of the 2017 NCAA Division III Men's Ice Hockey Championship, the right-hander scored 18 goals and notched 28 assists to rank first in points in the New England Hockey Conference and fourth in NCAA Division III. The St. Jean Chrysostome, Québec native is a two-time American Hockey Coaches Association All-American selection, won four straight Northfield Savings Bank Holiday Tournament MVP awards, and was a two-time NEHC All-Conference selection.

Pelletier finished his Norwich career with 54 goals and 75 assists for 129 points in 84 career games, ranking him 22nd all-time in program history. Not since 1984, when Frank Simonetti '84 signed with the Providence Bruins, has a Norwich player made the jump straight from college to the AHL.



William Pelletier '17 has been an instant impact player for the AHL Rockford IceHogs, scoring two goals and two assists in only his second game with the Chicago Blackhawks affiliate.

McSHANE REWRITES RECORD BOOK

★ Norwich men's ice hockey head coach Mike McShane led his team to its fourth NCAA Division III National Championship (its first since 2010) with a 4-1 victory over Trinity College (Conn.) on March 25 in Utica, N.Y. In his 22nd year behind the Cadets bench, McShane swept all four Coach of the Year awards, headlined by his fifth Ed Jeremiah National Division III Coach of the Year award—the most of any coach in the award's 47-year history. Additional Coach of the Year honors were bestowed by the New England Hockey Conference (his 10th), the New England Hockey Writers Association (his 7th), and USCHO.com (his 2nd). In addition, McShane became only the seventh coach in NCAA men's hockey history to reach the 700-career-wins milestone with a 4-0 win over Castleton University on November 18. The longtime mentor was characteristically humble in his response to all the accolades, saying, "I was blessed with a great bunch of guys this year...and with outstanding leadership from my captains, seniors, and assistant coaches. What more could a coach ask for? They're the ones who deserve the praise."



"COASTIES" TO RETURN TO NORWICH AT HOMECOMING



★ The Norwich football team will be joining a new conference this fall as it embarks on its inaugural season in the New England Women's and Men's Athletic Conference (NEWMAC). The Cadets' annual league schedule will be headlined by the return of the "Little Army-Navy Game" when it faces the United States Coast Guard Academy at Homecoming on September 23. Joining Norwich and Coast Guard in NEWMAC are Springfield College (Mass.), the United States Merchant Marine Academy (N.Y.), Massachusetts Institute of Technology (Mass.), Worcester Polytechnic Institute (Mass.), Maine Maritime Academy (Maine), and Catholic University of America (Washington, D.C.).

Please note these recent changes to Athletic Hall of Fame bylaws:

- Self-nominations for individual awards will not be accepted.
- The Hall of Fame selection committee shall consist of no more than seven members; previously it was six.

Questions? Contact Tony Mariano at (802) 485-2232 or tmariano@norwich.edu.

SWIMMING AND DIVING RESURFACES

★ The Swimming and Diving teams continued their upward climb under third-year head coach Andrew Bretscher, posting their highest finishes since 2001 at the New England Intercollegiate Swimming and Diving Association meet. The men placed 2nd out of 12 teams, while the women came in 12th out of 22. Additionally, the men's and women's teams combined to set seven school records this season, bringing the total to 22 in Bretscher's relatively short tenure. Freshman Elaine Dudley set five individual school records and became the first female GNAC Rookie of the Year in school history.



The Man Behind the Pres

Interview by Jacque E. Day

"This 200th birthday, for me personally, has come at a magnificent time where I can really be right in the middle of everything Partridge."

– President Richard W. Schneider

THIS YEAR, President Richard Schneider surpassed founder Captain Alden Partridge as Norwich University's longest-serving president. For 25 years, he has been the face of this institution. Many know that he served on active duty in the U.S. Coast Guard, including a tour in Vietnam, and that he retired from the Coast Guard Reserves as a rear admiral. But did you know that he entered the Coast Guard Academy as an alternate, and through hard work and perseverance rose to the rank of regimental commander and graduated near the top of his class? Or that he was himself a college educator, loves to teach, and has a PhD in higher-ed finance and public policy?

There is still a great deal more to learn about the man behind the presidency.

According to the American Council on Education, only 5 percent of college or university presidents serve more than 20 years. In fact, in the entire history of our country, fewer than 130 college presidents have served 25 or more continuous years at the same institution; all together, they could fit into Milano Ballroom, with room to spare.

Today, President Schneider shows no signs of slowing down. In the spirit of Captain Partridge, he is looking to the future, readying the university for his 2020 retirement, laying the groundwork to ensure that Norwich reaches its 300th anniversary, and beyond. We are delighted to present his reflections on his first quarter century.

PHOTO BY MARK COLLIER

idency



"I am just a steward for an unbelievable institution. I have the privilege of taking care of it, and I feel so honored to be the president."

Record: *You are now Norwich University's longest-serving president. Did you ever expect to stay this long, and if not, what has kept you here?*

That is a great question. I did not expect to stay this long. In my interview I was asked how long I would stay, and I answered, "Well, normally I stay eight to ten years at any one place." I had nine years in the Coast Guard, active duty. I had ten years with the University of Delaware. I had eight years at Drexel. What I normally do is I get things fixed and organized, and then I get a little bored.

But I have got to tell you, I have *never, ever* been bored in this job. Never, once.

I remember General Sullivan saying, "bigger is not better." I will tell you that I was approached off and on during my presidency, mostly early on—years seven, and eight, and ten in particular. Headhunters would call me and say, "We would like to move you to this bigger school." I told them, "Don't even call me anymore. I am not going anywhere as long as they want me to stay." Because I loved it here. I love it here still.



In 1994, three presidents spoke at the 175th anniversary of the founding of Norwich, each on their respective wars. President Emeritus Loring Hart (right) spoke of his experiences in WWII, and President Emeritus W. Russell Todd '50 (left) on his experiences in Korea. President Schneider reflected on his tour in Vietnam.

"The people of Norwich know what Norwich stands for. By the way, that does not happen in most colleges. It simply doesn't."

Record: *No one could ever dispute that you have left an enduring legacy at Norwich. What milestones or accomplishments are you most proud of?*

I am incredibly proud of our graduates who have served and who are serving in the United States military. Reports I hear from the field—whether they be junior or senior officers, enlisted, NCOs, and special forces—are that our alumni have performed above and beyond, stateside and on deployment. They have carried on the Norwich legacy of being great warriors and great protectors. I am very proud of that. I hear this from the senior leadership in the military. They tell me, *Your graduates are leading with integrity and honor.*

The things our faculty are doing now are absolutely spectacular—the scholarship from our faculty and our students, the name recognition they bring to Norwich, the breadth and depth of the programs, the national ranking of cybersecurity and information assurance. We are doing, academically and reputation-wise, so much more—as we *should* be.

I am a building president. We have raised a lot of money to build, and the credit goes to the alumni and friends. The buildings are crucial because they are the vehicle by which we deliver education. The buildings must allow the programs to grow stronger.

The crash of '08 hurt every school in the country. So many schools lost a third of their endowments. Thankfully we were

able to manage through it because we had great liquidity. Every time we made money, we saved it in the endowment and in cash, so when '08 happened, I didn't have to do anything. We didn't sell anything to stay liquid, which remains a strength of our university. That is why our credit rankings are so high. Now we are back to where we were and better, actually, in the endowment.

Today, the undergraduate student body is as big as I want it to be. Any bigger and the students won't know the faculty and we won't know each other. Our academic model is still oriented in the tradition of Partridge: experiential learning, which means you need a ratio of 14 students to 1 faculty member if you want them to be taught well. But that doesn't mean we aren't still growing. We *are* growing...differently. We are bringing in new talent and new ideas and figuring out new ways to deliver education—building up the online programs, for one thing. All this creating is energizing.

You know what else am I proud of? The creation of our institutes and centers of excellence. These interdisciplinary centers have multi-disciplinary teams working to solve the world's biggest problems. They are run by our faculty and staff, who are working with other outstanding universities on big problems right here, and that is vaulting our reputation forward.

We have always been a great teaching institution, no doubt about it. We have always done an unbelievable job for students and for teaching their disciplines, but now we are on the world stage, solving the toughest problems out there. I can't stress enough how important it is to work across disciplines and apply diverse perspectives to global problems. Exciting things happen when disciplines collide.

And, these centers and institutes allow us to build research expertise and give our younger faculty members academic administration experience, which is growing our next generation of academic leaders at Norwich.

Record: *What are your thoughts on Norwich's emergence as a global leader in Information Assurance?*

We were taking a hard look at cyber and implementing it before anyone else was even thinking about it. Cyber is going to be with us deep into this century. But what is the next thing after cyber? My question to everyone reading this—and I am asking everybody that I can talk to—is tell me what you think I should be doing now so that 15 years from now, or let's say in 2035, they look back and say, "You know, they were really smart to be starting this new thing." I am looking for the next cyber. That is why I am reading about the future and trying to position our institution to be dealing with and heading off future problems. We know water is going to be like gold and that climate change is going to affect everything. That is why the institutes and centers of excellence here at Norwich are so important. The work they are doing bears on the world, today and tomorrow.

Record: *That is a great segue into this question by Hilary McElroy Coons '01, who asked, "Looking ahead to 2069 when Norwich will celebrate its 250th anniversary, what would you like Norwich to say about your presidency? What about your legacy do you hope they remember?"*

Many remember Harmon, certainly, and we all remember Partridge. It would be great to see Norwich continue to cultivate our place in America and in the world. That would be my wish, my heart's desire, that we are even better known, doing more important things, that we are even more relevant on our 250th birthday, that we would have to chain the gates because we are being overrun by parents who want their young adults to study here. I can picture Norwich campuses in other parts of the world where we help others learn how a civilian-controlled military can work with citizen-soldiers. It has already started. We have the CityLab Berlin and our partnership with the Chengdu American Center for Study Abroad in China. I would like to see us expand to the Pacific Rim, Central and South America. What it really comes down to is, what we are known for is driven by what our alumni do with their lives—the important ways in which they improve their world. We build our reputation on what they do and how they do it. They deserve all the credit for that, not me.

So if I am remembered for anything, I hope it is for being faithful to Partridge's idea—and for being a good steward of the institution.

Institutes and Centers of Excellence

The centers and institutes created under President Schneider's tenure bring together multi-disciplinary teams to look at the world's toughest problems.

- Center for Advanced Computing and Digital Forensics
- Center for Civic Engagement
- Center for Global Resiliency and Security
- Leadership and Change Institute
- Norwich University Applied Research Institutes
- Peace and War Center

Record: *What will you miss most when you retire?*

The students, the excitement, the 150 emails a day, being in the middle of the action all the time, seeing others pick up and do unbelievable things.

I will miss hearing on a daily basis about great things that our alumni do. I will miss seeing the interaction between students and faculty, students and me, students and alumni, alumni among their own ranks. I am always impressed with how deeply the alumni care for one another. And it's not just evident at Homecoming.

The connection—I have loved it all. Some days were tougher than others, but the mission is what keeps me energized. The place is what I love. The history is what I love. The people are what I love the most. All of the people in the Norwich family—the alumni, faculty and staff, the fellows and trustees—but especially the students. I have watched them grow up here and go out and improve the world. And in a real way, a big way. They are the reason I have loved my work here.

I still have a lot to do before I retire in 2020. I am still building, and not just physical structures. I am building reputation and academic programs, and student experiences, and I constantly see things improving, which gives me more energy.

It is not done yet, and I am not bored, so I am not leaving.

In fact, I am thinking that three years are going to come too quickly because I have a lot more I would like to do.

Enrollment Increases by More than 70 Percent

1992–93

Corps of Cadets: 993
Civilian Residential (VC): 276
Civilian Commuter (Northfield): 402
Adult Students (VC): 804
Total: 2,475

2016–17

Corps of Cadets: 1,579
Civilian Residential: 600
Civilian Commuter: 225
Online Programs: 1,811
Total: 4,215

As of the first day of classes.

“I am so impressed with how Norwich alumni support and admire one another. That is a very special gift that Norwich gives—friends for life.”

Record: *What do you see as the greatest challenge ahead for your successor?*

Affordability. We need everybody's help to keep the students enrolled.

The *Forging the Future* campaign is critical to finishing the building projects we have going on now through 2019. I would urge the next president and the Board to focus on raising money for scholarships in the coming years. We need to triple the endowment. It is about \$208 million right now and we need a \$600 million endowment as quick as we can get there. We need resources to keep students here. We need to endow those students. We need to endow this regiment and endow the civilian student population, so that we can compete and get the very best students, and not lose them. If a student leaves for other reasons, I respect that choice. But it breaks my heart when they have to leave because they cannot afford to stay.

Record: *If you could give your successor only one piece of advice, what would it be?*

Read everything that Partridge wrote. I did that in my first year, to try to understand the culture, and the exercise gave me the foundation on which I operate as president to this day. Always respect the culture of the place to which you are going. You have to understand where they came from if you want to lead them into the future.

Record: *If you could go back 25 years and whisper into your own ear, what would you tell yourself?*

Buckle up. This is going to be a great ride.

Record: *Is there anything you would like the Norwich family to know about you?*

That I love them. ★

Back to the Future

After the 2001 sale of Vermont College, President Schneider reinstituted the original Norwich mission statement, first published in the 1843 catalog under Partridge's presidency. Afterward, he introduced the Hard Card, a sturdy, pocket-sized document with the Norwich guiding values printed on the front (pictured). The reverse side contains Norwich University's vision statement, institutional priorities, and mission statement, which reads: "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."

In addition to the mission statement, President Schneider also brought back the original Partridge full-dress Corps of Cadets uniform design.



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STATEMENT OF GUIDING VALUES

Norwich University was founded in 1819 by Captain Alden Partridge, U.S. Army, and is the oldest private military college in the country. Norwich University is a diversified academic institution that educates traditional age students in a Corps of Cadets or as civilians, and adult students. Norwich identifies the following as our guiding values.

1. We are men and women of honor and integrity.
We shall not tolerate those who lie, cheat, or steal.
2. We are dedicated to learning, emphasizing teamwork, leadership, creativity, and critical thinking.
3. We respect the right to diverse points of view as a cornerstone of our democracy.
4. We encourage service to nation and others before self.
5. We stress being physically fit and drug free.
6. To live the Norwich motto, -- "I will try!" -- meaning perseverance in the face of adversity.
7. We stress self-discipline, personal responsibility, and respect for law.
8. We hold in highest esteem our people and reputation.



Top (l-r): Commencement 2014. Solar Decathlon, 2013, with Vermont Governor Peter Shumlin (center).

Middle (l-r): Congratulating Norwich Peer to Peer team member Naomi Rinaldo '19 for the group's national first-place award in the Department of Homeland Security 2017 Challenging Extremism competition. Dog River Run 2010.

Bottom (l-r): Honoring law-enforcement graduates at Homecoming 2016. A typical day at the office.





Leading in the Fleet

NU Alumni Living the Admiral's Three Simple Rules

March 2017 Todd Lecturer, Navy Admiral Phil Davidson

On March 21, U.S. Navy Admiral Phil Davidson delivered the spring 2017 Todd Lecture. His visit coincided with the Leadership and Service Summit, which welcomed ten general officers, flag officers, and senior executive service officers to campus for a day of panels, roundtables, and classroom visits. It was a momentous gathering: All the visiting officers were Norwich alumni (to learn more, see “The President’s View,” p. 3). That evening, Davidson, an Annapolis graduate, capped off the day’s events with the Todd Lecture. During his speech he surprised the audience with a slideshow highlighting five Norwich Naval ROTC graduates who serve as examples of his three simple rules: mission, communication, and empathy. On stage, a succession of photos appeared on the large screen as the admiral caught us up on these young naval officers.

“Now I know for a fact that each one of these officers would not hesitate to echo what I’ve told you about the challenges that lie ahead,” he said to the audience. “They all have stories that reinforce the expectations of the mission, the communications that are required to deliver, and the empathy it takes to lead. Today they know firsthand what it means to fight and win. Make no mistake about it: That fight is not some glorious moment in the spotlight. It’s executing their day-in, day-out duties, what I call the grind of putting the uniform on every day, plunging into the line, and doing the hard work it takes, getting the unit ready for that unknown moment.”

We are delighted to excerpt these narratives, from Admiral Davidson’s Todd Lecture, that shine light on the service of some of our youngest Norwich alumni.

LTJG Jonathan Bermudez Mendez '13

Lieutenant j.g. Jon Bermudez Mendez is a surface warfare officer with a degree in history. Born in Ponce, Puerto Rico, and raised in Bristol, Conn., he served as a communications officer on the USS *Donald Cook*, a destroyer. Today he is the anti-submarine warfare officer in charge of sonars and torpedoes on board the USS *San Jacinto*, a cruiser that just returned from deployment.

His most recent mission, in December, was tracking and monitoring Russian submarines in the Mediterranean. He learned quickly during his first sea tour how effective communication can lead to success. He listened and learned from his senior enlisted and was trained in the art of clearly identifying paths to success and the path required to overcome barriers.

This lesson would be put into action during this second sea tour on *San Jacinto*, on which he quickly recognized what needed to be done: Clear guidance facilitated with his own clear communication was instrumental in turning an average division into an effective fighting team, all the while increasing the overall combat-effectiveness and team cohesion required for mission success.



LT Audrey Collier '12

This is Lieutenant Audrey Collier. Originally from Warner, Mass., she has a degree in biochemistry with a minor in biology. Audrey's first tour was on the USS *New Orleans*, an amphibious transport dock designed to deliver a fully-equipped battalion of 700 Marines. It recently deployed to the Arabian Gulf. She has been successful in her tour and attributes this to effective communications up and down the chain.

As a young surface warfare officer, Audrey quickly learned the value of clearly articulating the mission, the function, the associated tasks. She was often faced with challenging scenarios, running a division of 50 sailors in austere environments at sea, forward deployed, and by the end of her tour she was known for her open and clear communication with superiors and subordinates alike.

She's so good at that, we recognized her for a new program that we have in the Surface Warfare Navy. She's in training to become an advanced mine warfare tactics instructor. She'll be a special instructor, certified to train across the fleet, people of all ranks in mine warfare tactics. That only comes to the best of the best.



LT Erika (Schueler) Plumadore '12

This is Lieutenant Erika Plumadore. She majored in communications and is a native of Yorktown, Va. Here she is operating a ship's weapon system during interactions with Iranian surface combatants as a training officer on the USS *Nitze*, a destroyer. She just got back from deployment several months ago. Erika started her junior officer tour as the communications officer, responsible for communications equipment of some of the most highly classified material we have in the Navy, and then fleeted up to be the training officer for her second tour.

While serving as the training officer, Erika had an incident where a sailor gun-decked; that means he falsified the proof that he actually did some maintenance on some damaged control gear, because he didn't understand the check. Though it was difficult, Erika had the integrity, the commitment to the mission, the artistic value, to say, *I've got to make this unit ready to fight and win*. She had the moral integrity to stand up and make sure that she corrected that behavior. She very clearly communicated that standard to that sailor and throughout her division. In this instance, it had a direct impact on the safety of the ship and crew.

She has the skills reflective of her Norwich ring and the benefit of the education here at Norwich University. She is out there leading in the fleet.



Top: Courtesy of Audrey Collier '12;
Bottom: Courtesy of Erika Plumadore '12



LT Sean Scales '12

Lieutenant Sean Scales, a surface warfare officer from Sterling, Va., graduated with a degree in electrical and computer engineering. Sean served two tours in the USS *Donald Cook* as strike officer and fire control officer. During four deployments in the Mediterranean Sea, the Black Sea, and the Baltic Sea, he was aboard USS *Donald Cook* and led his team in seven major certifications in preparation for national tasking. He was all about the mission. The ships that are forward-deployed in Rota, of which USS *Donald Cook* is one, are on call 24/7/365. It takes a special breed of sailor to do that.

Sean learned when he got to his ship, that even though he was younger and less experienced than those he was leading, each and every one of them looked to him for the division's success—and he got it. He knew that his success would only be based on their success. He attributes this to understanding the notion of empathy that I described to you. You have to look at the circumstances with the big picture in mind and not just through the lens of you and what's on your plate and how you're feeling that day. You must always think about the organization as a whole with the end, the mission in mind. Today, Sean is at the Naval Postgraduate School in Monterey, Calif., and he's working on his Master in Business Administration and Financial Management.



LT Shawn Walsh '12

This is Lieutenant Shawn Walsh. He's an SH-60 Romeo helicopter pilot and a graduate of Norwich with a mechanical engineering degree. He's originally from Clinton, Conn., and is deployed with the Carl Vinson Carrier Strike Group, deployed in the South China Sea today.

In this picture are the mountains of Nevada and northeastern California where he was on a training mission. The SH-60 Seahawk is a twin-engine helicopter based aboard cruisers and destroyers that deploy sonobuoys and torpedoes in an anti-submarine role. It has numerous other capabilities, including combat search-and-rescue and personnel recovery missions.

Shawn and his team support our highest tactical organization, the carrier strike group. They can go wherever and whenever the nation needs them, 24/7/365. He's at the pointy end of the spear, as we say, and he's executing one of the nation's most important missions in a delicate area in the South China Sea.



View the complete lecture at tls.norwich.edu.

Tinker Tailor Soldier Agent

For nearly two decades, Harold Shaw '88 has worked some of the FBI's most high-profile cases, rising from rookie field agent to CIA liaison to leader of the bureau's Boston Division. As he has evolved, so has the FBI.

Story and photographs by Sean Markey

Five years ago, on a warm, clear day in July, Rezwanul Ahsan Nafis walked through Central Park bound for an important meeting. The 21-year-old Bangladeshi had entered the U.S. seven months earlier on a student visa. Slightly built and boyish looking, he had studied briefly at a Missouri college but soon dropped out and was living in Queens, N.Y., sharing a second-floor apartment in Jamaica. Crossing the bosky park in upper Manhattan, Nafis approached his rendezvous. He didn't know his contact but was told the man worked for Al-Qaeda.

The two met, and Nafis began discussing his plans. He told his contact he had recruited two co-conspirators and wanted to carry out a terrorist attack against America. Nafis explained that he wasn't interested in a small gesture. He wanted to do something big. "Something very big. Very, very, very, very big that will shake the whole country."

Three months later, in mid-October 2012, Nafis and an accomplice drove a Chevy Astro van to a warehouse on eastern Long Island. Nafis planned to discharge a 1,000-pound bomb later that

day outside the U.S. Federal Reserve building in New York. Several days earlier, Nafis had stashed a cache of ammonium-nitrate-like material inside the warehouse. Now Nafis began rigging his device. Working methodically, he opened nearly twenty 50-pound bags and dumped their contents into plastic garbage bins. With the bins stowed in the back of the van, he assembled a detonator, rigging it with a cell-phone trigger. Before he closed the van's doors, he threw the empty fertilizer bags into the back, telling his accomplice he hoped any trace residue would add to the explosion.

The two men then drove into New York's financial district in lower Manhattan. They parked the van on Liberty Street next to the Federal Reserve, then walked four blocks to the Millennium Hilton. From a private room, Nafis used a second cell phone to call his bomb. Inside the van, the detonator's cell-phone trigger flashed with the incoming call. But the bomb didn't explode. Nafis dialed the number a second and third time. Still, nothing happened.

As court documents reveal, Nafis' accomplice was an FBI informant. His



Central Park contact wasn't a member of Al-Qaeda, but an undercover FBI agent. At the hotel, Nafis was arrested by agents working as part of an interagency Joint Terrorism Task Force of the FBI and more than 50 federal, state, and local law-enforcement agencies. He later confessed and was sentenced to 30 years in prison.

The man who wielded the net—the operation leader who oversaw months of complex intelligence, surveillance, and undercover work by dozens of agents, analysts, technicians, and officers—was FBI Assistant Special Agent in Charge, Harold Shaw.

Fast-forward to present-day greater Boston. It's a Monday afternoon in mid-March. Harold "Hank" Shaw '88 is standing in his corner office of the FBI's new eight-story Boston Division headquarters in Chelsea, Mass. The building is so new that the requisite photos of President Trump and then-FBI Director James Comey were only put up the previous week. The decorations came just in time for a two-day visit by Comey, in town in part to press the flesh with agency staffers and attend a ribbon-cutting for the new HQ. The event, which drew dignitaries from Massachusetts Governor Charlie Baker to Cardinal Seán Patrick O'Malley, capped a flurry of activity for Shaw and his staff.

Today, a real blizzard is heading their way, ready to dump over a foot of snow on parts of New England and grind the city to a temporary halt. But for the time being, the day is bright, and the room's government-issue blinds are closed against the glare, shutting out the view of Tobin Bridge, the Mystic River, and

the Boston city skyline. For the next two hours—an eternity, a blink—the Norwich alum takes questions about his career and the challenges he faces today as special agent in charge of the Boston Division.

Shaw took the post in 2015. Before then, he worked mostly on counterterrorism in New York and spent time in Washington, D.C., as one of the bureau's first liaisons to the CIA. Investigations into the USS *Cole* bombing in Yemen and the 9/11 terror attacks took him overseas. He also managed investigative efforts into the 2012 attack on the U.S. Mission in Benghazi, Libya. Today as the FBI's Boston Division chief, Shaw leads 600 field agents, intelligence analysts, technicians, and professional support staff in 10 satellite offices spread across four states—Massachusetts, Rhode Island, New Hampshire, and Maine.

Topping his concerns are the national-security threats of espionage and international and domestic terrorism. In the wake of 9/11, the FBI has focused on using every available resource to prevent domestic terror attacks, cultivating its ability to gather and share intelligence with a wide range of partner agencies.

Shaw cites partnerships and relationships often enough that he can sound at times like a marriage counselor. The FBI's Boston Division lends its muscle to task forces focused on counterterrorism, counterespionage, violent crimes, gangs, crimes against children, and chicanery by large financial institutions, just to name a few. There's "virtually nothing" the bureau does today that isn't part of a task-force environment, Shaw says. "Nobody's going to have all the money that they're going to need, all the people that they're going to need," he says. "We need to work together."

The Boston Division also plays a never-ending game of whack-a-mole with a non-exhaustive list of local and transnational gangs, drug traffickers, cyber hackers, spies, transnational crime syndicates, white-collar criminals, embezzlers, swindlers, child pornographers, murderers, kidnappers, human traffickers, bank robbers, and art thieves. "Our portfolio is rather large. The threats are complex," he says, seated at his desk. "In some instances, if we're not doing it, nobody's looking at it."

As special agent in charge, Shaw reaches out far beyond law-enforcement partners to build relationships. He's as likely to appear at MIT, Harvard Law, and Harvard Business School as he is to speak at a breakfast of the local Chelsea Chamber of Commerce. While he regularly attends the monthly gathering of the New England major metro-area police chiefs, he also meets with multicultural boards and leaders of minority communities to hear their concerns. "It's always a struggle to make sure that we're touching everyone that we need to touch," Shaw says, adding that he's always asking the question, "Who do I need to meet with as a leader of this office?"

In some ways, Shaw's quest to meet and connect with as many players as possible is an act of preparing for the worst. During a crisis, you need friends and you need partners, says John "Jay" Fallon, a former 20-year FBI agent, who now leads the New England High Intensity Drug Trafficking Area, a major federal interagency drug enforcement program. (Shaw sits on its executive board.) Those relationships, Fallon adds, need to be established "long before the crisis begins."

"Everyone knows...you can't go it alone," Shaw says.

The FBI, like the military, promotes from within. Shaw was chosen from the bureau's 15,000 employees to lead one of its 56 field divisions. That suggests Shaw is likely not only a skilled investigator and manager of people and resources, but "more than adept" at relating to journalists, politicians, law-enforcement partners, and federal prosecutors, says Anne Buttimer, a former FBI agent and prosecutor who now teaches criminal justice at Norwich University. "Without knowing him at all, I would know that he would have to have outstanding leadership skills." People who know and work with Shaw agree. Fallon describes Special Agent in Charge Shaw as hardworking, dedicated, smart, tenacious, and detail oriented.

The eldest of five siblings, Shaw grew up in a blue-collar neighborhood in Weymouth, Mass., just outside Boston. The Shaw household revolved around sports, hard work, and academics. In high school, Shaw played hockey for Boston College High and continued at Norwich, earning a starting slot on the varsity team as a freshman. Former captain Don O'Neill '87, a friend and teammate, describes Shaw then as straightforward, helpful, and hardworking. Thomas Benson '87, another friend and fellow captain, says, "He was really just very, I don't want to say straight-laced, but very strict. He had a goal in mind, and he stuck to the plan."

Throughout his career, Shaw has had a knack for being in the right place at

the right time. He commissioned into the Army after Norwich, serving nine years as an officer in the first Gulf War and at posts in the U.S. and overseas. Leading soldiers and being led shaped him.

Shaw says he was fortunate to serve under two seasoned leaders—Colonel Martin Dempsey, who would later become Chairman of the Joint Chiefs, and Lieutenant Colonel Robert Cone, another future general. "[Cone] was one of those guys that without yelling, without theatrics, folks would run through walls for," Shaw says. "I always found it interesting. What set him apart? What made him so talented in terms of being able to motivate, inspire, and be able to get the mission accomplished?" Shaw reflects that the mild-spoken Cone was hugely capable in everything he did.

The new FBI Boston Division headquarters in Chelsea, Mass.



“Tactically and technically proficient, physically fit—you name it. He would be one of those guys that would always be able to win everything,” Shaw says. “He was just naturally gifted.” Shaw had a ringside seat, observing how both colonels addressed and handled people and developed and applied vision.

Near the end of his Army service, Shaw heard from an old friend from basic and advanced officers school who had played football at Oklahoma State. “He had just gotten into the FBI and was really high on it,” Shaw recalls. The friend put Shaw in touch with a recruiter, and “it all seemed to work out.” Newly married, Shaw entered the FBI Academy at Quantico, Va., and emerged 16 weeks later as a 31-year-old field agent, gold shield and Glock .40 S&W in hand. That story—of good things coming from

friendships, contacts, and networks—is a familiar refrain for Shaw.

As a rookie agent, Shaw was posted to the New York office. The year was 1999. It was still a time when six agents would share a single computer and they would dictate notes and case reports to the steno pool. Shaw was paired with a talented training agent and worked on organized crime wiretaps, drug and gang arrests, and high-profile counterterrorism surveillances. A year later, he was assigned to USS *Cole* investigation. In 2000, Al Qaeda terrorists rammed a bomb-laden speedboat into the U.S. Navy guided-missile destroyer in Aden, Yemen, killing 17 service members and injuring 39. “A lot of the work that I did in support of the investigation wasn’t necessarily glamorous,” Shaw says. The FBI leveraged his ability to coordinate

and prepare manifests, move people in and out of theater, and lend investigative support wherever necessary.

The following year, Shaw was sent to Yemen a second time, spending five weeks there supporting the investigation in the late summer. The day after returning home, he put in an early-morning run and went into the New York office to catch up on paperwork. It was Tuesday, September 11, 2001. Shortly after 8:46 a.m., he heard a loud explosion. The first hijacked plane had just flown into the north tower of the World Trade Center. Shaw was five blocks away. The phone in his squad area rang. On the other end, an assistant special agent in charge asked Shaw and four colleagues to go to the scene and report what they saw. They grabbed their radios and ran into the chaos.



Shaw and his wife of 19 years have four school-aged children. The night before we met at his office in Chelsea, a Sunday, Shaw was standing on the sidelines at one of his daughter's soccer tournaments in Epping, N.H., in air hovering at 21 degrees Fahrenheit. His Saturdays can turn into 12-hour marathons of kids' athletic events. Shaw prefers to keep his work and private lives separate. But the job inevitably intrudes.

During his first months as Boston Division chief, Shaw got a call at home one Sunday morning. It was the Worcester field office, calling to relay news of a break-in at a local National Guard armory. A thief or thieves had stolen six M-4 assault rifles and 10 SIG Sauer 9mm pistols. Forty-eight hours earlier in Paris, terrorists had executed a series of attacks, bombing a soccer stadium in the northern suburb of Saint-Denis and opening fire inside a nightclub, killing 130. There was a

possibility, however remote, that the Worcester armory theft was a precursor to a similar attack. "Everyone was walking on eggshells right off the bat, from the governor on down," Shaw recalls. He drove immediately to the Massachusetts State House to update partner agencies and was soon whisked into a news conference with Governor Baker and the heads of the Massachusetts State Police and the Massachusetts Port Authority.

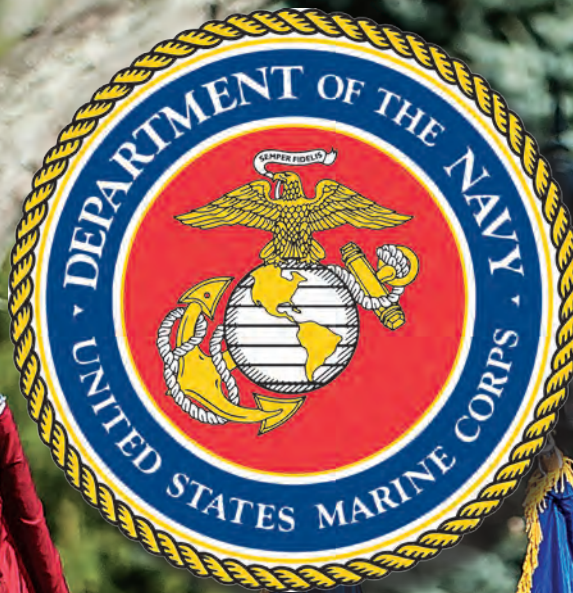
The FBI worked the case, beginning with the simple question, "What do we know?" Agents secured the scene, pulled security camera footage, and began establishing and compiling the facts. The crime was soon linked to a 34-year-old Army Reservist. Four days after the break-in, James Morales was arrested by Nassau County police officers on Long Island. The rifles were also accounted for. The case highlights "the beauty of what the FBI can bring to the table," Shaw says. "A ton of work that was done

through a number of different agencies."

A week and a half after I met Shaw at his office in Chelsea, the FBI Boston Division released a story and photo announcing the recovery of two stolen Super Bowl jerseys worn by New England Patriots quarterback Tom Brady. A wide-ranging investigation with help from multiple partner agencies had traced the jerseys to Mexico and the property of media executive Martin Mauricio Ortega, where Mexican authorities recovered the jerseys. In the photo accompanying the announcement, Shaw smiles for the camera, holding one of the two #12 jerseys on display. Beside him stand billionaire team owner Robert Kraft and a towering Massachusetts State Police Colonel Richard D. McKeon. It's the kind of feel-good, "G-man solves the case" story former FBI Director J. Edgar Hoover would have loved. But in its small way, it also tells another type of story—a story about teamwork. ★

Pictured (l-r): FBI Boston Division Chief Harold Shaw '88, New England Patriots owner Robert Kraft, and Massachusetts State Police Colonel Richard D. McKeon.





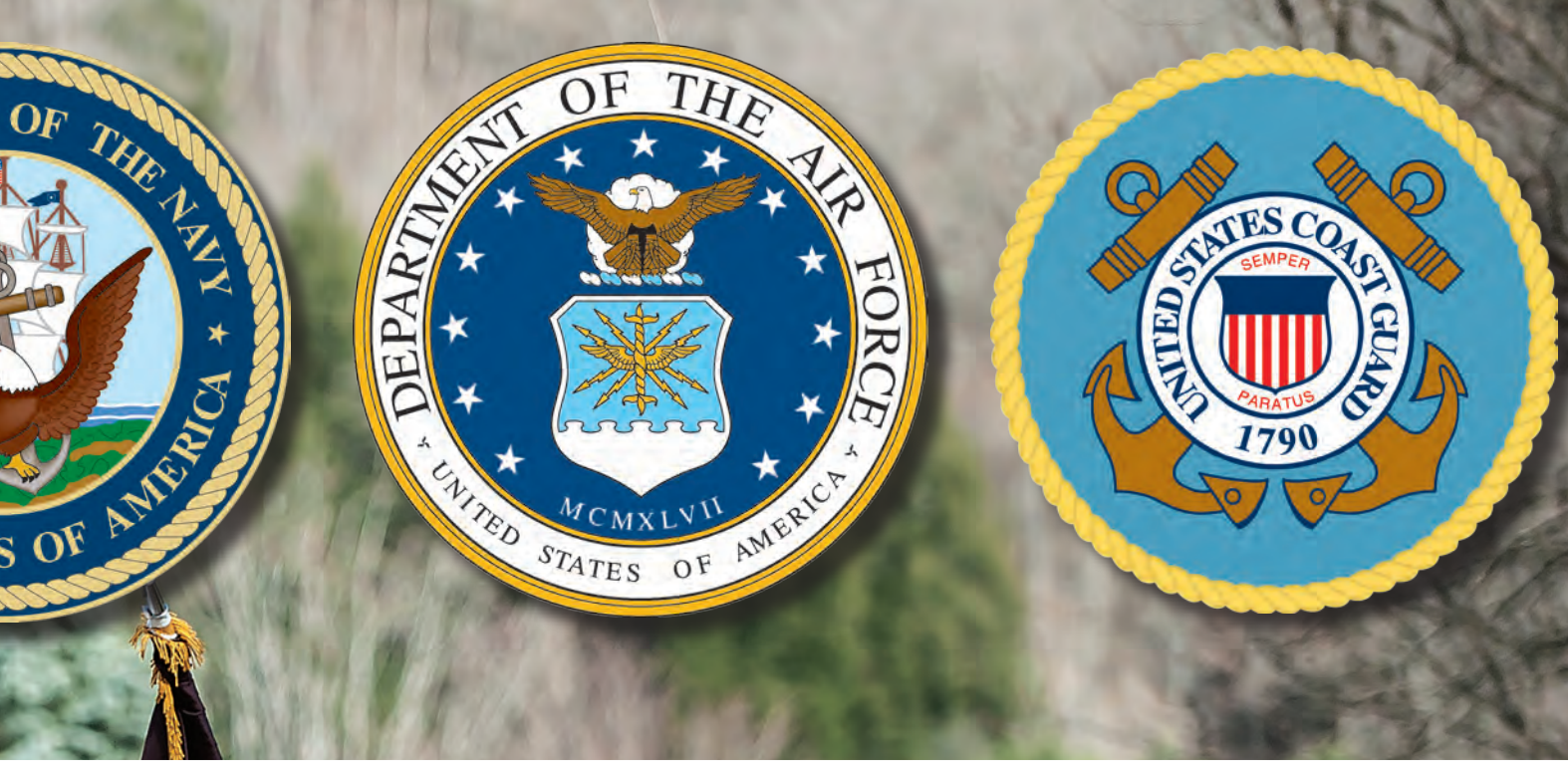
On the Front Lines: The Lasting Impact of ROTC Instructors

"With a little humility, application of effort, and a rooted foundation, these Norwich students will become what this country needs them to be: leaders."

Marine Capt. Richard Benning M'17, present-day Norwich ROTC instructor

ROTC instructors form the bedrock of cadets' military experience at Norwich. Active duty officers and enlisted personnel, they are responsible for teaching future leaders to lead, protect, survive, and, most important, serve. Even after they rotate out, their stories remain forever intertwined with yours. Retired Army Col. Ron Lotz '60 reminded us of this in a recent correspondence to President Schneider, writing, "One of the very important aspects of life at the university were the members of the Army ROTC detachment—officers and enlisted men who set the example to which to strive." His outreach inspired us to reach out to *you*, and your response was overwhelming. We are delighted to present these excerpted selections of your recollections of ROTC instructors.*

* Visit thenorwichrecord.com to read the entire collection.



THE WISE MAN GATHERS HIMSELF

Delta Company had a complete screw-up rook in the fall of 1965. Purportedly the son of a U.S. Army general, he clearly wanted to be somewhere other than the top floor of Patterson Hall that year. Since collective punishment was the leadership standard of the time, 27 rooks paid the price when that miscreant polished his shoes with sandpaper, relieved himself out of his window before sunrise on a Saturday morning, and generally defied the system with a goofball, Gomer Pyle attitude.

Anticipating a painful outcome, we all continuously waited to see what he would do next. The crowning blow came on a Tuesday afternoon during personal inspection by **Staff Sergeant Jennings**, the most buttoned-down U.S. Army NCO any of us had ever met. Everyone strived to match his crisp appearance in starched and pressed fatigues while trying at all costs to avoid his considerable skill at whittling someone down to his diminutive size with perfectly formed vitriol delivered in the staccato of a .50 cal.

Stopping with precision and executing a “right face” in front of each squad member, we all knew it was only a matter of time. With three to go, anticipation grew. Our company commander led the procession, followed by Jennings, followed by our platoon sergeant. Each precise turn brought them one rook closer to our nemesis. Two to go. Stop. Right face. Inspection arms. Comments. Pause. Port arms. Left face. Step forward. One to go. The inspections had gone well, almost too well. Was it too much to hope for? Could we make it through this inspection unscathed? Hope against hope. Left face. Step forward. Right face. Inspection arms. The M1 rose, perfectly transferring with precision from the right to the left hand as the rifle crossed in front of the rook diagonally. The right hand dropped crisply and grasped the stock while the left hand almost simultaneously moved to throw open the receiver.

That was the moment when all hell broke loose. Instead of seeing a spotless receiver properly presented in accordance

with the manual of arms, Jennings saw a projectile launched directly at him. As it bounced off his rather prodigious chest, all those who were in close proximity recognized it as the follower assembly. Rage darkened Jennings’ face as every vein began throbbing in unison. Muscles stiffened and hair stood up as Jennings prepared for a tirade that never came. In its place, Jennings instructed our company commander to make a point of properly instructing our classmate in the correct procedure for disassembling and assembling his weapon. For the rooks of Delta Company, the instruction included three hours of pushups on a Sunday morning with a brief respite for church services.

Staff Sergeant Jennings taught 28 rooks an invaluable lesson that day. When the urge to retaliate against an unforeseen attack upon the senses is overwhelming, the wise man gathers himself and delivers a controlled, understated response.

–Walter R. Franklin ’69

OPTION C

In the late '60s, ROTC programs at many colleges and universities came under extreme pressure from academia, student protest organizations, and antiwar elements demanding concessions to ROTC programs, ranging from the elimination of the department altogether, to relegating the program to an extracurricular activity, to not recognizing the ROTC instructors as professors.

In response, the Army developed a pilot program, known as "Option C." Out of 280 college-based programs that offered senior ROTC programs nationwide, 11 universities agreed to test the initiative. The Army selected 22 officers who were to obtain master's degrees—11 in history and 11 in political science—and implement the program. I was one of the 22, obtaining a Master of Political Science with a concentration in international relations and a minor in European diplomacy.

I was assigned to Rose Polytechnic Institute located in Terre Haute, Ind.; there, ROTC was mandatory for all freshman and sophomores. During the '60s, long hair was *en vogue*, as was facial hair. With no authority over the grooming or appearance of the students,

the ROTC department decided not to issue uniforms to the freshman and sophomore classes. However, as the advanced ROTC program for juniors and seniors was voluntary and we had authority over grooming, uniforms were issued to these students.

The Option C Program at these institutions was a distinct departure from the typical ROTC course of instruction provided at other institutions. It accomplished the objectives and defused many of the anti-ROTC challenges. I left Rose Poly in June of 1970 for Vietnam, so I am not sure as to how long the program continued.

It should be noted that in addition to our ROTC instructor duty, all of the officers at Rose Poly were detailed by the Fifth U.S. Army Headquarters to notify next of kin and act as Survivor Assistance Officers for the families of soldiers killed in Vietnam. Our area of responsibility included portions of both southern Indiana and Illinois. Needless to say, this was a difficult and trying duty.

In summary, my duty as an ROTC instructor was challenging, interesting, and very rewarding.

—Retired Army Col. Paul Valvo '60

REMEMBERING MAJOR HUSSEY

While I was at Norwich I was privileged to have had **Major George E. Hussey** as an ROTC instructor. Major Hussey came to Norwich as a young Army Captain having graduated from West Point and recently completed a tour in Vietnam. He had served there as an advisor to the *Montagnard* (mountain people) and he proudly wore to our classes a brass friendship bracelet they had given to him as a sign of their respect. Hussey related to us how brave these tribal people were and how valiantly they fought alongside American troops.

Hussey seemed to enjoy his time at Norwich, where he was popular and well respected by the Corps. He was a great mentor. We certainly appreciated his quick wit and ability to make "mil" classes interesting. On completing his all-too-brief time as an NU ROTC

instructor, he departed to serve his second combat tour. It was just a short time later, in the spring of 1970, that we were all deeply saddened to learn Major Hussey had been killed in action during the incursion of Cambodia.

Major Hussey impacted his students in many ways. The goodness of the man was evident to anyone that came in contact with him, as he was clearly a devoted family man and a patriot. His loss also brought the war home to us in a personal way. He represented the "best and brightest" our country can produce and therefore, despite his tragic death, he remained a role model for us all to emulate as we pursued horizons beyond Norwich. I know he was a hero to this cadet.

—James J. Degnan '70
Retired President, Florida Agents

WHAT MAKES NORWICH ROTC BETTER?

I have thought about this question a lot lately, and I might give a different perspective than other Norwich alumni. Here is why. I was a Norwich cadet from 1958 to 1962. I was on the faculty of the United States Military Academy from 1973 to 1976. And, I was fortunate to serve as the Professor of Military Science (Army ROTC) at Norwich from 1988 to 1993.

As a Norwich cadet I was blessed with an ROTC cadre that included a battle-tested tanker, **Master Sergeant Richardson**, an old cavalry soldier, **Master Sergeant Confessore**, and two famous mountain infantrymen, **Master Sergeant Hurley** and **Sergeant First Class Jennings**. Our commissioned cadre included Norwich grads and several USMA grads. They were all combat veterans, and some were handpicked by the president, General Ernest Harmon. As cadets, we had day-to-day contact and interaction with those NCOs, learning important leadership principles from combat-tested soldiers.

As a major teaching at West Point, I was struck by how very little hands-on learning the cadets experienced. The day-to-day operation of the Corps of Cadets was conducted by officers from captains to colonels. Cadets made no decisions. Field training was very good, but there was no interaction with NCOs and their perspectives or experiences. As a Norwich grad, I appreciated what I had experienced.

Move forward 12 years and back to Norwich. As the commandant, I was blessed with a great cadre of NCOs, people with names like **Dewey**, and **Gray**, and **Mauney**, and **Mott**, and **Omasta**. Many of them from a special forces background who understood listening to expertise and not rank.

What makes Norwich great as a cultivator of America's leaders is our skill in teaching future leaders to listen to expertise and experience, not to rank only. Respect for soldiers of all ranks is a primary facet. Norwich Forever!

—Retired Army Col. Tim Donovan '62

THE CHIEF AND THE COLONEL

Senior Airman James “Jim” Petrie had a brief but lasting impression on me during my days on the Hill as I progressed through my courses in both civil engineering and Air Force ROTC.

Years after graduation, while sitting in the golf course snack bar at Langley Air Force Base, a golfer with a familiar face walked in. Neither of us was in uniform, and it had been a good 18-plus years since I’d last seen him.

He approached cautiously, smiling. “Lieutenant Lagerquist?”

I responded, “Well, it’s Lieutenant COLONEL Lagerquist now. Is that you, Airman Petrie?”

“Well, it’s CHIEF Petrie now.”

He was pleased to see I remembered him, as was I about him.

Looking back, I now understand that it was a senior non-commissioned officer who shaped me into the officer I became during my days at Norwich in Air Force ROTC. Incidentally, it was “Chief” Petrie who gave me my very first salute after commissioning; and like a typical college student, I didn’t appreciate his mentoring at the time.

—Retired Air Force Lt. Col.
Erik J. Lagerquist ’92

SOUND ADVICE

When I was at Norwich, **then-Captain Steven Gorman** gave me some good advice: When you go on active duty, find a senior enlisted member early on to mentor you. That’s something that has always stuck with me. As soon as I got to my first base, I found a TSgt who was extremely helpful in my transition to active duty and in working with, supervising, and leading enlisted. Again, at my second base I found a SMSgt who did the same. I still have officer mentors, of course, but those SNCOs have been critical to getting me where I am today. I’ve frequently been asked during my career if I’m prior service. I’m not, but I take it as a compliment and probably owe it to his advice.

—Air Force Capt. Heather Cohen ’07

“DROP AND GIVE ME TWENTY!”

By far, my most motivating instructor was **Colonel (then-Major) James Sykes**, who was the OIC for Mountain Cold Weather my freshman year. I remember him at the rook orientation calling out, “How many of you cadets are on scholarship?” Several rooks stood up. He then yelled, “Wrong! You’re not cadets—you’re rooks! Drop and give me twenty!”

He was a masterful leader, and his willingness to lead by example no matter what the conditions of training inspired me to push harder. Our FTXs were tactical, strenuous, and full of learning opportunities. We even worked with other ROTC units on a regular basis and

spent time with the old 10th Mountain Division veterans.

When I didn’t make the rescue team freshman year, he met with me in his office. He counseled me and then point-blank told me, “You belong on this team. Keep going. It’s where you belong.” His belief in my abilities helped me get onto the team.

He was friendly, humorous, and devoted to his family. I watched him teach his young children how to ski, thoroughly enjoying himself in the weather of Vermont. It was a sad day when my teammates informed me of his passing.

—Paul Parsons ’89,
Mountain Cold Weather Rescue Team

SMALL WORLD

One of the AFROTC Det 867 instructors in the 1980s was **Air Force Major Joyce Hallstrom**. The epitome of an “Iron Major,” she was a tough, no-nonsense officer that cadets didn’t want to run into on the Upper Parade ground. Although she was a fine instructor, I think it is fair to say that several cadets were relieved when her Norwich orders ended and she PCSed.

After graduation, I joined a Combat Communications Squadron that deployed to Egypt. Being a young

lieutenant, I was assigned night shift as soon as I walked off the airplane. As I crossed the dark barren desert of Cairo West, I ran across none other than Major Hallstrom. Not only was I surprised to see her that night, we were assigned to the same sleeping quarters for the duration overseas. As I interacted with her during that deployment, I found that she was slightly more cordial and perhaps a bit less intimidating than on the Hill, but not by much.

—Air Force Col. Kim (Jones) Baumann ’87

BACK ON TRACK

One wintry day in 1960 when I was a senior in the Honor Tank Platoon, we decided to drive our five M48A1 tanks over the small, rough-terrain course located behind the tank shed. Before we finished the course, we had thrown the tracks off all five tanks. Under the tutelage of **Master Sergeants Clem Confessore** and **John Richardson**, our group was restricted that weekend in order to place each tank back into operation. Lesson learned—use good judgment and always maintain vehicles and equipment under operational conditions.

—Retired Army Col. Ron Lotz ’60

SMOKESCREEN

Major Thomas J. Howard instructed us to always chamber a white phosphorous (WP) round while moving in an area where we might suddenly run into an enemy tank or anti-tank weapon. He said, rarely (in those days) in our Sherman M4A3 E8 tanks would we get a first-round target hit, but that a close WP round would cause smoke to blind the enemy. And, if it didn’t hit the target, it would well mark it for a rapid-adjusted, second-round hit. He was an outstanding Army instructor who stressed the importance of WP so much that we cadets nicknamed him Major “Willie Peter.”

—Retired Army Col. Peter W. Cuthbert ’51

ATTITUDE

Retired Army Lieutenant Colonel Juan Quintero is many things: a two-time Norwich graduate ('94 & M'06), the father of three beautiful daughters, and a loving husband who served a full career in the Army—including a combat tour in Iraq—and now, a coach and teacher in Bristol, Conn. For me, add mentor to that list. As a student at Norwich, I worked for then-Captain Quintero as he prepared the third-year Army ROTC cadets for Advanced Camp. Always challenging and developing those around him, he taught me the greatest lesson about attitude and its effect on your life. Juan would eventually administer my oath as I commissioned into the Army upon graduation. As with each cadet he commissioned, he slipped a piece of paper into my hand which included his contact information and a note with a line from Charles Swindoll's poem, "Attitude." It concludes, "I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you."

—Colm Walker '05, NUAA Board

WORDS TO LIVE BY

Sergeant Hunter, a Norwich ROTC instructor, was also assigned to my company at ROTC Summer Camp, Fort Devens, Mass., in the summer of 1966. One hot, muggy afternoon, after a grueling day in the dusty fields training, Sergeant Hunter and I had a chance to sit and chat on the steps leading to our old, wooden WWII barracks. I asked Sergeant Hunter what he looks for in an Army officer.

Without hesitation, in his Kentucky drawl, he stated simply and directly, "the firm and the fair." That's it. Crystal clear. Eloquent. Meaningful.

Those words have stuck with me ever since. I taught my sons those words. Two of them graduated from ROTC at different universities and both of them used Sergeant Hunter's words for not only military service but as coaches, teachers, and businessmen.

—Retired Army Lt. Col. Michael Perrault '67

LEADING WITH KINDNESS

After 52 years it is difficult to remember all of the great ROTC instructors who helped us prepare for active duty. However, one in particular stands out to me: **Major Branch**, USA Signal Corps. Not only was he an excellent instructor, but for me personally his most useful advice came after I graduated. As a commissioned officer it was only a matter of time before Uncle Sam called me to active duty. When my orders came, I was working for IBM in Burlington, Vt. Soon after receiving my orders I called Major Branch and asked if he would meet with me to discuss my call to duty. He graciously set up a meeting a few days later. I was commissioned in the Signal Corps, so his deep knowledge and experience prepared me very well for my three years of active duty. I was an instructor at the Officers Signal School at Fort Monmouth, N.J., for two years. The combination of my Norwich education and Major Branch's guidance was of immense help in that role. His mentoring became even more valuable when as a young captain I was assigned as commander of C Company, Phu Lam Signal Battalion in Vietnam, 1968. At 25 years of age I was faced with commanding over 150 men. The combination of a Norwich education and the mentoring by Major Branch was instrumental in my success in that role. I lost touch with him many years ago, but I shall never forget his kindness and advice.

—Retired Army Capt. Ed Verock '65

TRAINING IS SERIOUS

Things that stand out: **Captain (now retired General Officer) David Fridovich** taking a briefing on training when he stated, very emphatically, that a training death is NEVER acceptable. I walked out of that class knowing I would remember that for the rest of my life. Training is serious, not cavalier. **Colonel Gerald Chikalla** leading PT. He was a tough guy. Always admired him. And doing hand-to-hand in the rain. It was a cold rain.

—Retired Army Lt. Col. John McPherson '84



Marine Capt. Richard Benning M'17, a Norwich Naval ROTC instructor, leads a coaching session before the fall 2016 Hoplite battle.

Mark Collier

NORWICH Connections



One Team, One Fight ★ NU ALUMNI IN THE FERTILE CRESCENT

The NU Club of Union III-Baghdad conducted its inaugural meeting in January with a strong showing of deployed alumni. The Norwich cohort members are part of the Combined Joint Forces Land Component Command, i.e. the "Warfighter" of Operation Inherent Resolve. It was "serendipitous," says Army Maj. Mike Barnett '90, that Army Lt. Gen. Michael Shields '84, director of the Joint Improvised Threat Defeat Organization, also happened to be present, and was able to "join the club for a commemorative photo and sharing of our collective Norwich experiences."

Club co-chairs Mike Barnett and Jeffrey Horning welcome contact from alumni:
michael.k.barnett.mil@mail.mil, jeffrey.d.horning.mil@mail.mil.

Pictured (l-r): Air Force Lt. Col. Anthony Pasquale '00, Army Maj. Rocknee "Rock" Gardner M'14, Army Maj. Mike Barnett '90, Army Lt. Gen. Michael Shields '84, Army Col. Charles "Maz" Masaracchia '92, Army Capt. Jeff Horning '11, and Jeff Ward '78, who served 12 years on active duty and now works for the Army Corps of Engineers.

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Bicentennial UPDATES

Bicentennial Commemoration Update

Fifteen months from now we will be launching a yearlong commemoration of Norwich's 1819 founding. Our countdown officially began at Homecoming 2014, but many alumni, faculty, staff, and students were involved in the planning process long before. To date, more than 300 people have served on steering committees or contributed ideas for commemorating this historic milestone.

In the first phase of planning, five committees were established to brainstorm, assess, and implement a number of initiatives that have advanced our goal "to engage the Norwich family in honoring our past, present, and future, tell the Norwich story, and commemorate our bicentennial." To date, we have achieved the following:

- **Alumni/Student Programs Committee:** Launched the "200 Things About Norwich" weekly email campaign to 24,000 recipients, further developed the Coaching for Leadership Program, and created bicentennial patches for student uniforms and commemorative streamers for flags.
- **Events Committee:** Supported the Bicentennial Kickoff Gala in 2014, Year of Transformation, and Year of Leadership launch events on campus and 51 events in cities across the nation.
- **Commemorative Works Committee:** Produced historically accurate reproductions of Norwich uniforms that are modeled by students at special events, and developed a line of commemorative items including Vineyard Vines® ties, scarves, and belts, a custom-blend coffee, canvas tote bags, Darn Tough® socks, Alden Partridge bobbleheads, and a limited-edition Henry® .30-.30 rifle.
- **Academic Programs Committee:** Hosted the ROTC Centennial Symposium in 2016 and the Making Innovation Symposium in 2017.
- **Bicentennial Stairs Committee:** Developed the criteria and nomination process for selecting those to be memorialized on the Bicentennial Stairs.

We are sincerely grateful to all who have contributed and supported the bicentennial projects to date.

In the fall 2017 issue of the *Norwich Record* we will announce the 2018–19 schedule of events and activities. Among these will be the unveiling of commemorative artwork, the premiere of a documentary film on the history of Norwich, and ribbon-cutting ceremonies for the Bicentennial Stairs, renovations of Dewey, Webb, and Ainsworth halls, and the construction of Mack Hall. We will also release the bicentennial history book on Norwich written by *New York Times* best-selling author Alex Kershaw. In addition to spectacular Homecoming events in 2018 and 2019, there will be gala celebrations in Boston, Dallas, San Francisco, Washington D.C., and Naples, Fla., as well as bicentennial "birthday parties" in NU clubs across the nation.

There is a great deal to look forward to as we mark Norwich's 200-year legacy and embark on our third century of service to our nation, and, by extension, the entire world. We encourage your participation in this once-in-a-lifetime celebration.

Norwich Forever!

Doug McCracken '70
Chairman
Bicentennial Commemoration Committee

Diane Scolaro
Associate Vice President
Bicentennial Celebrations



Mack Hall

A Modern, Flexible Hub for Active Learning

The second phase of our \$100 million *Forging the Future* campaign is scheduled for completion in August 2018. This \$24 million academic building features interactive classrooms, case-study spaces, pocket lounges, a high-tech, cyber-security War Room, and a 400-seat auditorium and performing arts center.



Pictured (l-r): On May 1, 2017, President Richard Schneider, Debbie McNally '18, and Chairman Alan DeForest '75 broke ground on Mack Hall with the help of Chris Yandow, vice president of Engelberth Construction, Rick Jones, president and principal of Jones Architecture, Josh Crandall, architect with Freeman French Freeman, and Norwich senior project manager Norm St. Onge.

Bicentennial Merchandise

Limited-Edition Commemorative Rifle

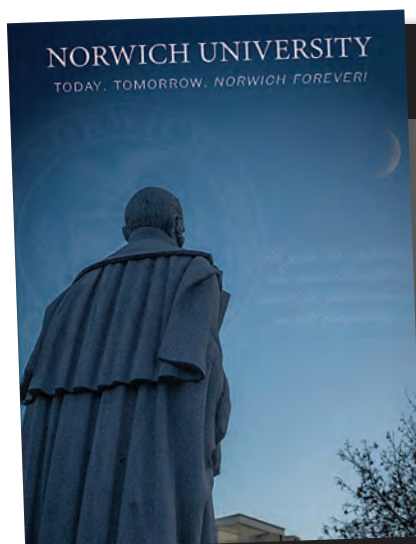


Henry®, America's storied rifle maker, is producing a limited-edition .30-.30 rifle to commemorate Norwich University's Bicentennial. Each masterpiece of finely crafted gunsmithing is numbered and features Norwich's Bicentennial logo engraved into the American walnut stock. It is both lightweight at just 8.3 lbs., and maneuverable at 39 inches. Like every Henry® rifle, it is 100 percent American-made.

Commemorative Rifle Discount

The Norwich Bicentennial special price is \$750, a \$200 discount from the manufacturer's suggested retail price. The cost includes shipping to your local Federal Firearms License dealer. The order form is available at alumni.norwich.edu/BicentennialRifle.

Have questions? Call R&L Archery at 800-269-9151.



NORWICH UNIVERSITY

TODAY. TOMORROW. NORWICH FOREVER!

To commemorate Norwich's bicentennial and mark the rich heritage and traditions that define this remarkable institution, the Norwich University Alumni Association presents *Norwich University. Today. Tomorrow. Norwich Forever!*, a year in photographs of life on the Hill.

From orientation to graduation, academics and athletics, CGCS Residency Conference, and the Green Mountains that surround the campus, the images enshrined in this hardcover book speak to the beauty, camaraderie, commitment, and lifetime bonds formed over two centuries.

\$49.95 includes shipping and handling; if purchased in Vermont, a 6-7% state tax will apply. Available for shipment after August 15, 2017.

Order online: alumni.norwich.edu/NorwichToday

HOLIDAY EVENTS

In December and January, eight NU Clubs hosted holiday socials to bring the Norwich family together in celebration of the season. Everyone enjoyed great food and beverages while connecting with friends old and new. Participating Clubs include the NU Clubs of Houston, Portland (Ore.), North Shore (Mass.), Brevard County (Fla.), Atlanta, Europe, Washington D.C., and Richmond (Va.).

HOCKEY EVENTS

Hockey is a favorite pastime of many Norwich family members, which is why several clubs met this winter to cheer on their local teams. Attendees in Washington, D.C., southern Vermont, northern New Hampshire, Maine, southern New Hampshire, and northern Alabama were treated to some great rivalries on the ice.

NORWICH | CONNECTS EVENTS

During Spring Break, seven NU Clubs from California to Massachusetts hosted networking socials to connect current students with alumni and job opportunities. Despite the arrival of Winter Storm Stella, these events were a huge success, with more than 250 total in attendance, and ranging in class years from 1957 to the future Class of 2035. One attendee said he benefited from the event by "...expand[ing] my network of contacts and friends."

BREVARD COUNTY ANNUAL GOLF OUTING

Under the diligent guidance of Walt Bleiler '62, the NU Club of Brevard County (Fla.), hosted its 11th Annual Golf Outing! This event has become a mainstay in central Florida. Attendees spent the day on the green or enjoying local activities. The group came together for lunch and dinner and enjoyed sharing their best Norwich stories.

Events and more can be found online at alumni.norwich.edu/calendar

WE HOPE TO SEE YOU AT A STUDENT SENDOFF THIS SUMMER.

VISIT alumni.norwich.edu/sendoffs for a full list of dates and locations.



RICHMOND HOLIDAY PARTY 2016



BOSTON NORWICH | CONNECTS 2017



TAMPA NORWICH | CONNECTS 2017



News from the NUAA

"WE CALL THEM LEADERS BECAUSE THEY GO FIRST. We call them leaders because they take the risk before anyone else does. We call them leaders because they choose to sacrifice so that their people may be safe."
—Martin Sinek, author of *Start with Why: How Great Leaders Inspire Everyone to Take Action*

When we talk about leadership, what do we mean? Do we think solely of the bosses who run businesses? Or maybe we think about the men and women who wear uniforms and operate on the front lines each day, ensuring military and public safety. However you define "leadership," we can agree that the very best leaders transform us in some way. Transformational leaders actively listen to and engage with those around them; they inspire and motivate great change—not just in individuals themselves, but within their organizations as well. Above all else, transformational leaders make a lasting impact on the world.

Who, then, better exemplifies a transformational leader than Captain Alden Partridge?

Having had the courage to challenge popular norms of the time, Captain Partridge has provided Norwich students and alumni with an enduring system of education and a set of values that continue to transform all who embrace them. Norwich University would not exist, let alone survive for nearly 200 years, without Captain Partridge's vision for reimagining American education as it was known in the 19th century. Unappreciated at the time, he faced great challenges in pushing his concept forward. Norwich University would not have become a reality had he given in to the dissent of those around him. Instead, he exhibited those now-familiar leadership traits that still resonate with Norwich graduates: passion, inspiration, creativity, commitment, courage, a sense of purpose, and above all else, perseverance.

The Norwich University Alumni Association (NUAA) seeks to further Captain Partridge's leadership legacy by promoting the Norwich experience and bond that exists between the university and its alumni. As NUAA Board members, we proudly champion Captain Partridge's vision and guiding values through development and promotion of programs designed to further his legacy.

Each of us leads in his or her own way; and collectively, our actions make a positive difference in the lives of others—both during and after our time at Norwich. As we transition from the Year of Leadership to the Year of Legacy, we encourage you to take action in your class, your university, and your community, and to make a difference wherever and whenever you can. For information on how to stay involved in the Norwich community, visit the NUAA website at alumni.norwich.edu/NUAA.

Tim Finamore, '85, M'03, P'14
President, NU Alumni Association

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 December 7, 2016, and February 28, 2017.

CHAIRMAN'S TWO-DIAMOND
(\$2,000,000–\$3,999,999)
Harvey '68 & Jeanne DeMovick

FIVE-STAR GENERALS
(\$750,000–\$999,999)
Mr. & Mrs. Joel A. Kobert '65
Roderic & Patricia Vitty P'89

FOUR-STAR GENERALS
(\$500,000–\$749,999)
Mr. & Mrs. Rupert Johnson

THREE-STAR GENERALS
(\$250,000–\$499,999)
William Lasky '69

TWO-STAR GENERALS
(\$100,000–\$249,999)
Stephen Jones '71
Mr. & Mrs. E. Miles Prentice III
Mr. & Mrs. Kendrick Snyder P'07
Mark Thompson '79 & P'13

ONE-STAR GENERALS
(\$50,000–\$99,999)
John '60 & Jackie Allen
Frederick '63 & Mary '59 Bashara
BG Richard M. Blunt, USA (Ret.) '72
& Ms. Anita Porter
Elizabeth Cairns '55 & W'54
William S. English '58
Clarke & Cathie Keenan
David Sargent '57
Frederick E. '67 & Linda VanAlstyne

LIFETIME MEMBERS
(\$20,000–\$49,999)
Mr. & Mrs. Daniel P. Burnham '88
Pat & Joyce Civile
Bruce Cunningham '58
August '66 & Carolyn '64 Daub
Geoffrey C. Dawe '84
William M'07 & Susan Gibson
Dr. & Mrs. Edmund Hackman, Jr. '69
William R. Legge '57
Walter '68 & Dianne Mischenko
Conrad '58 & Phyllis Rowell
Gene & Emilie Sharbaugh '84
Andrew M. Wigg '88

1819 CIRCLE MEMBERS
Dr. & Mrs. Adrian W. Grubs '55



CLASS OF 1960 Super Bowl Party at the McDermotts' in Florida.



CLASS OF 1963 John Coyle digging out in Squaw Valley, Calif.



CLASS OF 1963 Robert Sanborn and his bride, Janet.

1958 Bruce Cunningham was honored last fall with a "Hometown Hero" award for his many years of involvement in his community of The Woodlands—a 28,000-acre, master-planned community in the metropolitan area of Houston, Texas—where Bruce and his wife, Mary, have lived since 1986. The award recognizes individuals and businesses who have "contributed to the educational, civic, cultural and spiritual fabric of the community." (See photo.)



CLASS OF 1958 Bruce Cunningham (right) accepts the 2016 Hometown Hero award for his involvement in his community of The Woodlands, Texas.

1960 Jack and Jen McDermott hosted a mid-year class reunion at their annual Super Bowl Party in Fort Myers, Fla. Jack writes, "Of course the Patriots won!" Joining the festivities were John (and Jackie) Allen, Bill (and Barbara) Balch, Tony (and Gail) Caprio, Rich Cochrane, Jack (and Flo) Daly, Carol Divita, Rick (and Ginny) Long, Rosanne Griswold, Guy (and Robin) Huntley, Carlene Gavin, John (and Janis) Paris, Jerry Runyon, Roger (and Margaret) Winslow, Bruce Baker, Paul (and Peggy) Valvo, and Bob Francis. (See photo.)



CLASS OF 1970 From left: Beaux Sincerbeaux, Carl Pascal, Jay Evans, and Dick Robert at the NU vs. Southern Maine hockey game.

John Coyle writes, "Digging into my cabin mid-January; we got just a tad of snow here in Squaw Valley!" (See photo.)

Robert Sanborn writes, "Friday, 25 November 2016, is a very special date for me. I am elated that Janet A. MacMillan consented to marry me, and we were wed at a civil ceremony held at our home, 'Hillendale,' in Chelsea, Vt., with many family members present. I couldn't have received a finer gift than this, which gives me peace, hope, and love." (See photo.)



CLASS OF 1975 Tomy Wright (right) at the fifth anniversary celebration of the Traditional Folk Song Circle.

1963 Professor Emeritus Gary J. Confessore was recently inducted into The International Adult and Continuing Education Hall of Fame. His contributions to adult and continuing education have had a transformative effect not only in collegiate settings but for adult learners around the globe.

1964 Dick Lovisone writes, "Eight years ago, Dottie and I purchased a home in Viera, Fla., at a place called Indian River Colony Club (IRCC). It is a 55+, active-adult, country club community, which is home to mostly military

veterans. We have five Norwich grads—myself, Walt Bleiler '62, Bob Gillespie '71, Jim Gillis '69, and Steve Cooley '78—living in this great community. Check out our website at colonyclub.com. And if you are retired or are approaching retirement, please consider visiting IRCC. Dottie and I would love to show you around!"

1965 Doug Miller was chosen as the Pleasant Weekly 2016 Man of the Year. A Regular Army captain and helicopter pilot in Vietnam who later retired as a major in the Reserves, Doug was cited for his leadership efforts in planning and completing the Veterans Memorial that was dedicated November 12, 2016, in



CLASS OF 1986 Frank Muth (right) at his promotion ceremony in Saudi Arabia.

Pioneer Cemetery. Doug is president of the local chapter of the AUSA and a lifetime member of the Vietnam Veterans of Diablo Valley, the Vietnam Helicopter Pilots Association, Pleasanton Post 237 of the American Legion, and Pleasanton Post 6298 of the Veterans of Foreign Wars, where he has served as president.

1970 Classmates Beau Sincerbeaux, Carl Pascal, Jay Evans, and Dick Robert had a mini-reunion at the January 14 NU men's hockey game vs. Southern Maine. (See photo p.40.)

1975 Tomy Wright served as host for the fifth anniversary celebration of the Traditional Folk Song Circle at the Dublin Roasters in Frederick, Md. The Circle meets at the Dublin Roasters on the second Saturday of every month in fulfillment of their mission to preserve and perpetuate America's rich folk song heritage. Tomy writes, "Bring your acoustic guitar and play along or just sing along. Great way to spend a Saturday!" (See photo p. 40.)

1980 Guy Gaudreau was one of 12 individuals recently inducted into the Vermont Sports Hall of Fame. A star in hockey and soccer for North Country Union High School and at NU, Guy finished his Norwich soccer career with 30 goals, second all-time when he graduated in 1980. He ended his Norwich ice hockey career with 88

Bob Anderson ECHOES OF THE HILL

"Were it not for the friends and deep relationships I formed at Norwich, I would not be able to survive the challenges that lay ahead."

—Raymond Alexander '66

BOB "ANDO" ANDERSON '86 thinks of these words, spoken by his cousin Raymond Alexander '66, every day.* It was indeed his cousin who inspired him to attend Norwich. That beginning, followed by the education Bob gained and the leadership skills he honed, have defined the contours of his life ever since.

Arriving on campus as a two-sport athlete, Bob quickly put to use his innate ability to inspire others. His exuberant personality and aptitude for leadership soon reflected in the long list of placards affixed to his dorm-room door: football and lacrosse team captain, class president, Honor Committee chair, Corps Committee chair, first battalion commander. Yet he is reluctant to claim these successes as his own, instead crediting professors, mentors, coaches, and fellow students for challenging him to reject mediocrity.

"This story is theirs, too," Bob insists, naming football coach Barry Mynter, lacrosse coach Wally Baines, Spanish professor Eduardo "Chico" Hernandez '72, roommate Chris Wiedle '86, and Cadet Drill Sergeant First Class Karl Moisan '84, among many others, as his guiding influences.

Throughout his studies in modern languages—a program which gave him the ability to "truly speak to my men" as an Army officer—Bob was thirsty for knowledge, drinking in every leadership example he could find. Upon graduation, he brought his Norwich-learned skills to multiple global deployments: Korea, Nicaragua, Paraguay, Panama, and Kuwait. Although the latter two were in-theater, Bob is hesitant to label them combat tours—perhaps in deference to two of his closest Norwich friends, Army Generals Mark O'Neil '86 and Frank Muth '86.

"There are men and women out there with six, seven, eight combat stripes," he explains. "When you shoot at someone and they shoot back, that's one thing. But when you're under duress for 18 months at a time? I can't claim to be in that league."

Humble, charismatic, and driven all at once, Bob modeled his leadership style after Moisan, who was fiercely dedicated to his rooks. "Karl came to our games. He helped when we struggled academically. He gave us so much that his own grades suffered, but he knew that we knew he'd wake up for us in the middle of the night." Later on, with that level of dedication to his own Army command, it's easy to imagine how Bob's troops performed.

After the Army, Bob spent three years teaching in California, then created 1Hero Sports. Leveraging his military experience, athletic abilities, and unique understanding of a star athlete's psychology, Bob harnesses the techniques of emotional intelligence to help Special Operators and professional athletes overcome destructive behaviors and thoughts that hinder their performance and relationships.

Of his clients, who include Green Berets, Navy SEALs, and NFL, NBA, NHL, and MLB players, Bob says, "They don't give a s**t that I went to Harvard" (where he earned an MEd). "They don't care how much I know, until they know how much I care—yet another lesson I learned at Norwich. And I care very much."

In his "spare" time, Bob runs ultra-marathons, learns new languages (he's conversant in six), and volunteers for numerous causes. Occasionally, he relaxes at home in Stowe, Vt., where he lives with his wife, Heather, daughter Sierra and son Camden, and their two dogs.

"In everything I do, I hear echoes of the Hill," he concludes. "Without Norwich, I wouldn't be who I am, or where I am, today." —JANE DUNBAR

*Editor's note: At the time Bob's cousin, Raymond Alexander '66, spoke these words, he had just suffered a catastrophic spinal cord injury. Visiting him at the VA Hospital in West Roxbury, Mass., and witnessing the unwavering dedication of Ray's classmates in holding constant bedside vigil, left an indelible mark on Bob's heart. Ray passed away in 2013 at the age of 71.



A speaker, trainer, and mentor, Bob Anderson '86 uses the language of emotional intelligence to develop leaders and build communities.



CLASS OF 1991 Shannon Caudill being honored by the Atlanta Braves.

goals and 56 assists, putting him in the top five in points (144). His son Johnny Gaudreau plays left wing for the Calgary Flames of the NHL.

1982 Cocoa High head football coach John Wilkinson finished second in the voting for statewide Florida Dairy Farmers' Coach of the Year as announced December 21, 2016. Wilkinson and Bruce Judson, Cocoa's senior quarterback, won the top awards given to Class 4A by the organization, becoming finalists for the top award in all classes.



CLASS OF 1990 From left: Brian and Jana (Hurst) Raymond and Estelle and Bryan Radliff at a ZZ Top concert.

1984 Doug Sullivan has been promoted to associate in Dewberry's Parsippany and Bloomfield, N.J., offices. With more than 31 years of experience in project and program management, Doug leads a group of environmental engineers and scientists in hazardous waste investigation and remediation and environmental compliance. (See photo online.)

1986 Michael Amaral has been appointed the new medical center director of the El Paso VA Health Care System. The position is a Senior Executive Service (SES) billet, equivalent to a one-star general.

Frank Muth writes, "I was promoted to MG in the Kingdom of Saudi Arabia by Prince Mit'eb on Wednesday, January 11." (See photo p. 41.)

1990 Classmates Brian and Jana (Hurst) Raymond and Estelle and Bryan Radliff held a mini-reunion at a ZZ Top concert at MGM National Harbor Theater in Maryland. (See photo.)

1991 On October 1, 2016, Col. Shannon Caudill retired from the Air Force after 25 years of service. He was honored by the Atlanta Braves as the Hometown Hero at their September 18 game. Soon after retiring from the military he was hired by Atlanta's iconic Fox Theatre as director of operations and public safety. (See photo.)

Steven Corrigan sent photos from Regi Ball 1987 of himself and his date, and Regi Ball 2016 picturing



CLASS OF 1991 Above left: Steven Corrigan at Regi Ball 1987. Above right: Steve's son Brenden (Class of 2020) at Regi Ball 2016.



CLASS OF 1995 Paul and Molly Magness, with their children, Malcolm, Marianna, and Miriam.



CLASS OF 1997 Isabelle Rizzuto.



CLASS OF 1997 Thomas Manning, honorary Bruin captain.

his son Brenden, a cadet scheduled to graduate in 2020. (See photos.)

coming to Claremont, Alex, who has a law degree, was an assistant attorney for Sullivan County.

1992 Alex Scott retired on February 3 from the Claremont, N.H. police force. Three days later, he began working in Concord in the New Hampshire Attorney General's Office. Before

1995 Paul Magness and his wife, Molly, announce the arrival of Miriam Kay Magness, born December 2, 2016. Miriam joins twins Malcolm

Valentina Videva Dufresne REWRITING HISTORY

WHEN VALENTINA VIDEVA DUFRENSE '97 first walked into Professor Leonard Gambler's Fourier series class as one of only two mechanical engineering students—and as the only woman in the room—she knew exactly where she was: in an advanced course outside her major that she'd elected to take for the challenge.

But her classmates weren't convinced she was in the right place. "Someone looked at me and asked, 'Why are you in this class? Are you lost?'" she recalls, chuckling. "They didn't ask my male counterpart if he was lost. So I turned their doubt into motivation; soon, I was tutoring those same students!"

Determination is Valentina's hallmark. Combined with her innate intelligence and ability to seize opportunity when it presents itself, it also explains her remarkable achievements in a male-dominated profession.

Born and raised in Macedonia, Valentina says that it was "very acceptable for girls to be good at math" there. In fact, she'd already mapped her life's direction based on her aptitude for the subject: She would study computer programming at the University of Belgrade, then work at a new technology center in the city.

But a series of detours altered her course.

First, a misfiled college application routed her into a highly selective mechanical engineering program at the university. Then Yugoslavia fell apart.

"As the unrest intensified, I knew I needed to get out," she explained. That decision ultimately led her to Norwich.

Perplexed, but not deterred, by her classmates' assumptions, Valentina vowed to actively challenge the biases that too often prevent women from thriving in STEM-based careers. "Female engineers often lack role models," she explains. "I always ask, 'Who am I trailblazing for?'"

After graduating summa cum laude from Norwich, Valentina joined Sensata Technologies (formerly Texas Instruments)—where she has steadily risen through the ranks. "Whenever I felt comfortable in a role, I knew it was time for a new challenge," she says. Her innovations, business results, and leadership expertise have earned her a seat on Sensata's technical staff; only 5.5 percent of her colleagues achieve this honor globally.

As a founding member of Sensata's engineering council diversity committee, Valentina also works to improve the hiring, retention, and leadership development of women. "We've come a long way in the last 20 years; Sensata now has a female CEO," she says. "But there's more work to be done, and I'm delighted to help lead that change."

Her initial experience in Professor Gambler's class notwithstanding, Valentina fondly recalls Norwich as a "welcoming home away from home" that nurtured her intellect and fully prepared her for a career in engineering. "In Belgrade, we focused on theory," she says. "I arrived on the Hill knowing I was 'book-smart,' but the real-world experiences that Norwich offered were indispensable."

As will be her example for the next generation of female engineers. —JANE DUNBAR



CLASSES OF 2001, 2002 Mack Kennedy Potkowski.



CLASSES OF 2002, 2007 Elliott Rogers Rutter with big sister Charlotte.

and Marianna, 21 months old, also pictured. (See photo p. 42.)

1997 Thomas Manning, 8-year-old son of Kevin Manning and his wife, Melissa, was the "honorary kid captain" for the March 23 Bruins game against the Tampa Bay Lightning in the TD Garden. Thomas dressed with the Bruins and was escorted down the tunnel to take the ice where he was introduced with the starting lineup, standing with the players during the National Anthem. He enjoyed the rest of the game in special VIP seats with his family. After the game they were escorted to a special meet and greet with the team. (See photo p. 42.)

Mike Rizzuto and his wife, Lauren, are thrilled to announce the birth of their "sweet little girl," Isabelle, who made her appearance at 6 lbs., 14 oz., and 20 in. Big brother, Charlie, just turned two. The whole family is doing fine. (See photo p. 42.)



As director of process development and product management for Sensata Technologies, Valentina Videva Dufresne '97 leads the teams responsible for technology that will enable self-driving cars.



CLASSES OF 1991, 2001 Scott Robertson '91 (left) congratulates Casey Mahon '01.



CLASS OF 2008 Nick Cimler (center) at the Pentagon.

1998 David Thibault was promoted to first vice president, cash management sales and support manager at PeoplesBank in Holyoke, Mass. David is a member of the board of directors of WestMass ElderCare, serves on the Golf Tournament Committee of the Holyoke Chamber of Commerce, and volunteers for the Belchertown 4-H Town Council and the Lupa Zoo.

Society for Healthcare Strategy and Market Development. The designation is granted to strategists under the age of 40 who are making meaningful contributions to their professions and are on a trajectory for future success in a healthcare strategy profession. (See photo online.)

Kevin Ryan was promoted to major and is currently deployed to Iraq as part of Operation Inherent Resolve. He is serving with the 2nd Brigade Combat Team, 82nd Airborne, Fort Bragg.

2001 Elizabeth Kennedy and Logan Potkowski '02 welcomed their first child, a son, Mack Kennedy Potkowski, on February 23 at 10 lbs., 8 oz. (See photo p. 43.)

Navy Cmdr. Casey Mahon, Prospective Executive Officer of USS Ralph Johnson (DDG 114) and Navy Capt. Scott Robertson '91, commanding officer of the Surface Warfare Officers School in Newport, R.I., continue the Norwich Navy tradition. In the photo, Scott congratulates Casey on graduating from the Surface Commander's Course and receiving the Distinguished Graduate Award. (See photo.)

2002 Lawton Rutter and Melissa (Stark) Rutter '07 welcomed their son, Elliott Rogers Rutter, on February 15. Proud big sister Charlotte is pictured holding her new baby brother! (See photo p. 43.)

2006 Lisa A. Crockett M'06, DBA, was named the 2016 Rising Star by the

2007 Joseph Dalessandro has been teaching at Brandeis University for the past few years and was recently named program chair for the master's program in information security leadership. Joseph writes, "My Norwich degree had a great impact on my future endeavors and has inspired me to give back."

2008 Army Capt. Nick Cimler and co-author Army Maj. Chris Baldwin responded to a DoD crowdsourcing RFP detailing how to respond to select downstream operational challenges confronting the U.S. military in a denied environment. The paper, which focused on operational, autonomous, and logistical enhancements to amphibious assault, was one of the top two papers among the 100 submitted by operators, think tanks, academics, technologists, researchers, and others. Nick and Chris presented their thesis at the Pentagon just before Christmas. They also made the cover of the DoD News. (See photo.)



CLASS OF 2012 NU alumni at the wedding of Felicia Desorcie and Seth Knihtila. (See class note for names.)

2010 Kelley Daddio (psychology) and Brian Maxwell (CSIA) were married on October 22, 2016, in Lincolnville, Maine. Norwich alumni in attendance included Cameron Davis, Cory Cunningham, Jessica Cunningham, and Andrew Daddio '12.

2012 Felicia (Desorcie) and Seth Knihtila were wed August 20, 2016, in Charlotte, Vt. From left in the photo are: Greg McKenney, Logan Bessette, Joe Sleeman, Ryan Robertson, Seth, Felicia, Dr. Adam Sevi '95, Suzanne Whitaker, Jason Leonard, Sasha Johannes, Austin Shaw '11, Hallie Grennon, Dustin Flemming '11, and Stephanie St. Onge. (See photo.)

2014 Retired Air Force Lt. Col. Michael B. Howard M'14 (MBA) has been hired as the Senior Aerospace Science Instructor at San Jacinto High School (Calif.), where he directs the Air Force

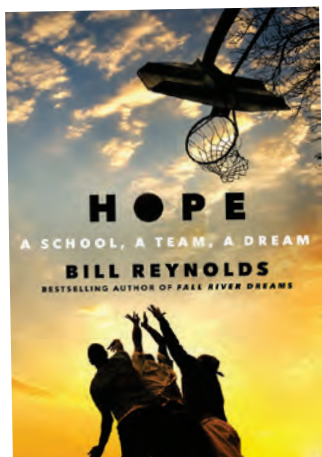
JROTC program, comprising three instructors and more than 200 cadets.

2016 Major (Ret.) Lonnie Spangler M'16 (MPA) recently retired from the Army National Guard, Active Guard Reserve Program after 28 years of commissioned service, and assumed duties as senior Army instructor with the George County High School Army JROTC, Lucedale, Miss.

Maynard (Mass.) Town Administrator Kevin Sweet M'16 (MPA) recently received the Credentialed Manager designation from the International City/County Management Association.

Stephanie Thompson M'16, a 2007 graduate of CCV who earned a bachelor's degree at Johnson State College, is working to address the opiate epidemic in Springfield, Vt. Stephanie is the executive director of the Springfield Prevention Coalition, town administrator in Londonderry, vice chair of the Springfield Select Board, and board member of Emerge VT, promoting "Women Leaders for a Democratic Future."

NORWICH Connections - Book Report

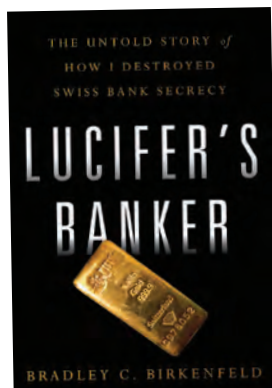


Hope: A School, a Team, a Dream

BILL REYNOLDS

While we delight in celebrating books written by members of the Norwich family, it's a rare treat for us to highlight a book written about one of our own. Hope: A School, a Team, a Dream is the chronicle of a mentor, basketball Coach Dave Nyblom '85, and the students he believes in, even when they don't believe in themselves.

Hope High School in Providence, R.I., was known for its state championship basketball teams in the 1960s, but by 2012, the team members were disobedient, distracted, and overwhelmed by family troubles. With mismatched sneakers and a penchant for profanity and anger, Nyblom's team of mostly black players—including several who immigrated to Providence from war-torn Liberia—faced gang violence, domestic uncertainty, drug problems, and a host of other issues. But with the unfailing support and guidance of Nyblom and other Hope coaches, their ragtag team pulled together to find faith and trust in themselves. Hope is the inspiring story of young men and their mentors pursuing one goal—a championship—but achieving so much more.



Lucifer's Banker: The Untold Story of How I Destroyed Swiss Bank Secrecy

BRADLEY C. BIRKENFELD '88

Bradley Birkenfeld majored in economics on the Hill and went on to become a major investment banker and "whistleblower" whose disclosures led to an investigation into massive fraud among the uber-rich by the world's largest bank," according to the Progressive Radio Network. The bank he worked for was indeed the world's largest, UBS, and Birkenfeld was an expert in

Switzerland's shellgame of offshore companies and secret-numbered accounts. As his client list grew, Birkenfeld lived a life of money, fast cars, and beautiful women, but when he discovered that UBS was planning to betray him, he blew the whistle to the U.S. Government.



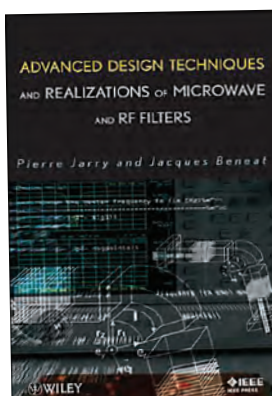
Choose Your Own Adventure: Dino Lab

ANSON MONTGOMERY

Dino Lab by Norwich English instructor Anson Montgomery takes you on a prehistoric adventure of a lifetime. Your six- to eight-year-old reader will visit the Dinosaur Research Lab on the same day that two baby dinos go missing. You thought that dinosaurs were extinct, but that was before you visited the Dino Lab. Can your puppy, and best friend, Homer help you sniff out the dinosaurs? Perhaps

the dinosaurs have headed to the zoo, or maybe they went to the movie theater.

Choose Your Own Adventure: Dino Lab is an interactive adventure book in which the reader decides what happens next.



Advanced Design Techniques and Realizations of Microwave and RF Filters

JACQUES BENEAT, CO-AUTHOR

Microwave and RF filters play an important role in communication systems. And, owing to the proliferation of radar, satellite, and mobile wireless systems, there is a need for design methods that can satisfy the ever-increasing demand for accuracy, reliability, and shorter development times. Electrical and Computer Engineering Professor Jacques

Beneat co-wrote this book with Pierre Jarry to lay out the fundamentals needed to design and realize microwave and RF filters. It is geared toward wireless and telecommunication engineers, and researchers interested in current microwave and RF filter design practices. It can also serve as a supplementary textbook for advanced undergraduate courses in filter design.



Big Mother 40: A Vietnam War Novel

MARC LIEBMAN P'00

U.S. Air Force pilots are becoming reluctant to fly into North Vietnam from Thailand because the North Vietnamese are shooting them down from a base they cannot see. Josh Haman, a Naval aviator, and his friend Marty Cabot, the leader of SEAL Team Sierra Six, suspect a leak in the Navy's secure communications system—the only explanation for the unaccountable losses. No one believes them until Cabot captures maps with the locations of their

insertion. Big Mother 40 is one of five novels by Marc Liebman, father to Seth Liebman '00 and a Naval aviator combat veteran of Vietnam and Desert Shield/Desert Storm.

PUBLISHED A BOOK LATELY? SEND A BRIEF SYNOPSIS AND HIGH-RES COVER IMAGE TO record@norwich.edu.

In Memoriam

Carlos Harold Van Orden: Holding the Hill in His Heart

April 26, 1931 – February 2, 2017



After retiring from Belmont Abbey College in North Carolina, CVO just couldn't stay away from teaching, or the military. He was soon back in front of the classroom at Marine Corps Base Camp Lejeune and Marine Corps Air Station Cherry Point, both in North Carolina.

WHEN CARLOS HAROLD VAN ORDEN started teaching business at Norwich University in 1973, he happily united his life's passions: family, education, and the military. Norwich felt like the perfect fit for the war veteran, family man, and former traveling businessman.

In the U.S. Navy during the Korean War, Van Orden served as a cryptographer on the USS *Currituck*. He discovered his passion for teaching as a Reservist at the Naval Reserve Station in Trenton, N.J., where he taught communications. But it would still be some years before indulging in his teaching passion full time. For a decade and a half after his military service, he worked for communications companies from New York to Illinois, eventually attending night school to earn his advanced degree. When at long last CVO—as he was known on the Hill—stepped in front of the classroom, he didn't teach from a textbook. He taught from experience.

In 1979, Van Orden said a fond farewell to the Hill, and carried his Norwich connection with him throughout his life. Five among his next generation—two daughters and three sons-in-law—are Norwich alumni. And now, he returns to Northfield. In July, CVO and Elvera Mae, his wife of 60 years who predeceased him in 2015, will be interred at the Norwich University Cemetery, a resting place they chose way back in 1989.

—AUDREY SEAMAN '13

Below are some recollections of Carlos Van Orden.
Send your own to record@norwich.edu.

"My sister, Mary, and I were so proud to be students during the years my Dad was a Norwich professor, and the 1979 yearbook was dedicated to him—that was the year we graduated. I know that many others share in the message we received from one of his former students, thanking my Dad for making a difference in his life. The note ended with a heartfelt, 'Godspeed CVO.'"

—Daughter Ellen Ammel '79

"I remember that every year after Norwich's graduation, Dad would come home and climb up onto the roof. He would shovel whatever snow was left between the roof's peaks out onto the lawn. That was his thing—his Norwich graduation tradition."

—Daughter Cara Moore

"My dad would stand outside of Dewey Hall and watch the Corps of Cadets assemble for their noon formation and march down to Harmon Hall. This was a ritual he so enjoyed and rarely missed. As a family, we attended many of the sporting events. My parents enjoyed watching football and hockey in particular and went to nearly all the games. Even though my dad left Norwich in 1979, he always had a special fondness for the Hill and its proud traditions."

—Daughter Ann Bigay

"My parents loved anything to do with the band. My Dad was a former clarinet player. My husband and I even met each other because we sat next to one another in band, and I was the first woman in the Regimental Band. My sister, Ellen, played in the symphonic band, and her husband, Mike, was in Band Company. My father was always interested in the march downs, probably because four out of five of us played an instrument at Norwich."

—Daughter Mary Bibb '79

"CVO was just so outstanding. He exuded principles and ethics, which is why I sort of adopted him as my father. I remember a couple of years after I got here—I was 23 years old when I started teaching at Norwich—CVO was having a big yard sale and they were getting rid of this solid oak medicine cabinet. My wife just loved it, so a few days before the sale, I asked if I could buy it. He said no, since he had advertised that the sale would start at 8 a.m. on Saturday. The next day, he came over to my house, opened his car door, pulled out the medicine cabinet, and said he could give anything away any time he wanted and that he wouldn't take a dime for it. Today, that same medicine cabinet lives in my bathroom and every morning when I wash, I say a prayer for Carl. That's how much I think of that guy."

—Frank Vanecek, Norwich Senior Vice President for Student Affairs

ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from January 15, 2017, through April 17, 2017. Full obituaries, when available, can be viewed online at alumni.norwich.edu/obituaries. To inform the university of the passing of a member of the Norwich family, please contact the Alumni Office at 802-485-2100 or inmemoriam@norwich.edu.

1944 Leora H. Mylchreest, 92, of Westbrook, Conn., 2/10/2017 – Widow of J. Warren Mylchreest '44, mother of Mary Boehme '72, and mother-in-law to Audrey Mylchreest '70

1946 Elsie Lamson, 92, of Bolton, Mass., 2/19/2017 – Wife of David F. Lamson '46

1950 Roy H. Stewart, 88, of Bedford, N.H., 3/13/2017

1951 John W. Greenwood, 87, of Clifton Park, N.Y., 2/3/2017

1952 Arthur O. Davidson Jr., 86, of Marlborough, Mass., 2/7/2017 – Cousin to Henry Davidson '65

1952 Norman W. Hillegass, 89, of Homewood, Ill., 4/18/2016

1953 Kenneth G. Pash, 84, of Ft. Pierce, Fla., 2/11/2017

1955 Robert W. Curtis, 83, of Louisville, Ky., 3/21/2017

1955 Ronald P. Dumas, 83, of Hernando, Fla., 5/28/2016

1955 Nell L. Fohl, 84, of Nashville, Tenn., 3/1/2017 – Widow of Alan J. Fohl '55

1957 Lona Abare, 83, of Salem, N.H., 3/7/2017 – Wife of Jack Abare '57 and mother of Dave Abare '87

1957 Arnold N. Anderson, 82, of Gouldsboro, Pa., 1/5/2017

1957 Gordon "Gordy" G. Harlow, 78, of Essex, Vt., 5/6/2012

1957 Kenneth G. Sonner, 83, of Parsippany, N.J., 4/4/2017

1958 (VC) Suzanne A. Wurzberger, 77, of Bennington, Vt., 4/1/2016 – Wife of Albert Wurzberger '60

1959 Robert A. Parkin, 77, of Jamesport, N.Y., 2/17/2017 – Sibling of Leslie Parkin-Corwin VC '62 (deceased)

1959 Edward E. Steele, 80, of Waterbury, Vt., 4/1/2017 – Husband to Karen, father to Gretchen Steele '95 and Shawn Steele

1960 Lloyd W. David, 79, of Weston, Mass., 2/5/2017

1961 Richard "Dick" A. Mottram PhD, 77, of Houston, Texas, 8/5/2016

1964 Richard "Dick" K. Patterson, 74, of Richmond, Vt., 2/3/2017

1965 Patrick "Pat" B. Harrigan, 73, of Chattanooga, Tenn., 2/8/2017 – Cousin to Dennis M. Ryan '76

1965 Charles A. Lovelette, 74, of Columbus, Ga., 4/11/17 – Professor of Chemistry 1975–87

1965 Otto K. Scheu, 73, of Saugerties, N.Y., 2/20/2017

1966 (VC) Margaret Cargill, 71, of Haverhill, Mass., 3/27/2017

1967 Rita Bizzozero, 91, of Natick, Mass., 3/31/2017 – Mother-in-law to Robert Donnelly '67

1967 Lyman D. Broughton III, 73, of Plattsburgh, N.Y., 2/28/2017

1971 Thomas Infantino, 67, of Mahopac, N.Y., 1/11/2017

1972 James E. Coughlin, 67, of Medford, Mass., 3/2/2017

1972 John W. Walsh IV, 68, of Miami, Fla., 3/7/2017

1975 (VC) Carol D. Richards, 71, of Barre, Vt., 1/15/2017

1976 Thomas "Tom" M. Morosky, 63, of New London, Conn., 2/15/2017

1978 & M'80 (VC) Jacalin W. Wilder, 80, of Brookfield, Vt., 3/23/2017 – Wife of Allen S. Wilder '56

1979 Paul L. Ricker, 60, of South Hamilton, Mass., 3/23/2017 – Father of Mark E. Ricker '09

1979 Carlos H. Van Orden, 85, of Leavenworth, Kan., 2/2/2017 – Professor of Business (1973–1979) and father of Mary E. Bibb '79, Ellen M. Ammel '79, and father-in-law to Andrew J. Bibb '79, Michael D. Ammel '78, and Michael M. Bigay '79

1980 Michael W. Crimmins, 58, of Cumberland, R.I., 1/25/2017

M'82 (VC) Rosanne M. Singer, 81, of Hamden, Conn., 2/22/2017

1986 (VC) Susan L. Mesler, 53, of Barefoot Bay, Fla., 2/26/2017

M'86 (VC) Jean Nelson CSJ, 86, of St. Paul, Minn., 3/1/2017

1988 Mary T. Daniels, 80, of Wakefield, Mass., 3/20/2017 – Mother of Carney D. Daniels '88

M'89 (VC) Roger F. Webster, 74, of Arlington, Vt., 3/5/2017

1990 Andre R. Bessette, 48, of Ellington, Conn., 9/17/2016

M'91 (VC) Sally S. Spear, 80, of Colchester, Vt., 3/17/2017

1992 Brian C. Costa, 46, of Keene, N.H., 3/9/2017 – Brother to Richard J. Leslie '84

1999 (VC) Theodore "Ted" O. Francis, 72, of Seattle, Wash., 12/16/2016

M'99 (VC) Charles C. Entwistle, 78, of Bradenton, Fla., 3/9/2017

2017 William "Ryan" Owens, 36, of Peoria, Ill., 1/28/2017 – Chief Special Warfare Operator Owens passed away of wounds received during a raid conducted in Yemen.

Robert W. Goodrich, 82, of Lebanon, N.H., 3/25/2016 – Professor of Electrical Engineering, 1995–2012

Peter Kjeer, 51, of Mankato, Minn., 12/3/2016 – Engineering Lecturer 2011–12

Douglas A. Lawson, 75, of Essex Junction, Vt., 1/17/2017 – Friend of the University

Robert P. Nye, 68, of South Barre, Vt., 2/1/2017 – Former Staff

Edward C. Perkins, 88, of Rutland, Vt., 1/4/2017 – Friend of the University

William R. Saunders, 60, of Beavercreek, Ohio, 3/1/2017 – Professor in MBA Program, 2003–17

George Shelley, 87, of Northfield, Vt., 4/11/2017 – Professor of Anthropology, 1978–2004

Colonel Roland R. Sullivan, 87, of Cornwall, N.Y., 3/30/2017 – Professor of Military Science, 1978–81

Miriam Wheeler, 96, of Atlantic Beach, Fla., 3/15/2017 – Widow of Gordon B. Wheeler '42 and mother of Alan G. Wheeler '70

Reflections on the Hill

BY THE LATE ROY D. BAIR '65

On January 6 of this year, Roy Bair '65, Norwich professor emeritus of biology, sent a letter to President Schneider. Five days later, Professor Bair passed away. Feeling that the letter speaks to the greater Norwich family, President Schneider asked us to share it in the Record. We are honored to publish this excerpt.

My introduction to Norwich came when a coach at my high school pulled me out of math class to talk to a recruiter from Norwich. I told the coach that I had never heard of Norwich, and he told me that it was a military school in Vermont. I wasn't impressed—but what the heck, it got me out of math class. Well I ended up applying to NU, was accepted, and decided to attend. I really can't remember why I made Norwich my choice. I think that's the case for many 18-year-old kids when choosing a college. For me it was a lucky one.

That first day at Norwich was really something. I walked through the gate on Route 12 with my parents and a cadet told me to get my hands out of my pockets! After lunch, General Harmon addressed the new rooks and their parents, telling the parents that Norwich was going to make men out of their boys, that they would be well cared for, but not to expect to hear from them for a while because they were going to be very busy. My recollection is that he ended his remarks by telling the parents to "Pack up and get the hell out of here."

I suffered at the hands of the cadre, for whom harassment was an art form, but survived until Thanksgiving break. I got home and announced that at the end of the year I was going to transfer out of that crazy place. My mother looked at me with more than a little disgust and said, "Quitter." It was one of those life-changing moments that you don't recognize as such until years later. You would have thought *she* was a Norwich alum.

I didn't quit. I survived and thrived. After graduation I went to graduate school, where my Norwich-inspired attitude helped me survive. It does not take most people seven years to earn a PhD, but that's how long it took me. To this day I have dreams that I have not finished my research. I know that my ability to face adversity and to not quit was, in large part, due to my experiences at Norwich.

Soon I was off to do my duty with the U.S. Army. As class commander of my officer's basic course, my Norwich training was very useful. The colonel had me in his office more than once for some screw-up by "my" student officers, and one embarrassing time when I really screwed up. "Yes sir," "No sir," and "No excuse, sir" had been well-rehearsed at dear old NU.

I am ever grateful to Norwich for giving me the opportunity to teach some of her students. I really loved teaching. I had some very exceptional students—the ones whose tests you graded first to make sure you didn't make any mistakes in your answer key. Then there were the ones who struggled but didn't give up. Those are the students I hope to have helped the most. But for Norwich, I would not have heard the intensive care nurse say that she uses what I taught her every day, or the roofer turned medical technologist thank me for believing in him, or our MD to PhD superstar would not have sent me a copy of his thesis.

I can't imagine what my life would have been without Norwich University. And as Norwich enters its third century, I am confident that there will be thousands more who will become indebted to Norwich, too. 🌟



Roy Bair '65 as a Norwich senior. His nickname was "Squeak."

"I know that my ability to face adversity and to not quit was, in large part, due to my experiences at Norwich."

Editor's note: The full text can be found online at thenorwichrecord.com.

HAVE A STORY YOU WOULD LIKE TO SHARE WITH THE NORWICH FAMILY THAT SPEAKS TO YOUR NORWICH EXPERIENCE?

Send it to record@norwich.edu for consideration.

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Gordon Fawcett '59

Dick Thayer '59

Jim Sweetman '59



Forever Young

Bob and June Hyder '61



Big Plans

Henry Sturgeon, Class of 2038



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through your estate plan, please contact:



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weekend schedule
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Register before September 8 for the best rates for some events.



Questions? Contact the Alumni Office at (877) 485-2019 or alumni@norwich.edu.