URWIGH REGUR

The 2021 Annual Report

NU Trustee David Pierce '85 of Boston Scientific





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NORWICH RECORD

FALL 2021 VOLUME II4, NO. 4

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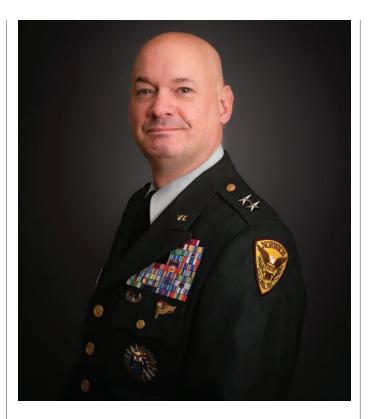
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Norwich Online www.norwich.edu

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

Cover: Photo by Aram Boghosian

NORWICH TOGETHER, NORWICH FOREVER



orwich students are now back on campus, connecting with friends old and new, while throwing themselves into the challenges of academics, athletics, the Corps, ROTC training, and civilian experiences. Our nontraditional students, meanwhile, are busy tackling online experiences: Master's programs, bachelor's degree-completion, graduate certificates, and professional development programs through NU's trailblazing College of Graduate and Continuing Studies and Norwich Pro®. Alumni from across the country and around the globe are preparing to return to the Hill this September for Homecoming—our first in-person gathering in two years.

Amidst these efforts, the Norwich community continues to find ways to innovate and lead through the many challenges facing not only our institution, but all of higher education. Public health crises, mental health stressors, political acrimony, global strife, and other challenges have not abated from last year's highs as much as we all had hoped. In the face of these issues, we continue to fight for our students while keeping our learning and host communities thriving and safe. Through our "I Will Try" spirit, the Norwich family has prevailed against past challenges; the ways we will succeed through the current crises will make us stronger than ever. Our students will not have the same experiences familiar to

many of us from past years; instead, we will be better. There is no "new normal," there is only a new and better version of ourselves.

This is the core of "Norwich Together," and why you will hear this phrase often in the coming months and years. Bringing our powerful history, talents, networks, and Norwich spirit to bear against complex issues is the key to our success. Solving problems in our own Norwich community will advance not only our institution, but also our nation, in whatever profession we serve, and for our global community. We are embarking upon a significant effort to leverage our extraordinary past and the foundation of our present to build the future state of our university. I will be discussing this theme often in the months ahead as I travel around the world to meet with our alumni, families, friends, and partners.

The transformational power of our Norwich community coming together to achieve greatness will be the focus of my inaugural address and at Homecoming. For those unable to participate, please know I will discuss the need for us to break out of traditional silos and work closer together, to innovate as a group of talented individuals towards common goals and not in competition with one another. Where we are headed can be distilled into a four-word phrase: "Norwich Together, Norwich Forever!" These two ideas—together and forever—are closely related and no doubt familiar by now. "Norwich Together" is our elevated state, rising from our foundation of "Norwich Forever." Our alma mater Norwich Forever is the song we sing as one community, one of the many ties that bind us together as Norwich no matter when you graduated or in what capacity you currently serve or have served this amazing university.

There is undeniable value in bringing people together for a common purpose. In this issue of the *Record*, for example, you'll find an interview with cybersecurity Professor Henry Collier, an Army Reserve chief warrant officer and program director at the College of Graduate and Continuing Studies. In Collier's experience, the best cybersecurity teams draw from the widest and most varied backgrounds; because everyone on the team thinks differently, they approach problems from very different perspectives. As a result, the built-in creativity of those teams generates effective solutions.

Through the examples offered by Professor Collier and many others, we must recognize that the best idea for the future state of Norwich might come from unexpected or nontraditional sources. To ensure this is possible, we have to build a culture—"Norwich Together"—that not only enables but encourages creativity and agility in solving complex problems.

An example I like to share to illustrate where we are headed as an institution is beautifully illustrated by a challenge faced in the recent past of Zimbabwe. The climate in Zimbabwe, as you might imagine, can be oppressively hot. While planning a major construction project in the capital city of Harare, many involved $with the {\it proposal expressed concern with the energy requirements}$ and electrical grid strains related to industrial air conditioning and ventilation. Groups were convened to explore options. The $professions\ brought\ in\ to\ solve\ the\ problems\ represented\ those\ you$ would expect—structural and mechanical engineers, architects. electricians, experts on public works, etc. The problem was finally solved through not just an understanding of those fields, but by combining them with studies in entomology—the end result was a highly efficient series of facilities that used concepts perfected by termites prevalent across the savannahs of Southeast Africa. The construction was modeled after the termite colonies that naturally "breathed" in cool ground air and "exhaled" hot air that would otherwise stifle the colony. The complex problem was solved by exploring non-traditional solutions and building a culture that celebrates ingenuity and creativity. The planners allowed themselves to be challenged and ensured collaboration; this is the essence of "Norwich Together."

The wide community that is Norwich—students, faculty, staff, coaches, parents, alumni, and partners—has a great deal to share. Ideas that will make us better and the networks to ensure success at all levels, up to and including our global community, come from multiple sectors. By working together, Norwich will remain relevant and achieve an elevated status in higher education far into the future.

I hope all of you will continue to share your thoughts and help in finding new and creative ways to make our wonderful school even better. We are ready for your ideas and partnerships as we ensure Norwich becomes even better than the already exceptional university we have become.

Norwich Together, Norwich Forever!

Dr. Mark Anarumo Colonel, USAF (Ret)

President



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VIR LETTERS FROM OUR READERS

Re: NU Ski Hill

Loved the comments about the NU Ski Hill in the Spring 2021 Norwich Record ("#NorwichAlumni: Snow Day," p. 46) and can add to them.

Coming from the flat, Long Island Hampton's Beach area, I would look out of my old Cabot barrack's window and watch Roger Damon'51, a member of the ski team, beautifully carving turns on the NU ski hill. He made it look so easy, I wanted to try it. (He later was head of the ski patrol at Tuckerman's Ravine at Mt. Washington for over 30 years.)

My friend Gerald "Buck" Bovee '51 ... had me sign out a seven-foot pair of U.S. Army wooden skis from Sgt. Hurley at the Armory. After a few crashes off the ancient automobile-engine-driven rope tow, we ended up top. After a few more crashes going down, he led me further northward at the top until it was so steep you could not see the bottom of the hill. It really took an awful lot of courage for me to pole myself over the crest. But I did and soon I was hooked on skiing. On afternoons when we had no classes, several of us would drive to Stowe, where each chair ride to the top cost a \$5 ticket torn out of a book of tickets, which I understand are still honored today if you have one.

I also witnessed Tom Quinn, Class of 1954, who didn't ski but who in the fall wildly drove his 1926 open convertible up and down the skill hill. He didn't last long at NU.

In 1970, I bought a ski chalet on Okemo Mt. in Ludlow, Vt., near another former NU ski team member, "Clay" Hammond '51. ... I skied 'till the age of 90.

COL. PETE CUTHBERT '51, USAR (RET.)

Re: Class of 1964 Roll Call, Summer 2021

In the summer 2021 edition of the *Record,* [Class Notes published an update section entitled] "Class of 1964 Roll Call." Unfortunately, the article provided no context

for the innovative concept, intent, creation, or implementation of this annual memorial tradition [It began] in January 2019, [when] several members of the Class of 1964 initiated an innovative concept based upon the following components: 1. Preserve the long-standing military tradition and function of the roll call; 2. Extend an email greeting to all members of the class at the beginning of the New Year; 3. Honor members of the class who had passed during the previous year by listing their names within the message of the greeting; 4. Provide a special designation for classmates who gave their lives while in military service; 5. Request each member of the class to acknowledge receipt of the message by answering "present"; 6. Encourage each member to reflect upon their Norwich years and share a personal story on that experience.

As demonstrated in the [published update], a significant number of classmates have responded and shared personal reflections on their time on the Hill. It is intended that these stories can be recorded to provide a historical archive, which preserves the legacy and contributions made by the class that can be referenced by future generations of Norwich graduates. In the two years since its inception, the response has exceeded expectations with several classmates having been "found" and reconnected with roommates, teammates, and fellow classmates.

Special acknowledgment is due Liz Kennedy '01 for her interest, enthusiasm, and role in the implementation of the initiative.

The initial success of this annual tradition suggests that a memorial class roll call should be considered by other classes as they commemorate their 50th reunions. Historically, this occasion signals the gradual thinning of the ranks and sets the stage for the eventual "last classmate standing." BILL O'BRIEN '64

CORRECTIONS

A recent story on Class of 2021 graduating seniors ("Senior Portraits" pp. 12–13) in the summer 2021 *Record* misidentified the city of registered nurse Anya Hoagland's new job. She is working in the neuroscience unit of Bay State Medical Center in Worcester, Mass.

Due to an editing error, the closing line of Pres. Mark Anarumo's "President's View" column in the summer 2021 issue was transposed. The correct line should have read "Norwich Together, Norwich Forever!"

The photo caption in the summer 2021 issue's "Flashback" story failed to include Burt Mullen's class year. He is a member of the Class of 1962.

We regret the errors.

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QUOTED

It doesn't matter what your background is. As long as you're committed and you're willing, you can step up and do anything you want to do."

—Victor Hinojosa '21, a Berlin Police Dept. officer, speaking to *VT Digger* about overcoming a childhood family tragedy.

"We're doing some dynamic things. I'm super-excited about what the future holds."

—Prof. Elizabeth Gurian, PhD, associate director of the School of Criminology and Criminal Justice on new initiatives underway at the school.

"I CHOSE NORWICH BECAUSE OF ITS ABILITY TO PRODUCE OFFICERS WHO EXCEL IN THEIR LINE OF WORK AND LACROSSE PLAYERS WHO EXCEL ON THE FIELD."

-Freshman lacrosse player John Bertolini '25 on why he chose Norwich. "As a parent, it really settled me and made me know for sure my son chose the right school. The passion displayed by the alumni was very evident. So happy to be a part of the Norwich family."

-Donna M. Leuck P'25, commenting on the Norwich University Families Facebook after attending an NU summer student sendoff in Cocoa Beach, Fla.

"The small service with a big mission.
You have to love those Coasties!"

—President Emeritus Richard Schneider, RADM, USCGR (Ret.), commenting on the Norwich Facebook re: the U.S. Coast Guard's 231-year anniversary on Aug. 4. "I REALLY BELIEVE
THAT THE WAY
WE LEARN AND
THE WAY WE ARE
TRANSFORMED
IS THROUGH
THE STORIES OF
OTHERS, BECAUSE
EVERY SINGLE
PERSON THAT CAME
BEFORE MADE ALL
THE MISTAKES
THAT CAN POSSIBLY
BE MADE."

—Guy Raz, podcast host and author of *How I Built This* speaking during the CGCS Residency Conference in June.



NEWS FROM THE HILL

ATHLETICS 10 // #NORWICHALUMNI 11 // LEADERSHIP 12



Photos by U.S. Army Master Sgt. Chuck Burden (top), iStock (bottom)

WHO IS THAT MASKED MAN?

Dr. Mark Anarumo, president of Norwich University, presented Chairman of the Joint Chiefs of Staff Gen. Mark A. Milley, USA, with an honorary Norwich doctorate at the Pentagon on Aug. 6. In May, Gen. Milley addressed the Norwich University Class of 2021 in a virtual Commencement speech. In 2016, Gen. Milley—then U.S. Army Chief of Staff—also visited Norwich during a two-day conference celebrating the 100-year anniversary of the founding of ROTC.



FUN FACT

Fly-fishers consistently rate the Dog River as one of the best fly-fishing rivers in Vermont.

5 STORIES YOU MISSED ON NORWICH.EDU



> I. Podcaster Guy Raz

The TED Radio Hour cocreator and host of How I Built This shared insights from his interviews with leading entrepreneurs in a conversation with CGCS Dean William Clements during the CGCS Residency Conference in June.

> 2. Studying Crime

Home to the most popular major on campus, the School of Criminology and Criminal Justice recently changed its name to reflect its faculty expertise in criminology. The field seeks to understand the economic, sociological, and psychological factors behind criminal behavior.

> 3. Student Government

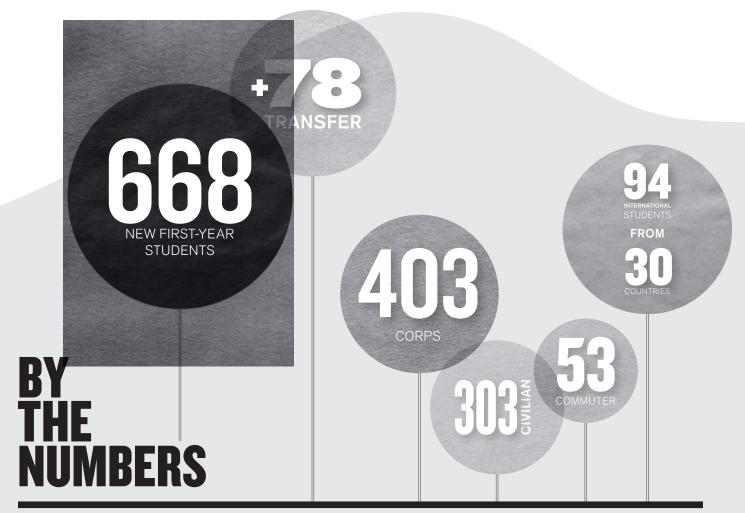
Newly elected Student Government Association leaders say they will focus their efforts on unifying the Norwich student body, a more normal pandemic reopening, and greater representation in decisions that affect students in the year ahead.

> 4. Citizen-Soldier Honor

Chicago's Pritzker Military Museum & Library will present President Emeritus Richard W. Schneider its 2021 Citizen-Soldier Award in October. Last year's recipient was former U.S. Senator and WWII veteran Bob Dole.

> 5. International Military Academies Conference

U.S. Air Force Gen. Philip
Breedlove, the former supreme
allied commander in Europe
and commander of U.S.
European Command, will be
the keynote speaker at the
seventh annual International
Symposium of Military
Academies in Oct. Reps
from more than 40 nations
will attend the event hosted
by NU, the first in the U.S.



ATHLETICS

Geoff Hensley '06 Joins Athletic Hall of Fame

Leveraging his outsize talent, work ethic, and coachability, the standout point guard became a catalyst for the Cadets men's basketball team, propelling it to consecutive conference titles.

BY JAMES THIVIERGE

o understand the type of basketball player and athlete Geoff Hensley '06 was as a Cadet, veteran head men's basketball coach Paul Booth likes to tell a story.

Once, during a game, Hensley shot consecutive three-pointers deep outside the paint. Booth called the next play to give his lead guard with the hot hand another three-point scoring opportunity. The team ran the play, and Hensley got the open look his coach planned for. But his star player dished the ball to a teammate under the hoop for an easy, two-point layup instead.

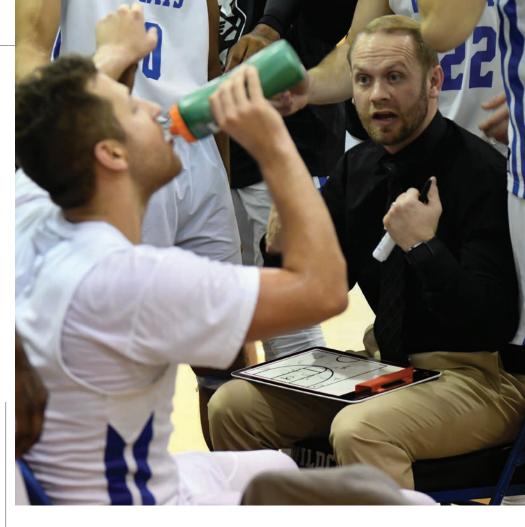
Booth threw his hands in the air, his gesture asking *what happened?* As Hensley ran past the bench, he told his coach matter-of-factly that if he didn't get the other players involved, their team wasn't going to win.

"That was Geoff in a nutshell," Booth says. "He was very focused on the outcome, very work and team oriented."

"I have loved the game since I started playing organized basketballin grade two," Hensley says today.

Growing up in the Buckeye State, he tried to emulate the work ethic of his father, a long-standing member of the PGA in southern Ohio. Hensley went to the gym often, spending countless hours trying to perfect his game.

He was a senior in high school when 9/11 happened. "It triggered something in me," he says. "I wanted to be the guy that



could help prevent something like that from happening on U.S. soil again. So, I made the commitment to Norwich, which was a perfect fit from an athletic and military standpoint."

Hensley arrived and immediately changed the fortunes of the program. While the team had talented players on its roster, they had won just six games the year before Hensley arrived. With his standout work ethic and coachability, Hensley earned himself a spot in the team's starting lineup in his very first game as a freshman.

Sparked by his long-range shooting ability and leadership on the court, the Cadets reeled off a 73-37 (.664) record across Hensley's four seasons. His career culminated in back-to-back Great Northeast Athletic Conference titles in his junior and senior campaigns and three GNAC All-Conference First Team selections.

"I was amazed when he shot the ball," Booth says. Especially when Hensley missed—it was such a rare event. "He was one of, if not the top shooter I've ever coached here at Norwich."

Today, Hensley remains atop the Cadets

MAKING THE ASSIST

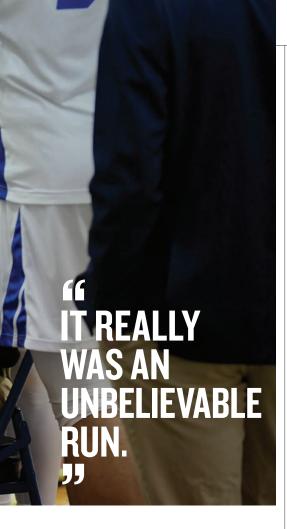
Geoff Hensley '06 coaches his Wildcats players at the Pennsylvania College of Technology in Williamsport.

Photo courtesy Geoff Hensley '06

career leaderboard in three-pointers made (291), free throw percentage (.872), and assists (472), while ranking prominently across several other categories. Given his personal success on the court and his team's achievements, it is easy to see why he's being inducted into the Athletic Hall of Fame this year.

"It really was an unbelievable run," Hensley recalls. "For the NCAA Tournament game, we had the Regimental March Down, and there was literally standing room only. I would say it rivaled Duke home games—where the fans are literally on top of the opponents, and the gym is so loud you can't hear anybody. It just made for an unbelievable college basketball environment."

After serving for four years in the Navy on two separate tours, Hensley's passion for the game of basketball ultimately led him back to the court as a coach. He spent four



years as an assistant coach at Springfield College and Centre College, then landed his first head coaching position at Thomas College in Waterville, Maine, in 2014.

It was there that Cadets head coach Booth ironically found himself on the opposite end of his former all-star player's competitive fire. Squaring off twice against Hensley's teams, Norwich was lucky to come away with a victory, Booth says.

"The first game was a very good game, and we were able to squeeze out a last-minute victory," Booth recalls. "The following season, Geoff put the boots to us. But I was proud to see what a great job he was doing impacting kids' lives."

Hensley is now heading into his fourth year as the head coach at Pennsylvania College of Technology in Williamsport, where he guided the team to its first playoff appearance in the North Eastern Athletic Conference in 2019–20.

"I always believed that anyone could do anything they wanted in life," Hensley says. It's a mantra he embodies daily as a coach, pushing his players to become better men on and off the court.



#NORWICHALUMNI

"LOVE YA TONY!"

Cadets fans and alumni flooded Facebook with well-wishes for Athletic Director Tony Mariano, who announced that he would retire in May 2022, capping a 44-year NU career

Congrats, Tony!

Incredible AD, even better family. Gail, Tom. Thank you for being an incredible part of Norwich University.

-NATHAN EUSKO '01

Outstanding commitment and accomplishments.

Cheers to your retirement.

-ROB RISTAU '00

Tony, Congratulations on an outstanding career! You have touched the lives of many, many student-athletes ... show[ing] that a man with dignity, humility, kindness, and character can be an outstanding coach, administrator, and friend. I wish you a long healthy retirement!

-PHILIP GRADY '70

Congratulations on a successful career at Norwich, Tony. **You're a class act.**

-THOMAS HUNGERFORD '79

What an incredible 40 years! I was fortunate to have known you for my four years at Norwich. Best of luck Tony.

-CAROLYN CUNNIFF-MULLANEY '84

Congrats Coach. Wishing you all the best in your retirement. But you have another year left, so let's get another Hockey National Championship before you go!

-JOSEPH KRAW KORNACK '85 What a true asset you have been ... in the community, at the university, and in the friendships made!

-LEA HATCH

I became a better player, leader, and person because of you ... and I want to thank you. You're a one-of-a-kind coach and, like many others, love you for all you have done for me, the Norwich brotherhood, and alumni! Happy Retirement!

-DON HAMBLETT '80

Coach made a lasting impact on Norwich and its athletic programs! I am one of many who are grateful for his efforts and achievements!

-CHARLES E. GATES JR. '98

Congrats, Coach. Hell of a run. Hope to see you around for a bit, then find you in Florida.

-CASEY GRIMES '04

Congratulations Tony! (Jim Nagle's mom, Class of 2000)

-ELLIE LODER CHUTE

Love ya Tony ...Ciaoooooo..... from Peter & Milena.

-PETER VERMONT

LEADERSHIP

THE ETHICAL **DECISION-MAKING OF YOUNG LIEUTENANTS**

Army ROTC instructor and Special Forces veteran Sean L. Beebe M'12 on the paramount importance of teaching young military officers ethical leadership

merica's Army conducts a wide variety of missions across the globe and here at home. We have combat missions in the Middle East, humanitarian missions in Africa. and partner missions in Europe, Asia, and South America. We are expected to train and prepare for every situation we may face both abroad and at home; and, while my opinion is admittedly biased, I think we do an admirable job. We spend an inordinate amount of time planning and preparing for missions, down to the smallest detail. It shows in our ability to go anywhere and do anything our country asks of us. The missions we are tasked to accomplish are complex, multifaceted, and ambiguous many times over. It is difficult sometimes

Ultimately, we are authorized to conduct our missions because of one thingtrust. Our country places its trust in our military to win our wars, support our allies overseas, and maintain peace in areas of the world where peace is fleeting or difficult to come by.

to tell what the "right" thing to do is.

The trust from the nation begins with our young officers. Above all else, our young military officers must be individuals worthy of the trust our nation bestows upon them. They must be capable of making ethical decisions under ambiguous circumstances. This is easier said than done in a world increasingly marked by cynicism, distrust, pessimism, and sarcasm. There is no shortage of news stories of military individuals who fell short and damaged trust.

A young officer doesn't just have to be

trustworthy to the nation. He or she must also balance the trust of superior officers. subordinates, and peers, as well as the trust of foreign nationals with whom they will come into contact many times throughout their career. Frequently, these trust relationships or loyalties can conflict, and a person must have the integrity and moral fortitude to hold on to their belief systems, while at the same time recognize inherent cultural bias. Ethical standards differ across the world, and being flexible in our viewpoints, while still maintaining the ethical standards expected and outlined in our military, can be challenging.

The pressure for a young officer to accomplish a mission can also be quite daunting. Sometimes the temptation to cut corners or use the "easy way" overcomes the desire to do what's right.

The difficulties I've described are the very reasons I place such an emphasis on ethical decision-making for our cadets. Not everyone has the same upbringing or background. Training on ethics is the method our military uses to ensure all our officers understand the moral expectations of future officers (and citizens). Classes given to ROTC students explain the military's expectations and

"The trust from the nation begins with our young officers. Above all else, our young military officers must be individuals worthy of the trust our nation bestows upon them."



However, classes on ethics are only the beginning. To ensure our officers truly understand the importance of ethical decision-making, we reinforce our classes with situational training exercises.

We place our cadets into positions of trust and evaluate their responses and decisions. When they make questionable decisions, we counsel them to see their mistakes and learn from those mistakes. This allows the cadet to grow and develop sound ethical decision-making strategies. If cadets set patterns of questionable decisions and unsound judgment, we must be prepared to deny them the opportunity to serve as officers in our military. The consequences of allowing individuals of questionable character to lead our military forces can be severe.

This is why we put them under pressure to observe their decision-making process.

The Army uses small unit infantry tactics for this purpose. While Small Unit Tactics (SUT) are primarily used to evaluate leadership skills, the process also evaluates decision-making under stressful conditions. The cadet is tired and worn out, but still must make sound decisions. Does the cadet cut corners or look for the easy way? Or

do they continue to do the right thing, even when it might not be popular with their subordinates, who are also tired and simply want to go home?

We also expose them to historical vignettes recounting difficult ethical situ-

ations so they may discuss the "gray" areas and learn from them. A large part of a cadet's education occurs during reflection. A cadet learns from examining others' decisions and exploring their own thoughts and feelings. We provide a framework for reflection by allowing cadets to question their own belief system in a safe environment, but also by exposing them to the Army's value system and expectations for behavior of a military officer.

My experience overseas taught me that young officers were often at the crucial point in engagements with foreign partners and needed to make sound decisions in the absence of clear orders. They were faced with complex problems without clear solutions and expected to make decisions without complete information. Intelligence and knowledge were unquestionably important to an officer's success. But the ability to make sound, ethical decisions under pressure was paramount to trust relationships. Ethical decision-making is the foundation of trust. Trust from the nation, trust from our partners, and trust from superiors and subordinates on the battlefield.

Sean Beebe M'12 is a retired U.S. Army Special Forces sergeant major, who deployed on numerous combat missions to the Middle East over the course of his 25-year military career. He holds a master's degree in military history from the College of Graduate and Continuing Studies and has taught military science in the Army ROTC program at Norwich since 2018.

Photo by Mark Collier



PHOTOCOPADHS BY SEATH

NU'S LONGEST-SERVING FACULTY MEMBER, LAUREN HOWARD, REFLECTS ON THE CREATION OF A TREASURED PLANT SPECIMEN COLLECTION.

erbaria are repositories of dried plant specimens used to document native flora, species ranges, frequency, and diseases. They are even being used today in genetic research.

When I arrived as a young biology faculty member in 1976, there were just a few herbarium specimens in our department, some of them local plants dating back to the 1890s. In 1980, I organized the Norwich University Herbarium and registered it with the Index Herbariorum, enabling it to become internationally recognized. Early on, I visited the Pringle Herbarium at the University of Vermont, where I was allowed to select several hundred duplicate specimens that were available, many of them collected by famous botanists. Our collection at Norwich has now grown to over 15,400 specimens, mostly collected by over 500 Norwich students who took Plant Taxonomy, Dendrology & Silvics or conducted independent-study research projects with me over the past 40 years. When a recent private donation of 3,600 specimens to the Norwich University Herbarium is worked up, the collection will top 19,000 specimens. There are also many thousand student specimens still waiting to be processed.

Our herbarium has been used extensively for teaching, providing plant specimens for students to identify in botany classes. (You can imagine how helpful a teaching aid this is following the first hard frost of fall or during the long, snow-covered months of the "spring" semester.) As global warming has become a major threat, stressing plants near the edges of their ranges, many states are currently involved in computer mapping from herbarium specimens. The Norwich herbarium has also been utilized and cited in guides, such as the New Flora of Vermont, published by the New York Botanical Garden Press. Although most of our specimens come from central Vermont, New England, New York, and New Jersey, ours is a diverse collection representing 192 plant families and thousands of species. We have specimens from

all over the United States, including Florida, Texas, California, Washington, Michigan, and Kansas.

There are about 3.100 herbaria worldwide and 15 in New England with plant collections of 10,000 or more. Of these, Norwich currently has the tenth largest herbarium (soon to be the ninth largest) and is the second largest in Vermont after the Pringle Herbarium at the University of Vermont. This next semester, which will be my last teaching at Norwich, I plan to start working up our recently acquired Tinkham collection. After I retire, I hope to be able to continue work in the herbarium, entering the thousands of student specimens I have not yet had time to process. Their work will endure, preserving snapshots of our wonderous natural world for future students and scientists to study. ■

Prof. Lauren D. Howard, PhD is a fellow of the Vermont Academy of Arts and Sciences. He has taught at Norwich for 46 years and will retire at the end of the 2021–22 academic year.



 $\textbf{Red Pine} \, (\text{Pinus resinosa})$



Trumpet Creeper (Campsis radicans)



 $\textbf{Devil's Paintbrush} \, (\textbf{Hieracium aurantiacum})$



Red Trillium (Trillium erectum)



Yarrow (Achillea millefolium)



Northern Red Oak (Quercus rubra)



Christmas Fern (Polystichum acrostichoides)



Purple Pitcher Plant (Sarracenia purpurea)



 $\textbf{Red Clover} \, (\mathsf{Trifolium} \, \mathsf{pratense})$





Norwich University President Dr. Mark Anarumo, Colonel, USAF (Ret) will welcome the International Association of Military Academies representatives and their guests to the 2021 International Symposium of Military Academies (ISOMA) on campus from Monday, Oct. 4 to Friday, Oct. 8, 2021 under the theme *Preparing Military Leaders to Effectively Resolve 21st Century Security Challenges*. Norwich is honored to be the first institution in the United States to host the symposium and looks forward to connecting with our counterparts from across the globe.

As members of the Norwich community, you're invited to virtually participate in this important event. Virtual participation will include live streamed academic panels, special ceremonies, and the keynote address by General Philip Breedlove, USAF (Ret). Participants will also have access to all academic materials, speaker biographies, and the special ISOMA issue of the *Norwich University Journal of Peace & War Studies*.



Scan the QR code with your smartphone's camera and enter your contact information by September 29th to receive access to our virtual platform. Or, follow this link: forms.office.com/r/ViLg434rZP



enry Collier is curious about human behavior. Particularly the moments when we are the most distracted or harried-the vulnerable times when we are easily duped or likely to make a careless mistake, especially at work. Collier isn't a psychologist, however. He's a cybersecurity expert and a 30-year Army Reserve chief warrant officer, who has taught at Norwich since 2014. Today, he leads the undergraduate programs in cybersecurity as well as computer science and information systems and the master's program in cybersecurity at NU's online College of Graduate and Continuing

"One of the problems that we run into in the realm of information security is everybody seems to think there's going to be a technical solution to this problem," he says. Collier wrote his recent PhD dissertation on executive functioning and human behaviors related to susceptibility. He points to the well-established fact that human users-not software, not hardware-are by far the easiest component of any computer system for hackers to manipulate, trick, and crack. "Until we embrace the fact that human beings are involved," Collier says, "...we're always going to lose."

TRAINING NEXT-GEN CYBER EXPERTS

Prof. Henry Collier says there are over 300,000 unfilled cybersecurity jobs in the U.S. and 3.1 million globally. "We have more and more cybersecurity jobs, and the number of people getting into the industry isn't keeping up."

You are a professor. What grade would you give the country for our cybersecurity readiness?

That is actually a hard question to answer, and here's why: There are some organizations that would get an A+. They are doing everything right. Then there are other organizations that aren't. They've just been lucky that they haven't been hacked. We don't know which organizations fall into which of those two categories. As an inside person at an organization, you can see if things are being done properly or not. As an external person, you can only see what the organization lets you see. As a country, if I had to pick a grade, I would say maybe in the "B+ -ish" range, just given the unknowns. We have a lot of companies that are small mom-and-pops, who just don't have the financial means to do the A+ job. Then we have big organizations that have the financial means, but all they do is throw money at the problem. They're not solving anything.

They may have CEOs who understand cyber, but they just shovel money at it. That doesn't fix anything. It might give their tech people the resources they need to do their

job. But if you don't have the right tech people, or if they're not truly getting support from senior management, they're not going to be successful. Cybersecurity should start at the top. Whoever that top executive is, they should be leading the way. They should be the first one to finish their annual training and announce it. "Hey, I did my training everybody. Please get yours done now. Get it done quickly." Leaders need to see their bottom line not only in terms of profits and earnings, but also framed by the question, how solid of a company are we? If you're not watching out for the cybersecurity side, you might find yourself in a world of hurt. Cybersecurity incidents, when they occur, almost always come down to making a poor information security decision. We need to figure out how to change that so that people are always thinking about information security. Always.

What does your cybersecurity dream team look like?

I believe in the concept of diversity of mind. To be successful in cybersecurity, you need a team of people that all think differently, in order to see the problem and find solutions, whatever the problem is. If everybody thinks exactly the same way, you will never solve the problem. You will never stop the hacker. Because that's what they're doing. They're all thinking in different ways. They're approaching their tar-

"The moment that people stop and become complacent is the MOMENT THAT WE'VE LOST."

get in as many different ways as they can.

If I got a group of people together on a cybersecurity team, it might be 10 people. They all have different backgrounds, different traits, different belief systems, etc. I think that kind of diversity helps a team come up with unique solutions to problems, and they're able to solve them quicker. Add to that the resilience factor, and you've got a whopper of a team that's just going to do great.

Let's talk about some of the ransomware attacks that have been in the news this year. Colonial Pipeline, which pumps gasoline and jet fuel from Houston to the Southeast, was hacked, causing gas shortages for weeks. What's your take on that incident?

Colonial Pipeline is very concerning for a couple of reasons. Let's take away what we know already about it, and let's just hypothesize about the incident. Do we know for absolute certainty that it was a ransomware attack because they wanted to get money?

We know that hackers did it and that Colonial Pipeline paid \$4.3 million in Bitcoin. The organization that did that, Dark Side, is out of Russia. So then you have the question, well, were they doing it on behalf of the Russian state organization? Or were they simply doing it for the money? Or were they doing it for both? Were they being condoned by Russia, or were they doing it on their own? We don't know.

The concerning piece to this is, if indeed it was Russia using Dark Side as a tool, that exposes a weakness in our system. They took out some essential infrastructure, showing that we as an American society are really at threat. If it was simply because of the money—because Dark Side was looking to make

millions and Russia actually had nothing to do with it—it's still concerning. It shows that Colonial Pipeline was vulnerable. Any time our infrastructure is targeted and attacked, that's a Homeland Security issue. Because in the event that any of them are taken down, we are vulnerable as a nation.

Organizations are always vulnerable. They're always going to be vulnerable. It's really making sure that they have the right people in place to do the best job that they can to make sure things are secure. Simple things, like making sure that things are up to date. Almost every single cyber incident can be brought back to the human being and an error that occurred because of the human. Colonial Pipeline is a great example: They were using an outdated version of the VPN. All it would have taken to prevent the attack, is for somebody to have upgraded that.

"I BELIEVE IN THE CONCEPT OF DIVERSITY OF MIND.

To be successful in cybersecurity, you need a team of people that all think differently ... "

Let's turn to the SolarWinds ransomware attack, one of the worst cybersecurity breaches in U.S. history. Russian hackers infiltrated the company's widely used IT networking software, gaining access to thousands of companies and some U.S. federal government agencies, from the Pentagon to the Department of Justice. It seems like we've been getting our shins kicked over and over lately. Why?

You've got to understand that the systems we deal with are extremely complex. Any time you have an extremely complex system there is always the risk of something not happening the way you think it should, or not operating the way it should. Whether it's a glitch in the system or whether it's human error that allows something through. There's always that possibility. There's the old saying, "It's not a matter of if you're going to get hacked. It's a matter of when." And that is so true.

It's how you react to it when it happens that really says a lot about you as an organization. SolarWinds took total responsibility for it. But at the same time, it still happened. Hackers got into places that they should never have gotten into. What was concerning is, they were there for months before the intrusion was identified. What we don't know is at what point

did SolarWinds figure it out? At what point did any other organization figure it out? And did anyone share that information with the other organizations that should have known? We don't know that, because one of the things that companies do is they don't like to talk a whole lot about the fact that they got hacked.

UVM Medical Center is another great example. Last year, they suffered a ransomware attack and were basically shut down for two to three weeks. (In the end, it cost them an estimated \$40 to 50 million in lost revenue and other costs.) The CEO would come out and give these little briefings here and there. But the information was very sparse. Yes, it was ransomware. No, it wasn't ransomware. Yes, it might have been ransomware, but we didn't have to pay a ransom. That's very contradictory. Why are you giving us information without confirming what the information is?

I would get it if the CIA got hacked, and they didn't want to talk about it. Okay. Even the FBI. Okay. But the government in general, I think, could have said what happened, when it happened, why it happened, and when they actually found out about it.

What keeps you up at night?

I have a very vivid imagination. I write short stories

and stuff on the side. Having a vivid imagination...is great and wonderful. But sometimes it can get in the way and be really frightening. Because if you can imagine it, somebody else can make it happen. What kind of thing keeps me up at night when it comes to cyber is the fact that we in the realm of cybersecurity are not maybe doing enough to push students and individuals to be more creative about approaching solutions, about approaching problems.

I've been teaching this subject for a while, but I've been in this industry for a couple of decades. The moment that people stop and become complacent is the moment that we've lost. They're no longer seeing how somebody can get in [to your systems] or somebody can't get in. If we are not constantly looking ahead and thinking like the bad people, we're never going to win the battle or the war. We might win little things here and there, but [our foes] are always going to get in.

So we need to really look ahead. We need to be innovative. We need to think. We need to work as a team.

What's your pitch to potential majors?

Cybersecurity is one of those fields that is constantly changing. If you want to have a job where you're never bored, one that's constantly changing, constantly pushing you, constantly forcing you to think around a problem, cybersecurity is the way to go. It really is. Plus, you get to help people and organizations.

Not everybody who wants to come into cybersecurity is going to successful. You need the right mentality. And by that, I mean you need to be persistent. You can't quit. You can't give up when you fail. Because you are going to fail. We fail all the time in our industry. In the world of computer science and cybersecurity, you're constantly failing. You just need to accept that and move on, understanding that you might not solve the problem the first three times. But you will the fifth ... tenth, or even the hundredth time. ■

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







ver the course of his four-decade career at Norwich, Dave Whaley '76 has worn many hats, from alumni director, director of planned giving, and senior vice president of Development and Alumni Relations to his current role as executive vice president and chief of staff to President Mark Anarumo. Whaley's unofficial titles arguably include university ambassador and chief storyteller. Outgoing and genial, Whaley is full of yarns. Long ones. Short ones. Funny ones.

Take his story about the heartbreak and disappointment he caused legendary Norwich hockey coach Bob Priestley during his freshman year on the Hill. Whaley was raised in northern Minnesota before moving to Quebec in elementary school. Aware that Whaley spent his middle and high school years in Canada, Coach Priestley thought, This guy must be a hockey player. One morning Priestley entered Whalev's barracks in Ransom Hall to ask the startled 6-foot 2-inch rook why he hadn't signed up for the hockey team. "Sorry coach," Whaley croaked

to a crestfallen Priestley. "I play basketball."

Cue the *Late Show* guffaws. In August, Whaley marked 40 years since he was first hired by Norwich.

Armed with a master's degree in sports management from UMass, Amherst, Whaley was working as director of sales and marketing for the Colorado Rockies ice hockev franchise, when his alma mater came calling. Norwich invited him to apply for the job of alumni director. Initially, the 27-year-old viewed the position as a stepping-stone back to professional sports. But the interview opened Whaley's eyes to a career in higher education. "It had never dawned on me that you could make a living working for Norwich," he says. "I saw it as a career opportunity."

Ron Lotz '60, then a lieutenant colonel in the Army stationed in D.C., interviewed Whaley at the Pentagon. Lotz, who served as NU Alumni Association president at the time, remembers Whaley as "a young guy, full of energy," but lacking leadership experience. Thankfully, Lotz also saw potential. "Having been a student there, Dave knew what

Norwich stood for, and he was willing to learn," Lotz recalls.

Hank Whaley '74 points to a conversation with his younger brother not long after he'd started the job. "He told me, 'I am dedicating myself to this place forever."

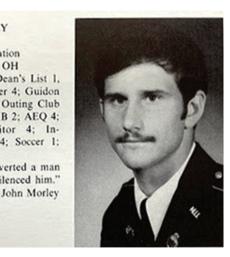
In his 12 years as alumni director, Whaley was introduced to the Norwich family across generations. "He developed great friendships and built strong relationships while learning what inspires each person to give back to the university," Diane Scolaro, associate vice president for Alumni & Family Engagement, says.

Later, during his six years as director of Planned Giving,

NORWICH BONDS

Top left: Dave Whaley '76 (left) with his older brother Hank '74 and longtime friend Tom Marturano during Parents Weekend in fall 1972. Top right: Whaley (left column, second from front) playing flanker with the Norwich rugby team against Charles River RFC, September 1975.

DAVID J. WHALEY
"Whales"
Business Administration
Broadview Heights, OH
CPL, SFC, PVT; Dean's List 1,
2, 3, 4; Class Officer 4; Guidon
3; Junior Week 3; Outing Club
2; Regt'l Ball 2; NIB 2; AEQ 4;
Yearbook Co-Editor 4; Intramural 1, 2, 3, 4; Soccer 1;
Rugby 2, 3, 4.
"You have not converted a man
because you have silenced him."



Whaley had the opportunity to meet and develop friendships with Norwich's greatest generation, the graduates from the '40s and '50s.

In 1998, he took over the reins of what was then called Institutional Advancement. Bringing those established relationships with him—and aided by the guidance and support of trustees Pier Mapes '59 and Mark Kisiel'59—he undertook the task of reinventing fundraising at Norwich. Over time, Whaley built a diverse team able to tackle everything from prospect research to donor recognition—and anything in between.

Former vice-chair of the Board of Trustees Joe Milano '66 remembers when the Development Office comprised one person and an administrative assistant. "For years we weren't in the business of raising monev." Milano savs. "Dave attended CASE conferences to keep pace with best practices in advancement. He learned, he brought it home, he built his team, and kept them on their toes." Director of Advancement & Gift Services Anne Brown, who worked with Whaley for nearly 28 years, observed firsthand his eagerness to adapt to ever-changing trends in higher education. "As the times changed, Dave stood ready to engineer how Norwich would change right along with-or ahead of-the times," Brown says.

His diligence and dedication paid off. With the keen focus and dogged persistence he is famous for, Whaley led the charge during four capital campaigns and, together with

"I HAVE GIVEN NORWICH MY FULL MEASURE OF WHAT I COULD DO, AND IN EXCHANGE, NORWICH HAS GIVEN ME A VERY, VERY GOOD LIFE."

-Dave Whaley '76, Executive Vice President

his team, exceeded the financial goals for each one. During that period, annual giving increased by more than \$10M per year. Whaley is quick to note, however, that he would never have accomplished any of it without his hardworking staff-and an abundance of outside help. Throughout his tenure, he sought the advice of trusted elders. "It was the mentorship and friendship of people like George Garrison '42, Tony Carbone '58, Athletic Director Joe Sabol, Dave Crawford '52, Pier Mapes '59, Richard Starbuck '68, Ron Lotz '60, Bill McIntosh'67, Gordon Sullivan '59, Joe Milano '66, and others," Whaley says, "that enabled me to be successful as I took on greater responsibility and led bigger teams."

A clean-shaven recruit, Whaley arrived at Norwich

* * * * * * * * * *

in the fall of 1972, two years behind his brother Hank. Even as a rook, the younger Whaley's now-legendary ability to form

and maintain friendships was on display. "Dave would be friends with anybody," recalls his freshman roommate Joe Olney '76. "He'd strike up a conversation with anybody, and those people always remembered him." Notably, Whaley also remembered them. "He just knew everybody," says Mark Lang'78, who, as a freshman, played rugby with Whaley. "And he knew everything about everybody-where they lived, what they were doing, and on and on and on."

A four-year dean's list student, Whaley left a lasting impression on his teachers. Professor Emeritus Gary Lord H'19, who taught thousands of students over the course of his career, vividly remembers Whaley as "a bright, earnest, enthusiastic, and affable student," adding, "the same qualities that would be at the core of his subsequent professional success."

But it wasn't just academics that Whaley took seriously. He took full advantage of all things extracurricular, choosing life experience over holding rank in the Corps. He worked on the Guidon and War Whoop, joined the Outing Club, and participated in intramural sports all four years. His love of history, developed during annual family trips to historic Civil War battlefields during his youth, inspired him to participate in a reenactment of Arnold's Expedition to Quebec in celebration of America's 1976 Bicentennial, led by Outing Club adviser Prof. Steve Ingram, who also co-founded the rugby program at Norwich. "When the emphasis was on the 'extra' or the 'non-academic,' Dave was up for the challenge," Ingram recalls.

Indeed, the Dog River Pitch is where Whaley would cement his love affair with Norwich for all time. As a first-year student, he tried out for soccer, but was third or fourth in the depth chart at goal. The following year, he decided to try something completely new, and it captured his heart. Coach Ingram remembers Whaley as, "an ideal second row forward, often buried in the scrum as just another body, but always there, always in support, and always ready to drive on when his team needed him." A decent athlete, Whaley enjoyed the challenge of rugby. Yet it was the camaraderie he found among his teammates that was like nothing he had ever known. "That forging of a friendship-kinship, brotherhood, sisterhood-it's real. It does exist, and it is powerful," Whaley says.

Today, Whaley's intense loyalty to the men's and women's rugby programs at Norwich continues unabated. "Dave was always there for Norwich rugby, taking a leadership role when there was a vacuum, in a supporting role otherwise," Ingram says. "Most significantly, he has been always in support of Norwich students when they took the rugby pitch wearing the Norwich University colors."

Whaley emphasizes that he is grateful for every facet of his Norwich experience. But it is the rugby thread in particular, he says, that will "tug at his soul," when he looks back on his life. "When I think of Norwich, it will be those times on the pitch, down there, by the Dog River. Those rugby friendships—those memories—are what I will take with me the longest and furthest, here in the fourth quarter of my life."

The full impact of his 40 years of dedicated service to Norwich may be hard to quantify. But lifelong friend, Norwich rugby teammate, and NU Athletic Hall-of-Famer Randy

Gaetz '75 sums up Whaley's legacy this way: "Over the past 40 years, Dave has been a key piece of moving the school forward, ensuring it could provide a quality education to each incoming class. As a result, he has helped educate and mold close to 10,000 graduates in the time he has been there. In the sport of rugby, they say you want to leave your jersey in a better place when you're done. Dave has been part of the team that has put the school in a better place."

When asked what messages he wished to convey to those reading this article, Whaley offered three key points. First: "Without the support of my wife, Stacey, my son Billy '17, and my daughter Sarah '18, my career would not have been possible. Their sacrifice has given us a great life, an excellent educational foundation for my children, and lifelong friends, for which I will be for-

CROSSING AMERICA

Bottom left: Dave Whaley '76 outside of Billings, Mt. In 2016, he pedaled 4,625 miles from Seattle to Northfield, Vermont, arriving 80 days later and 14 lbs. lighter. During many days alone, he had time to reflect on Norwich people and their importance to him. "I'd blog at night, and in the morning, there would be responses ... words of encouragement, support, and friendship. It let me know that I really wasn't alone out there. Norwich people were supporting me every leg of my journey." Bottom right: Whaley with his son Billy '17, daughter Sarah '18, and wife Stacey.

ever thankful." Second: "I have been fortunate to have watched Norwich evolve from a small, all-male, military school into a vibrant and diverse university. Going forward, my hope is that the Norwich community-the faculty, staff, students, parents. alumni, and friends-will support Mark [Anarumo] and Liz [Kennedy] the way they supported Rich Schneider and me. Not everyone is always going to agree with everything that Norwich does, or actions Norwich takes, or where Norwich goes; but overall, Norwich is worthy of your support and your investment." And third: "Thank you for welcoming me into your homes and into your lives, to talk about Norwich. Thank you for allowing me to help you help Norwich, or find a way-a pathfor you to be involved. Above all, thank you for making Norwich a very special place." ■







A true story of Norwich Night on Broadway, Parent and Family Weekend 1997, and culinary misadventure

BY ED TRACY P'02

ur conversations always began something like this:

"Hello," I would say.

Werner Klemperer's voice on the other end of the line was distinctive, raw

and dynamic.
"Driver! How the [expletive] hell are

"Werner," I said to the man who was known as Colonel Klink on the 1960s television show *Hogan's Heroes*, and who was the son of the world-famous conductor Otto Klemperer. "Great to hear your voice. How are you?"

"The whole world is going to [expletive]

shit, but what else is [expletive] new?"

Lots of expletives filled any conversation with Werner Klemperer, but he was always warm, and friendly, and the rest just seemed to spew out naturally—almost matter-of-factly. I am sure that those closest to him heard more of the same playful banter that I did on his calls.

Werner started referring to me as "Driver" during the 1997 Parents and Family Weekend appearance that he and his wife, the actress Kim Hamilton, attended at Norwich University. I don't recall him once calling me by my name. It would have seemed awkward if he had.

Werner and Kim were introduced to Norwich a year before at Sardi's Restaurant in New York City when our mutual friend and restaurant owner Vincent Sardi invited the couple to be special guests at one of our "Norwich Night on Broadway" events.

The reception and dinner preceded a performance that evening of *A Funny Thing Happened on the Way to the Forum*, starring Nathan Lane. It was memorialized in a superb photo from the reception with then NU trustee Gen. Gordon R. Sullivan '59 (USA, Ret.); NU Pres. Richard W. Schneider, RADM, USCGR (Ret.); and, of course, Colonel Klink.

vou?"

Werner once told me that Klink's monocle—a prized artifact from the show—had been stolen and never replaced. So, after his remarks to the group, I presented him with an elegant eyeglass magnifier that looked much like the famous monocle as a gift. When he raised it to his eye, Werner reverted immediately to Klink, playfully giving me some orders before grabbing my head in his massive hands and kissing me square on the lips.

Werner knew his audience.

In the mid-1990s, it was hard to imagine that a television show about a bumbling Nazi prison-camp commandant and U.S. prisoners single-handedly winning the war had ever made it to television. It was a regular question that Werner fielded effortlessly as a sign of the time in interviews.

He was much more candid in private.

"It was a [expletive] TV show, for Christ's sake!" he told me. "And it plays in syndication all over the world, including in Germany since 1992. Everyone knew we were making a [expletive] farce, and it was a hit!" he said, adding, "John Banner [Schultz] was a lovely, lovely man. Just like you see him on the show."

Decades after the show premiered, Norwich University's Corps of Cadets marched to the *Hogan's Heroes* theme song. But as times and attitudes changed, they dropped it in the early 1990s in favor of a more traditional military march.

By the time the 1997 Parents and Family Weekend rolled around, the significance of the television theme song was a distant memory.

After Werner and Kim addressed a standing-room-only talk for parents and students about their careers, they joined the Sardis and rode onto Sabine Field during halftime of the football game in an Army Jeep. Werner, who had appeared with many of the finest orchestras in the world as guest orator and conductor, took the baton from director Jim Bennett, stepped to the podium, and conducted the Norwich Band in what may have been the final performance ever of the *Hogan's Heroes* theme.

Following the game, I invited the group to my log cabin for cocktails before dinner that evening at a nearby restaurant. It was then that Werner noticed a large collection of books on the life and career of Buster Keaton. I told him that I had been working on a musical treatment of Buster's life, had outlined the story, written a few songs, and was in the process of putting the show together.

Werner was interested. He pulled up a chair next to the piano and asked me to play some of the music on the spot. I offered to play a couple of recordings, but he insisted on hearing the songs live.

"What the [expletive] are you afraid of?" he said. "We're all friends here."

So, I nervously sat down at the piano and played—and sang—three songs from the show with a brief commentary to set the scene for each one. I gained confidence as my fifteen-minute impromptu performance progressed, but not enough to feel at all comfortable.

When I finished, Werner looked at me and said, "That's very nice. I think I may know someone who could help you."

And with that as the final word, we took the short ride to a new restaurant for dinner.

I had not identified our guests in advance on Sardi's advice. He was more at ease without preferential treatment at local restaurants and wanted to avoid any issues that might arise from Werner's popularity. It was going to be a quiet, friendly dinner

DOES THIS LOOK LIKE RARE TUNA TO YOU?"



44

THE WAITER, THINKING THAT WERNER WAS DIRECTING HIM, PICKED UP A FORK, HACKED OFF A PIECE OF THE TUNA, AND TOOK A BIG BITE."

after a long day.

We were seated in a secluded area of the restaurant at a large table and assigned a waiter in his late teens who welcomed us to the new restaurant's—and his—first Saturday night.

After drinks were served, the waiter began to take entrée orders from steak and chops to seafood.

Hovering over his menu, Werner asked about the tuna.

"The tuna is very fine, sir," the waiter said.

"I have found," Werner said, "that for tuna to be exceptional, it must be served very, very rare. Can you do that?"

"Yes, sir," the waiter said, making a big note on his pad as he said, "Very, very rare."

"That will be fine," Werner said. "Thank you." $\,$

When the waiter left, Werner expounded on his views about tuna, and the many places he had been served the dish around the world, and then complimented Vincent on the glorious dining experience that he always had at Sardi's. The conversation drifted off to other topics over salads and more wine until the table was cleared for the main course.

The waiter began to serve everyone else before Werner. As he placed the entrée on the table, all eyes turned to Werner, who stared down in disbelief.

There, placed mournfully in the center of the plate, was a small, charred mass that looked more like a scorched piece of beef than fish

Werner crossed his hands at the edge of the table, still looking down at the plate, his thumbs pressing together as if to pump the next words that he was about to say.

"Excuse me," Werner said. "Is this the tuna?"

"Yes, sir," the waiter said nervously.

"Does this look like rare tuna to you?" Werner continued.

"Ah, yes?" the waiter said, not at all confidently.

Sitting back in his chair, crossing his

arms and looking directly at the waiter, Werner asked quizzically, "Would you eat this?"

It was then that things took an ominous turn.

The waiter, thinking that Werner was directing him, picked up a fork, hacked off a piece of the tuna and took a big bite.

I wanted to crawl under the table. Everyone else looked on in astonishment.

Werner, however, remained still, calmly watching as the waiter chewed and then swallowed what must have been a very dry mouthful of tuna.

"So," Werner said. "How was it?"

"I don't know," the waiter said. "I don't like tuna."

Our conversation a few days later began something like this:

"Hello," I said.

Werner Klemperer's voice on the other end of the line was distinctive, raw and dynamic.

"Driver! How the [expletive] hell are you?"

"Werner," I said. "Great to hear your voice. How are you?"

"The whole world is going to [expletive] shit, but what else is [expletive] new?" Werner said. "And I have told a hundred people about the rare tuna story."

"Destined to be a classic," I said.

"I am sure he meant well, the little [expletive][expletive]! Say, Driver," Werner continued. "I have someone I'd like you to call. His name is Jimmy Karen and he has been a friend of Buster's forever. I just got off the phone with him and told him about your project. He said to give him a call. Here's the number."

Within an hour, I was speaking with the renowned film and television character actor James Karen, who in the next hour put me in touch with Buster's widow, Eleanor Keaton, which began an unforgettable yearlong friendship—a breakthrough moment for the project.

Some people say that you need to make your own luck. I'd rather think that what we perceive as luck in life is really the combination of inspiration, passion, and the kindness of strangers all intersecting at a precise moment.

This essay by writer, Chicago broadcast veteran, and Northfield native Ed Tracy P'02 appears in his new book Gorilla in the Room (Koehler Books, 2021), a collection of essays, reflections, and dramatic dialogue exploring his experience surviving cancer, life lessons, and personal friendships, including Norwich staff George and Ann Turner and John Evans and alumni Robert Johnson '60 and Jason Segal '60, among others. An Emmy Award-winning television host and Norwich University Board of Fellows Medallion recipient, Tracy worked in the development office at Norwich for nearly 13 years starting in 1989, where he helped complete three capital campaigns, cofounded the William E. Colby Military Writers' Symposium, and produced Cadets' hockey broadcasts on radio, television, and the internet. Tracy later moved to Chicago to serve as vice president of philanthropy at the TAWANI Foundation and concurrently as the founding executive director, and later president, of the Pritzker Military Library, hosting the library's award-winning author and Medal of Honor interview programs for nine years. He currently hosts the Chicago-based arts and cultural series CONVERSATIONS with Ed Tracy and contributes theatre reviews and commentary at PicksInSix®. Tracy is a member of the American Theatre Critics Association and the American Society of Composers, Authors and Publishers (ASCAP) and lives with his wife, Denise, in Michigan. His daughter Amanda '02 is an NU honors graduate.



The Harmon Memorial Wall

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

For more information or an application, please visit alumni.norwich.edu/HarmonWall or contact Jamie Comolli at (802) 485-2301 or jwirasni@norwich.edu







SERVICE

"Hey You!"

PHOTOGRAPHS BY NATE FONTES-FRIED

wampscott, Mass., police officer Kevin Reen '99 was filling in as a crossing guard outside Stanley Elementary School in May, when a neighbor across the street, three-year-old Ethan Fontes-Fried, spotted Reen and his police cruiser and struck up a friendship.

Ethan's father, Nate, a professional photographer, told the *Swampscott Reporter* that his son began shouting to Reen from his front porch. "Hey you! Hey you! What's your name?" Fontes-Fried recalled his son asking. Reen answered back and the two started to banter. "They were yelling back and forth," Fontes-Fried said. "It was too funny, and they had a great little thing going on."

After a while, Reen paused and walked to his cruiser to grab a small, plastic Swampscott police officer badge. "I gave Ethan a badge, and I said, 'Hey, next time I come back to work here, will you come out and help me?'" Reen told the North Shore newspaper.

When Reen returned on a Friday morning, Ethan was ready. "He comes out and says, 'Hi Kevin. How are you? Can I come help you?" Reen told the news outlet. "And I said, 'Put your badge on, come on, and let's go."

"We were out there for 15–20 minutes, crossing the kids. He was psyched and had a blast. I loved it," said Reen, who holds a master's degree in criminal justice from Boston University and moonlights as an endurance coach.

Police officers "do this every day," he said. "It's just this happened to get caught in a photograph." ■

CAREERS

Answering the 911 Call

Emergency dispatch telecommunicator Megan (Lashway)

Daub '06 on her life saving, frenetic job



majored in psychology at NU with every intention of getting my master's degree in social work after graduation. For a variety of reasons, that didn't happen. I joke that I kind of fell into emergency service work because I was bored. About 12 years ago, I was looking for a meaningful way to serve the community in New York where I was living. My roommates suggested I join the local volunteer fire department. I did and, as part of my training, enrolled in an EMT-Basic course. I fell in love with it while I was in class, and I was encouraged to pursue a career as a paramedic. During my required course clinicals, I had worked a pretty bad call—a mother and child who were run over by a drunk driver while on foot. The paramedic who was training me complimented my performance and skills on that call and told me that I really had a knack for it.

A bit later, I moved North Carolina to help nanny for a Norwich friend while her husband was deployed to Iraq. I continued my EMT training and completed paramedic school in 2012. I worked as a critical care paramedic for about a year. I had a nearly two-hour commute, however, so I started looking for a job closer to home. The police department in Havelock, N.C., hired me as a dispatcher (telecommunicator), and I have been working there ever since. It's now eight years and counting.

In my role, I field all 911 and non-emergency calls for the police department and our fire/EMS department. It's a fast-paced and often frenetic job. Just when I think I've heard everything, something stranger is always bound to come along. The job I do is often crazy and can be stressful, but I wouldn't have it any other way. Over the years, I've talked people through every situat ionimaginable. Some have just witnesseda shooting. Others, I'm coaching them on how to perform CPR to hopefully save someone's life. I've stayed on the phone with a caller who was suicidal, talked to someone who had barricaded themselves in their residence, and everything in between.

In 2018, my community was devastated by Hurricane Florence. Havelock and the surrounding areas were essentially ground zero for that natural disaster. I have never worked so hard and for so long in my life. We lived at the police station for four straight days

The experiences have been both heart-breaking and, at times, downright funny. The bonds I've forged with my fellow dispatchers, my police officers, fire fighters, and EMTs run deep. It is an honor to serve alongside of them.

Norwich taught me how to think on my feet, problem solve on the fly, and communicate with people from all walks of life. It has been a tremendous asset in my line of work.

Even on the hard days, I love my job. I couldn't imagine doing anything else. ■

WEARABLE JOB DESCRIPTION

Megan Daub '06 in her favorite t-shirt. "It's funny and is an accurate description of what I do for 12 hours a day."

Photo courtesy Megan Daub '06

CARFFRS

Supporting NATO

Bob Reddington '80 on the power of liberal arts, his 20-year Army service, and his unexpected career path in Europe supporting NATO governance structures



or the past 21 years, I have worked for the NATO Support and Procurement Organisation (NSPO), headquartered in Luxembourg. The work is both interesting and unique, but not the career that I imagined for myself 40 years ago. I majored in English and philosophy at Norwich and commissioned in the Army Transportation Corps after graduation. At the time, I thought I'd put in a few years, gaining leadership experience and a solid foundation in logistics management that would open doors for some related future career. Instead, I found I thoroughly enjoyed my diverse Army assignments, which took me all over the world, including a 14-month stint in Antarctica (before satellite communications), two years in Saudi Arabia, and three long tours in Europe. When I retired as a lieutenant colonel after 20 years of Army service, I began to consider options for a second career. I decided to apply and serve as a NATO international staff member. Luckily, this was another optimal choice for me.

NSPO's mission is to provide responsive, effective, and cost-efficient acquisition, procurement, logistics, operational and systems support and services to all NATO Allies, NATO military authorities, and partner nations. Currently heading the NSPO Office of Chairperson and Secretariat and leading its engagement with the members of the Agency Supervisory Board (representing all 30 NATO nations) as well as other key stakeholders, we manage and coordinate governance functions necessary to oversee the activities of its executive body, namely, the NATO Support and Procurement Agency.

My assignments within NSPO have reinforced the importance of well-founded structures, processes, and frameworks. These principles form the bedrock for effective governance, which in turn facilitates nations' informed decision-making. A corollary lesson is the value of problem-solving, which often is more of an art than a science. People who can effectively identify and resolve issues are essential to any organization. Without them, organizations tend to flounder internally and substitute activity for progress.

Many college students today believe that they must choose specialized majors that will directly translate into a career after graduation, as opposed to studying liberal arts. My career history stands in counterpoint to that narrow view. In my experience, gaining management and leadership experience, while drawing on a foundation of a liberal arts curriculum, teaches you how to think critically and navigate effectively in a world that is becoming increasingly more complex and alienated. Much of my daily work involves vetting information from multiple domains and sharing that data with a diverse array of international stakeholders. While technology is a vital tool in this endeavor, effective communication, logic, and problem-solving skills are essential and at the forefront of what I do in support of NSPO and NATO. ■



Alumni Meetups

You never know where Norwich grads are going to pop up! Scott Robinson'91, CDR, Carrier Strike Group TWO, found Evan Goss'16 and Tyler Carey'19 in the North Arabian Sea supporting the withdrawal of U.S. troops from Afghanistan. See Photo 1.

Norwich alumni at the Navy's Surface Warfare Schools Command in Newport, R.I., held a small gathering in April. Present were Casey Mahon'01, Peter Bue'11, Zach Arnold'13, Jonathan Formanek '13, Sam Lieber '13, Patrick Brennan '14, Cory Mowbray '14, David Sugrue '15, and Chandler Heath '18. See Photo 2.

Class of 1950

Longtime Douglas, Alaska, residents Wallace (Sandy) K. Williams, Jr. and his wife Susanne were an easy choice to serve as Grand Marshals of their community's Fourth of July Parade thanks to their decades-long service and commitment to making Douglas a better place to

live, play, and gather. Sandy and Susanne met during college at Norwich and UVM, respectively, and arrived in Alaska as newlyweds in 1959.

Class of 1952

Gerry McCue visited campus in July, stopping at the Harmon Memorial Wall. He shared many stories of Maj. Gen. Ernest Harmon who became president of Norwich in 1950, when Gerry was a sophomore. See Photo 3.

Class of 1960

In May, Jerry Runyon wrote to Cadets women's swimming and diving coach Jennifer Cournoyer to share news of a happy run-in with a fellow Norwich alumnus at a swim event on St. John in the Virgin Islands. "It's a small world. At the one-mile Beach to Beach Power Swim put on by the V.I. National Park here on St. John, I met the wife of Bob Hooven '77 and their granddaughter, Azalea Nesbitt, age 3. We both received medals and

special awards. Azalea's was the Nemo Award (jellyfish + ribbon) and mine (age 83) was the Neptune Award (turtle + ribbon) for being the youngest and oldest swimmers. I was glad that I had on my NU cap and shirt, otherwise our paths would not have crossed ... Bob and I both have lived on St. John for a while—it took this swim to bring us together. And what a way of doing it. He and his wife will be coming up this fall for the Rugby Reunion. I hope you can write something up for us in the Record. Who knows, you might be getting a great swimmer for your team. I think Bob told me he was also a diver at NU. I could not have had a better day. I hope this encourages the NU swimmers that swimming is great for you—young or my age. By the way, the turtle [award] was the perfect award for me. You should have seen me getting out of the water and crawling up the sand to the finish line!" See Photo 4.

Hooven also wrote to coach Cournoyer. "I met Jerry for the first time as a result of this event and didn't realize that there was another NU grad on this tiny island. We do live on opposite ends of St. John ... There were three generations of our family swimming [at the event]: my wife Katherine, daughter Kate, and her two children Magnolia (age 5, her third swim at this event) and Azalea. Kate was a 2008 Olympian synchronized swimmer in the Beijing games. I graduated from NU in 1977 and played rugby for the Rugadillos from 1972 until then. Our 1974 team is in the NU Hall of fame (along

- **1.** Left to right: USN RDML Scott Robertson '91, LT Evan Goss '16, and Petty Officer 3rd Class Tyler Carey '19.
- **2.** Casey Mahon '01 *(right)* on guided missile destroyer USS *Ralph Johnson* (DDG 114).
- 3. Gerry McCue '52.
- **4.** Jerry Runyon '60 and Azalea Nesbitt, granddaughter of Bob Hooven '77, received awards for the oldest and youngest competitors at a swim event on St. John, Virgin Islands.













6. Phil Ackley '66

7. Left to right: Phil Boncore '69, Tom Smelstor '69, Ed Hackman '69, Brendan Garvin '69, Doug Eagan '69, John Mulhern '69, and Ethan Allen '69.



with Alan Deforest '75 a current NU board member and chair). I also was on the NU Swimming and Dive team as a diver for the 1976–77 season when Steve Frank was the coach. Dave Whaley '76 can attest to my "wonderful" diving skills during that one-and-done career! Bad."

Class of 1963

John Knox shared a photo he took of Norwich last fall. Those unable to visit campus during Homecoming but looking for a dose of Vermont beauty can check out John's Facebook page, Vermont by a Vermonter. See Photo 5.

Class of 1966

Phil Ackley created a poster to send to his classmate Terry VanMeter after visiting the National Army Museum in Ft. Belvoir, Va. The museum features not only a plaque commemorating Norwich, but the combat coat that Terry, a U.S. Army captain, wore in Vietnam. If you visit the museum, please send a photo of yourself with the NU Plaque to classnotes@ norwich.edu. See Photo 6.

Class of 1969

In July, a half-dozen members of the Class of 1969 joined Ed Hackman at his summer home on Lake Winnipesaukee in New Hampshire for several days. The happy crew included Phil Boncore, Tom Smelstor, Brendan Garvin, Doug Eagan, John Mulhern, and Ethan Allen. "It's become

an annual event for some of us and, as you can see from their smiles, they all had great time." Ed writes. See Photo 7.

Class of 1976

Betsy Massey-Sawyer wrote to say she'll be attending Homecoming 2021 with her husband and Betty Shields-Gardner.

John Harrity was on hand for the unveiling of a statue of legendary Boston Celtics point guard Bob Cousy at the DCU Center in Worcester, Mass. John previously served as chairman of the Civic Center Commission for the DCU Center.

Class of 1985

Michael Harrington was named Risk Manager of the Year by the Risk and Insurance Management Society (RIMS) for his work at Lockheed Martin, where he serves as vice president-risk management and assistant secretary for Lockheed Martin Corporation. RIMS CEO Mary Roth said, "As our organizations and communities continue to sort through the disruption and disarray caused by recent events, risk professionals have demonstrated their value as strategic leaders who adapt to change, strengthen resilience, and power innovation. Michael Harrington embodies this, embedding risk management practices to address risks that were, quite literally, out of this world. His dynamic leadership has revolutionized

risk management at Lockheed Martin and made him a deserving candidate for this year's RIMS Risk Manager of the Year Award."

Class of 1986

After almost 35 years at UPS, Mark Young retired as Director of Financial Systems. He and his wife recently relocated from New York to an active adult community in Georgia. "Looking forward to seeing my classmates at our 35th."

Class of 1991

Capt. Paul Schirmer has retired from the Navy Reserve after 30 years of service. Paul, who continues to work for the Defense Intelligence Agency at Ft. Meade, Md., says he's looking forward to getting back to the Hill this fall.

Eric Anderson was recently named senior director for business development at General Dynamics Information Technology leading GDIT's efforts to develop competitive solutions for federal agencies in the transportation, justice, finance, and diplomacy sectors.

Class of 1994

Henry Miniter works as an attorney at the Caplis Law firm in Denver, where he specializes in medical malpractice litigation.

Class of 1997

In April, New Hampshire State Police TFC Kevin

LeBlanc received two awards from the Federal Bureau of Investigation recognizing his contributions to national case investigations. This is "an outstanding achievement for a consummate law enforcement professional," said a New Hampshire State Police spokesperson.

Class of 1999

Lt. Col. Amanda Harrington recently took command of the 302d Signal Battalion at Ft. Detrick, Md. See Photo 8.

U.S. Army officer Janelle (Verbeck) Kutter P'23 was recently promoted to the rank of colonel. She will be attending the U.S. Army War College in Carlisle, Pa., this year and is slated to take command of the Military Entrance Processing Station—Chicago in 2022. See Photo 9.

Class of 2002

Trevor Albertson has been appointed interim president/ superintendent at Lassen Community College in Susanville, Calif. A former Air Force intelligence office, Trevor has served as a congressional staffer, a deputy secretary in a California state government cabinet department, and a gubernatorial appointee. He was also an assistant professor and course director at the Department of Defense's Air Command and Staff College at Maxwell Air Force Base, Ala. See Photo 10.







- 8. Amanda Harrington '99 and Janelle Kutter '99.
- **9.** Janelle Kutter '99 *(center)* with her husband Jeff Kutter and daughter Demi '23.
- 10. Trevor Albertson '02.
- 11. Maj. Jeanette Comerford '01 and Lt. Col. Robert Vincent '01.















- 15. From row (left to right): Ned Sheedy '13, Janet Roswell '12, Joseph Amodeo '80, Allissa Amodeo '12, Caroline Ellert '13, Arianna Hubbard '16, Dillon Halliday '13, Jordab Hubbard '13, Richard Shear '13. Back row: Steve Panek '13, Ed Giannattasio '79.
- **16.** Frank Vanecek and Capt. Lily Erickson '13.
- 17. Left to right: Capt. Jessica Campion '14, Maj. Kevin Jusza '05, and Sgt. 1st Class Brett Johnson '11 in Djibouti, Africa.

Maj. Jeanette Comerford and Lt. Col. Robert Vincent '01 met during Annual Training in June. Jeanette is the current force health protection officer and previous executive officer and Rob is the current battalion commander for the 49th Multifunctional Medical Battalion in San Juan, Puerto Rico. See Photo 11.

Class of 2003

U.S. Army Maj. Scott
Donovan and NU ROTC
Cadets Alexis Gaetz '23,
Kirsten Webster '23,
Wilson Reich '23, Nicholas
LaMendola '23, Ansley '23,
Isaias Gonzales '23, and
Cunha '23 completed U.S.
Army Air Assault School
hosted by the Warrior
Training Center at Ft.
Benning, Ga. The training
took place from May 24
to June 4. See Photo 12.

Class of 2008

Fellow Norwich alumni are close at hand everywhere you go, even in Afghanistan. Capt. Cindy Freudenthal shared a photo she snapped with Col. Chuck Burnett '95, and Capt. Ciara Desse M'17. See Photo 13.

Class of 2011

Free Britney America, co-founded by **Cassandra** "Cassie" Dumas, held a rally at the Washington Monument which garnered the attention of national media from Fox News to the New York Times. Advocating

for the end of singer Britney Spears' conservatorship, the group also wants Congress to enact more federal oversight of this kind of legal arrangements. "It's always attractive for lawmakers to send out tweets," Cassie said. "But my call to our lawmakers is, actions speak louder than words."

Class of 2012

Shannon Caudill shared news that his third and final volume in the Defending Air Bases in an Age of Insurgency trilogy was published by the Air Force's Air University Press in March. The monograph series explores the history. threats, and countermeasures used in leading the ground defense of air bases. Shannon also co-authored Baseball in Kennesaw (published in November 2020), which detail the local history of baseball dating back to the late 1800's and origins of major league players like Dansby Swanson, Adam Everett, Jim Nash, Tyler Stephenson, and many others. Shannon is entering the dissertation research phase of his University of Charleston doctorate in executive leadership program. See Photo 14.

Class of 2013

Congratulations to Allissa Amodeo '12 and Richard Shear who were married on May 7. The happy couple even managed to get a photo of all the NU alumni, spanning the Class of 1979 to the Class of 2016, in attendance. (Not an easy task!) See Photo 15.







18. John D. Afdem '15.

- **19.** Coast Guard officers Matthew Harris '18 and Andrew Jumper '19.
- **20.** Ensign Sydney Rocheville '21

In May, Capt. Lily Erickson, who serves as special assistant to Gen. Paul Funk II (TRACOC Commander), ran into Prof. Frank Vanecek at the Remember the Fallen 5K race at Ft. Eustis, Va. The race was part of Ft. Eustis' commemoration honoring the men and women who gave their lives to defend our nation. Frank, we're proud to report, won his age group. See Photo 16.

Class of 2014

In Fall 2020, Able Company 443rd Civil Affairs – East Africa (CA-EA) to Djibouti in support of Operation Octave Shield, writes U.S. Army Capt. Jessica Campion. "CA-EA has done great work since [our]

arrival at Djibouti, Africa. Remarkably, three of us are proud NU alumni. Maj. Kevin Jusza '05 (a history major at NU) is the commander of Able Company 443rd Civil Affairs - East Africa, His leadership is vital to mission success and enabling his soldiers to thrive. Sergeant First Class Brett Johnson '11 (CJ major) is a Civil Affairs Team (CAT) Sergeant. SFC Johnson has the important role of maintaining safety and providing team guidance." Campion earned her bachelor's degree in nursing and a master's in nursing education. "I am the subject matter expert in public health and aid Civil Affairs - East Africa in medical engagements," she says. "The CA team has a unique

Norwich University

Norwich University the "Queen of The Hills"
Over the multiple decades it remains still
Remembering with pride all the effort
Will make attacking goals with more comfort
Indeed we all remember the motto "I Will Try"
Certainly at any age we can always cry
Hell I can do that since "I Will Try"

Until you have lived the many years as others
Nothing brings back memories as talking to your brothers
In good and bad times comfort can come from those others
Viewing the parade ground can bring back the memories
Every step rings "left, right, left, right" and the cry of "at ease"

Regardless of your success you always will remember Smiles and tears, fun and work, brings us closer Indeed all this should make you proud and stronger Thinking of all your experiences and personal value You should be thankful and say "I love N.U."

-Ray Bouchard '66

role to engage and partner with local organizations across East Africa. We have worked directly with Djiboutian organizations and strengthened our partnerships through education, knowledge exchanges, humanitarian assistance, and more. My two fellow alums and I bring a diverse set of skills to ensure the success of our civil engagements." See Photo 17.

Class of 2015

John D. Afdem was promoted to captain and took his new command in Grafenwoehr, Germany, on April 23. See Photo 18.

Class of 2018

Matthew Harris and Andrew Jumper '19 recently completed OCS at the U.S. Coast Guard Academy. President Emeritus Richard W. Schneider was on hand for their graduation and shared a photo. See Photo 19.

Class of 2021

Ensign Sydney Rocheville was commissioned aboard the USS *Constitution* in Boston in July and headed to Navy ODS 22 in late August. See Photo 20. ■

ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from April 8, 2021 to July 22, 2021. Full obituaries, when available, can be viewed online at alumni.norwich.edu/obituaries. To inform the university of the passing of a member of the Norwich family, please contact the Alumni Office at (802) 485-2100 or inmemoriam@norwich.edu.

- 1945 Walter A. Henry, 97, 5/29/2021
- 1946 Nancy Beals, 95, 4/5/2021, Vermont College
- 1953 Kenneth S. Kovacs, 89, 4/25/2021
- 1954 **David W. Anderson**, 90, 4/27/2021
- 1955 **Robert L. Giggey**, 87, 4/29/2021
- 1957 **John J. Brugnoni**, 85, 5/26/2021
- 1957 Louis R. Pietro, 87, 6/22/2021
- 1960 Judith M. Kendall, 81, 4/26/2021, Vermont College
- 1960 Bruce E. Montgomery, 84, 1/22/2021
- 1960 Norman A. Lavigne, 83, 6/27/2021
- 1961 Patrick J. Cunningham, 81, 7/13/2021
- 1965 Benson C. Sargent, 78, 7/7/2021
- 1966 **Gary P. Welchman**, 78, 5/26/2021
- 1967 Francis E. Carey, 77, 4/21/2021
- 1967 **Gary A. Jones,** 75, 5/5/2021
- 1967 Elizabeth B. Kunz, 75, 7/2/2021, Vermont College
- 1967 **Stephen R. Lyons**, 74, 3/9/2021
- 1967 **Gary B. Wilder,** 75, 4/24/2021
- 1968 Steven L. Goyetche, 74, 4/13/2021
- 1968 Elaine T. Jacques, 73, 4/3/2021, Vermont College
- 1971 Donald P. Miller, 72, 3/30/2021

- 1974 **James W. Hunt**, 68, 5/19/2021
- 1975 **Kathy Bowne**, 68, 4/30/2021, *Wife of George W. Bowne*, '75
- 1975 **Philip M. Coleman,** 68, 7/12/2021
- 1979 Constance M. Mynter, 83, 4/27/2021, Vermont College (master's program)
- 1981 **James A. Roman**, 62, 4/23/2021
- 1983 **Peter H. Schwarz,** 59, 5/31/2021
- 1986 **John C. Eagleston,** 58, 6/3/2021
- 1990 Kevin M. McKeen, 53, 3/3/2021
- 1993 **Joyce E. Jones,** 93, 4/1/2021, *Vermont College*
- 1994 Barbara A. Smigiel, 64, 5/9/2021
- 1995 Kirk E. MacDonald, 50, 6/12/2021
- 1999 Thomas F. Guetti, 46, 5/23/2021
- 2008 Edward A. Dopke, 73, 7/10/2021, CGCS
- 2009 **John L. McIver,** 88, 3/16/2021, *CGCS*
- 2017 Roland E. Lortie, 64, 3/17/2021, Father of Kirsten E. Lortie. '17
- Frieda H. Kloeckner, 92, 5/26/2021, Professor emerita & spouse of professor emeritas Al Kloeckner
- David W. Knudsen, 93, 6/15/2021, Former faculty and father of Frederick Knudsen '76



NU CLUB NEWS

A SUPER SOCIAL SUMMER

Following a year of virtual gatherings, the Norwich family came out in force this summer to reconnect.

From Hawaii to Maine, Alaska to Florida, and everywhere in between, there was recordbreaking attendance at the 42 Student Sendoffs welcoming the Class of 2025 and their families to the Norwich family. Over the summer, President Mark Anarumo, Col USAF (Ret) was able to attend several in-person events hosted by NU Clubs in Massachusetts, New Hampshire, Chicago, Maryland, and Washington, D.C.

Alumni and friends also gathered on the links in droves this summer.

Norwich's longest-running golf outing, the NU Club of Boston's Golf Scholarship Tournament, celebrated its 37th anniversary this year.

Founding members Dom Barbero '67, Bill McIntosh '67, and Phil Speros '67 attended along with 60 other golfers.

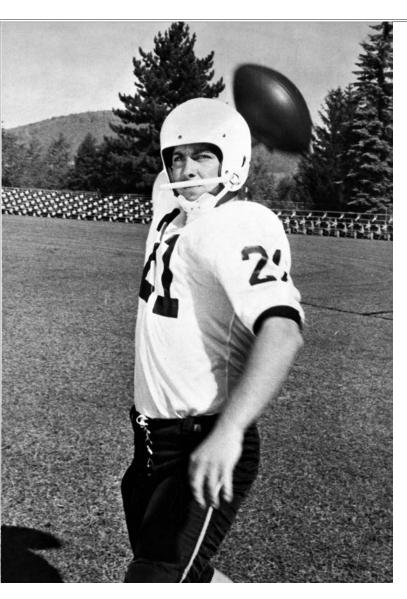
To date the tournament has provided more than \$210,000 in scholarships to students from the Boston area.

The NU Club of Maryland hosted a special **Founders Day celebration** as part of their August 6th Student Sendoff. President Anarumo was on hand to make a toast with more than a hundred participants who took part in-person or via a livestream.

NU's 202nd year is off to a very good start!

Norwich Forever! Office of Alumni & Family Engagement

To connect with an NU alumni club near you, contact the Alumni & Family Engagement office: alumni@norwich. edu, (802) 485-2100.



A Love for the Game

The 55-Year Coaching Career of Larry Marsh '65

BY BILL WALSH '77

uccess is a journey, not a destination," says retired high school football coach Burt "Larry" Marsh '65, speaking by phone from his home in Port Charlotte, Fla.

A former standout quarterback at Norwich, Marsh taught high school English and coached repeat state championship football teams in Connecticut and Florida for 55 years. As journeys go, his trip as a successful football coach has, indeed, been a long one.

STAR QUARTERBACK

The state's top passer his sophomore year, Larry Marsh '64 spent his senior year at Norwich student-teaching English and coaching football at Hartford High, an experience that forged his future career path.

Photograph courtesy Norwich Archives Things didn't start that way. "My first game as a head coach was a shutout: 72-0," he recalls. While his team lost, two years later they beat the same opponent.

Time and again, Marsh has rebounded from the setbacks

handed him by the game and by life. An English major and academic high achiever at Norwich, Marsh was expelled from the Hill at the end of his junior year after he participated in the notorious 1963 "panty raid" at Vermont College.

The following fall, instead of returning to the gridiron on Sabine Field, Marsh and his fiancée, Debbora, spent a day in Boston. Crossing a Charles River bridge at midnight, they heard screams as a woman attempting suicide jumped into the water.

Marsh ran to the end of the bridge and dove into the cold, black water. Submerging several times, he eventually felt the woman's hair and pulled her to the surface as she struggled against him, saving her life.

When Norwich president Maj. Gen. Earnest Harmon learned of Marsh's heroism, he readmitted Marsh to Norwich. The NU senior never looked back, leading the cadets to a 5-2-1 record and returning to the dean's list.

"The lessons I learned throughout my career began at NU," he says. "The school teaches a person how to overcome life's adversities. I really do believe that NU is all about its motto, "I Will Try."

After graduation, Larry spent five years playing semi-professional football in the Atlantic Conference League, where he gained a reputation for his prowess at throwing a football and his ability to teach high school quarterbacks the mechanics of throwing a football. For five summers, Marsh spent two weeks coaching young QBs at a sports camp with legendary NFL quarterback Joe Namath.

But Marsh says his proudest career moments lie elsewhere. "My biggest coaching thrill was coaching my sons, Greg and Glenn; [Glenn] is still coaching." Others include his back-to-back Connecticut state championships at Newington High and "still hearing from those players, as well as players from my Florida state champion team at Tallahassee Rickards."

Marsh says he's also proud that seven of his assistant coaches have become head coaches over the years.

"Many people ask how and why have you coached for so long? I tell them the answer is simple. It comes down to one thing: my love of the game," he says.

"My hope and goal is that I played a small part in kids' lives."

Writer and former Cadets rugby player Bill Walsh '77 lives in Barre Town, Vt., with his wife of 40 years, Diane.





2021 Norwich Annual Report





Board of Trustees

The Board of Trustees at Norwich is an active group that serves not only as an overseer of the university, but also sets the policies that will steer and guide Norwich into the future. The Board of Trustees currently consists of 27 men and women, each of whom brings a unique life experience to the process. Trustees are both alumni and non-alumni; military, business, and educational leaders. Their experiences help them set the vision by which to form the military and civilian leaders of tomorrow.

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Alan F. DeForest '75 & P'01

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NORWICH UNIVERSITY SHOULDER • to • SHOULDER INTO OUR THIRD CENTURY

If the past year has proven anything, it is that the Norwich community takes "the impossible" and makes it very much possible. In June 2020, we set out to raise \$9 million in new commitments for our *Shoulder-to-Shoulder* fundraising initiative. Twelve months later, we ended the fiscal year with a remarkable \$10,576,457. As we all navigated a global pandemic—and Norwich adjusted to remote teaching, a period of mandatory dormitory quarantine for students, and a new president—this achievement could have been deemed implausible. Instead, the Norwich family stepped forward, empowering the university to not only meet its fundraising goal but to exceed it.

As Norwich looks ahead, it is crucial to build on our foundation of excellence. In the words of Dr. Mark Anarumo, our 24th president, we must "innovate or perish." We must take bold, forward-thinking action to keep pace with current and future needs. This requires ensuring that the academic experience remains innovative, relevant, and affordable, and that Norwich graduates have the technical savvy and cultural acumen to thrive in all industries, whether the military, government, business, or service sectors. The challenges and opportunities of the 21st century might look different from those when Norwich was founded in 1819, but our mission remains the same: shaping the highest caliber of leaders and global citizens.

That is why our Shoulder-to-Shoulder fundraising initiative is paramount to our continued success. Launched last October, Shoulder-to-Shoulder aims to raise \$28 million by May 2023 to make Norwich more affordable and keep it on the cutting edge. As of May 31, 2021, we are at \$12,497,700 and off to a strong start, yet the work continues. Shoulder-to-Shoulder represents how each and every one of our gifts adds up to something spectacular. Whether you are a brand-new alumnus or graduated four decades ago—or you are a student, parent, faculty or staff member, or community partner—your participation lifts us into our third century of distinction.

In the following pages you will find stories of committed Norwich supporters who have invested in Shoulder-to-Shoulder, bolstering its five priorities: the Norwich Fund, Scholarships, Technology Endowment, Academic Enhancement, and Planned Giving. Among these priorities, our focus is on the Norwich Fund, which provides flexible resources to address the university's most urgent needs. I hope you are inspired by these examples of generosity in service to our next generation and our nation.

On behalf of us all at Norwich, thank you once again for your partnership and your continued commitment. By standing Shoulder-to-Shoulder, we will continue to exceed expectations and blaze new trails for our students, country, and world.

Norwich Forever!

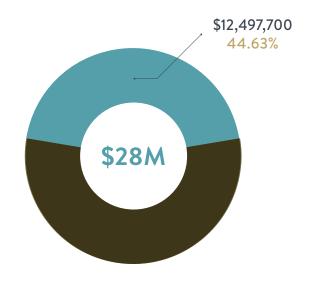
Alan DeForest '75

Chair, Norwich University Board of Trustees



The Shoulder-to-Shoulder Initiative

GOAL: \$28M BY MAY 31, 2023



PROGRESS AS OF MAY 31, 2021

GIFTS RECEIVED

GOAL REMAINING



THE NORWICH FUND

Provides the university with the flexibility to address its top priorities, funding everything from core operations to innovative opportunities and strategic initiatives.

SCHOLARSHIPS

Helps alleviate the cost of a Norwich education in order to attract and retain the most deserving students.

TECHNOLOGY ENDOWMENT

A reservoir of support to maintain and update campus technology and provide access to top-of-theline systems and equipment.

ACADEMIC ENHANCEMENT

Enables hands-on experiential learning opportunities that take students out of the classroom and into the world.

PLANNED GIVING

Whether through gifts of bequests, annuities or trusts, planned gifts provide a reliable and thoughtful source of support that nurtures the university's future.

Advancing the NU Military Writers' Symposium

A recent gift from the Pritzker Military Foundation aims to support the annual event in perpetuity

BY BETH LUBERECKI

he Norwich University Military Writers' Symposium is the only program of its kind at an American university and a much-anticipated annual event on campus. The colloquium brings together authors and experts in the fields of military history, intelligence, and current affairs to share their perspectives and insight about crucial global concerns while engaging with Norwich students and the public.

Col. (IL) Jennifer N. Pritzker, IL ARNG (Ret.) wants to ensure that the Military Writers' Symposium continues for years to come. That's why the former Board of Trustees member made a recent pledge through the Pritzker Military Foundation, which she founded and leads, to support the symposium.

The \$650,000 commitment includes a \$150,000 gift to cover immediate operating expenses for the symposium, plus a \$500,000 contribution to the symposium's endowed fund. The Pritzker Military Foundation also established a \$500,000 matching gift challenge to grow the endowment to support the event in perpetuity.

"One of the great assets of the symposium is that emerging and established writers in the military field come to Norwich and interact directly with students," Col. Pritzker says. "What could be more valuable to an undergraduate than to have this kind of contact with a professional writer or scholar?"

By including a challenge grant in her gift, she hopes to get others in the Norwich community involved in supporting the seminal event. "The \$500,000 challenge grant will allow everyone to par-

ticipate in this meaningful effort through their own contributions," she says. "Together, we can all ensure that this symposium continues to promote and engage military writers, and for students to benefit from this most valuable experience."

Norwich has through 2025 to meet the \$500,000 matching gift challenge. Should the university achieve this goal, the Pritzker Military Foundation's gift to the symposium will total \$1.15 million.

"Col. Pritzker's gift is really a testament to her confidence in Norwich and her passion for our mission, and how she really wants us to have skin in the game and be self-empowered," says Lindsay Budnik, an assistant vice president of development for Norwich. "She wants this event to go on forever."

The symposium's endowment has been renamed the Carlo D'Este '58 Military Writers' Endowment to honor the legacy of the late Carlo D'Este '58, who co-founded the symposium in 1996. Following a distinguished Army career, the retired colonel became a renowned military historian and author. He received the 2011 Pritzker Military Library Literature Award for Lifetime Achievement in Military Writing.

"He was a giant in military history writing, and he wrote the definitive works, at least from my perspective and others', on Churchill and Patton," says Prof. Travis Morris, PhD, director of the NU Peace and War Center and executive director of the Military Writers' Symposium.

Over the years, the symposium has focused on topics ranging from weaponizing water to PTSD to the future of warfare and cybersecurity. A highlight of the event includes the presentation of the William E. Colby Award, given annually to the author of a first solo work of fiction or nonfiction that has made a major contribution to the understanding of military history, intelligence operations, or international affairs.

This year, the 2021 Norwich University Military Writers' Symposium will examine the Arctic and the power struggle occurring there. For Morris, the ability for students to learn about these kinds of relevant issues from subject-matter experts helps students prepare for their careers after Norwich.

"For 200 years, we've been putting leaders in every segment of the military and government and corporations," Morris says. "We know that students who are here now will be at the tip of the spear of some of the world's greatest challenges. The symposium is a mechanism that ensures that future leaders are properly prepared to be successful in facing challenges, and Col. Pritzker's gift really protects this unique event. No matter what happens at Norwich financially, there will always be an opportunity to have a Military Writers' Symposium."

Col. Pritzker has a long history of bold philanthropic support of Norwich University. In April 2013, she committed \$25 million to Norwich's *Forging the Future* fundraising campaign celebrating the university's 2019 Bicentennial. It was the university's largest-ever financial gift. Pritzker, who retired from the U.S. Army in March 2001 after almost three decades of service, is a trustee emerita at Norwich and has been honored with her own stair on the university's Bicentennial Stairs. In addition to her role at

the Pritzker Military Foundation, she serves as president and CEO of TAWANI Enterprises, Inc. and president of the TAWANI Foundation. "I've long been a champion of Norwich and all that it seeks to accomplish," she says. "Through my foundations and the Pritzker Military Museum & Library, I have sought to help the public understand the importance of the relationship between the military and the society it serves. Norwich University is the perfect partner in this endeavor as the country's oldest private military college. We share a strong interest in expanding awareness of military affairs and the role of the military in our country and around the world."

"Col. Pritzker has given so much and is so renowned," Budnik says. "And this most recent gift is just the latest of what she has done for Norwich. It ... speaks to her ethos of giving, which is remarkable, because it will outlive all of us."

"Operating a university entails a range of challenges, from creating consistently fresh learning styles to balancing budgets and managing faculty time and resources," Pritzker says. "The work of a military-focused institution, in particular, is incredibly important. By supporting Norwich, I'm able to help educate a diverse student body of America's future leaders, advance understanding of military history, and have an impact on who we are as a country."

To learn more about supporting the Carlo D'Este '58 Military Writers' Endowment, visit alumni.norwich.edu/deste.





Resilient Leadership

David Pierce '85 knows the value of flexibility to keep pace in a changing and unpredictable business climate

As a senior executive for Boston Scientific, David Pierce '85 saw that the shutdowns, tie-ups, plunging sales, and spiraling uncertainties caused by the coronavirus pandemic presented not only an object lesson in managing through a crisis but also an opportunity to see beyond challenges to future opportunities.

Pierce adopted the practical strategy of splitting his team in two. One focused on troubleshooting daily operations, the other on the future: How could their business unit emerge better, stronger, and together? "What are we learning today that we can apply later?" he asked.

The same philosophy informs his donations to the Norwich Fund, which gives the added gift of flexibility to keep pace in a changing and unpredictable world.

Such unencumbered financial gifts, Pierce says, are crucial when the university is faced with "having to do things tomorrow that they hadn't thought about yesterday as every organization discovered in 2020 and 2021. They have to have the ability to pivot—fast, because the world is changing so fast."

The son of a mailman and a nurse, Pierce grew up with his five siblings on Boston's North Shore. He attended Norwich on an Army ROTC scholarship, where his education on the Hill delivered "the structure and the discipline that allowed me to be successful," he says.

After his military service, Pierce was working for Airborne Express in Houston, when Boston Scientific came calling. Thirty years ago, the company was relatively small and privately held. Today, it is an international giant with 30,000 employees worldwide and \$12 billion in annual sales. Pierce serves as the executive vice president and president of the company's MedSurg division, where he oversees endoscopy, gastroenterology, and urology product lines, as well as corporate marketing and sales.

Pierce joined the Norwich Board of Trustees in 2020. He gives back by helping guide his alma mater forward. "The school has done a remarkable job of staying current, in understanding the demands not only of the military but also of government service and private industry," he says.

"When you walk out of Norwich, whether you're military or civilian ... you walk out of there having experienced four years of academic rigor, and social and intellectual rigor, as well. You're a different person."

A Cherished Alma Mater

As a partner, friend, and alumna, Amy Dunn Veilleux '01 & M'07 exemplified the best of Norwich. A new scholarship in her name will help students access the Norwich education she so valued.

Whenever there was a Norwich event in the Boston area, Amy Dunn Veilleux '01 & M'07 was likely there, enthusiastically waving the Class of 2001 flag. Earning her bachelor's in criminal justice and master's in justice administration from Norwich, Amy went on to have a career as a TSA inspector. Over the course of two decades, she maintained a deep connection with her alma mater and an appreciation for her Norwich education.

"Amy truly loved Norwich," says her husband, Ed Veilleux. "She checked out multiple schools, and she said that within 15 minutes of starting to walk the campus that Norwich was where she wanted to go. She just loved the whole feel of it. She always said that some of the best times of her life were at the school."

"Amy was the perfect example of what a Norwich graduate could be," says friend and classmate Liz Kennedy '01, who serves as vice president of development and alumni relations for Norwich. "She kept in touch. She lived our values. She went to events in her local area. She contributed annually. That's what we ask of our graduates, and she is a perfect example."

Now other students will have the chance to follow in her footsteps and have their own memorable experiences at Nor-

wich University. After Amy passed away in early 2021, Kennedy and some other classmates, with Ed Veilleux's support, set out to establish the Amy Dunn Veilleux '01 Drill Team Scholarship in her memory. The scholarship will be awarded each year to a member of the Norwich University Regimental Drill Team, of which Amy had been a proud and valued member.

The initial goal is to raise \$50,000 to endow the scholarship in perpetuity. "Especially in a time like today, I believe that the world needs more Norwich graduates," Kennedy says. "This is a way to make that possible and to honor Amy's legacy at the same time. It's an investment in the next leaders we [send] out into the world."

Ed says his late wife, who had modest means as a student, would appreciate these efforts. "She was able to go to school because of other alums paying it forward," he says. "After she graduated, she always donated to the school what she could. She always wanted to help other kids who needed it the most."

For more information, visit www.givecampus.com/schools/ NorwichUniversity/the-amy-dunn-veilleux-01-scholarship









A Life Well Lived

A distinguished jurist, veteran, and philanthropist, Thaddeus Buczko '47 created educational opportunities for future generations

When Pamela Buczko Rapp attended her 50th high school reunion, she was approached by two classmates who wanted to talk with her about her uncle, Thaddeus Buczko '47. "They came up to me and said, 'You can't imagine what your uncle did for me,'" Rapp recalls.

That's not the only time she has heard such a statement. "He was so humble, and I have been caught off guard so many times with what he has done for people," she says. "I can't even tell you what a generous person he was."

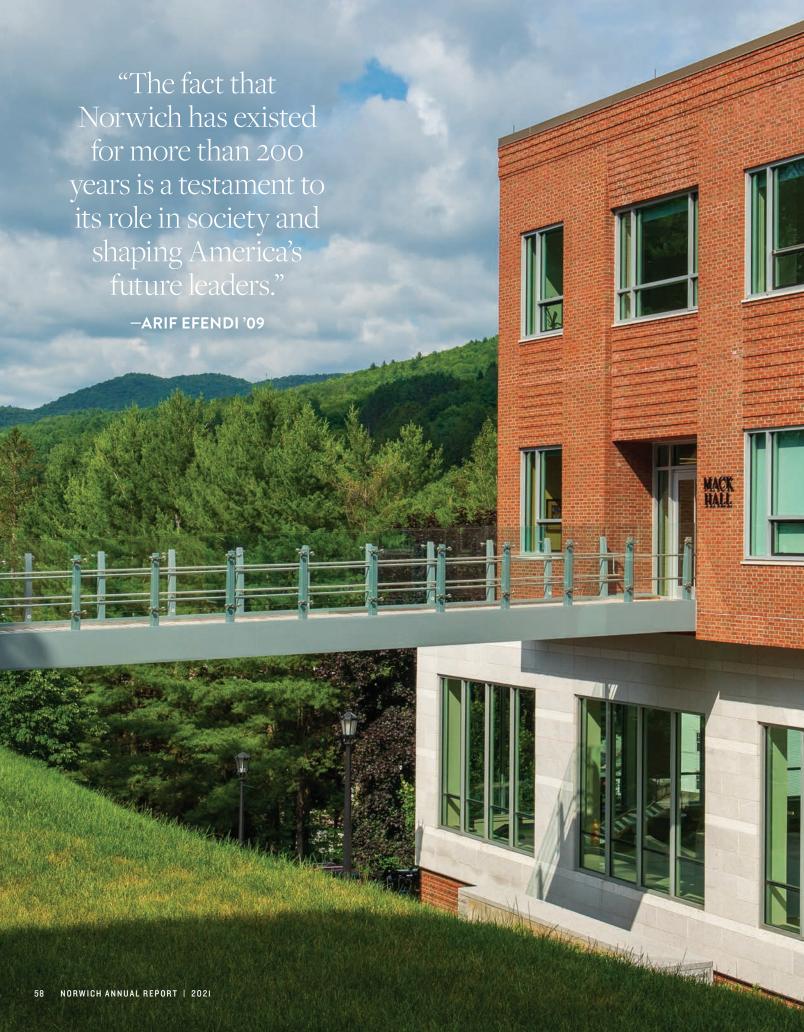
Norwich was one of the institutions that benefited from the generosity of Buczko, who passed away at age 95 in March. Over his long career of public service, the much-respected judge and World War II and Korean War veteran gifted almost \$2 million to Norwich, supporting the Norwich University Military Writers' Symposium, establishing the Buczko Family Scholarship and Judge Thaddeus Buczko '47 Scholarship, and contributing \$1.6 million in funding for the Thaddeus Buczko '47 Cybersecurity War Room in Mack Hall.

"I think Norwich was the stepping-stone to what he envisioned his future would be," Rapp says. "I believe that Norwich gave him the opportunity to do what he wanted to do, and he was paying it back because he truly had fulfilled the goals he set for himself in life." Laurie J. LaMothe, senior philanthropy advisor for development at Norwich, worked with Buczko on his philanthropic efforts for almost nine years. "He dedicated his life to the Commonwealth of Massachusetts, his college, his church, and his many nieces, nephews, great-nieces, and great-nephews," she says. "From a Norwich perspective, he was the quintessential citizen-solider and lived the ethos of our institution. He said God gave him a lot, and he turned about and gave it back to the people and things he loved. Norwich was second only to his family." In 1996, Norwich recognized him with an honorary degree.

Rapp says her uncle's work ethic and commitment to education were inspired by his hardworking Polish immigrant parents. And now his legacy will help other Norwich students achieve their own goals.

"I just think he wanted to provide an opportunity for anyone who wanted the military plus an education," Rapp says. "He holds a very special place in my heart, and I'm so glad that other kids are going to have the opportunity to go to college through his gifts."

"Ted was the kind of guy who makes Norwich what Norwich is about," LaMothe says. "He was a great man, and if you can learn anything from Ted, it's to live like he did."





Staying at the Forefront

Grateful for his life-changing experience at Norwich, Arif Efendi '09 has given back and continues to support the university's Technology Endowment

Arif Efendi '09 remembers how challenging his first several months as a Norwich University student were. But he remains grateful for that experience. "It took me out of my comfort zone and really tested me as person," he says. "It taught me a lot of life lessons, and I appreciate the basic simple things in life even to this day because of Norwich."

Near the mid-point of his Norwich experience, he decided he wasn't going to commission into the military. So he began focusing on his interests in business, seizing opportunities to visit and learn from Vermont companies, such as Ben & Jerry's and Magic Hat Brewing, during the course of his studies. After graduating, he went on to work in investment banking, his family's commodities business, and in the sports and entertainment sectors.

Efendi, who lives in London, has made it a point to give back to Norwich in gratitude for the impact the university has had on him. "I just think it's an important facet for any organization, individual, or entrepreneur," he says. "If you can help causes or institutions that have helped develop you as a person, then why not?"

Efendi made a gift to the university's Bicentennial campaign to name the atrium in Mack Hall in honor of Frank Vanecek, who was dean of the School of Business and Management while Efendi was a student and is now a senior vice president. "Prof. Vanecek was always supportive," Efendi says. "He always lent an ear and was always, for me, a voice of pragmatism. I felt like he was a father figure that I could



always go to and share my feelings with. I credit Prof. Vanecek in playing a big part in making sure I finished what I started [at Norwich]."

Efendi also makes a monthly \$500 gift to support Norwich's Technology Endowment. "I think Norwich, being a military institution, should be at the forefront of technological innovation," he says. "It's a different proposition now [from] when I was first at Norwich, when the idea of war was sending feet on the ground. Now most of it seems as if it's all tech- and cyber-related. So if I was to support anything at Norwich, making sure [it's] at the forefront of technological innovation and education is my go-to. My ultimate goal is to make more money and support the Technology Endowment even more."

STATEMENTS OF FINANCIAL POSITION: 2-YEAR COMPARATIVE SUMMARY (IN THOUSAND)*				
ASSETS	2020	2021		
Cash and Cash Equivalents	\$7,725	\$19,953		
Pledges, Accounts and Loans Receivable, Net	\$23,472	\$24,545		
Investments	\$209,146	\$328,087		
Land, Buildings and Equipment	\$180,070	\$173,827		
Bond Funds on Deposit with Trustee	\$0	\$0		
Other Assets	\$23,914	\$22,029		
TOTAL ASSETS	\$444,327	\$568,441		
LIABILITIES	2020	2021		
Accounts Payable and Accrued Expenses	\$8,096	\$10,974		
Notes and Bonds Payable	\$77,546	\$74,559		
Other Liabilities	\$32,685	\$26,070		
TOTAL LIABILITIES	\$118,327	\$111,603		
NET ASSETS	\$326,000	\$456,838		

STATEMENTS OF ACTIVITIES: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*			
OPERATING ACTIVITIES	2020	2021	
Other Income	\$4,141	\$1,620	
Tuition Fees, Room and Board, and Other Ed. Programs	\$84,256	\$79,919	
Non-Education and Auxiliary Programs	\$1,012	\$644	
Contributions and Grants Used in Operations	\$8,165	\$18,420	
Endowment Spending and Investment Income	\$10,442	\$10,803	
TOTAL OPERATING REVENUES AND SUPPORT	\$108,016	\$111,406	
Operating Expenses	\$102,398	\$107,716	
Change in Net Assets from Operating Activities	\$5,618	\$3,690	
NON-OPERATING ACTIVITIES	2020	2021	
Endowment Investments Return Net of Spending Used to Support Operation	(\$3,038)	\$110,508	
Other Non-Operating Activities	(\$6,864)	\$9,679	
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	(\$9,902)	\$120,187	
TOTAL CHANGE IN NET ASSETS	(\$4,284)	\$123,877	

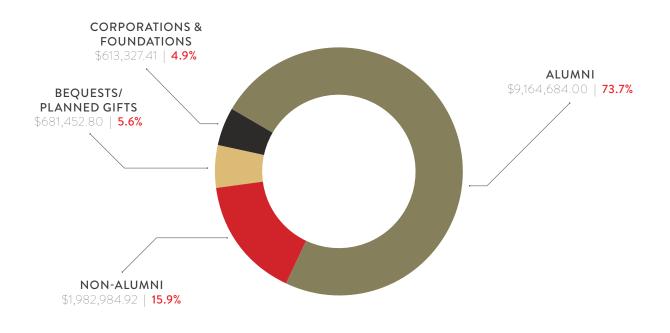
^{*}Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2021 ANNUAL REPORT STATISTICS

FY21 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$12,442,449.60



FY21 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

Shoulder-to-Shoulder	\$4,681,765.65	37.6%
Forging the Future	\$1,057,683.90	8.5%
Norwich Forever!	\$257,650.00	2.1%
Bearing the Torch	\$1,114.20	0.01%
Restricted Annual Giving	\$757,872.25	6.1%
Other Restricted	\$536,133.14	4.3%
TOTAL RESTRICTED	\$7,292,219.14	58.6%

UNRESTRICTED GIFTS

Forging the Future	\$2,792,060.52	22.5%
Shoulder-to-Shoulder	\$2,289,940.94	18.4%
Norwich Forever!	\$40,059.00	0.3%
Bearing the Torch	\$1,250.00	0.01%
Other Unrestricted	\$26,920.00	0.2%
TOTAL UNRESTRICTED	\$5,150,230.46	41.4%

TOTAL GIFTS

\$12,442,449.60 (100%)

About This Report

This report acknowledges Annual Members in the Partridge Society between June 1, 2020 and May 31, 2021, our most recent fiscal year. Lifetime Members, Generals, and Chairman's Diamond Club Members, and 1819 Circle Members are included in celebration of their commitment to the university. Garrison Associates Members who reached a five-year consecutive giving milestone are recognized here for their loyalty. For a full list of all donors, please visit: alumni.norwich.edu/annualreport.

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

For more information on making a gift to Norwich University, visit our website at alumni.norwich.edu, email development@norwich.edu, or telephone the Development and Alumni Relations Office at (802) 485-2300.

The names of donors and board volunteers who passed away during the 2021 fiscal year appear as "(Deceased)."

The report, compiled by the Development and Alumni Relations Office, has been prepared with utmost care. Occasionally, however, errors do occur. We apologize if this has happened and ask that you notify us with any inaccuracies or omissions. Please contact Chrissie Dumas if you have any questions at (802) 485-2307 or cdumas1@norwich.edu.

PARTRIDGE SOCIETY MEMBERSHIP KEY

- Chairman's Six Diamond Club cumulative lifetime giving of \$10,000,000 or more
- Chairman's Five Diamond Club cumulative lifetime giving of \$8.000.000-\$9.999.999
 - Chairman's Four Diamond Club cumulative lifetime giving of \$6,000,000-\$7,999,999
 - Chairman's Three Diamond Club cumulative lifetime giving of \$4,000,000-\$5,999,999
 - Chairman's Two Diamond Club cumulative lifetime giving of \$2,000,000-\$3,999,999
 - Chairman's One Diamond Club cumulative lifetime giving of \$1,000,000 - \$1,999,999
- ***** Five-Star General cumulative lifetime giving of \$750,000-\$999,999
- **** Four-Star General cumulative lifetime giving of \$500.000-\$749.999
- *** Three-Star General cumulative lifetime giving of \$250,000-\$499,999
- ** Two-Star General cumulative lifetime giving of \$100,000–\$249,999
 - ★ One-Star General cumulative lifetime giving of \$50,000-\$99,999
- LT Lifetime Level cumulative lifetime giving of \$20,000-\$49,999
- Annual Membership fiscal year gift of \$1,000 or more
- † 1819 Circle Membership planned or deferred gift to the university
- 35YR **Garrison Associates Membership** consecutive giving for 35 years
- 30YR Garrison Associates Membership consecutive giving for 30 years
- 25YR Garrison Associates Membership consecutive giving for 25 years
- 20YR Garrison Associates Membership consecutive giving for 20 years
- 15YR Garrison Associates Membership consecutive giving for 15 years
- 10YR Garrison Associates Membership consecutive giving for 10 years
- 5YR **Garrison Associates Membership** consecutive giving for 5 years

Partridge Society Members

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Michael '66 & Susan Anderson** * 10YR

Matthew & Teresa Andresen P'23***

COLJames H. Andrews, USA (Ret.) '63[†]

Roger '67 & Judith Anderson"

Boris & Caroline Andrican 10YR

Mr. & Mrs. David Angeli '75 & '78" Mr. & Mrs. Paul F. Angotti, Sr. '67" Bob Anthony '70^{5YR} Jack Anzalone '20" Drs. Diran & Seta Apelian* Lester '73 & Barbara '71 Apigian 10YR Manny '68 & Pat Apigian LT + 35YR Paul R. Apollo^{5YR} LTC Anela Arcari, USA (Ret.) '91LT 20YR Robert '95 & Gretchen '96 Archambault" Daniel & Nancy Archuleta*** † Mr. & Mrs. Gerald Arel '745YR Tevfik Arif P'08* Addie Armstrong '10[†] Bertram '74 & Andrea Armstrong IT" $Cara\ Armstrong^{5YR}$ Dale Armstrong '88^{LT •} ^{10YR} Lillian R. Armstrong W'64* Thomas S. Armstrong '73 & P'06" 25YR Ellen Arnold W'90LT® Bradford Arthur, Jr. '6410YR Brian '68 & Sandra Ashe* † * 20YR John D. Assumma, CCM, CCE '85" Dr. Elisabeth Atems^{5YR} LTC Charles & LTC Lauri '90 Atkins, USA* Richard '62 & Ruth Atkins SYR Brian '70 & Diane '70 Attenborough" Thomas Atwood '53** † 30YR Mr. & Mrs. Patrick Aube P'24" Charles '53 (Deceased) & Helen Auer[†] Gabriel '61 & Jane Auerbach* Brian '68 & Virginia Austin LT® 20YR James T. Avery, IV M'175YR Donald Ayers '70^{10YR} Mr. & Mrs. Richard Ayers, Ph.D. '675YR Robert Ayers '64^{5YR} Parker Aubrey Babbe '13[†] Joseph Babitsky '155YR Mr. & Mrs. Michael Babyak, Jr. '92* 10YR Doris Bacon W'52" Howard L. Bacon '44^{LT} Alton C. Bailey '59^{20YR} Lawrence Bailey '65^{★ ■} ^{35YR} Joanne Bair VC'88 & W'65^{LT®} 35YR Brian D. Baker '16 & M'195YR COL Fred H. Baker, USARNG (Ret.) '67" 5YR Mike Baker '685YR COL Stuart W. Baker, USA (Ret.) '70 " 5YR

Barbara Balch W'60LT

Marjorie E. Baldrachi W'55* COL & Mrs. Harrison V. Baldwin, USAR (Ret.) '59^{LT®} 20YR Heather A. Bale W'64LT35YR Jason '99 & Christinas '01 Balgos^{• 5YR} Caitlin H. Frances Banfield '1210YR LTC & Mrs. James D. Bannister, USAR (Ret.) '68^LT†■ 35YR Andrew Bannon '96<mark>™</mark> ¹0YR Dr. Lance E. Banwell '70^{LT} 10YR Patrick '81 & Corinne Barb" BG Dale '70 & Mary Ellen Barber USAR (Ret.)* * 35YR Philias J. Bardon '67" 20YR William '71 & Sheila Barnes^{5YR} Bruce '76 & Mary Elin Barr 5YR Keith '80 & Susan '80 Barrett P'06 & P'08^{LT} Rob J. Barrett* Terence E. Barrett & Kathleen Carey^{5YR} Christopher '98 & Yvonne Barrington 5YR David '59 & Helen Barrington P'98*†* 35YR Wayne Bartecki '685YR Anne Bartoletto W'52*** Frederick '63 & Mary '59 Bashara* * 30YR Marjorie L. Basil W'46[†] Paul Batista® Bruce K. Battel '66** Wolfgang Bauer '67^{20YR} BG & Mrs. Charles Baumann, USA '64^{† * 5YR} Bill '63 & Shirley Baumann LT Katelyn E. Baumann '19" Philipp '86, M'14 & Kimberly (Jones) '87 Baumann P'19** • 10YR LTC John M. Bavis, USA '82^{LT} Elaine Beal W'59^{LT} Kevin '05, M '08 & Katherine '06, M '09 Beal^{5YR} Greg & Kathy Bean P'1010YR Mr. & Mrs. Bruce R. Beaney '67* Mr. & Mrs. James B. Beaton '735YR Mr. & Mrs. Edward H. Beaudette '68^{LT} Paul Beaudin '51^{† 20YR} Jason '91 & Sharon '92 Beaudoin^{5YR} Paul '69 & RoseAnn Beaudoin** * 35YR Patricia E. Beck W'58*† Mr. & Mrs. Larry H. Becker '61* COL & Mrs. Robert J. Bedell, USA (Ret.) '70*† 10YR Edward H. Behie '59* • 5YR William V. Belcher '78"

Mr. & Mrs. Douglas F. Beliakoff '79" Josiah C. Boggs '16" 10YR Mr. & Mrs. Dale R. Brown '81" Deborah Brown '85^{5YR} George Bell '69^{5YR} Michael Boggs P'1610YR William Fontaine Bell '6215YR Mr. & Mrs. John E. Bohlin '64^{5YR} LTC Edward M. Brown, USA (Ret.) '54" 35YR Bob '70 & Cookie Bohman LT † 30YR Mr. & Mrs. William H. Bell '66" 35YR Walter A. '72 & Barbara S. Brown^{10YR} Robert '64 & Judith Boldt^{20YR} Donald Browne '60^{20YR} Mr. & Mrs. Joseph C. Bellanca '92" Donna J. Brownell* Joseph '70 & Susan Bellavia" COL David '91 & Mrs. Karen Bolduc, USA* Mary L. Bellinzier '66*** * 5YR Robert Brownstein '60" 5YR Richard F. Bolton '92" Mr. & Mrs. Stephen Benson '75^{LT} ■ 10YR COL & Mrs. Charles A. Brox, Jr., USAR LTC John Bombard, USA '75" David Bent '715YR (Ret.) '57 & P'85*†* Philip R. Boncore, Esq. '69" Mr. & Mrs. Andrew R. Berdy, USA '70" 5YR Richard Bond '68" Rowland & Lisa M'11 Brucken^{10YR} William '66 & Catherine Bonk^{LT†} Shawn Brunner^{5YR} Clyde Berg* Bruce Bonnell '63LT + * 35YR Shawn '70, M'03 & Helen Bryan* 10YR Mr. & Mrs. Keith Berg '89" Judith Bonney W'58^{LT†■35YR} Roy Bergeron '60" Judy Bryant '59 & W'59^{LT} Mr. & Mrs. Peter Bryant '63^{LT} CDR & Mrs. Leif Bergey, USN Paul & Susan Booth P'18 & P'215YR (Ret.) '90 & P'17^{25YR} Whitney Booth '0110YR Mr. & Mrs. Paul C. Bucknam, Jr. '52 & '53LT * 35YR Steven J. Bergholtz '84* * 30YR Thomas Bordner '92" 5YR Albert J. Buczko (Deceased)* † Jack '67 & Francie Bergquist* † * 10YR Christian P. Borle '995YR The Honorable Thaddeus Buczko, Esq. '47 CDR Richard Berkman, P.E., USN Albert M. Borne, Jr. '05* & H'96 (Deceased) + * 35YR (Ret.) '69** • 20YR William P. Borst '705YR Chris Budnick '86 & P'20^{LT • 5YR} Paul W. Berntsen '84^{15YR} Mr. & Mrs. Andrew Bostock '88 & M'09[†] Lawrence J. Budnick Jr. '64, P'86, G'20 * 5YR Col & Mrs. John M. Bukowinski, USAF James D. Berson[†] Thomas Bottum M'08" Frederic '58, H'91 & Elinor '58 Bertrand** † * 35YR Mr. & Mrs. Maurice Bouchard '58** (Ret) '85^{20YR} Edwin Beyerl '51, W'51, P'75 & G'04**** Michael Bouchard '85" Sheryl Bulawka W'75 Jim Beyerl '75 & P'04" 5YR Gregory R. Bowman, Jr. '825YR Mr. & Mrs. Richard S. Bullens, Jr. '68" Daniel J. Biancuzzo '965YR George W. Bowne '75^{LT} ■ SYR Daniel Burciago" Myra J. Biblowit 5YR Nick R. Boyce '715YR Sean Burgess '08" Robert '60 & Carol Bidwell^{20YR} Mr. & Mrs. Donald Boyle '685YR Frank '93 & Cheryl Burgoyne 5YR Mr. & Mrs. Andrew S. Biechlin '97^{LT} Joseph Boyle '79" David '79 & Amanda Burke^{5YR} LCDR R. John Bigelow, USN (Ret.) '89^{LT} Brian D. Brace '93[†] Mr. & Mrs. Kevin G. Burke '835YR Peter J. Bilafer '82^{5YR} Peter F. Braeuler '73" Wally '86 & Maryanne '86 Burke P'18 & P'2310YR Mr. & Mrs. Philip Burkhardt '70** * 10YR Victor Michael Bill '155YR Michael J. '64 & Nerza Marie M. Branley SYR Craig Billings SYR Michael '93, M'12 & Lisa Braun 5YR Edward A. Burkhart '815YR James W. Bingham '60^{20YR} Thomas '59 & Elizabeth Braun" BG & Mrs. John C. Burney, USA (Ret.) '46^{LT} COL & Mrs. Michael Bisacre, USA (Ret.) '80" Philip S. Braunstein '5735YR Mr. & Mrs. Daniel P. Burnham '88^{LT} F. Joseph '84 & Teri Bishop^{15YR} Alan E. Brennan '82 & P'14" Richard '72 & Priscilla Burns, Jr." Matthew L. Brennan '79" 15YR CAPT & Mrs. Andrew E. Bisset, USN (Ret.)^{5YR} Mr. & Mrs. Thomas M. Burns '59 & '60† PFC James F. Black, IV, ARNG '18" Maureen Brennan W'64^{★ •} 10YR Basil '44 Burrell (Deceased)† Roy S. Black^{LT} Harold '66 & Pamela Bresett 20YR James '68 & Pamela Burt" William '59 & Judith Black IT + 15YR Keith Breslauer^{LT} Scot Butcher Harry '68 & Kathy '66 Blackey^{LT • 35YR} James & Julie Bressor[†] Charles '71 & Michele Butson SYR Cynthia Blackstone® William '73 & Leslie Brickett^{5YR} Robert Buttarazzi '55^{30YR} Bill '68 & Debbie Blackwood** * 35YR John Bride '60 & Mary Eileen Kiniry** Craig W. Butterfield '55** Walter '72 & Sandra Blahut SYR Dick Bridegroom '7435YR Fred '68 & Dale '68 Butterfield 10YR Ronald '56 & Eva Blais SYR Francis L. Briganti '65† Robert G. Buttinger '45[†] Mr. & Mrs. David C. Briggs '68 & P'92 10YR Stephen P. Blakeslee '625YR John Buzby, Jr. '84 & M'04 5YR Timothy '68 & Linda Buzzell^{LT ■ 5YR} Walter F. Bleiler, Jr. '62 (Deceased) LT † 20YR Philip Briggs '525YR Robert Bleimeister^{LT} Will E. Brigham, Jr. '67" Joseph & Diane Byrne P'09" Robbie A. Blish '90^{5YR} John '83 & Karen (Rowe) '83 Thomas & Kathleen Byrne P'195YR Francis V. Bliss, Jr. '66^{LT • 30YR} Broadmeadow^{★ ■ 10YR} Louis W. Cabot H'61** Barrett '65 & Anne Block^{† 10YR} John W. Broderick '7530YR Philip '63 & Marie Cacciola 35YR Cheri Caddy '90* • 15YR Zafir '74 & Jacki Murphy Bludevich 30YR Charles W. Brooks, Jr. Elizabeth Cairns '55, W'54 & P'80** † • 30YR BG Richard M. Blunt, USA (Ret.) '72 BG & Mrs. Leo A. Brooks, Jr., USA (Ret.)* & Ms. Anita Porter** † • 5YR Lowell Brooks, Jr. '57^{LT}† * 35YR Jeffrey '80 & Sarah Cairns 5YR Lynn H. Brooks '57*† ■ 5YR David '59 & Linda '60 Bockoven† C. Angelo Calagione, Esq. '675YR

Anne & Charles Brown, Jr. 15YR

Mr. & Mrs. Herbert C. Caldwell^{LT}

Donald J. Bogert M'125YR

Mark '70 & Allyn Callahan** † * 30YR Regina Chelune '83" 5YR Justin & Corine Connors Foundation '91** 5YR Guy K. Chester '59^{LT} David J. Conrad '57^{LT} Mr. & Mrs. Christopher S. Caluori '85" John '72 & Marlene Campbell* * 25YR Jonathan '71 & Linda Chilson^{35YR} Mr. & Mrs. Denis M. Constantine '6310YR Tina A. Campbell, W'76^{LT}† ■ SYR James Y. Chilton '76" Mark A. Conti '78" Jim Canavan LTC & Mrs. Robert S. Chilton, Jr., ARNG P. Scott & Jeannie Conti '81" Lt Col April J. Cantwell, USAF '97 & M'03 10YR Lt Col & Mrs. Cory A. Cook, USAF '99" (Ret.) '73^{LT} 30YR David '61 & Karen Cook^{LT† ■ 30YR} Bill & Jackie Cantwell '745YR LTC Alfred R. Chioffe, USA (Ret.) '63" Bonnie Chouinard**** Stephen '74 & Rita Canty[†] Jon Cooney Dr. Anthony Caprio '60*† * 35YR Dr. Robert W. Christie '44 & H'72** † 30YR LTC Jacob '01, M'12 & Dr. Hilary '01 Mr. & Mrs. Erik Christman '875YR Coons, USA 15YR Frank '74 & Nancy Capuano 5YR Kevin M. Christopher '00[†] Pamela Corcoran W'66^{LT} Mrs. Anthony J. Carbone W'58 & P'88 (Deceased) LT Emma-Jean Christy W'57^{LT} Kirk '62 & Linda '63 Corliss, Jr. LT † * 35YR Peter & Karen Carbone^{10YR} Allen Church 5YR Paulette Corliss W'58^{LT} William & Pamela '88 Carbone-Meany" Leah A. Cifuentes '19 & M'20" Anthony Corradi '81" Jean A. Cossey W'735YR Carlos '71 & Elizabeth Carbonell* Paul '83 & Kathleen Cipriani^{5YR} Edward '71 & Elizabeth Card LT - SYR Pat & Joyce Civille Christopher '84 & Donna '84 Costa" Erik O. Clare '995YR David '77 & Helen Costa" John '72 & Nancy Carden, Jr. 5YR Lawrence '80 & Nanine Costa **** * 5YR Emily A. Carl® David T. Clark '8110YR Timothy S. Carley, Jr. '19" Mr. & Mrs. Scott Cote '78" Gary & Sherrie Clark* Dave '61 & Roz Carlson**** † * 25YR Matthew W. Clark '19" COL Chester F. Cotter, USA Glenn '84 & Rae '82 Carlson 5YR William '62 & Margaret Clark 25YR (Ret.) '50 (Deceased)† Col & Mrs. Jay Carlson, USAF '81LT * 5YR William D. Clark '715YR Patricia J. Cotter W'50* R. Don Carlson '65^{5YR} Sandra H. Clausen W'59** Arthur '83 & Doreen '81 Coughlin P'20^{5YR} Ralph Carlson '83" 35YR Mr. & Mrs. Robert E. Coughlin '71 & '71" 5YR Barbara Cleary W'61LT † Mr. & Mrs. Scott R. Carlson '785YR Jeremiah '55 & Simonne Counihan 10YR Lester Cleary '87^{5YR} Gerald F. Clement '6930YR Richard Carolan, Jr. Andrew & Amber Countis^{5YR} William & Nancy Clements^{LT} ■ 20YR LTC Lindsay E. Carpen, USA (Ret.) '67^{20YR} Ken M. Cournoyer '90^{10YR} Patrick Carr, III '70* 5YR Elizabeth Clifford® Allen H. Court '64^{LT} Robert '56 & Betty Carr, Jr. 5YR COL & Mrs. Robert Clinebell, USAR James & Carmen Courter* Paul J. Carrara '59 & H'18** 20YR (Ret.) '76" 10YR Carolyn Couture W'68^{LT} Robert Closson '82^{LT} ■ 10YR Robert '61 & Mary Carrara** Roger W. Coviello '70*** Dan Cox '71* † ■ 30YR James Carrier Barry & Diane Cochran '70" Bobby Carroll '97* • Sandra T. Cochrane W'60*** † Roger H. Cox '54" LTC Gerard R. Cogliano, USA (Ret.) '78^{20YR} John F. Coyle '63^{LT} Tom Carroll* Tyrell L. Carstarphen '14 & M'175YR Stanley '56 & Lillian Colburn 5YR Voorhees A. & Linda L. Craig[†] Chantel Carter '07 & M'12" Mr. & Mrs. Jon W. Crannell '795YR Mr. & Mrs. Calen Colby Colm K. Walker '05 & Laura Carter '19^{LT} James W. Colby '57" 15YR Marc Crawford '86" 5YR LTC William D. Carter USA (Ret.) '52LT + * Paul B. Coleman '78^{10YR} Robert Crecco '47** † • Louis Casciaro '79† • SYR Bill '65 & Sheri '66 Crittendon* * 20YR Mr. & Mrs. Ralph F. Colin, Jr.[†] David '80 & Lianne Casey LT * 20YR James E. '70 & Carol H. Croall 25YR Beth-Ann (Griswold) Coller '81" COL & Mrs. John J. Casey, III, USA '91† • 25YR David '82 & Melissa Colli® Dr. Lisa M'06 & Dayle Crockett^{5YR} Robert A. Cassella '73 5YR Don'70 & Debra Crona^{20YR} Faye Collins W'58[†] Mr. & Mrs. John W. Cassels P'08" Jeffrey '74 & Mary Collins SYR Peter '59 & Barbara Cronin LT Mr. & Mrs. John P. Collins '90 • 10YR Neil '70 & Mee Kiew Cavanagh 15YR Thomas '79 & Sharon Cronin^{5YR} Robert Collins '86^{5YR} Ed '73 & Ingrid Crosbie^{LT •} ^{20YR} Mrs. Sheila M. Celentano '82, M'14 & Col Ronald J. Celentano, USAF '83" 10YR Rollins '69 & Patricia Collins 5YR Carole Crosby W'63*** † Ronald Ceppetelli '68" Gifford Combs^{LT} Ryan Crosby '10^{5YR} Steve '64 & Patricia Cerjan* † * 30YR Jamie Comolli^{5YR} Bette Crowley, wife of Bernard '56* * 5YR Jane Cervenka P'79^{LT} George '67 & Susan Condon* * 35YR Dr. & Mrs. Kevin D. Crowley '70*** † Clement R. Confessore '58^{LT} ■ 20YR Bill '62 & Sue Champney 5YR Lt Col & Mrs. Michael Crowley, USAF (Ret) '81" 5YR Doug '55 & Diane Chapman LT ↑ ■ 15YR Drs. Gary J. '63 & Sharon J. Confessore*** Shirley Chapman '62 & W'64^{5YR} Mr. & Mrs. Thomas Culbertson P'25" Joseph & Malinda Connelly* Glenn '73 & Susan '73 Charczuk" COL & Mrs. Peter L. Connelly, USA '85^{LT}" Steve Cullinane '815YR Robert '67 & Judith Chase" David B. Connor '60" SYR Richard '51 & Nancy Cummings 5YR John Connor Chip '86 & Kelly Chase" Bruce Cunningham '58^{LT}

Warren '67 & Cathy Curd 30YR Mr. & Mrs. Sean Ditto '93" Gail P. Dunne W'65^{LT} Richard M. Divver '55^{LT} Marcia DuRie W'64** Mark '89 & Amy Curley 10YR Jack '73 & Rosalinda '70 Curran" Joey Mac Dizon '11" SYR Mr. & Mrs. Conrad N. Dutcher '57LT + * Reed A. Curry 5YR David & Joanne Dobson[†] Kevin M. Dwan* Eric Curtis '98^{10YR} Christopher & Kristin M'13 Dodge® Frank '59 & Olga Dwyer^{5YR} Mr. & Mrs. York J. Doerr '63 30YR COL Peter W. Cuthbert, USA (Ret.) '5120YR Kevin Dwyer '87^{LT} Mr. & Mrs. Andrew Dahlberg P'20^{5YR} Jim '94 & Heather (Altman) '92 Dohr" Kirsten Dwyer^{LT} Peter '65 & Marlene '66 Dalrymple**** * 15YR COL Nicholas Doiron, USA (Ret.) '55^{LT} * 15YR Joseph A. Dyson '65^{5YR} John & Lindsay Dalton** 10YR John & Angela Dolber '955YR Arlene A. Eckert W'5735YR Jack '60 & Florence Daly^{5YR} COL & Mrs. Joseph E. Donahue, USA John Eckhardt, II '86^{5YR} (Ret.) '50^{35YR} Mr. & Mrs. Robert D. Edell '70^{LT} • 35YR Mark '82 & Kimberly Dalzell * 5YR Lorna & Dan Edmundson^{LT} ■ 15YR COL Roger H. Damon, USA (Ret.) '51LT † 20YR Mark Donahue P'19 5YR Thomas '56 & Sandra Donaldson^{LT * 25YR} Arifov A. Efendi '18** Mr. & Mrs. Elliot Danburg LT - SYR Robert Dancer '4935YR Stephen '70 & Lynn Egan^{LT •} ^{15YR} Jim Donegan* Tobias Danforth '69 & Alison Alden LT† ■ 25YR Tom Egleston '68^{20YR} Carole Donnelly W'54* COL & Mrs. Joseph Donnelly, USA (Ret.) '72^{SYR} Joe Egolf '64^{LT 20YR} Rebecca S. Daniels '18" Jim & Michelle (Raimondo) '88 Danielson^{20YR} Richard M. Donofrio '59^{LT} Dorothy H. Eichorn '43 (Deceased)** † August '66 & Carolyn '64 Daub^{LT • SYR} Bridget Donovan W'61**** Tomas & Adrienne Eikinas '86[†] Daniel E. Daugherty ' 06^{5YR} Mr. & Mrs. Jack J. Eimer '68[†] LTC Denise M. Donovan, USA (Ret.) '81** Jonas W. Ek '86<mark>□ † ■</mark> 20YR Raymond David '5810YR Michael P. Donovan Mitchell & Donna Davis^{15YR} COL Tim & Jackie Donovan, USA Patrick & Teresa '00 Eliason^{10YR} (Ret.) '62^{LT}† * ^{25YR} Hilary R. Davis '0910YR Mr. & Mrs. Michael L. Elkins '64^{† 5YR} Maureen Davis* Timothy Donovan '00[†] Dr. & Mrs. David Erick Elkowitz '89^{LT} Mr. & Mrs. Andrew Davison '94" Scott '85 & Mary Ellen Dowlt" Stephen '71 & Catherine '69 Ellingwood" COL & Mrs. William A. Dow, USA (Ret.) '61*† Mary B. Elliott W'58 (Deceased)*** † * Geoffrey C. Dawe '84^{LT} Stephen & Cathy Day '715YR Robert C. Dowdell, Jr. '63** Mr. & Mrs. Mark S. Ells '84 & P'185YR Phil Down '70** * 25YR Christian De Carlo '52^{LT} Marshall '45 & Jeanne Elman^{25YR} CMSgt Jack De Forrest, III, USAF (Ret) M'135YR Dennis '81 & Casandra Downey * 10YR Donald & Patricia Elmer^{LT • 5YR} Dr. & Mrs. Paul J. De Gategno '70^{5YR} Thomas D. Downey '80" 5YR Brenda Elrich M'19" Scott Downs '09" Thomas & Cathleen Elsasser^{5YR} James '60 & Marsha '60 Dearlove SYR Dr. & Mrs. Thomas J. Dearlove '63" 15YR Thomas M. Downs '82^{LT} † Richard B. Emerson '72" Allen '71 & Kate Doyle * 25YR William S. English '58* 5YR Tom '59 & Mary Ellen (Deceased) Decker* LTC & Mrs. Brian J. Doyle, USA (Ret.) '94" ^{25YR} Alan '75 & Cynthia '75 DeForest Warren J. Eresian '61^{20YR} P'01 & P'19*** • 30YR Kenneth '70 & Kathryn Erickson^{LT • SYR} COL & Mrs. Joseph Doyle, USAR '765YR Danielle DeForest '01 & M'05 20YR Michael Doyle 5YR LTC Edward K. Ernstrom, USA (Ret.) P'00 & P'04[†] Andrew '57 & Barbara '58 DeGraw*** Robert & Evelyn Doyon* Shawn W. DeKalb '85" Daniel Evans '87* 20YR William '64 & Suzanne '65 Dragon" Peter '65 & Phyllis Del Mastro[†] John '56 & Anna Drake^{20YR} Jay J. Evans '70^{★ ■ 5YR} Robert Draper '71" 15YR Michael E. Del Priore '20" Thomas W. Evans '68" 25YR David E. Delwiche M'015YR Adrienne Evertson '90^{20YR} COL & Mrs. Carl L. Drechsel, USAR (Ret.) '67** † 5YR Harvey '68, H'19 & Jeanne DeMovick * ■ 35YR Col David DeNofrio, USAF (Ret) '84^{LT • 10YR} Mr. & Mrs. John L. Drew** Mr. & Mrs. John W. Dreyer '59*** Joseph DeStefano" James '71 & Kathleen Devine" Michael S. Driscoll '825YR Brian K. Dewald '825YR Crystal G. Drown '19" Maj Matthew Diamond, USAF '06 & M'115YR William '75 & Colleen Drugan, Jr. 10YR Scott '83 & Barbara Dias 10YR Gary '69 & Barbara du Moulin" Jeffrey D. Dick '94" 5YR Stephanie Duffy* George W. Dickson '52 (Deceased) 30YR Albert Dugas '70" 15YR Nicole Marie DiDomenico M'15^{10YR} Cassandra Dumas '11" John '54 & Patricia Diego® 20YR Chrissie M. Dumas '90, M'16 SYR Ralph W. Dunham '78^{★★} * 35YR Mr. & Mrs. John W. DiFederico '925YR James '89 & Gloria DiGiacomo^{LT} COL & Mrs. Rockwood S. Dunham, USA Ray Dionne '6110YR (Ret.) '60^{10YR}

James '87 & Cynthia '88 Fagan^{LT} * Elwood '60 & Alice Fairbrother[†] Danial '84 & Sasha Faizullabhoy** Michael & Karlene Falk '895YR Gregory Farnoli '89† Kenneth A. Faulkner '6335YR Mr. & Mrs. Christopher Favaloro '85^{5YR} Don'63 & Anne Fawcett** Gordon '59 & Mary Fawcett** † Brad Faxon '60^{LT} James A. & Lori H. Fay^{LT} Francesca Federico James E. Feehan, III '85" ^{20YR} David Feinauer^{5YR} Joseph '74 & Kathryn Dirosario 10YR Judith Dunn M'095YR Richard J. Fenick '76^{LT} NORWICH ANNUAL REPORT | 2021

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Cynthia Freudenthal '08"

Frank '71 & Debbie Gunning"

COL Walter '70 & Kathleen Gunning, USA Blaine H'21 & Robin Hawkins** * 5YR George Hoge, Jr. '70" (Ret.) SYR Carl Holden, III '70^{LT†■} 10YR Mary E. Hay W'49^{LT} Robert V. Guptill '68** * 10YR Charley '67 & Kathy Holden*** † * 35YR David '71 & Sunja Hayden^{5YR} Mr. & Mrs. Jeffrey Holden '68^{† • 25YR} John Gurun '55^{LT} Richard '68 & Mary Jane Hayden** Steve Holden '60^{LT} * Mr. & Mrs. Edward W. Habeck, III '99 Arnold W. Haydu '67" & M'10 5YR Brian '79 & Catherine '82 Hayes" Eli Hollingsworth '21" William '87 & Jacqueline Habig, Jr.[†] Edward S. Hayes, Jr. '53^{LT} Mark & Sue Hollingsworth P'21" John F. Hackett '70 • 35YR Frederick '58, H'02 & RoxAnn Haynes Mr. & Mrs. Robert J. Holmes '68" & Family • 35YR Luther & Sally Hackett* Mr. & Mrs. Stephen Horn '635YR Dr. & Mrs. Edmund Hackman, Jr. '69^{LT • 25YR} Joseph '56 & Joan Healy" Michael '75 & Christine Horne 5YR Lt Col Heather Hearn, USAF '925YR Donald Horton '5135YR Robert '69 & Patricia '67 Hagen" Gail A. Heath W'59LT† Ann Hale W'55^{††} Tim '67 & Karen Horton[†] Joan Hale W'45^{LT} Thomas Y. Heath '64^{LT} Jim Hosey '75" Charles E. Hall '6310YR Kevin W. Hosie '17" COL Charles T. Heberle, III '63" Hank Heck^{5YR} Calvin Hosmer, III '55*† 35YR John E. '69 & Maureen Hall^{5YR} John S. '69 & Nancy C. Hall^{LT ■ 5YR} Bruce '70 & Dorothy Hotte 35YR Maj Hillary P. Hedberg & Lt Col Anders J. Hedberg, USAF* 10YR N. Terry Hall '55[†] Trevor '95 & Erin Hought David '70 & Patricia Hallam LT † * 5YR Sean Heenan '00" SYR Mr. & Mrs. Douglas Houle '87^{5YR} Robert Halleck '64 & Della Janis** † * 20YR Mr. & Mrs. Paul G. Heffernan, Jr. '80^{LT • SYR} E. Vincent Hourigan '82" 30YR Christopher J. Halligan, Jr. '74" COL & Mrs. Michael S. Heimall, USA '87 Michael Hourigan '85 & Tina Bohl 15YR & P'16^{LT} • 5YR Susan H. Hamel W'55^{15YR} Virginia R. Houston^{∐†} Mr. & Mrs. Art Heinmiller '57* * 30YR Mr. & Mrs. Michael A. Hamilton '89" Mr. & Mrs. Kenneth B. Howard, Jr. '65^{25YR} Bruce S. Hamlin '61[†] Marty & Caroline Heiser P'11 SYR LTC & Mrs. Frank Howe, Jr., USA '7010YR Clayton Hammond '51 (Deceased) LT † Clifford '66 & Doris Heisler** † * Mr. & Mrs. William Hoysradt '71" Stephen & Nancy Hammond, P.E. '75" Mr. & Mrs. David Helmin P'21" John P. Huber '67" Mark Hand M'09^{10YR} Bill '73 & Karen Helmrath ^{LT} ■ 20YR Arthur '69 & Sandra Hubert, Jr. 5YR George '65 & Barbara Handley † 35YR Mark '74 & Sandra Henderson^{10YR} Linda Parker Hudson^{LT} Roberta F. Haney '79* John R. Hendrickson M'16 MAJ & Mrs. Clen S. Humphrey, Jr., USA Martin J. Hanifin '86" 10YR Raymond '59 & Hilda '58 Hendrickson SYR (Ret.) '77^{5YR} Mr. & Mrs. Jeffrey Hannon '86** 15YR David '60 & Barbara Henigsman^{25YR} COL Guy S. '60 & Robin Huntley, USAR Mr. & Mrs. Karl Hannum^{LT} H. David Hennessey '73^{LT} (Ret.)** † * 35YR Richard S. & Lynne D. Hansen^{LT} Monique (Bentsen) Hennings '88" 5YR Crispin L. Hyatt '175YR Sean K. Harbison '16" Thomas & Lynn Henry '70" 5YR Lawrence Hyatt '73^{15YR} Mr. & Mrs. John B. Harkins '63" 15YR William Hyde '65^{L™} 35YR Walter Henry '45^{★†} Patrick Harmon '71^{LT} ■ 5YR William J. Herbert P'91^{LT} Robert '61 & June Hyder[†] Paul '75 & Elizabeth '75 Harms^{LT SYR} Elliot & Karen Hershberg** * 5YR Mr. & Mrs. Peter Hynd '94^{5YR} COL & Mrs. Robert Harms, USA '83" 5YR Howard Ide '66^{5YR} LTC Robert P. Hess, USA (Ret.) '7015YR John F. Harnish '66^{15YR} June Heston '81" 5YR Jeff '80 & Kathy Illig^{5YR} Ronald '69 & Connie Harper^{LT • 5YR} Clark '71 & Colleen Hicks^{LT} * 10YR Dr. Steven K. Ingram SYR Thomas F. Harris '60^{LT} SYR Lewis Irish '59[†] COL David A. '50 (Deceased), USA (Ret.) '50 John M. Harrity '76^{10YR} & Joan Hicks*†* Stewart '72 & Lindi Ives 10YR Paul Harrity '86" 5YR John '65 & Virginia Jackson" ^{5YR} Beryl M. Higgins P'73[†] Kasey C. Jacobs '17^{5YR} Leo J. Hart, III '685YR Edwin C. Higgins, III '76" Priscilla Higgins P'88 & P'90** † Mr. & Mrs. Matthew C. Hart* Paula D. (Jacobs) Mee '875YR Donald T. Janello '59" 10YR Alberto '85 & Mary Higuera SYR Steve & Marilyn Hart^{SYR} Jason S. Hartling '97" Doug '65 & Betsy '65 Hill^{20YR} Paul '81 & Donna Jardine" John Harvey '80^{5YR} Stephen Hill '02" Judy Jarvis^{5YR} Emi Hata G'19^{LT} Timothy Hill '68^{20YR} Larry W. '69 (Deceased) & Judy Jeffords ** * 10YR Katherine G. Hathaway '12" LTC George T. Hiltebrant, USAR Steve Jenness '805YR Roger L. Hattabaugh, II '935YR (Ret.) '65 (Deceased) 25YR Byron S. Jervis '711+ * Neil Hiltpold '65^{LT} Anthony Johnson '94^{LT} Randall '60 & Leueen Haviland SYR H. Douglas '71 & Margaret Hinkle P'99* * 15YR Peter '72 & Sheila Hawes 35YR Brian '70 & Kathleen Johnson 10YR COL Thomas J. Hawes, USA (Ret.) '65 Paul '67 & Linda Hirth^{20YR} Jay A. Johnson '68[†] & P'91" 15YR James '70 & Holly '70 Hodgson^{5YR} LTC Norman G. Johnson, USA (Ret.) '50 (Deceased)LT * 35YR Dr. Carol A. Hawkes^{LT} Duncan '74 & Marina '74 Hoge"

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Richard '69 & Deborah '69 Laferte"

Meghan L. Kennedy '12 & M'145YR

Michael '93 & Judy LePage^{25YR}

Lee Lepe '13 & M'16" COL William F. Lyons, Jr., USA '90 SYR (Ret) '76^{*} ^{20YR} Mr. & Mrs. Angus Macaulay '66^{† 20YR} Jeffrey Lerner® Mr. & Mrs. Michael Lesco '875YR Mr. & Mrs. Robert C. Maccarini '60** & H'68*** † ■ 35YR Rich '84 & Christine Leslie" Vincent Maccarrone Bob & Lou Ellen MacDonald P'06*** 15YR Professor Ronald Lessard P'95 & P'0510YR Mr. & Mrs. James J. Levesque, Jr. '64* LTC & Mrs. Wilfred MacDonald, Jr., USA Gary J. Martel '84" (Ret.) '68^{LT} • 5YR Lawrence Levine^{5YR} Charles Martin '68" Daniel Martin '02^{5YR} Daniel '92 & Dana Levitt^{SYR} Doug A. MacDougall '66^{20YR} Dr. Donald P. Lewis '55^{LT 20YR} Robert MacDuff '60**** Lance B. Lewis M'125YR William '65 & Hyon MacHarrie[†] Steven & Diane Martin^{5YR} Mr. & Mrs. David N. MacInnis '5915YR R. Allyn '68 & Sandy Lewis^{10YR} Mr. & Mrs. Robert B. Mack '64 & H'06**** † * Sandra Lewis W'6630YR John Martin '87" 20YR William '04 & Yetta Lewis 5YR Joseph E. MacLeod '84** Nancy E. Martin '83" COL Roger T. MacLeod, USA (Ret.) '60** † * 5YR Stephen '73 & Donna Lewkowicz^{LT} * Erik Liebegott '92^{LT • 5YR} Mr. & Mrs. Richard W. Macy '63^{LT} Paul Madden '88 & Maureen Clark * 10YR Charles J. Lilley '83^{5YR} Karen Matthews^{5YR} Mark P. '82 & Linda Madsen P'19 20YR James & Joanne Limanek 5YR Michael Mattice '685YR Steven & Susan (Garrison) Liming* * 10YR Jeffrey D. Magaw '80^{5YR} Henry '84 & Sabine Mau* Victor Linck M'13** COL & Mrs. William Magdycz, USA, MD '85* • 30YR Wendall Lincoln '62LT 35YR Barbara Lind W'51*† ■ 5YR Mr. & Mrs. Pier Maggiani '65" 25YR Cliff Maxwell '6630YR COL & Mrs. Craig R. Lind, USA (Ret.) '715YR David & Adrienne Magida^{LT} Mr. & Mrs. Raymond W. Magill, Jr. '75^{LT * 5YR} Robert O. '86 & Jennifer L. P'17 Lindefjeld* * 10YR Dave & Debbie Maxwell[†] Norman E. Linden, Jr. '6930YR Paul '95 & Molly Magness LT * 15YR Greg May '7115YR Michael Line '6835YR Linda L. Magovern '79^{† 10YR} Johnathan L. May '18" John '94 & Leslie Linfield^{LT} Charles A. Mahan '65" (Ret.) '72^{35YR} Michael List® CDR Casey M. Mahon, USN '015YR Frank Mazza '56^{LT} • ^{15YR} Bruce '81 & Linda '81 Litchfield LT * SYR Col & Mrs. Anthony T. Maida II, USAF (Ret) '77^{5YR} Claire McAfee W'43^{LT 25YR} Irene Little (Deceased)†* Robert Littlefield '73" Mr. & Mrs. Daniel Makin P'24" Mr. & Mrs. Charles Lockard* Cathleen Marie Mallette '115YR Mr. & Mrs. John Malloy, Jr. '90***** (Ret.) '64 & '64" 5YR William Locke '76" Rev & Mrs. John E. Loker '65^{5YR} The Rev. Richard C. Malo '7035YR William J. McBride '685YR Gary & Betty '88 Lord^{5YR} LT Kenneth P. Malone, USA (Ret.) '635YR Phil McCarthy '6110YR Mr. & Mrs. John M. Lord '64" Anthony '76 & Nancy Mamunes" Betsy McCaughey* John '64 & Katie Manchester^{★ ■ 35YR} COL & Mrs. Reinhard M. Lotz, USA (Ret.) '60** * 35YR BG J.A. "Yogi" Mangual, USA (Ret.) '73 & H'20***** * 35YR COL & Mrs. Keith R. Lovejoy, USA '81" 5YR & Mrs. Patricia Mangual '74 & P'03^{LT} Howard '66 & Judith Lovering SYR John J. '81, M'14 & Jennifer D. Manning P'20^{LT • 5YR} Jeanette Lovis W'52LT Dick '64 & Dottie Lovisone^{LT} Liam D. Manning '20" Mr. & Mrs. David Lozier, Esq. '91^{LT} 10YR Gerald McDonald '67^{15YR} Daniele Mannucci '00" 5YR David '54 & Nina Luce*** * 10YR Patrick Mansfield '785YR Harold McDonald '805YR Scott '86 & Laura Ludwig 15YR Nathanael Manzer Michael McDonald® Pat Mapes W'59⁴† Rudy '94 & Heidi Lunasin" Henry '93 & Tracy Lutz, III * 15YR Michael '95 & Megan Marcel® Matthew Lutz^{5YR} Olive T. March '49, W'51 & P'82*** COL & Mrs. James H. Lyles, USA Gary Marenna '73 & P'13 • 10YR Michael B. McGinnis^{5YR} (Ret.) '63LT - 30YR Tony '75 & Gail Mariano 20YR Rick McGivern '8110YR LTC & Mrs. Davis Lynch, Jr. USA Alex Maricich^{LT} (Ret.) '86 & '86" 5YR Gerald McGrath '79^{5YR} Frank '70 & Silsby '69 Marino LT Donald '91 & Deborah Lyons" Mr. & Mrs. Daniel Marrazzo '775YR Karen P. McGrath^{LT} George '65 & Julia Lyons** * 20YR The Hon. & Mrs. Frank Marriott '68 & '69LT 10YR Dennis McGuckian '66^{† 20YR} William E. '67. P'95 & Paul W. Lyons^{LT} Harry Marsden* Rachel A. McIntosh** * 35YR Stuart Lyons '85"

Col Douglas M. Marshall, III, USAF Mr. & Mrs. Philip R. Marsilius '43 Michael '81 & Amy Marston 10YR Duane '67 & Nancy '67 Martin SYR Col Glenn M. Martin, USAFR (Ret) '73" Abigail B. Mason H'19*** † • 20YR Douglas '66 & Nancy '67 Matthews** James '72 & Cyndy Mault^{5YR} Whitney '66 & Priscilla Maxfield® Rod '73 & Sybil Maxson, Jr. 5YR LTC & Mrs. Mitchell S. Mayer, USAR Robert W. McAllister '64" 5YR COL & Mrs. Colin McArthur, USA Robert '71 & Marie McClune" Mr. & Mrs. Douglas M. McCracken '70 Mr. & Mrs. Thomas McCurley P'20^{5YR} Jack '60 & Jennifer McDermott^{LT} ^{25YR} Vincent '90 & Patrice McDermott^{LT ■ 10YR} Ray D. McDonald, III M'05" Robert '65 & Sandi McDonnell^{SYR} H. Bartlett McGee '57^{LT} ■ ^{35YR} Mr. & Mrs. Kevin J. McGoldrick, Jr. '90^{5YR} Timothy M. McKane '845YR Jeffery J. Mitchell '05 & M'11" Adam '88 & Karin Munn 5YR Tammy Munn W'81 5YR Mr. & Mrs. Mark A. McKenzie '86" 10YR R. John Mitchell^{LT} LTC & Mrs. James McKissick, USA '73^{5YR} Richard Mitchell P'96^{LT} 15YR Robert Murphy '71" Dr. Craig J. McLaughlin '80* 25YR Rick Mitterling '685YR Kent Murray '88^{LT} Mr. & Mrs. Hugh McLaughlin '87* 5YR Richard & Laura Mitton^{15YR} Melinda Murtaugh^{15YR} Stanford & Alice Mohr* * 10YR Wallace '66 & Angela McLean * 20YR Henry & Judith Muse^{5YR} Karl '84 & Susan '84 Moisan^{L™} 15YR Scot C. McLellan '975YR Walter '68 & Roberta Music* Paul McMackin, Jr. '66^{LT} * 35YR Alton A. Molin '65^{LT} Charles A. Mustapich '82[†] Dennis R. McMahon '21" Jason '01 & Anna Molino 10YR Brian Nagle* Joseph McMahon '8010YR Jim & Kathy Moloy '815YR Navin N. Nair '19" Albert C. Molter, Jr. '66^{★★ ■ 35YR} Linda (Baker) Nash '78^{† 5YR} Stephen M. McManus* Mike Nason '6910YR Brien G. McNamara '75^{SYR} Harold Moody, Jr. COL & Mrs. Edward McNamara, ARNG '71" 5YR Richard '64 & Eleanor Moody^{10YR} MG & Mrs. Michel Natali, USA '87 & '045YR Michael McNeill '885YR COL & Mrs. William Mooney, USA '86* 10YR Gen & Mrs. Richard I. Neal, USMC (Ret.)^{LT ■ 5YR} Thomas C. McTighe '55^{LT}† Amy Beth Moore W'80LT Bob '62 & Peggy Neel^{5YR} Douglas S. Moore '82 & P'115YR COL & Mrs. James T. McWain, USA Carl E. Nelson, PE '79" (Ret.) '60^{† • 5YR} Jefferson '91 & Shannon Moore^{20YR} Tom '67 & Linda Nesbitt 20YR Lyman '65 & Susan '65 McWain*†* Francis '60 & Gertrude Moran, Jr.*† Ed '74 & Gail '74 Nestlerode, Jr. LT Mr. & Mrs. Maurice McWalter, Jr. '6235YR Peter '69 & Jane '69 Morante 10YR Joseph Nestlerode, Sr. '71**"** David Meagher '90^{5YR} Mr. & Mrs. Kenneth C. Morel '69* 35YR Mr. & Mrs. Charles F. Neudorfer, II '76 SYR Barry '68 & Marcia Meinerth** * 35YR Dr. & Mrs. Jerry Morelock 5YR Frederick F. Newberth, III '7310YR John '61 & Helen Newton^{LT† • 5YR} Megan Meirav P'21" Michael R. Morgan '945YR Timothy Mellon* Michael Mori '915YR Mr. & Mrs. Thomas V. Newton^{5YR} Gordon Nicholson '65" 10YR Mr. & Mrs. Jonathan P. Melzar '85^{5YR} Mr. & Mrs. James E. Moriarty, Jr. '60^{LT} Mr. & Mrs. Andrew C. Nickas '57^{LT} * 35YR Mr. & Mrs. Charles Meng Patrick Moriarty '81^{LT} Kevin '77 & Kate Mercadante P'11* 15YR David Morin '915YR Mr. & Mrs. Anthony A. Nickas '82* 5YR Chris L. Mersheimer '75^{5YR} Mr. & Mrs. Jon Morrow '765YR Stephen '62 & Janet VC'63 Niederfringer SYR CAPT Mark Meservey, USCG (Ret.) '85^{LT • 20YR} Andrew '65 & Barbara Morse 20YR Isabel W. Nielsen W'06^{5YR} Robert '57 & Katherine Metcalf^{LT} † 10YR Jon '65 & Carol Morse 5YR Theodore '76 & Sally Nielsen SYR Thomas '60 & Carol Morse LT 30YR Thomas Nielsen '62^{20YR} John Meyer^{LT} Mr. & Mrs. Frederick T. Morsheimer '70* 35YR Blanca Nieves" Curtis '64 & Barbara '64 Michael SYR Dr. Donald '57 & Ann Morton* 35YR Theodore Nigro '65" 5YR Kurt '79 & Kimberly Mickus^{10YR} David '81 & Donna Nock^{LT • 5YR} Jim '63 & Betty '63 Migliaccio^{20YR} Gary Morton^{5YR} Thomas '75 & Mary Mihalek LT ■ 10YR Nancy Nock W'56^{LT} Mr. & Mrs. Robert Mosher '70" Theodore '76 & Maggie Mija^{10YR} Aidan F. Moulton '19" Robert Nolan '655YR Joseph A. '66, H'03 & Jill K. '66 Milano, Jr. • 35YR David '88 & Carrie Noll*** • 5YR Harry '65 & Carol '64 Moulton SYR Suzan Miles W'64[†] Laurence '69 & Carlene (Deceased) Moyer 5YR Thomas Norbutus '80^{5YR} David M. Milkovich P'0215YR Mr. & Mrs. David Muench '97" Ann M. Norcross***** † Duncan R. Millar, II '17" John Mulhern, III '69" Mr. & Mrs. David Norling '5610YR Doretta Miller W'49[†] Mr. & Mrs. Arthur F. Norton '59 5YR David '78 & Monica Mullen" Linda A. Miller** Derek S. Mullen '13" 5YR Hazel Noyes W'43 (Deceased)* Dr. & Mrs. R. Gerry Miller '6510YR Diane A. Mullen '82" Jim '77 & Sue Noyes P'16^{5YR} Ted '68 & Martha Miller LT * 5YR G. Burton Mullen '62^{LT} Jack L. Nozell '57[†] Kevin '70 & Nancy '69 Miner 15YR Joseph Mullen P'20^{5YR} Priscilla Nystedt W'42^{LT} Brendan '02 & Brooke O'Brien SYR Stefan '81 & Kimberly '81 Minne" Richard T. Mullen '58, P'79, P'83 Bob '63 & Annette Minnis 15YR & G'13 (Deceased)LT † 25YR COL & Mrs. Charles J. O'Brien, USA Rick '79 & Ann Mullen P'13^{LT • 25YR} Jason Minoff® (Ret.) '63* 35YR Addison '52 & Adelaide Minott^{LT † 5YR} John K. Mulligan '72** Mr. & Mrs. Edward F. O'Brien, Jr. '59^{LT} Walter '68 & Dianne Mischenko^{LT} ■ 10YR LTC & Mrs. James E. Mullin, USA James O'Brien '85 5YR (Ret.) '65*† * 25YR Mark '82 & Susan O'Brien 5YR CAPT & Mrs. Christopher C. Misner, USN (Ret) '90 & M'06* † • 15YR Mr. & Mrs. James Mulvaney P'20^{SYR} Mr. & Mrs. Sean P. O'Brien '90" 5YR Frances J. Mitchell W'58* LTC & Mrs. Jonathan Mundt, USA Mr. & Mrs. Stephen E. O'Brien '925YR Greg '83 & Sonje '84 Mitchell^{10YR} (Ret.) '86 & '86^{5YR} Susan E. O'Brien W'73^{LT} 10YR Mr. & Mrs. Harold Munger, II '70 * 5YR CDR & Mrs. James W. Mitchell, III, Brian '76 & Susan '77 O'Connell 10YR

John T. Munger '685YR

USCG '925YR

Thomas '87 & Karen O'Connell^{5YR}

Henry '59 & Meg Pierpan** ↑ ■ 35YR Col & Mrs. Charles J. O'Connor III, USAF COL & Mrs. Dominick F. Passalacqua, (Ret) '77* • 5YR USA (Ret.) '55[†] Craig '69 & Nancy Piers* 5YR William '88 & Heidi Passalacqua P'15^{LT} ■ 30YR Christopher '81 & Molly O'Connor® 20YR Mr. & Mrs. Garry Pilling '74 & '76" William G. Patrick '975YR John Pimm '45^{5YR} Thomas & Lorrie O'Donovan* COL & Mrs. Jeffrey S. Ogden, USA '8410YR Paul '69 & Monnie Patten^{5YR} Dr. & Mrs. Carlos Pinkham '6515YR Michael '66 & Judith Pirolli P'96 T 35YR Katherine (Zorzy) '83 & Richard O'Gorman^{LT} Mr. & Mrs. James Patterson P'15" David '74 & Susan Plank LT † * 25YR Jack '55 & Rosemarie Okonski**** Jim '74 & Winifred '74 Patterson P'10, P'14, P'14 Dorothy Oliver* COL Leonard '96 & Col Tracey '96 Molly Patterson '10 5YR Poirier, USALT® Emily H. Oliver '19" Joyce Oliver W'51**↑® Joanne Holbrook Patton W'00** Robert '66 & Teresa Poirier[†] Lynn Olmsted '63^{LT 35YR} John Patton '86 & Diane Becker^{LT} Daniel Polachek '06 & M'09" Daniel J. Paul* E. Tarry '64, H'05 & Pat Polidor***** David '86 & Missy Olson[†] Megann O'Malley^{5YR} David M. Paul, Jr.* William C. Pollock '64*† David '83 & Julie O'Neil* Rich '68 & Gayle Payant 5YR Leonard '52 & Sue '52 Porter[†] John E. O'Neil '6330YR Barbara A. Peach W'56^{LT†} Jim '58 & Eileen Potamos† • Jan '65 & Barbara Pecce^{★ ■ SYR} Logan Potskowski '02^{† • 15YR} Donald '87 & Barbara O'Neill* Allen Potter '58★ * 35YR Thomas Opladen^{5YR} Jay Pecce '71" Justin '83 & Lauren Orabona 10YR Joseph J. Pecoraro '71 & P'06" 20YR Ed Potter '665YR David '81 & Mary Beth Orfao*** Robert Potter '68" ENS & Mrs. Richard Pedrini, USN '91" Samuel Orlan '085YR Hillary A. Peirce '055YR Marcia L. Pottle W'44^{LT†} Christopher M'04 & Cynthia M'08 Ormsby 5YR Francois W. Pelletier Ph.D. M'085YR Paul '55 & Mary Lou Potvin^{25YR} William Orr '57[†] Rosemarie & Raymond Pelletier 5YR Raymond G. Powell '56[†] Mark '79 & Beatrix Oslebo^{5YR} Pete Peltier '72^{† 5YR} A. Graham '68 & Louise Powers* • 5YR Mark Osowski '035YR Richard A. Pender^{LT} Barry '65 & Joan Powers" COL & Mrs. John A. Otis, USA (Ret.) '665YR MG Charles H. Perenick, USA Mark E. Powers '8215YR Col & Mrs. Stephen W. Otto, USMC (Ret.) '56^{LT} † * 30YR Michael '83 & Sharron Prairie ^{LT} ■ 10YR Mr. & Mrs. E. Miles Prentice, III** • 30YR (Ret.) '77" 20YR Wilfredo Perez, Sr.5YR OX '67[†] Frances Perez-Wilhite '88 & Hoyt W. Wilhite, II* Alexis M. Presti '00" Mitchell Pabis '7510YR Robert Perkin 10YR Mark C. Preul P'18 & P'21 Richard '76 & Mary Ellen Prevost^{LT • 30YR} Chris Perkins '01 & M'175YR Attorney & Mrs. Ferdinand Pacione '63[†] Lowell '93 & Silvia Price T • 10YR Anthony Paen^{LT} Dr. Roberta J. Perna '94^{LT†} Gordon L. Page '59^{† • 35YR} John '65 & Susan Perry^{5YR} COL & Mrs. Robert Pricone, USA '81 & '79" LTC John Perry, Jr., USA (Ret.) '81[®] 10YR Kirk Pridell '82" 20YR Harry '46 & Diana (Deceased) Page LT * Timothy '62 & Eva Paige * 5YR Mr. & Mrs. William N. Priesmeyer '67* * 5YR Robert '61 & Susan Perry LT COL Brookman E. Painter, USA (Ret.) '5510YR Robin '67 & Rosalie Perry LT † * Robert '65 & Dorothy Priestley Gerry H'91 & Jackie Painter '76^{LT} * 35YR Mr. & Mrs. Ronald E. Peters '81 & M'82" 5YR COL (IL) Jennifer Natalya Pritzker, ILARNG Mr. & Mrs. Leonard N. Palmer '63** * 35YR Steven '86 & Maria Peters 10YR (Ret.) H'07***** Dr. Michael '76 & Tammy Palmer LT * Dale Petersen '7315YR Nathan R. Proctor '12" William W. Palmer '60^{† 5YR} Ann P. Peterson W'51*** † Craig Provost '90" Mr. & Mrs. Eric Peterson '85" Dr. Jeff Papows '76 & H'98** Mary Psalidas W'50^{LT} Mr. & Mrs. Chuck Pappalardo '87" Greg '67 & Kathy Peterson P'92** Donald Pulsifer '53 (Deceased)† Patricia Peterson W'61^{5YR} Paul '13 & Rachel '16 Putney^{5YR} Robert Pappalardo '95" Mary Ann Pappanikou W'60^{5YR} Jerome '84 & Andria Petrocelli P'14 & P'15 LT Albert Pyle '49^{35YR} COL Donald Paguin, USA '93" LTC Albert R. Pettingill, Jr., USA (Ret.) '63" 15YR David E. Quantock '80" Mr. & Mrs. Walter F. Pardo '91 & Family IT* Thomas M. Quartuccio '60^{LT} Keith '89 & Stephanie Pfromer* Robert Parisi '67^{LT} ■ 5YR Mr. & Mrs. Paul R. Phaneuf '685YR John & Margaret Quigley, Jr. '66^{5YR} Mr. & Mrs. Corbett A. Parker '73" Walter '64 & Phyllis Pheeney 5YR Stephen & Alicia Quigley P'22LT * Joshua S. Parker '05" David '66 & Lee '64 Quincy* * 20YR Lynn '67 & Lancelot '67 Phelps[†] Mr. & Mrs. George H. 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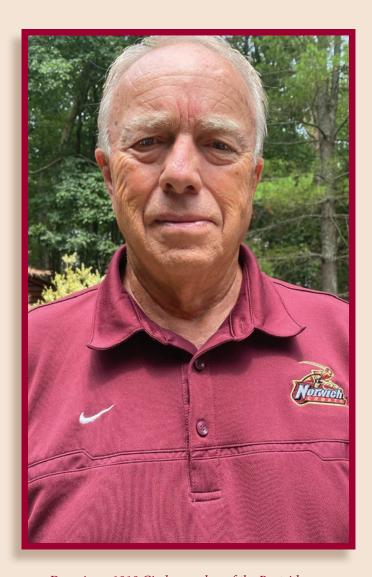
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