

LEADERSHIP

# NORWICHRECORD

THE ALUMNI MAGAZINE OF NORWICH UNIVERSITY

WINTER 2017

STAGE  
17



**HOLLYWOOD'S**  
LEADING MEN





## WALLABY WANNABE?

Vermont was the first stop on a three-week tour of the U.S. by the Australian Defence Force women's rugby team. Comprising 24 Navy, Army, and Air Force officials in the Australian military, the squad participated in four days of joint practice sessions with the Cadets Women's Rugby Team, culminating in an exhibition match attended by many in the Norwich community. Their stay was characterized by cultural exchanges, camaraderie, and mutual respect. The Aussies' U.S. itinerary also included visits to West Point and Annapolis. Read the full story and view a CBS affiliate WCAX-Channel 3 video broadcast at [norwichathletics.com/sports/wrugby](http://norwichathletics.com/sports/wrugby).

PHOTO: DAVID ORRICK



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### ON THE COVER

Hollywood exec Mike Rizzuto '97 and professional actor Jake Head '97 at Paramount Stage 17, the set of such legendary films as *Sunset Boulevard* and *Ghost*, and TV series from *Bonanza* to *NCIS: L.A.* (Story, p. 30.)

PHOTO: ANTHONY RIZZUTO

The Australian Defence Force women's rugby team, dressed in the yellow and green of their national team, the Wallabies, poses for a photo op with President Richard Schneider after their 60-5 win over the Cadets.



# Spinning The Record

**When you think of the leader** who has had the most influence on you as a person, who comes to mind? An international luminary whose reputation is worldwide? Or someone whom perhaps no one but you knows as a leader? I suspect that for many of you it is the latter. For me, it was my fifth-grade homeroom teacher, Helga Delviks. Latvian by birth, Miss Delviks came to the United States as a child when her family escaped the Soviet Union with only the clothes they were wearing—or so it was rumored. Whether the story was true or apocryphal is irrelevant, as it was what my 10-year-old self believed at the time. I do know that her parents spoke broken English, and that her father worked as a landscaper. Considering where I grew up, it is quite possible they were the only immigrant family of which I was aware.

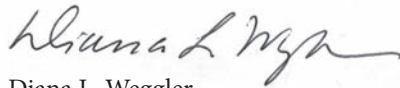
I adored Miss Delviks. All 30 of us did. We also feared her. She was in her early 20s, and was a tough, no-nonsense disciplinarian. (Her nickname was “Sarge.”) But hiding behind that NCO’s countenance was a very large heart, and she made us feel as if we were hands down the best class she had ever had the privilege of teaching.

Fifth grade was challenging. We agonized over our first-ever research papers, deciphered complex math problems, and struggled to earn gold stars in cursive. We also endured embarrassing single-sex presentations on human reproductive systems. But that’s not all we learned.

An American citizen by choice, Miss Delviks clearly understood what it meant to be one. She saw to it that we pledged allegiance to the flag, studied the U.S. presidents and the Constitution, and memorized the state capitals. We also exchanged handwritten letters with American soldiers fighting against a communist regime being supported by the very Socialist state she had fled. Being only 10, I could not fully appreciate the deep lessons she taught us about our own country of origin, but as I look back on the year 1966–67, I am full of gratitude that she did.

To all the Miss Delvikses out there, thank you for caring enough about the important things in life to pass them on to your pupils. Such is the ultimate gift of all great leaders.

For the *Record*,



Diana L. Weggler  
Editor

## Editor’s notes:

In the fall ’16 *Record*, we incorrectly stated the name and class year of Norwich’s highest-ranking woman in the Corps in 1979. It should have read as c/LTC Mary Christine Conway, Class of 1980.

To conserve energy and resources, our policy is to send one copy of the *Norwich Record* to each household. To request multiple copies delivered to the same address, please contact the Alumni Office at [alumni@norwich.edu](mailto:alumni@norwich.edu), or 802-485-2100. Thank you for helping us to be good stewards of the planet.



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# The President's View

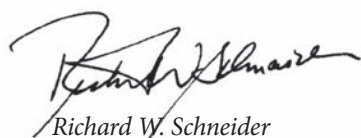
**A**s we enter the second quarter of our Year of Leadership, I am inspired to reflect on the many leaders who have influenced me in my role as president of Norwich. Topping this list are the four outstanding chairmen of the Board of Trustees I have had the privilege to serve: Rollin S. Reiter '50, Charles S. Adams '40, Fred C. Kreitzberg '57, and Gordon R. Sullivan '59. Although each brought his own distinct skill set, professional base, and personality to the table, collectively they possessed qualities shared by *all* highly respected leaders: integrity, trustworthiness, vision, passion, and accountability. For 24 years I was blessed by their wisdom and guidance, and Norwich in turn benefited greatly from their efforts.

No two people lead in the same way: Each has his or her own personal style. This is certainly the case with my current chairman, Alan DeForest '75. Alan has served on the board since 2000, most recently as vice-chair, and has spoken on several occasions to various NU audiences in recent years; however, his name may not be familiar to many in the Norwich family.

A dedicated alumnus, Alan has served Norwich as an admissions ambassador and as a director and treasurer of the Norwich University Alumni Association. A four-year rugby player and captain as a senior, he continues to take an active role in the Scrum Alums, an organization which helps support our men's and women's rugby programs. In addition, he and his wife, Cynthia VC'75, are passionate about giving back to Norwich, and have achieved recognition as two-star generals in the Partridge Society. They are also proud NU parents: Their daughter Danielle holds both a bachelor's and a master's degree from Norwich, and their son-in-law is also a Norwich graduate.

In the 16 years I have worked with Alan, he has demonstrated that he shares the same values as my four previous chairmen, wanting only what is best for Norwich and for our students. He is deeply committed to working together with faculty, staff, students, and alumni in helping to develop our *Norwich After Next* 2035 Strategic Plan, which you will be hearing more about from Alan himself. In the meantime, Alan and *Forging the Future* campaign Chair Joel Kobert '65 will be joining me on the road as we share our exciting vision for Norwich's future with you. I cannot wait for everyone to meet Alan and get to know him better, as I know you will find him to be an approachable and thoughtful leader. I also look forward to speaking with many of you at these engagements throughout the year. To learn more, visit [alumni.norwich.edu/leadership](http://alumni.norwich.edu/leadership).

Norwich forever!



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

Chairman of the Board Alan DeForest '75 (right) presents a desk box to NU President Emeritus MG W. Russell Todd '50 (center) in gratitude for his generous contributions to the *Forging the Future* campaign. The presentation took place during the Partridge Society Luncheon and Year of Leadership Launch in Kreitzberg Arena over Homecoming Weekend.



"Alan ... has demonstrated that he shares the same values as my four previous chairmen, wanting only what is best for Norwich and for our students."







## Your Letters

### MUSIC TO OUR EARS

I thoroughly enjoyed the summer “Music” issue, having been a Zoobie myself from August 1978 until May 1982; however, your timeline is missing an event worth noting. (No pun intended.) In 1982, the Norwich University Marching Band won an award for being the best collegiate band in the Saint Patrick’s Day parade in New York City. I am sure there is a trophy somewhere on campus commemorating the event. Band Company commander Steven Carney ’82, drum major Mark Madsen ’82, and I personally received it from then-Cardinal Terence Cooke.

*Russell W. Chisholm ’82, P’12*  
East Freetown, Massachusetts

OMG what a great issue! I usually read all of the *Record*, but it takes a while; however, I devoured this issue. While minimally involved in music during my VC college years (1962–64), listening to the NU Band and the Travelers was an important part of those years.

Don Clark ’63 was a Zoobie who played baritone horn. I often sat with him during football games, in front of the bass drum. That experience was booming. Hearing the Travelers play was an added treat, and kinder in many ways. Who knew that Norwich had such a rich and diverse history in music! You have done a wonderful job covering it. Thank you for posting online the most important part of music: hearing it.

*Susan A. James Clark VC ’63, NU ’87 & ’98*  
Lawrence, Massachusetts

**Editor’s note:** You can listen to the Travelers’ recordings at [thenorwichrecord.com/the-travelers](http://thenorwichrecord.com/the-travelers).

I never learned how to read music or play a musical instrument. I can’t carry a tune, and I’d rather be water-boarded than be forced to listen to pop music. Nevertheless, I thoroughly enjoyed reading about the special role music has played in the lives of many NU students. I can only assume that a sense of decorum caused you to, *ahem*, overlook that rousing anthem we were forced to memorize as rooks. It goes like this: “*On the steps of Jackman...*”

As a footnote to the list of NU Band accomplishments, I would add that non-band cadets also marched in presidential inaugural parades. I know, because I was one of those privileged to participate in the 1961 Kennedy inaugural (one of those who endured the overnight blizzard in WWII barracks at Ft. Meade) and marched in five inches of slush the next day. A bone-chilling experience and an indelible memory.

Thank you for another excellent edition.

*Donald Day ’64*  
Terriyville, Connecticut

I thoroughly enjoyed the story of music at Norwich University. As a member of the Class of 1969 (biology) which will celebrate its 50th reunion during the bicentennial, I wanted to provide some additional background on the Norwich University Cadet Chorus and A Capella Chorale, of which I was a member. These organizations were quite active during my years at Norwich (1965–69) under the leadership of John Russell, our conductor. Moreover, the Vermont College Choir (37 voices) provided the female voices to our joint organizations, who performed on our respective campuses and throughout Vermont, Massachusetts, New Hampshire, and Connecticut.

Russell held a Bachelor of Music from Oberlin where he majored in organ under Haskell Thomson and studied choral conducting with Robert Fountain. During his junior year, he studied at the Mozarteum Academy of Music and Performing Art of Salzburg, in Austria. He pursued graduate work at Boston University, where he held an assistantship in choral conducting under James Cunningham.

Choir membership at Norwich and VC was drawn from all areas of the two schools and was based on selective auditions. In addition to the Cadet Chorus of 32, a smaller A Capella Chorale of 14 voices was formed. While maintaining independent choral organizations, the two schools frequently combined to present works encompassing five centuries of choral literature. The Christmas Convocation performed on December 5, 1968, included selections from Handel’s *Messiah*.

The Cadet Chorus also performed the following Songs of Norwich: “Norwich Forever” (Arthur Wallace Peach), “Norwich Hymn” (Peach and John I. Twombly ’24), “Old Norwich” (Carl F. Robinson ’15), “The Spirit of Old N.U.” (Gus Nelson ’24), “Norwich To-Day, Forever!” (Lt. Col. Frank S. Clark ’09), “Alden Partridge” (Rubert Henry Whitcomb), “The Old South Barracks, Oh” (Henry O. Kent, 1854), “Cheer Song” (Whitcomb), and “On, Norwich” (LeRoy C. Flint ’10).

Stereophonic recordings were mastered on Ampex equipment during live performances, and long-playing albums were produced in 1968 and 1969. I hope my recollections add to the rich history of music at Norwich University.

*Gary C. du Moulin, PhD, MPH ’69*  
Newton Center, Massachusetts





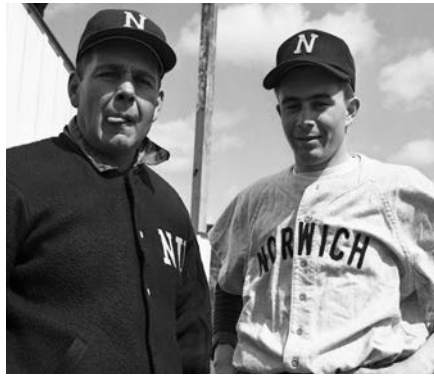
Grenadier Mark Atwood '90 (center) on guitar.

I read the summer *Norwich Record* article, "Let the Music Speak," with interest. I would add that the College of Liberal Arts has recently brought high-level classical concerts to the university, which are made available to the students and the community.

In the last five years we have hosted the Northern Third Piano Quartet, Sylvia Parker's lecture recital about Bartók (Parker formerly taught piano at Norwich), piano concerts by Parker, Diane Huling, and Cynthia Huard, an organ recital by Carl Hackert, chamber concerts, including Karen Kevra of Capital City Concerts as well as Elizabeth Reid, principal violist of Middlebury Opera and first-call violist in Vermont, the Burlington Civic Symphony Orchestra, and the InoraBrass, who, in addition to performing two concerts at the university, also worked extensively with students in Band Company. These concerts have brought in community members and exposed Norwich students to classical music performed by excellent Vermont musicians. They also made use of the wonderful piano and organ in White Chapel, gifted to the university by the late Donald I. Richmond '52.

These performances have been supported primarily by the College of Liberal Arts, with additional funding from Band Company, the Development Office, the Office of the President, the College of Science and Mathematics, Dean Martha Mathis, and the Paine Mountain Arts Council.

*Alison Cerutti*  
Northfield, Vermont



Coach Wendell Forbes with Jim Winders '62.

## MYSTERY MEN, IDENTIFIED

On page 30 of the summer issue of *Norwich Record*, you ask us the identity of the guy in the picture playing lead guitar. I am fairly certain that is another Zoobie, Mark Atwood '90.

*Aaron Walters '90*  
Sanger, Texas

I believe the unidentified individual in the photo on page 30 of the summer *Norwich Record* is Mark Atwood. He was my rook buddy. He was in Band Company and, I believe, from Vermont.

*Kelly Huff '90*  
Ashburn, Virginia

The man in the picture on page 4 of the summer issue standing next to Coach Forbes is Jim Winders, Class of '62. The photo has to be from 1962 or earlier. Jim was a pitcher; he and I were roommates sophomore and junior years. We were in the EE department.

*Andy Ruoff '62*  
Wear, New Hampshire

The man on the right standing in front of the Harmon Memorial Wall statue in the "Looking Back" photo on the inside back cover of the fall 2016 *Norwich Record* is Halsey W. Harmon, oldest son of MG Harmon. He is also my father. What a pleasant surprise to see my dad in the *Record*!

*Pat Harmon '71*  
Naperville, Illinois



Sculptor Frank Gaylord (left) with Halsey Harmon.

**Editor's note:** We also know the identity of the other gentleman in the photo. He is Barre, Vt. sculptor Frank C. Gaylord II, who apprenticed under Bruno Sarzanini, creator of the Partridge statue in the Engineering Quad. Best known for *The Column*, a group of sculptures of U.S. soldiers and sailors which is part of the Korean War Veterans Memorial in Washington, D.C., Gaylord received an honorary doctorate from Norwich in 1998.

## MORE ON THE MOUNTED BAND

My daughter Amanda Alger '18 is attending Norwich in the architecture program. My great uncle, Emery Pope, recently told us a story about the mounted band, and then I saw the photo in the summer issue. Emery, his brother, and two sisters are Crams who grew up on Cram Hill in Roxbury. He and his older brother Fred joined the Northfield Unit during WWII. They camped out in Northfield and marched to the train to begin their journey as soldiers. He told us how the Norwich Mounted Band escorted them to the train. We had never heard of the mounted band and were amazed that someone could control a horse while playing an instrument. He said everyone was very impressed. He is 96 years old and still in good health. He visited Vermont just after Tropical Storm Irene hit and told many stories about being a young child during the 1927 floods. He had been trapped in a school in Northfield during that storm and men came to save the teacher and children from being swept away.

*Wendy Alger P'18*  
South Barre, Vermont



# NEWS From the Hill



## HOMEcoming ALBUM ★ HARMON WALL CEREMONY

IN RECENT YEARS, THE HARMON MEMORIAL WALL Ceremony has become a weekend highlight for many who attend Homecoming. This year, a record 36 names were added to the wall, including that of Alfred C. Nelson, Class of 1956. On hand to honor Alfred was 5-year-old Evelyn Yasso, pictured here with a white rose. Descended from a longtime Norwich legacy family, Evelyn is the granddaughter of Alfred C. Nelson '56 and the great-granddaughter of Gustav A. Nelson, Class of 1924 and H'70. Alfred's daughter Martha (Nelson) Yasso was also present for the ceremony, and told us that no fewer than 10 relatives on her father's side attended Norwich. Many of her family's Norwich-related artifacts now reside in the Sullivan Museum and History Center.

**Above: Evelyn Yasso at the Harmon Wall. Evelyn is the granddaughter of Alfred C. Nelson '56, whose name was inscribed on the wall at Homecoming 2016.**

**Right: A member of the Old Guard takes a photo of the names inscribed this past fall.**



Mark Collier





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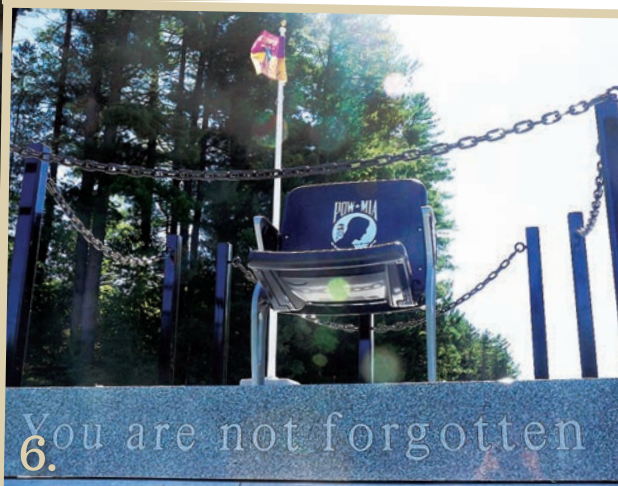
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7.



8.

1. Cadet Dylan Bruns '19, a mechanical engineer and member of the Norwich University Band, performs bugle calls during Friday's Retreat Parade.

2. Peter Tosi '66 applauds as his Class's 50th reunion gift is announced at the Alumni Parade on Sabine Field.

3. A future NU alumna carries the Class of 2004 guidon during the Alumni Parade.

4. President Schneider greets Sr. Trooper Michelle LeBlanc '92 of the Vermont State Police during the Law Enforcement Officer recognition ceremony at halftime of the football game.

5. A cadet places an Old Guard medallion on the neck of Ed Stephens, Class of 1966 treasurer and member of the 50th reunion committee. Behind Ed is Ken Rose '66.

6. The POW/MIA Chair, dedicated during Saturday's Alumni Parade.

7. Hall of Fame Selection Committee Chair Barry Mynter presents George Cuomo with his Hall of Fame award at Sunday's induction ceremony. At right is longtime NU athletics director Tony Mariano M'75.

8. Justin '91 and Corine Connors receive their Partridge Society Lifetime Member pins from President Schneider and Board of Trustees Chair Alan DeForest '75.





**17**

**GOLF CARTS**  
employed  
to transport  
Old Guard  
members  
around  
campus.



**10,500**

**MILES TRAVELED**  
by Marty Wilkes '66  
from Australia.



**96** **OLD GUARD MEDALLIONS**  
presented to the Class of 1966.



**44** **CASES**

of 14th Star Brewery's  
"Follow Me" (24-ct.)  
Golden Ale sold in Plumley.

**13,500**

**SALUTES**  
performed during  
Corps ceremonies.



**51** **LAW ENFORCEMENT OFFICERS**  
recognized at halftime of the football game.



**\$10,630,249**

**DOLLARS RAISED**  
by all reunion classes.





**275** STUDENTS participated in varsity athletic contests.



**21,258** MEALS SERVED by Sodexo food services.

**9,000** CUPS of coffee consumed.



**560** COMPASSES given out at the Partridge Society Lunch and Year of Leadership Launch.



**87** VERMONT COLLEGE ALUMNAE attended homecoming.



**149** NAMES READ during the Roll of Honor.



**2,250** CADET MAN-HOURS spent on Sabine for the Alumni Parade.



Countless smiles, hugs, and memories shared.

Mark Collier





## Greek Revival on The Hill

Brandishing foam spears and cardboard shields, approximately 100 Norwich students organized into two phalanxes staged a Hoplite battle on the UP this past fall. Participants included students enrolled in military history courses taught by Professors Steven Sodergren and Reina Pennington, students from Professor Christie McCann's classes on Ancient Greek war stories and Ancient Greece and Rome, and first-year History and Studies in War and Peace majors. McCann said the biannual melee, which is unique to Norwich, "illustrates some of our innovative and active learning and teaching methods." To ensure the freshmen would be adequately prepared for battle, Marine Captain Richard Benning, a Norwich Naval ROTC instructor, led a coaching session with the students the day before. Four Hoplite videos, including this year's and past events, can be found on YouTube.

**Hoplites were citizen-soldiers of Ancient Greek city-states, and a phalanx is a body of heavily armed infantry formed in close, deep ranks and files.**

## NU Newsmakers On The International Stage

**MEGHAN DUELL '17** was featured on August 1 in the *Daily News* of Warsaw, Wyoming, and Orleans counties, N.Y., for receiving the prestigious General Carl A. Spaatz Award, the Civil Air Patrol's highest youth leadership honor.

The Navy.mil story, "Monterey Hosts Midshipmen," features Midshipman 3rd Class **JOSEPH MINICUCCI '18**, a chemistry major from Taunton, Mass., who spent five weeks aboard the guided-missile cruiser USS *Monterey* (CG 61) as part of a summer training cruise.

**JOHN G. THOMAS '64** returned to Syracuse University last May to march in graduation and receive his doctoral diploma, 47 years after he had earned it. This remarkable story of a microbiology graduate student turned tank commander is documented in the *Syracuse University News*.

Navy veteran **STEPHANIE THOMPSON '06** has run marathons in all 50 states and on five continents, as featured in the *Cape Cod Times*.

### NEW AVP OF INTERNATIONAL EDUCATION



Thy Yang

In August, Norwich University hired a new assistant vice president for international education, Thy Yang, to continue Norwich's efforts to internationalize the community with oversight of the International Center. An experienced international educator with more than 15 years of serving students and scholars at various universities in the Midwest,

Yang is most noted for her work establishing 2+2 dual degree programs, joint partnerships, and articulation agreements. Through this work, incoming and outgoing students are able to enroll in programs with every confidence that their academic credits will be recognized when they return to their home universities, greatly increasing the number of participants in international programs. Learn more at [international.norwich.edu](http://international.norwich.edu).

### STUDENTS JOIN GLOBAL FIGHT AGAINST EXTREMISM

A team of five NU students is enrolled in the Peer to Peer Challenging Extremism Program (P2P) for academic year 2016-17. P2P challenges teams of university students worldwide to counter the pervasiveness of extremism on social media. Norwich's team—comprised of seniors Jacob Freeman and Akshay Awasthi, junior Yushan Xireli, sophomore Naomi Rinaldo, and freshman Mohammad Emran Babak—targets Neo-Nazi and white-supremacist websites with the goal of deterring the young people who visit them from joining their ranks. Sponsored jointly by Facebook, the U.S. Department of Defense, and the U.S. Department of Homeland Security, the competition is in its second year. Learn more at [adventurepartners.com/peer2peer](http://adventurepartners.com/peer2peer).

### FORMER AUSTRIAN AMBASSADOR AT NU



Wendelin Ettmayer

Wendelin Ettmayer, former Austrian Ambassador to Finland, Canada, and the Council of Europe, spoke to the Norwich University community on October 5, 2016. Sponsored by the Peace and War Center, Ettmayer's talk, "Is it Still Possible to Win Wars? The Revolution in Non-military Affairs," is part of a yearlong series bringing

leaders from all sectors to campus in celebration of the Year of Leadership. Norwich University's Peace and War Center advances scholarship and deliberation on warfare and its mitigation, processes, and conditions of peace. The Center's work emphasizes research and discussion on the precipitating factors and preconditions of peace and war. Learn more at [libarts.norwich.edu/peace-and-war-center](http://libarts.norwich.edu/peace-and-war-center).

### NUARI TAKES CYBER-RESILIENCY TO SOUTH AFRICAN FINANCIAL MARKETS

Norwich University Applied Research Institutes (NUARI) facilitated a cyber-resiliency response exercise in South Africa with 16 institutions integral to the effective operating of the South African financial markets. The event, which took place September 12, 2016, underscored the adaptability of the DECIDE-FS® software simulation. The daylong exercise followed three prior successful cyber-resiliency exercises conducted with American financial institutions in 2015, 2013, and 2011, and one exercise held with banks in Singapore in 2015. Initially designed to test U.S. financial sector cybersecurity, DECIDE-FS has been recently re-architected for use in other critical infrastructure arenas, such as utilities (see p. 15) and communications.

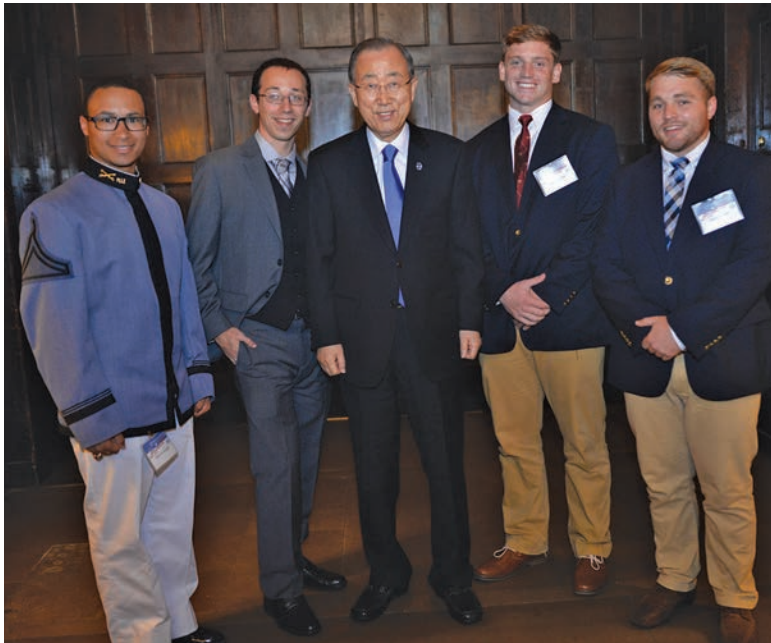




### AN EVER-EMERGING LEADER

This past April, retired Army Four-Star General Gordon R. Sullivan '59, longtime chairman of the Board of Trustees, handed the baton to Alan DeForest '75. (See page 28 for a Q&A with the new chairman.) In the fall, General Sullivan stepped into his newest role in service to Norwich University—as the inaugural Distinguished Leader in Residence (DLR). An annual appointment with the opportunity to extend to three years, the DLR will maintain a presence on campus as well as represent Norwich around the country. His duties include lecturing on leadership and continuing to advance the reputation of Norwich as a leadership laboratory. General Sullivan demonstrates that a strong leader continually seeks new opportunities to serve—that a leader is always, in fact, emerging.

**This past October, in his remarks to the Association of the United States Army (AUSA), General Sullivan told the crowd, “All I ever wanted to be was an American soldier.” He received the 2016 General George Catlett Marshall Medal for a lifetime of selfless service to the U.S. Army and the nation.**



**Pictured (l-r): Shane Haughey '18, Jake Freeman '17, U.N. Secretary-General Ban Ki-moon, Daniel Miller '17, and Jeffrey Owen '16.**

### NU STUDENTS ATTEND WORLD LEADERSHIP FORUM

On September 28, 2016, Norwich students Daniel Miller '17, Jeffery Owen '16, Jake Freeman '17, and Shane Haughey '18 traveled to New York City to attend the World Leadership Forum, organized annually by the Foreign Policy Association. Panels of professors and fellows from Norwich, Georgetown, Harvard, Johns Hopkins, and New York University, alongside leading financial experts and international diplomats, discussed global economics, international trade, poverty, NATO, and the future of Europe. A highlight of the forum for the Norwich delegation was a luncheon at the Harvard Club of New York, where they were the only group to be granted a photo op with the luncheon's keynote speaker, U.N. Secretary-General Ban Ki-Moon.

### DINING SERVICES WINS GOLD BARN AWARD

Sodexo/Norwich Dining Services recently received a Gold Barn Award from the Vermont Fresh Network, a coalition of chefs, farmers, food artisans, and diners dedicated to bringing fresh, flavorful, high-quality food to all Vermonters and guests. The award, given to chefs with an exceptional commitment to purchasing Vermont-grown products, recognizes Norwich's ongoing efforts to serve local, seasonal produce whenever possible, reduce inorganic and organic waste, and provide a dining experience that is good for both the customer and the planet. Chefs who purchase products from Vermont's working landscape are helping to contribute to the future of Vermont's long-standing farm economy. Learn more at [vermontfresh.net](http://vermontfresh.net).



### OCTOBER, CYBER-SECURITY AWARENESS MONTH

This past October, Norwich launched a university-wide slate of educational programming in observance of National Cyber-Security Awareness Month. To kick things off, President Richard W. Schneider signed a proclamation on September 30 officially launching Cyber-Security Awareness Month at Norwich University, a nationally recognized leader in cybersecurity and digital-forensics education. Headlining the initiative was a keynote lecture titled “The Cyber Threat Landscape” by Stacey Wright, intel program manager at the Center for Internet Security. Other activities included public presentations by members of the Albany, N.Y. FBI, and Heather Roszkowski '00 & M'08, chief information security officer at UVM Medical Center. Learn more at [staysafeonline.org/ncsam](http://staysafeonline.org/ncsam).

### NU OFFERS SUMMER INVENTORS CAMP FOR GIRLS

This past August, Norwich offered a new day camp for motivated middle-school girls interested in learning new skills. Inspired by the need in Central Vermont for more tech opportunities for local girls, the camp introduced participants to maker skills and technology through a variety of hands-on workshops, including constructing habitable structures, garment design, design engineering, coding and cryptography, and making digital electronic musical instruments. Taught by Norwich faculty, the program aligns with Norwich founder Captain Alden Partridge's mission of promoting experiential learning and Vermont's commitment to STEM education.



## Faculty Profile

# Travis Morris

## Still Waters Run Deep

**WILLIAM “TRAVIS” MORRIS** is an intent listener. And when he does speak, his words are meaningful and radiant of a discreet force. To know the criminal justice professor is to witness a deep, glassine intensity that, much like the waters of a calm lake, conveys strength and buoys the efforts of others.

Travis joined the Norwich faculty in 2011 to fill the role of terrorism expert in the Department of Justice Studies and Sociology. His scholarship, teaching, and service quickly earned him a reputation as one of the university's hardest-working professors. Within two years, he was awarded the prestigious Board of Fellows Faculty Development Prize for his research into neo-Nazi and violent jihadi propaganda.

For a professor whose primary subject matter is often unpleasant and difficult, he projects an infectious tranquility. “He has the innate ability to establish a standard of mutual respect and candor that puts a room at ease,” says Lindsay Cahill Lord, a Norwich projects production manager who collaborates with Travis on the William E. Colby Military Writers’ Symposium. “That’s his leadership style: it’s so seamless that it’s nearly invisible.”

A ranger-qualified, former U.S. Army Infantry captain who served with the 10th Mountain Division, 4th Battalion, 31st Infantry Regiment (4-31) in Bosnia and Kuwait, Travis recalls a childhood spent enthralled by the Israeli fighter pilots who visited his parents; his father, a retired Air Force colonel, taught at the Air Command and Staff College at Maxwell Air Force Base in Montgomery, Ala. Later, while working the graveyard shift as a police officer in Lexington, Ky., Travis passed the time between calls listening to audio recordings on the history of the Middle East in his police cruiser. Increasingly drawn to academia, he shifted his trajectory and went on to complete a PhD in criminology and criminal justice at the University of Nebraska Omaha after living in Israel for two years.

Since his arrival on the Hill, he has been unstoppable.

Most recently he played a pioneering role, along with College of Liberal Arts Dean Andrea Talentino, in launching the Norwich University Peace and War Center, a campus institute with global ambitions. In its second year, the center—deliberately named to emphasize the desired peaceful outcome of military intervention—aims to help students, researchers, and practitioners examine the dimensions of conflict and stability through an interdisciplinary lens.

“Similar centers tend to focus *either* on kinetic warfare, *or* on peace operations, but not both,” Travis says. “We want to emphasize the intersections of these events, with the goal of preparing present and future leaders to fully understand the lasting impacts of specific political and military decisions.”

The center is well on its way to fulfilling this vision—creating opportunities for students to meet and collaborate with high-level



**Travis Morris has ambitious plans for 2017, including mentoring a cross-disciplinary team of students competing in the P2P Challenge, an international contest in which teams propose social-media strategies for countering violent extremism in ways that are credible to their peers. He lives in Northfield with his wife, Carrie, and three children: Eden, Adara, and Judah.**

diplomats, top foreign military officials, global experts on strategy. As part of an inaugural Field Study in Peace and Conflict, Travis and Canadian Fulbright Scholar David Last traveled to Israel and Palestine with six Norwich cadets, a Canadian Royal Military College cadet, and a Canadian NATO intern, to expose them to an immersive survey of the political, economic, social, and military roots of the conflict there. And last February, he tapped four cadets to help lead a NATO-sponsored conference on counterterrorism in Macedonia. Travis, who directed the conference, recalls how impressed the high-level dignitaries were with the Norwich undergraduates.

“You can’t teach this in the classroom,” Travis says. “And these students went abroad not to study, but to do a *job*. They were perceived as professionals, and in that sense it was truly sink or swim for them.” \* —JANE DUNBAR

\* See the fall 2016 Record, page 46 in the Annual Report, for Kendall Manning ’16’s account of the NATO summit from the cadet perspective.

Mark Collier





### THE LATEST SULLIVAN MUSEUM EXHIBIT EXTENDED THROUGH JUNE 23, 2017

*World War: America and the Creation of a Superpower* examines the way World Wars have defined our nation's place on the global stage. Featured objects include propaganda posters from the Sullivan Museum's own collection, as well as posters on loan from the Robert Hull Fleming Museum in Burlington, Vt., and Chicago's Pritzker Military Museum. Also on exhibit is a rare, complete "Hello Girls" uniform, on loan from Norwich alumnus James Mullin '65. Hello Girls were bilingual switchboard operators who served in the Army Signal Corps during World War I. Other objects on display include trench art, uniforms, medals, and objects from the field. Learn more at [academics.norwich.edu/museum](http://academics.norwich.edu/museum).

**Recruit Sam Williamson '20 looks at WWI trench art pieces created by servicemen. Made of the exterior shells of ordnance (mostly British shells), many were taken home for mothers, sweethearts, and friends as gifts.**

### CGCS NEWS

Norwich University's College of Graduate and Continuing Studies (CGCS) Master of Science in Information Security and Assurance (MSISA) program has yet another accreditation. The MSISA Project Management concentration was recently accredited by the Project Management Institute Global Accreditation Center.

CGCS also has new program offerings. December marked the inaugural class of the Master of Science in Executive Leadership program. The Master of Arts in International Relations program has a new concentration: Regions of the World. And, CGCS has two new certificate programs: Information Security & Assurance, launched in December 2016, and Public Administration, which begins classes in March 2017. Learn more at [online.norwich.edu](http://online.norwich.edu).

### ARCHITECTURE + ART LECTURE SERIES

The School of Architecture + Art is offering a robust series of events in 2016–17. September kicked off with a student art auction followed by two lectures: "El Viaje Mas Caro/ The Most Costly Journey: Comic Strips as Community Story Telling" by Julia Doucet, and a presentation of student research fellowships and last May's Philippines service trip.

The spring lineup is proving to be just as hearty. Presenting on January 27 is Steve Badanes of the Neighborhood Design/Build Studio Jersey Devil, followed by Frano Violich of Kennedy Violich Architecture on February 24 and Dan Rockhill of Rockhill and Associates, Studio 804, on March 24. The Design-Build Symposium takes place on April 14. Learn more at [profschools.norwich.edu/architectureart](http://profschools.norwich.edu/architectureart).

### TUITION INITIATIVES

Norwich University has joined Private College 529 Plan, a consortium of 284 colleges that guarantees a locked-in tuition rate for prospective students. The plan enables families to prepay tuition at the current rates. This news comes on the heels of another initiative, a partnership between Norwich and the Vermont Student Assistance Corporation announced in May 2016. Beginning this academic year, qualified Vermont students seeking to enroll in science, technology, engineering, and mathematics—STEM—programs can compete for scholarships at an upfront award of \$25,000 to \$30,000 for each of their four years at Norwich.

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**In her acceptance remarks, Norwich Architecture Professor Tolya Stonorov emphasized the value of student participation in professionally led projects.**

### PROFESSOR RECOGNIZED FOR TALENT, PASSION

In October, Norwich architecture professor Tolya Syril Stonorov received the 2016 Vermont Women in Higher Education Peggy R. Williams Emerging Professional Award. A sizable Norwich contingent, including President Richard W. Schneider, turned out for the banquet at Saint Michael's College in Colchester, Vt., to cheer Stonorov on. An engaging teacher with a passion for her chosen field, she led Norwich architecture students on the recent "Archistream," project, which transformed a vintage Airstream Globetrotter into a mobile outreach, education, and design center. This project toured the state and was a featured exhibit at the Build Boston convention. Stonorov is currently working on a book, *The Design Build Studio | Crafting Meaningful Work in Architecture Education*.

### WRITERS SERIES ENTERS FOURTH ACADEMIC YEAR

The Norwich University Writers Series kicked off the academic year on September 28 with a reading by National Book Award winner Will Alexander. In the Kreitzberg Library Todd Multipurpose Room, Alexander read to a packed house of more than 75, speaking on subjects such as writing a book with a female protagonist, writing a book with a Latino protagonist, and writing a book in which a child is a world ambassador.

The fall series also featured environmental activist and writer Jonathan Mingle, who read from his book, *Fire and Ice: Soot, Solidarity, and Survival on the Roof of the World*, a nonfiction narrative about black-carbon pollution in the Asian continent.

**On October 25, Jonathan Mingle went in-depth at Norwich University on the subject of soot pollution in Asia, touching on its impact on global health and climate, and solutions for cleaning it up.**



Top and right: Mark Collier; Bottom left: Courtesy of Jonathan Mingle





## 2016 Athletics Hall of Fame Inductees

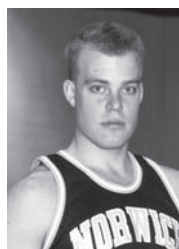
The 2005–06 Norwich Women's Basketball Team, coached by Steve Lanpher and Jennifer Eaddy, was inducted into the Norwich Athletics Hall of Fame during Homecoming Weekend ceremonies.

Front row (l-r): Caitlin Bailey Hull '08, Kayleigh Shappy '09, Allison Flynn '07, Jennifer Joseph '09, Emily Bean Little '09. Back row (l-r): Megan Edgerly '09, Monica Selander Han '09, Sarah Chap '07, Danielle Renaud Larkin '08, Marie Graham Abare '09, Kristi Powlovich '07, Katie Diego Whitney '09, Sara Rosati '09. Individual inductees, along with quotes from their acceptance speeches, are featured below.



*"To know that my efforts ... had a positive effect on my teammates, on my friends, on the football program, and the school, is just a wonderful feeling."*

**Kevin Flannery '66, Football**



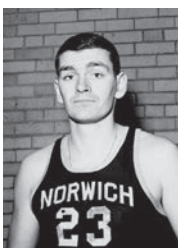
*"It really is a Norwich family. It's not just about sport; it's about instilling qualities into men and women—future leaders of the world."*

**Scott Dyer '91, Basketball**



*"As Kevin Flannery said, 'You make a friend at Norwich, you keep a friend at Norwich.' The Norwich experience means friendships for life."*

**Robert Byrne '66, Basketball**



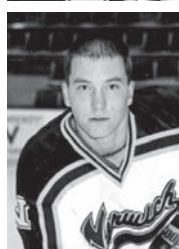
*"No matter where you go—and especially in the military—they always know a Norwich guy. It's definitely great being from this school."*

**Joseph Williams '96, Football**



*"Coach Mynter believed in me, and gave me a chance to do something that I never thought was possible. I will never forget this."*

**John Gatti '86, Football**



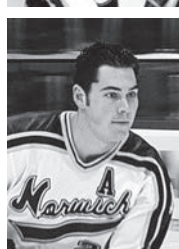
*"There was one person that really believed in Keith, and that was Coach McShane. Norwich gave [Keith] the platform to be successful."*

**Maureen Aucoin, on behalf of her husband, Keith Aucoin '01, Ice Hockey**



*"Coach Lisa Mattei taught me each day to be better and better, and she just never let me give up."*

**Kelly White '86, Basketball**



*"It's true: Norwich is always around you. Not a day goes by that I don't think about Norwich, or have a conversation with someone from Norwich."*

**Garrett Winder '06, Ice Hockey**



*"I learned everything about being a team member from my time at Norwich. I was inoculated early to deal with adversity and build resiliency and grit."*

**Mark O'Neil '86, Football**



*"There is a bond here—a brotherhood, a sisterhood. It is amazing to me that you've made a UVM guy feel like a part of it. I have a home here on the Hill."*

**George Cuomo, The Voice of Norwich Hockey**

For bios on all inductees, or to nominate someone for the HOF Class of 2017, visit [norwichathletics.com](http://norwichathletics.com)





## NU HONORS VETERANS

Norwich University honored all veterans with a special observance on the Upper Parade Ground on November 11, 2016, in a ceremony which included remarks by U.S. Army Brig. Gen. Jeffrey A. Farnsworth '86, a wreath-laying, roll of wars, and three rifle volleys. As this fall marked the 15th anniversary of 9/11 and the advent of the Global War on Terror, the tribute also included the unveiling of a memorial plaque honoring seven Norwich alumni who gave their lives during this conflict: MAJ Charles Robert Soltes, Jr., USA '90; SOC Brian R. Bill, USN '01; 1LT Mark H. Dooley, VTARNG '01; CPT Anthony Palermo, Jr., USA '02; SGT Adam P. Kennedy, USA '04; MSG P. Andrew McKenna, USA '15; and SGT Steven J. Deluzio, VTARNG '08.

**BG Jeffrey A. Farnsworth '86 speaks at a Veterans Day ceremony on Nov. 11, 2016. Seated behind him are (l-r): AFROTC Col. Andy Hird, AROTC Col. Jeremy Miller, VSM Col. Russ Holden, VSM Maj. Gen. Richard W. Schneider, and NROTC Col. Robert Kuckuk.**

## CGCS GRAD'S STARTUP AWARDED \$500K

In "Tapping the Roots of Success" (fall 2016 *Record*, page 10), we brought you the story of Adam Lazar M'06 and his fast-growing commercial venture, Asarasi. The company converts water by-product from the maple sugar-making process into a sparkling, slightly sweet beverage.

In November, Asarasi received the New York-based 43North award—to the tune of half a million dollars. Of the 2016 awardees, 43North writes, "They've passed up the safer path in pursuit of their dreams. These colorful, ambitious, creative entrepreneurs are unafraid to paint a new future for themselves and the world around them."

## NUARI TESTS CYBERWAR TOOL ON ENERGY SECTOR

The Norwich University Applied Research Institutes (NUARI) took its risk-resiliency response software to the energy sector for the first time with a training event, "Securing the Grid." During the exercise, NUARI tested the Distributed Environment for Decision-Making Exercises (DECIDE) platform incident-response capabilities against cyberattacks across the power grid. The event took place in October at the North American Electric Reliability Corporation Grid Security Conference in Quebec, Canada. NUARI designed DECIDE-FS®, the only system of its kind, to test U.S. financial sector cyber-risk resiliency. It has since been adapted for use in other critical infrastructure arenas, such as electrical grids and health care. (See related story, p. 10.)

Mark Collier

## NEW ADDITION ON SOUTH CAMPUS

The south edge of campus has a new kid on the block. In August, construction began on the CoLaboratory ("CoLab") building, the first step in the \$59 million Webb-Dewey-Ainsworth-Mack construction project. The build is scheduled to wrap up in January 2017. This pre-engineered structure will provide 11 temporary classrooms for two years while the other buildings undergo renovation. Starting in August 2019 the CoLab building will provide double-height work space and lab rooms for architecture, engineering, and construction management classes. Facilities Operations will also use part of the building for work and storage space.

## ALUMNUS RETURNS FOR JUNIOR RING

Army Lt. Gen. David E. Quantock '80 has accepted an invitation from ring committee chair, Cadet Sergeant First Class Michael Tamulonis '18, to be the featured speaker at the Cadet Class of 2018 Ring Ceremony on April 21, 2017. Quantock is the Inspector General for the Office of the Secretary of the Army.



## MOVING?

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### Norwich University Alumni

Published by Tanya Tran [?] · November 15 at 6:00pm ·

"I can't speak highly enough about my decision to attend Norwich University," said Steve Gonzales, Norwich Class of 2016, Bachelor of Science in Strategic Studies and Defense Analysis, and retired U.S. Navy SEAL Master Chief. "The interaction with staff during the application process set the tone for my wonderful experience. The academic advisors ensured that I was set up for success as I completed the degree requirements. A majority of the faculty are prior military and understand the demands that military life can place upon a student, especially in Special Operations as I pursued my dream of completing my college education."



### Norwich University among top military-friendly colleges

NORWICH UNIVERSITY OFFICE OF COMMUNICATIONS Nov. 14, 2016 For the sixth year, Norwich has been named one of the most military-friendly schools in...  
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### Norwich University Alumni

Published by Tanya Tran [?] · October 11 ·

#NorwichLeads Congratulations to Pamela Dubey '14 on being accepted into the Army's armor branch! Dubey hopes to become one of the first Army Ranger's female tank commanders.

"I knew immediately that I was going to apply for armor. I was excited for the opportunity to be a part of history and to challenge myself as both a leader and a soldier." -Pamela Dubey



### Following her dream: Campton soldier looks to command tanks | New Hampshire

2nd Lt. Pamela Dubey of Campton has some pretty lofty goals: to become an Army Ranger and make history as one of America's first female tank...  
NEWHAMPSHIRE.COM

Pam Dubey, Pao Pelleier and 89 others

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# <title> CODEREVOLUTION </title>

## <subtitle> A Silicon Valley Startup Aims High </subtitle>

<Saul Costa '14 and Lauren Wyatt '14 believed their fledgling company, Codevolve, could transform online tech education. Some of Silicon Valley's savviest investors bet the 24-year-olds could pull it off. A story of ambition, hard work, and survival from the frontier of the new economy.>

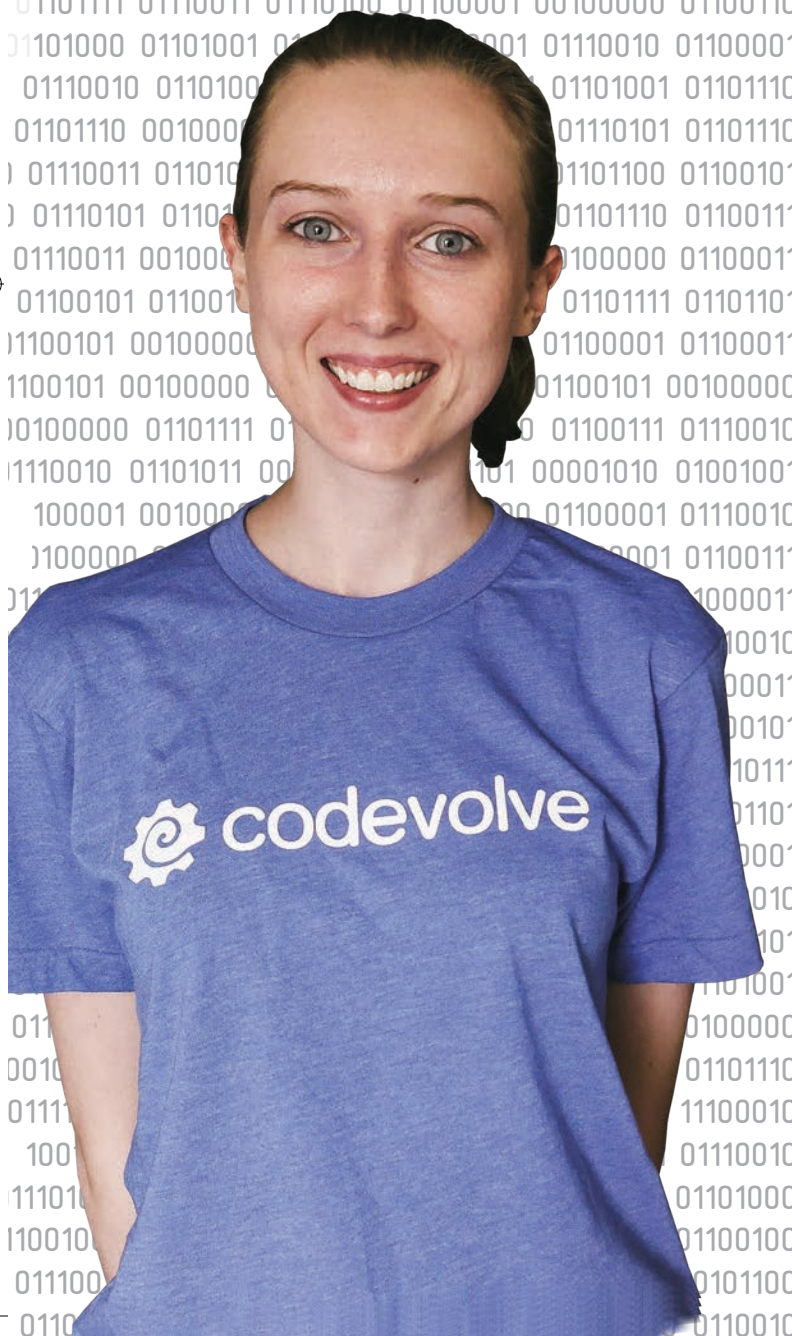
<byline> Story and Photography by Sean Markey </byline>

<n> Saul Costa '14 </n1>

<n> Lauren Wyatt '14 </n1>







**N**ot quite two years ago, with the ink on his Norwich diploma barely dry, Saul Costa walked away from his six-figure salary as a data engineer at a Silicon Valley startup to launch his own startup. Initially called GradeTrain, the new company had no income and no revenue model, a prospect Costa found both exhilarating and terrifying. GradeTrain launched with a simple service—running on 200 lines of code, it helped computer science teachers automate the tedious task of grading homework.

It was an idea sparked by Akhan Almagambetov '08, a Codevolve co-founder and former Norwich computer science professor who now teaches at Embry-Riddle Aeronautical University in Arizona. Costa wrote the site's basic software engine in less than a month. Lauren Wyatt '14, Saul's Norwich classmate, then-girlfriend, and business partner, designed the interface. It worked, he says, "but it was really bad."

What happens next is the story of the intense learning, rapid growth, and seesawing fortunes that startups and their founders can experience in Silicon Valley—provided they have the drive, savvy, and luck to survive.

In less than a year, the co-founders overhauled their business plan to transform Codevolve into a technology company that powers online learning platforms. Its mission today is to close the technical-skills gap in the American workforce by helping people learn coding languages and other tech skills in a more intuitive way. Partnering with textbook publishers, coding academies, schools, and other businesses, the startup provides hands-on, interactive learning exercises that teach, test, and track users' skill development. Costa sees a big potential market in other tech companies, particularly those that need to train current staff in emerging technologies and bring new hires up to speed on their coding stack. "As a [software] developer, you're always learning something new," Costa says.



<...for every 100 startups, 95 will fail to secure venture capital. And of the five that do, four will still crash and burn.>

## Coding for Everyone

In President Barack Obama's final State of the Union address, he pledged \$4 billion to support Coding for Everyone, an initiative to improve coding education for American K-12 students and better prepare them for the 21st century workforce.

Writing in *Harvard Business Review*, economist James Bessen said the "skills gap" is real, noting that many U.S. companies struggle to fill open positions with talented workers. The World Economic Forum projects that technology will displace 7 million U.S. jobs over the next five years, while adding 2 million over the same period. "But those are going to be highly technical jobs," says Saul Costa '14. "The workforce, more and more, needs to be a technical workforce. But we're not really set up to teach those things well right now. We're still taking a book and expecting someone to learn to code, which has nothing to do with books ... When you actually sit down to learn to code, it needs to be by doing."

At its core, Codevolve's technology is software that writes other software, giving it the power of scale. The platform can take static content from a programming textbook and quickly build out interactive, hands-on learning exercises. Among Codevolve's many features, users can access a split screen, writing code on the left and seeing the results on the right. When users get stuck, a chatbot named "Codey" appears. Codey doubles as a teaching assistant, using a chat window to explain anything from basic syntax to overarching coding concepts.

"It's a really good time to be in this space right now, because everyone is kind of waking up to coding education," Costa says. "They're realizing how big this market is."

To launch a Silicon Valley startup is to make an all-but-inevitable appointment with failure. By some estimates, for every 100 startups, 95 will fail to secure venture capital. And of the five that do, four will still crash and burn. Despite those odds, founders continue to launch new startups, leaving the security of well-paying jobs to spend months, if not years, investing time, talent, and money on something that might never come to pass.

Yet, for some, it does. What had been a dream in the beginning gets recast, in hindsight, as vision. For the founders and teams of Silicon Valley startups that don't survive, the final won-lost statistics fail to capture the true story and outcome of their experience—the intense learning, innovating, networking, and making of things. And doing so in Silicon Valley, a place and time of epic technological change. What does that experience feel like?



## <h1> The Team </h1>

In early June, I visited Costa and Wyatt at their Codevolve office in Sausalito, Calif., an island just across the Oakland city line in San Francisco Bay. That first morning, Costa met me at the front gate. We walked up to the second-floor condo that doubles as Codevolve's office. Rent on the two-bedroom unit had recently increased to \$2,600 a month, still mercifully low relative to the Bay area's tech-fueled, superheated real estate market. Inside the living room were a large flat-screen TV, a trio of bicycles, and a gray sectional couch. Sliding doors opened onto a small deck, where a pair of snowboard boots, one laced with a spider's web, sat atop two wooden stools. Costa said he left them there to dry a year and a half earlier and hadn't moved them since.

The previous week, Costa and Wyatt had moved out of their master bedroom into the smaller, adjacent bedroom to make room for Codevolve's office. The converted bedroom modeled the spare décor of a pre-venture-capital tech startup: beige walls, a whiteboard, four table-desks topped with flat-screen monitors, keyboards, a 180 megabyte-per-second Wi-Fi. The room's sole window overlooked a parking lot in the midst of a vague construction project and an outside world largely forgotten.





< When Costa and Wyatt were building the startup, they maintained a relentless schedule. They often worked from 9 a.m. to midnight seven days a week, pausing only on Friday nights and Sunday afternoons.>

Costa introduced me to Michael Knight, Codevolve's then-sales rep and its first full-time hire. "This is the Silicon Valley dream," Knight said, breaking into a 1,000-watt smile. Earlier that morning, Knight and Costa had been on a sales call to a coding academy in Ireland. Knight was now combing through a list of potential angel investors on his laptop. In typical Silicon Valley fashion, he met Costa and Wyatt through a startup. Knight and his wife were subscribers of Instacart, a grocery delivery service, and struck up a friendship with their delivery person, a mutual friend of Costa and Wyatt, who put them in touch. Knight had done some pro-bono financial analysis and market research for Codevolve over the past year and had joined the startup in April.

To his left sat Wyatt, dressed in a gray zip hoodie and puffy black slippers. That morning she was nearly finished with the build-out of a course on jQuery, a JavaScript coding library. Noticing that I had no place to sit, she paused to assemble a new chair stored in a closet, then returned to her keyboard. Wyatt grew up near Worcester, Mass., in a town called Holden, and followed a high school friend to Norwich, where she majored in computer science. After graduation,

she landed a job with Hearsay Social, a San Francisco tech company that helps companies with social-media marketing. Wyatt quit after a year to devote herself full time to Codevolve, where she worked as a front-end engineer. The previous night, she had stayed up until 4 a.m., tweaking navigation and adding design elements in advance of a presentation to their biggest client, Cengage, the world's third-largest textbook publisher.

Costa had also worked late into the night preparing for the presentation. He resumed brainstorming with David Harrison, a 19-year-old programmer who had just finished his freshman year at Berkeley. The pair was mapping out technical solutions to create configurable environments on the Codevolve platform. Born near Oakland, Harrison still spoke with the accent of his English parents. (His father is a molecular biologist who did a postdoc at Berkeley in the early '90s and now works in pharmaceuticals.) Harrison held an equity stake in Codevolve and worked full time at the startup over the summer. Measured and cerebral, Harrison says he likes the problem-solving aspect of computer science. "You get to build something very easily," he added. "With other types of engineering there's a lot of stuff that has to

be there in order to make something. But with coding, you just need a computer."

Costa and Harrison wrapped their session. The morning progressed with a series of meetings, sales calls, and long stretches where the only sounds were the clacking of keyboards.

Late in the afternoon, the Codevolve team decided to take a break and walk to Garbage Beach. They picked their way along a sidewalk to a dirt path that trailed across an empty lot, while Costa and Harrison talked shop. Soon they arrived at the small, rubble-strewn beach. Garbage Beach isn't its official name. Wyatt, who likes to collect sand and seashells, coined the name to describe the beach's abundant clumps of green algae that litter it at high tide. The strand sits on the western edge of Alameda Island overlooking San Francisco Bay. Behind the bay rose the drought-burned foothills and skyline of San Francisco. The Codevolve team scuffed around the beach, loitering in the California sunlight. Aside from Costa's trip to fetch me at the front gate earlier that morning, it would be their only foray outside that day. After a few minutes, everyone turned around and returned to the office.



## <h2> The Startup Rollercoaster </h2>

During my visit, I asked Costa about the high and low moments of his Codevolve experience. “A startup is kind of like a rollercoaster,” he replied. Early in Codevolve’s evolution, Costa and Wyatt applied to Y Combinator, easily Silicon Valley’s most prestigious startup accelerator. Accelerators serve as investment vehicles for their creators and boot camps for the startups they accept. In exchange for rights to a small percentage of the company, startup founders receive seed funding, three months of weekly one-on-one coaching, and networking opportunities with potential investors, among other benefits. Codevolve, still called GradeTrain at the time, didn’t get a slot with Y Combinator. “We really thought that we had a solid chance of getting in,” Costa said. “It was an extremely low point for us.” In hindsight, he sees that they weren’t ready.

Several months after being rejected by Y Combinator, Costa and Wyatt tried their hand with Imagine K12. A top accelerator for education startups, Imagine K12 was founded by Tim Brady and Geoff Ralston (and, as it happened, was soon acquired by Y Combinator). Brady was the former chief product officer at Yahoo. Ralston had also served in that role and as the company’s vice president of engineering and the creator of Yahoo Mail. Costa completed the K12 application in about six hours, hit “send,” and hoped for the best. Soon afterward, he and Wyatt were invited for an interview.

At the time, it felt like much of what they dreamed of doing hinged on that meeting. They didn’t own a car at the time, so they rented one to drive the 45 minutes from Alameda to Imagine K12’s office in Redwood City. Dressed in jeans and T-shirts (standard Silicon Valley business attire) they walked inside the plain, two-story office building and met with Ralston and Brady, along with operations manager Catherine Uong and director Karen Lien.

Their interview was scheduled to last 15 minutes. The Imagine K12 partners

asked questions designed to “learn not only about the company and what the potential [was] for the idea, but really about [us as] founders,” Costa recalls. They felt tremendous pressure. Costa had been drinking a lot of caffeine. Normally relaxed and voluble, he felt tongue-tied at times during the meeting. When he seized up, Wyatt jumped in to help the conversation. Ten minutes after Costa and Wyatt sat down, Ralston and Brady abruptly ended the interview.

They left, certain that they had blown it. The next day, Ralston phoned Costa. “We’d love to have you,” Costa recalls Ralston telling him. Imagine K12 wanted to invest \$100,000 in Codevolve and help the co-founders make their startup bigger and better. Costa immediately told Wyatt. The validation, he recalls, felt like surfacing after being under water for a long time. “It was a very small glimpse of like, *We’re on the right track. We’re doing something here. This is not just in our heads.*”

During the three-month coaching period, the Codevolve founders met often with Brady and Ralston, spending half an hour to an hour talking through problems or sharing their hopes and dreams for their company. “It was an absolutely amazing experience,” Costa says. At times the investors gave them conflicting advice. Costa and Wyatt found that confusing at first. But they realized that the Imagine K12 founders were just trying to walk them through their thought process. “To the point where we made the decision. They were not making the decision for us. On Thursdays, Imagine K12 held a weekly dinner for its startup class, during which they hosted talks by visiting thought leaders in education and tech. Among the speakers was New Jersey senator Corey Booker, a Silicon Valley darling and self-professed education reformer. Driving home after these talks, Costa and Wyatt would discuss what they learned.

The capstone event for Imagine K12 participants was an accelerator staple

known as Demo Day, in which startup founders give short two- to three-minute presentations on their companies before a large audience of potential investors. Costa tried rehearsing his speech ahead of time, but Ralston and Brady said it still sounded wooden. As luck would have it, shortly before Demo Day, Wyatt and Costa closed a six-figure deal with Cengage, the textbook publisher, to build interactive coding environments for several of its software-language textbooks. The deal gave Costa’s Demo Day pitch some added luster. A natural salesman, Costa spoke without a script and nailed the presentation. There were roughly 200 people in the audience, many of them techies and venture capitalists, easily putting the room’s net worth over several billion dollars. Costa explained how Codevolve could help transform online tech education and make the world a better place.

Costa said Codevolve’s clients, which ranged from two-person code schools to multi-billion-dollar education companies, were just the tip of a \$500 million U.S. market for his company’s platform. “So why now? Why come talk to us?” he said in closing. “This is a big, important and fast-growing market, and Codevolve has already created the technology that we need to sell directly into it ... If this sounds interesting to you, we would love to talk to you.”

Unfortunately for Codevolve, the previous business quarter (Q4 2015) had been the worst for venture-capital investment since the economic crisis of 2008. Coming out of Imagine K12, the Codevolve founders pitched to several potential investors, all but one of them venture capitalists—but to no avail. “They [were] essentially all like, yeah, the market just collapsed,” Costa recalls.

“Everyone was like, what the hell just happened?” While Codevolve was booking revenue from sales, it was burning fast on server space and modest salaries. Their startup needed investors to help it grow, if not survive. Costa and Wyatt sold their extra PlayStation.



## <h3> Risky Business </h3>

Costa wrote an essay, which he posted on the website Medium, titled, “How to Survive 80+ Hours of Coding Every Week.” Costa doesn’t blink as often as most people. During a marathon programming hack, he once tied a sock around his head to rest his inflamed eyes and keep coding. These days he stores a Tupperware container below his desk, which he refers to as his “box of horrors.” Inside are an eye patch, elbow pads, and wrist braces, among other items. Costa also keeps eye drops, ibuprofen, and an oversized bottle of Tums antacids on his desk. They help him continue working when his body fails his will. When Costa and Wyatt were building the startup, they maintained a relentless schedule. They often worked from 9 a.m. to midnight seven days a week, pausing only on Friday nights and Sunday afternoons. Sunday was the day that Costa liked to play Minecraft on a shared server with a younger brother and sister back home in Vermont.

One evening during my visit last June, I asked Wyatt and Costa about their workaholic schedule. Wyatt was in the kitchen preparing chicken pot pie from a recipe she Googled on her smartphone. For her, the long hours had nothing to do with the fear of being eclipsed by competitors, she said. Rather, it was about seizing the moment to create something new. “Why would we want to wait to build something? If we can push ourselves to do it in a day, why would

we have it take a week?” she said. “I’m young. I’m not going to need to work the hours we work forever. So it’s not a big deal if we just do it now.” Costa reflected that there were things he’d like to have more time for in the future. Things like painting, hiking, traveling, even just extra reading time. But that he just didn’t have room for them at the moment. Distraction was a luxury startup founders couldn’t afford. “I think for me, it’s more like I love what we’re doing,” he said. “It’s the biggest challenge by far, the most difficult thing I’ve ever done in my life.”

Musing further, Costa said, “As a person, I’m rather—what’s the right word—obsessive?”

“Intense,” Lauren corrected.

“Thank you. Intense person.”

For him it was “all or nothing,” he said. “Either we build this startup and work our butts off and we succeed and we’re able to help others learn and benefit. Or we fail and nothing ever becomes of it. For me, there is nothing else that I’d rather be doing.” After Codevolve, he said, there will just be the next startup.

Costa’s intensity and ambition appear rooted in several places. He grew up in a strict, religious household of modest means, the eldest of six siblings. His

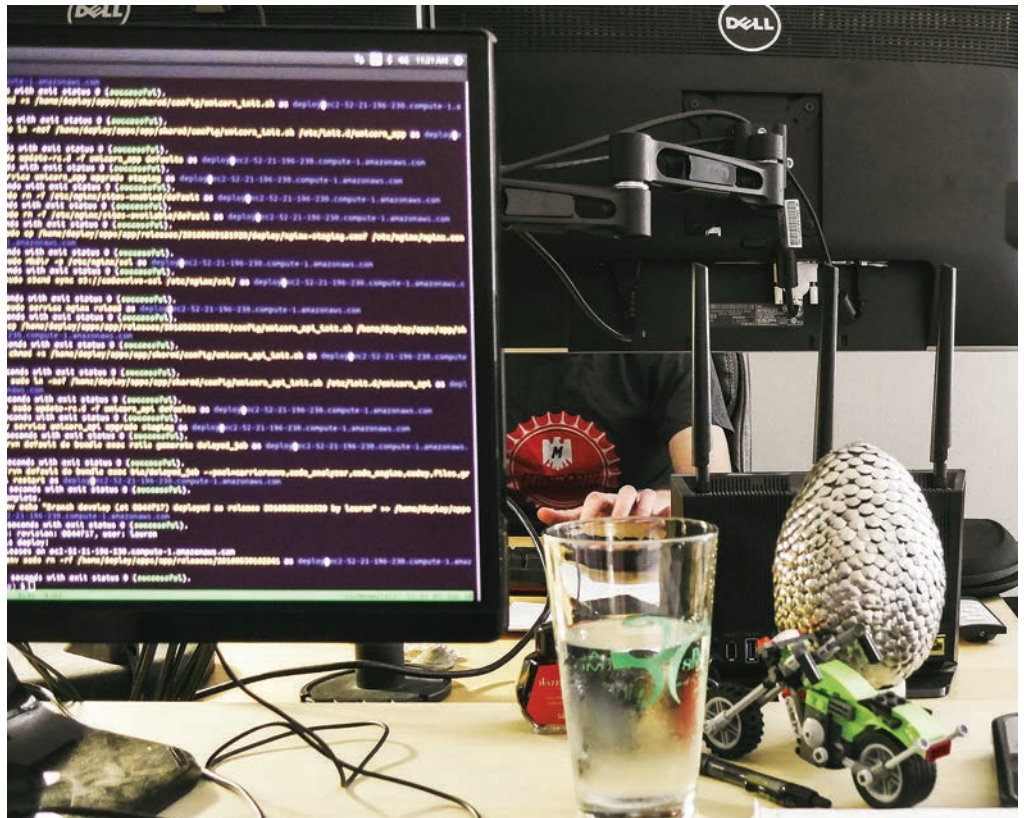
father was an entomologist who taught at the University of Vermont, while his mother, also a biologist, homeschooled Costa and his siblings. His parents banned popular music, movies, and video games on mostly religious grounds. But one day, when Costa was about 7 or 8 years old, his father brought home a floppy disk with a few computer games written in QBasic. He told his son that if he wanted to play video games, he’d have to learn to program them himself. So Costa began teaching himself to code. Homeschooling did provide many advantages. One was the freedom to focus on single projects for long periods, such as building an addition on their house or writing a 500-page fantasy novel. (In fact, Costa wrote two as a teenager; the sequel took him only about six weeks.)

By the time Costa entered Norwich after a year of community college, he was a skilled enough programmer to tutor classmates and skip a number of intro computer science courses. Yet, it wasn’t until he took his first database class that Costa knew that he wanted to be a developer. His sense of purpose and urgency amplified during sophomore year, when his father died unexpectedly at the age of 55. Costa said the loss made him “realize that life is extremely short, and if we’re going to do it, we need to do it big and have a really positive impact on the world.”





<He was 22 and earning more money than anyone he'd ever met growing up. The moment says a lot about why Costa believes learning to code has the power to change lives.>



Costa has a hard time remembering certain facts. Movie titles or people's names can elude him. But what doesn't escape him is the ability to visualize, recognize patterns, and problem-solve. He can, for example, picture the entire code base of Codevolve in his head.

Costa began his Norwich career as a rook, but he said he knew within two weeks it wasn't the right fit for him. In part, he didn't find the physical training sufficiently challenging. He says two words explain why he chose to stay at Norwich as a civilian student: Jeremy Hansen. The computer science professor was a brilliant teacher and mentor to him, Costa said. Similarly, Costa initially thought he might want to work for a federal agency. But an early job interview convinced him otherwise. Casting around to see "what else might be interesting," he quickly decided on Silicon Valley. Scanning Angel List, the Tinder for job seekers and Silicon Valley tech startups, he applied for several dozen internships. One of the first interviews he landed was with MixRank, a competitive data analytics startup in San Francisco, founded by Scott Milliken.

Milliken was a math whiz who graduated from Berkeley at age 19. He had grown up on a farm and, like, Costa, had also been homeschooled. During their interview, Milliken and Costa logged onto a virtual desktop, talked, and wrote code. Milliken challenged Costa to write a program that would take a numeral—3,478,621, for example—and write its word equivalent ("three million, four hundred seventy-eight thousand ..."). They hit it off, and the two of them wound up talking for five-and-a-half hours. Not only did Milliken offer Costa the internship, but later that summer, Milliken invited him to drop out of college and join MixRank as a full-time employee. Costa says it was a hard choice. But in the end, he decided to return to Norwich; he accelerated his program to finish his degree a year early. After graduation, he and Wyatt moved to the Bay area, where Costa signed on with MixRank as a full-time data engineer. His annual salary was over \$100,000. He was 22 and earning more money than anyone he'd ever met growing up. The moment says a lot about why Costa believes learning to code has the power to change lives.



<[Costa's] sense of purpose and urgency amplified during sophomore year, when his father died unexpectedly at the age of 55. Costa said the loss made him "realize that life is extremely short, and if we're going to do it, we need to do it big and have a really positive impact on the world.">

## <h4> Aiming High </h4>

On Friday morning, my second-to-last day in Alameda, Costa told me about an email he received the night before. It was from a private investor who had written him at 2 a.m. The angel investor had checked out the Codevolve platform, liked what he saw, and wanted to meet face to face. Costa got back to him immediately and the two arranged to meet later that day at a Starbucks in Palo Alto that was a popular spot for deal-making. By noon Costa was behind the wheel of his black Volkswagen Jetta, heading south in six lanes of traffic on I-880 and Highway 101, his HTC smartphone navigating the way. Costa had no trouble filling the hour-long drive talking about Codevolve, its technology, and business. "I can talk to people about this until they want me to shut up and, like, never speak again," he said, piloting the lurching lanes of fast-then-slow traffic. It has been years of my life that have led up to this, and now it's just what I want to be doing every minute of the day."

Soon we passed the sprawling, Mars-colony white expanse of the Tesla factory, followed by the concrete-and-glass, mid-rise headquarters of Seagate—a hard-drive manufacturer—and other Silicon Valley tech giants. Costa found his exit and pulled off the highway. He parked and walked to the Starbucks, which occupied a storefront on the corner of First Avenue and Matrix across from a casino and was one of the chain's less remarkable outposts. The angel investor called to say he was running a few minutes late, a not-uncommon occurrence in Silicon Valley, Costa said. Finally, the investor arrived with a small entourage. He was a successful Malaysian techie. His wife, who was Chinese, had

worked in venture capital and now served as his business partner. They brought a developer friend of theirs, presumably to ask the technical questions. Shaking hands all around, the foursome sat down at a window table and, not bothering to order anything, got down to business. During the meeting, which lasted about an hour and twenty minutes, the developer played the role of bad cop, trying to find holes in Codevolve's technical platform and business plan. The angel investor, meanwhile, wanted to know how hard it would be to translate Codevolve into other languages. At one point, he asked, "Do you think you could become a unicorn?" The meeting broke up; the investor and his wife said they'd get back to Costa soon. On the drive home, Costa reflected on how the meeting went. "I could probably pitch this"—meaning Codevolve and the coming wave of coding education—"better than why I should be alive."

That night, a friend, Colin Heilbutt, stopped by Costa and Wyatt's place for dinner. Heilbutt seemed to encapsulate the tech worker of the moment. Heilbutt and Costa had met on a private, invitation-only Facebook group for young, up-and-coming tech workers, archly called Ballers, the hip-hop term that loosely describes a neighborhood ballplayer with game who has made it to the pros and is now living the high life.

Wyatt was broiling steaks in the oven, interjecting from time to time, while Costa and Heilbutt spoke rapidly about internet security and hacking. Listening to them talk was like overhearing two high-speed servers exchanging data. Heilbutt said he had grown bored with the marketing and public relations work

he had been doing in Paris and was ready for something more challenging, which was why he moved to San Francisco. Heilbutt was a proxy for not just the technological change sweeping the world, but some of its frothier applications. He had helped launch Bistro, a crowd-funded project that harnessed the face-recognition work of a Singapore research lab, which designed a high-tech cat-feeding station to dispense precise amounts of food calibrated to each cat in a household, thus averting the risk of overfeeding. That work, in turn led him to appear on "Startup U," an ABC Family reality television program that profiled startup teams from Draper University. Heilbutt was paired with teammates who wanted to market "Pretty Litter," medically diagnostic (his idea), scientifically researched color-changing cat litter. Heilbutt's other coup in advance of its Demo Day presentation was to place a Craigslist ad advertising an "Uber" service for cat boxes to create buzz for the product.

As the three friends shared a beer and chatted under the spare fluorescent light of the kitchen, it was hard not to think that I was witnessing an important moment in their lives. These smart, driven, young adults on their way but not yet fully arrived, talking with their fellow tribe members about what they loved to do most. After dinner, Heilbutt returned to the city. Costa and Wyatt, meanwhile, went back to work, ready to build something new. ✪

**Reporter's note:** Since my June visit, Wyatt and Knight have left the company. Wyatt, who parted on amicable terms from Costa and Codevolve, returned to work for Hearsay Social in Seattle.



# A MODEL CITIZEN

## *Shaili Patel '16*

By Jacque E. Day

When Shaili Patel '16 completes a design project, she does a curious thing with her architectural models: stomps them to bits.

Model prototypes of design projects are a prolific facet of the landscape of Chaplin Hall, home to Norwich University's Architecture + Art programs. Students build the models with painstaking attention to detail. They are tangible evidence of creativity, innovative thinking, and problem-solving. But a childhood spent moving taught Patel a valuable skill: travel light.

"Stomp, stomp, and into the trash it goes." She shrugs. "It's also kind of fun just getting rid of all the pain and problems it caused me."

A life lesson if there ever was one.

Patel was born in Kenya, the home country of her father, Nilkanth. In 2002 her parents moved the family to the U.S. in search of better economic opportunities when Patel, an only child, was eight years old.

She graduated from Norwich University in 2016 with a bachelor's in Architectural Studies. The day after May commencement, she was one of two architecture students to receive Norwich University's inaugural Advanced Leadership Award, alongside Michelle Lee '16. She returned to the Hill this past fall to continue her education in the Master of Architecture program. In fall 2017, she will enter the U.S. Navy on a commission with the Civil Engineering Corps.

We are delighted to introduce this exceptional student who will go on to lead, by making.

*Rough hands, covered  
in ridges and valleys  
with small mountains,  
show pride in making.  
They are the hands of  
makers.*

– Shaili Patel '16

## *Grit*

"I was very hesitant to take the design/build studio because I'm not comfortable working with my hands in that manner," reflects Patel. But like the leader she is, she overcame her apprehensions to become "critical to making the outdoor classroom the success it is," says Matthew Lutz, the Norwich architecture professor who directed the 802 Lab project. "She often offered a counterpoint to our discussions, which helped the team justify its design direction."

"At the end of the process, I loved it," she beams.

Shaili Patel '16 visits the Northfield Middle/High School outdoor classroom in September 2016, a year and a half after she helped design and build it as an undergraduate in the Norwich University School of Architecture + Art. She is now in the Master of Architecture program.





ABOVE: In the spring 2015 semester, students from the School of Architecture + Art's 802 Lab, led by architecture professor Matthew Lutz, joined with the Northfield High School S.T.A.R. (Students Taking Alternative Routes) program to design and build an outdoor classroom in the woodlands adjacent to the high school's soccer field on Garvey Hill.

## Process

Patel is much more interested in how a structure functions—what she calls the “guts”—than she is in the ornamentation, or outward presentation. A self-described process-oriented person, she takes interest in the aspects of a project that some would consider mundane. On the outdoor classroom project, she “coordinated the structural design with Professor Ed Schmeckpeper, co-lead the budget and, like everyone else on the team, worked through a tough Vermont winter to get the project built by the deadline,” says architecture professor Matthew Lutz. The project was completed ahead of schedule by a few days, and under budget by a few hundred dollars.

## Paying it Forward

So many of us born in the U.S. take our citizenship, and our culture of privilege, for granted. Patel, who relinquished her dual-citizenship status years ago, has *chosen* to be solely an American citizen and is eager to support this country by serving in the military. “How do I say ‘thank you’ to a country that has given me and my family so many opportunities? The best way for me to help this country, the best use of the skills I learned at Norwich, is to serve.”



### LEFT:

Patel participates in an activity at the Northfield High School outdoor classroom with some high school students and S.T.A.R. co-director Luke Foley (right). Among the many uses of the space, Foley says they teach fire safety and wilderness skills. “Because whether you’re hunting, or mountain biking, or whatever you might be doing outside, it’s helpful to always feel like you’re capable in any situation.”

Counterclockwise from top left: Matthew Lutz, Mark Collier, Kate Alberghini, Matthew Lutz, Shaili Patel '16



## Fun Facts

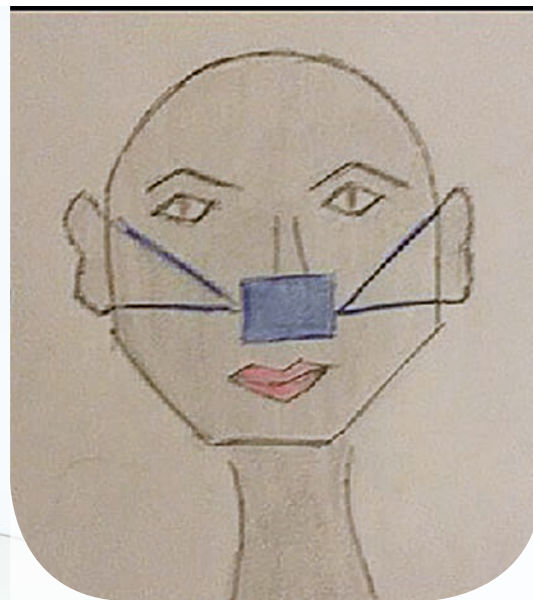
- In her undergraduate work, Patel pursued a double major in architecture and history in accordance with the theory that to build the future, we must understand the past.
- An aspiring architect will need to log 3,500 internship hours and pass seven exams to earn an architecture license in Vermont.
- She once made a model using soap as the primary material. “By concept it was supposed to be very transparent,” she says. Did she smash the soap model, too? She laughs. “I think I might have just bow-tied it and given it to someone.”
- Patel’s mother, Chhaya, hails from a tiny Indian village whose patron saint gave Shaili her name. Pronounced SHAY-lee, the name means “style” in the Gujarati language.

### BELOW:

On behalf of the Norwich design-build team, Patel, along with Tim Bain '16, present the outdoor classroom project to the Board of Trustees during their October meeting.

### BACKGROUND:

This is a sketch from Patel’s design of a microbrewery. Originally directed to design it for Boston’s Newbury Street, she instead opted to situate her conceptual design on the banks of the Charles River.



### SENSE DIAGRAM:

“To further explore our diagramming skills we were asked to diagram one of our five senses: sight, smell, hearing, touch, and taste. Then we were asked to create something that would change or alter the way our senses obtained its information. I chose to research and understand the sense of smell. I learned how the sense obtained information. Then I chose to create something that would change the way we smell things. Similar to a face mask, one would wear the smeller over the nose and it would block unwanted odors. It also had a part where one could refill parts with different scents that someone could in turn ‘smell’ when around displeasing odors.”

– Shaili Patel '16, senior portfolio



### THE OUTDOOR CLASSROOM TEAM:

Pictured (l-r): A. J. Bavaro '15, Kyle Niehaus '16, Tim Bain '16, Andy Dubenetsky '15, Eleazar Rausseo '16, Deandra Musial '15, Keith Stipe '16, Jesse Gillette '16, Shaili Patel '16, and Jamie Lee Hartjen '15.





1819-2019 FORGING THE FUTURE  
NORWICH UNIVERSITY  
200  
2016-2017  
YEAR OF  
LEADERSHIP

## Profiles in LEADERSHIP

### *Yesterday, Today, and Tomorrow*

Alan DeForest '75  
as captain of the  
NU Men's Rugby  
Team in 1974-75.

## Alan DeForest '75: *Leading by Following*

On October 18-20, 2016, the Norwich University Board of Trustees met for its annual fall meeting—the first with new Chairman Alan DeForest '75 presiding. *The Record* sat down with Alan just after Saturday morning's executive session let out to ask him about his passion for Norwich, what life lessons he learned from rugby, and how he views himself as a leader.

**RECORD:** *What drives your passion to serve Norwich?*

**AD:** Norwich has done so much for me, I feel obligated to give back whatever and however I can. And that includes time, money, et cetera. My family is also very committed. My wife, Cindy, is a Vermont College graduate; my daughter Danielle is a "double" Norwich graduate [bachelor's and master's]; my son-in-law is a Norwich grad; my other daughter attended. We've all been so connected—not only while at school, but through the years. Norwich is a big part of my family: They're not separable in my mind.

**RECORD:** *What lessons did you take away from rugby that have served you throughout your life?*

**AD:** Rugby is a sport of making adjustments and adapting on the fly. That is the essence of rugby. You have to know what you're doing—you have your basic skill sets, your basic strategy—but you have to adjust. You might be playing defense, yet any second you have to turn around and play offense. Whether you're rucking the ball or supporting the wing, you have to be ready to do it all, and you also have to be ready to subordinate yourself to another teammate given the situation, and vice versa. It really is very much like life, and teaches such tremendous life lessons. So whether it's your family, or it's business, whatever you're doing, it is all about making adjustments, while staying true to your core values.





**RECORD:** *What is the greatest challenge facing Norwich today?*

**AD:** If I were to choose just one issue, it would be the affordability of a Norwich education to our students. This is coming under increasing pressure all the time, as the price of higher education goes up, and given the pushes and pulls in the political arena. We have to consider, what does paying for a Norwich degree look like in five years? In twenty years? This is a big challenge. I don't believe any student should have to leave Norwich because they can't afford it. That is simple to say, but when you understand what it will take to execute that, it's huge. Meeting the financial need requirements of the current student body is probably a \$30 million-a-year issue. So we are challenged with meeting that need—not only year to year—but also in the long term. That is why I believe affordability is the greatest single challenge we face currently.

**RECORD:** *What role do you want alumni to play in our third century?*

**AD:** Alumni have a huge role to play. It will take all of us, working together, to execute the plan, which will be embodied in *Norwich After Next*, our next strategic plan. We all have an obligation to step up. We're here only because people before us, alumni before us, were gracious enough to give us this opportunity. Now it is our turn to do the same for the students of tomorrow. And alumni who have already stepped up need to encourage others to see that challenge and that obligation in the same way. I view it as a continuum of volunteerism, leadership, and execution in fulfillment of our collective desire to keep Norwich a viable entity for the next 200 years.

**RECORD:** *How is your leadership style different from, and similar to, that of General Sullivan?*

**AD:** Gordon is and continues to be an incredibly high-profile leader. His very presence is often so powerful that it basically commands respect. That's very unusual. I (or anyone else in this role) have to earn that respect by demonstrating success and progress and good leadership skills. With Gordon it's almost assumed, as it should be, because the man has accomplished incredible things. Like Gordon, though, I am comfortable in this role. I also believe strongly that to be an effective leader, you have to be an effective follower when appropriate. Just like in rugby, by being willing to readily subordinate myself to the greater good to get to the end goal, I hope to prove to the alumni and to the board that I can be an effective leader.

**RECORD:** *Is there anything you would like to add?*

**AD:** I cannot overstate how much I appreciate what Norwich has done for me, and the opportunities it has given me, including the opportunity to give back and to see that this great experiment continues for the next 200 years. I view it as a privilege—indeed, an honor—to be in a position, even in a small way, to effect that, and help ensure that Norwich truly *is* forever.  
—d.l.w.

*“I don't believe any student should have to leave Norwich because they can't afford it.”*

— Alan DeForest '75  
Chairman, Board of Trustees



# Mike Rizzuto '97

## *Leading by Creating*

"If you want to be successful, it's just this simple. Know what you are doing. Love what you are doing. And believe in what you are doing." – Will Rogers

ON A SUNDAY during the fall semester of his rook year, a weary Michael Rizzuto '97 marched with his classmates from campus up Union Brook Road to Jack Abare '57's sloping, 140-acre farm. By then, he'd already resigned himself. "I was ready to give up and quit school," Mike recalls. But that day, taking part in Jack's annual Rook Dining Out, he was overcome with a powerful feeling: hope. He returned to campus with a renewed spirit, and to this day feels a deep gratitude to the Abare family. "They are the reason I stayed in the game," he avows. "I owe them a lot."

Mike is a Hollywood film-industry executive. If you ask him about his job, his response almost always includes some variation of the word "helping." Radiating positive energy and shying away from titles, Mike has come a long way from the kid who started out in the shipping department of Sony Pictures, and is the first to admit he had a lot of help along the way.

Long before he set out for Hollywood, Mike probably knew, somewhere in his heart, that he'd eventually head west. As a student at Northfield Mount Hermon prep school in western Massachusetts, he started a video production company with his brother, Anthony. During that time, helpers in his life pointed him toward Norwich. "I owe a great deal to Jim '87 and Cynthia Fagan '88, and Tony Carbone '58," he says. And his gratitude list goes on: Joe '66 and Jill VC'66 Milano, Charley Holden '67 and his wife, Kathy, and Pier Mapes '59, "people who are



Norwich 1997 classmates Mike Rizzuto (left) and Jake Head in front of the Technicolor's world headquarters at Sunset Gower Studios. After years working behind the scenes in the biz, Jake (right) now makes his living as a full-time actor. "I am not surprised that Mike has become a leader in our industry," Jake says. "He looks out for his troops in true Norwich tradition." (Photo by Anthony Rizzuto.)

generous with their time and their financial help," Mike says. "It was because of their generosity that I got to experience Norwich."

While his heart was in filmmaking, he entered Norwich with another aspiration: to be a Navy pilot. But engineering wasn't a fit, and his grades plummeted.

Faced with the prospect of flunking out, he wandered into the Communications Building, "the little schoolhouse," on the south edge of campus. There, he encountered another helper: Professor Bill Estill. "I remember it vividly," Mike says, "the creaking of the door, the wood floors. I remember Bill saying, 'Well, hello. How can I help you?'"

Mike thrived as a communications major, and still considers his role on the Estill team that produced the Emmy-

winning documentary *Our American Journey: In Country* one of his most valued life experiences. From Estill, he learned the craft of filmmaking. But the professor also taught him something more profound. "Your parents want what is best for you. Your friends want what is best for you. Your teachers want what is best for you. But ultimately, *you* have to dig deep inside to figure out what makes *you* happy and passionate and excited," he says. "Bill helped me do that."

Mike smiles at the recollection of sitting outside the Communications Building with fellow classmates Jake Head and Bobby Carroll a year before graduation. "The three of us were talking about California. We looked at each other and we all said the same thing, 'I'll go if you go.'"

"Jake, Mike and me—we had such good work ethic that we got from Norwich. It was really an advantage out there. We outworked everyone."  
– Bobby Carroll '97



The next year, they did.  
 “When I came out to California to pursue acting, Mike put me up while I got on my feet,” says Jake, now a successful Hollywood actor. “I didn’t have a car, so we shared his. We were hit by a drunk driver and lost his Jeep. So then we shared his Ugly Duckling rental car, and it *was* ugly.” Mike—along with Richard Branca ’78, who by then had already made a name for himself in motion-picture post production—helped Jake get his first industry job at Sony Pictures. Mike opened doors that led Jake to acting opportunities. Later, when Jake landed his first major film role, “Mike made sure that I had a big-time Hollywood premiere.”

Of the three, Bobby Carroll ’97 was the only one not to pursue work in entertainment—he landed in the finance business. “I was a communications major and had zero training in finance,” jokes Bobby, who worked on the West Coast for a few years, then returned east to make a name for himself on Wall Street. Today he is a partner and head trader for Smith Cove Capital in Connecticut. “The thing that Mike used to do, coming from a big family, very proud Italian—he would host Sunday dinners,” Bobby recalls. “It was something everyone looked forward to.”

Jake chimes in. “Those Sunday dinners included our extended

Norwich family—Bobby, Jack Ryan ’99, Dom Bonelli ’00, Marshall Lee ’03, Steve Martin ’01. A lot of our L.A. friends were envious of the Norwich bond,” Jake says, adding, “Professor Estill would send his top students out to us, and Mike would help them get their foot in the door. Mike has a loyalty and devotion to his alma mater that is really special.”

But Mike’s success didn’t come without bumps in the road. “There were many times I was ready to give up, throw in the towel,” he admits. “Because of Jake, I stayed.”

He not only stayed. He persevered, and succeeded. They all did.

On his way to becoming an industry executive, Mike Rizzuto has done every job imaginable, from running errands on set to supervising post production. Today, Mike continues to bridge filmmakers at every level with the talent, the tools, and the technology to tell their stories. He’s proud to have led the technical sound team that won both the Oscar and British Academy Award for their work on Damien Chazelle’s *Whiplash*. To what he loves most about his job, Mike shares that he is “grateful to be surrounded by a team of very talented individuals,” speaking with an eternal smile. “I believe if you work hard and be kind, anything is possible.”  
 –j.e.d.

# technicolor

## FILMSTRIP PHOTOS

Mike Rizzuto ’97’s wife, Lauren (pictured with son, Charlie), is a hairstylist for ABC Studios. They are expecting a second child in the spring. “I can’t tell you how much love, how much excitement, and how much joy my wife and son have brought to my life.”

Shortly before Lisa Totz ’96 stopped by to snap this photo outside the Communications Building, then-juniors Mike, Jake, and Bobby were discussing their dream of going to California, promising, “I’ll go if you go.” Pictured (l-r): Jake Head ’97, Mike Rizzuto ’97, Joel Fox ’97, Bobby Carroll ’97, and Alex Bryant ’97.

In his early years in the film business, when he was working as a post-production coordinator for Sony, Mike Rizzuto ’97 told the *Norwich Record*, “My goal is to make motion pictures and make them well.” Today, he is a film-industry executive with Technicolor at Paramount. Pictured: Technicolor flagship stage 1 at Paramount Pictures, where Denzel Washington directed the newly released movie, *Fences*, based on the play by August Wilson.  
 (Photo by Rodrigo Ortiz.)

“Through our years here at Norwich we have learned to use our minds efficiently in the classroom, our hands diligently in the workplace, and our hearts with compassion in the community.”  
 – Mike Rizzuto, senior class president, in the War Whoop



# Albert “Albie” Lewis ’73 & M’98

## *Leading Through Crises*

*“The real leader displays his quality in his triumphs over adversity, however great it may be.”*  
– George C. Marshall

Colonel Albert “Albie” Lewis ’73 & M’98 knows something about adversity.

Long before a horse kick to the head scuttled his bid to compete as a modern pentathlete on the 1980 U.S. Olympic Team, he encountered what could have been an early signpost on the road of hard luck: abandonment by his Army-veteran father when Albie was only a year old. “He just left town, never to be seen again,” Albie recalls.

Yet neither that event, nor the resulting eight years that Albie spent as a ward of the state in Pennsylvania—at the Scotland School for Veterans’ Children—threw him. Conversely, his early resilience signaled a true leader’s determination to treat setbacks like so many jumps in the equestrian ring, sailing right over them.

In Kreitzberg Library after a morning of manual work—he is building a camp on Stony Brook Road in Northfield—Albie recalls, without judgment or bitterness, his mother’s difficult decision to turn him over to the state because she “just couldn’t manage” raising him by herself, saying, “about half the kids at Scotland School had one parent.” He smiles as he

recalls his mother, who had moved from Pennsylvania back to her hometown of Northfield, Vt., inviting him to live with her permanently the summer before his senior year of high school.

As a “three-year private in the Corps of Cadets” he had no intention of pursuing a military career. “Nor could I have imagined retiring as a full-bird colonel,” Albie chuckles. “If you had ever told me where I would be today, or how I got here, I would have said you were crazy. But destiny is funny.”

In the 1980 Olympic trials, still recovering from broken cheekbones and a shattered eye socket, Albie finished 34th. He pulled himself back up and, later that year, parlayed his experience into two silver medals at the 1980 NATO Council of Reserve Officers Games.

In his 28-year career with the Vermont National Guard, he helped establish the Army Mountain Warfare School. He also commanded the Weapons of Mass Destruction 15th Civil Support Team, served as chief of the military liaison team to the U.S. Embassy in Macedonia, and still found time to volunteer with the Berlin, Vt., fire department, serving two years as chief. After retiring from the Guard at the rank of colonel, he went on to direct Vermont’s emergency management team, leading task forces that responded to weather events and other disasters. Today he is a federal coordinating officer (FCO) for FEMA, one of 35 FCOs nationwide, appointed by the president, to coordinate federal

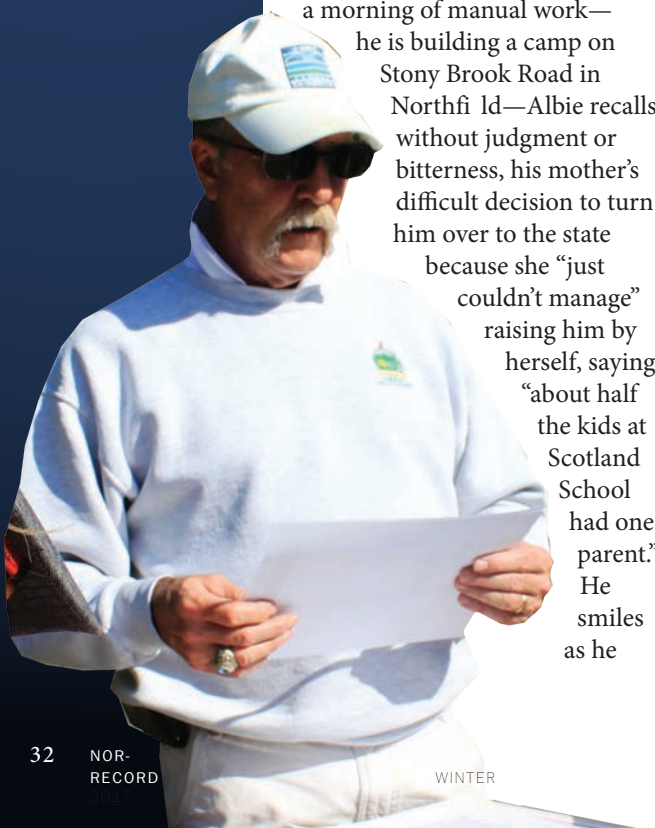
assistance for state-declared disasters.

His leadership style is simple: “A good leader helps others succeed.”

But with all his successes, Albie has never lost sight of his humble beginnings and those who helped him along the way. When, as a senior at Norwich, it came time to do his student teaching as a requirement for his physical education degree, he chose to return to the Scotland School for Veterans’ Children. “To experience that culture from the perspective of a teacher changed my worldview,” he says. Working with children has remained a priority in his life, and 2016 marks his 17th year as a volunteer leader at Camp Takum-Ta, a year-round camp for children battling cancer.

He calls it destiny. But to overcome such hurdles and gallop head-on into a full life—that also takes determination. —Jane Dunbar

In February 2016, acting as Incident Management Assistance Team West interim lead, Albie Lewis prepares staff for a land navigation/map orienteering field course held in Martinez, Calif.



Albie Lewis credits his wife, Vermont State Representative Patti Lewis (second from right), as an instrumental player in his successes. “I could not have accomplished any of this without Patti’s steadfast support,” he says. They have three grown children: Kristen ’08 (middle), Brittany (left), and Kaitlin.

Left: FEMA photo by Jacqueline Chandler; Right: Courtesy of Albie Lewis ’73 & M’98



# 2nd Lt. Pamela Dubey '14

## *Leading from the Front*

"For as long as I can remember, I've wanted to join the military," says 2nd Lt. Pamela "Pam" Dubey '14. "I grew up with my dad's stories of the Air Force, and knew I wanted to be part of that legacy." And so, when Pam first arrived at Norwich and entered the Corps of Cadets, she intended to follow her veteran father's footsteps into a lifetime of service. Little could she have anticipated that—just two short years after graduating—she would be leading from the front in true Norwich fashion: blazing a historical trail as one of the first women to serve in an Army combat unit.

"I hadn't planned it; it was a completely spontaneous thing," Pam recalls, referring to her decision to go for it. "I saw an opportunity to expand my leadership skills and experiences, and I seized it."

But getting in was far from a given. After April 15, 2016, when the Army announced that female officers would be eligible for all combat specialties in infantry and armor branches, "Many women applied, but only a few were selected," according to the *Fort Leavenworth Lamp*. Twenty-two, to be exact. On July 26, Pam

received her official acceptance into the Armor branch. On the last day of September, she left her MP assignment at Fort Leavenworth and headed back to Fort Benning, Georgia.

That Pam is among the first wave of female Army combat officers is no surprise to Norwich. As a cadet, she was already out front: first-year captain of the varsity softball team, three-year co-president of the club field hockey team, student manager of the Wise Campus Center's work-study students (not to mention buildings and grounds), and company commander in the Corps of Cadets. Pam graduated at the top of her basic training class at Fort Jackson, South Carolina, and pushed through a broken ankle to finish third in her class at officer candidate school at Fort Benning, Georgia. Since then, she has consistently achieved the highest possible score on her annual Army physical fitness test. This resilience will serve her, and the soldiers she will ultimately command, well.

She is aware of the scrutiny; many eyes are on this first wave. "But I'm approaching this training with the philosophy I learned on

the Hill." Pam credits Norwich for her ability to harness her drive, and to focus.

"Every experience I had as an undergraduate, and every role I held, taught me how to perform to the best of my ability," she says. "That's my number-one goal in any situation. And, to lead by that example. If I can inspire just one other woman to pursue her dreams—to bust through any barriers that stand in her way—I consider that a success."

As for her own dreams?

"Army Ranger school," Pam says, not missing a beat. "You will see me there."  
—jane d unbar

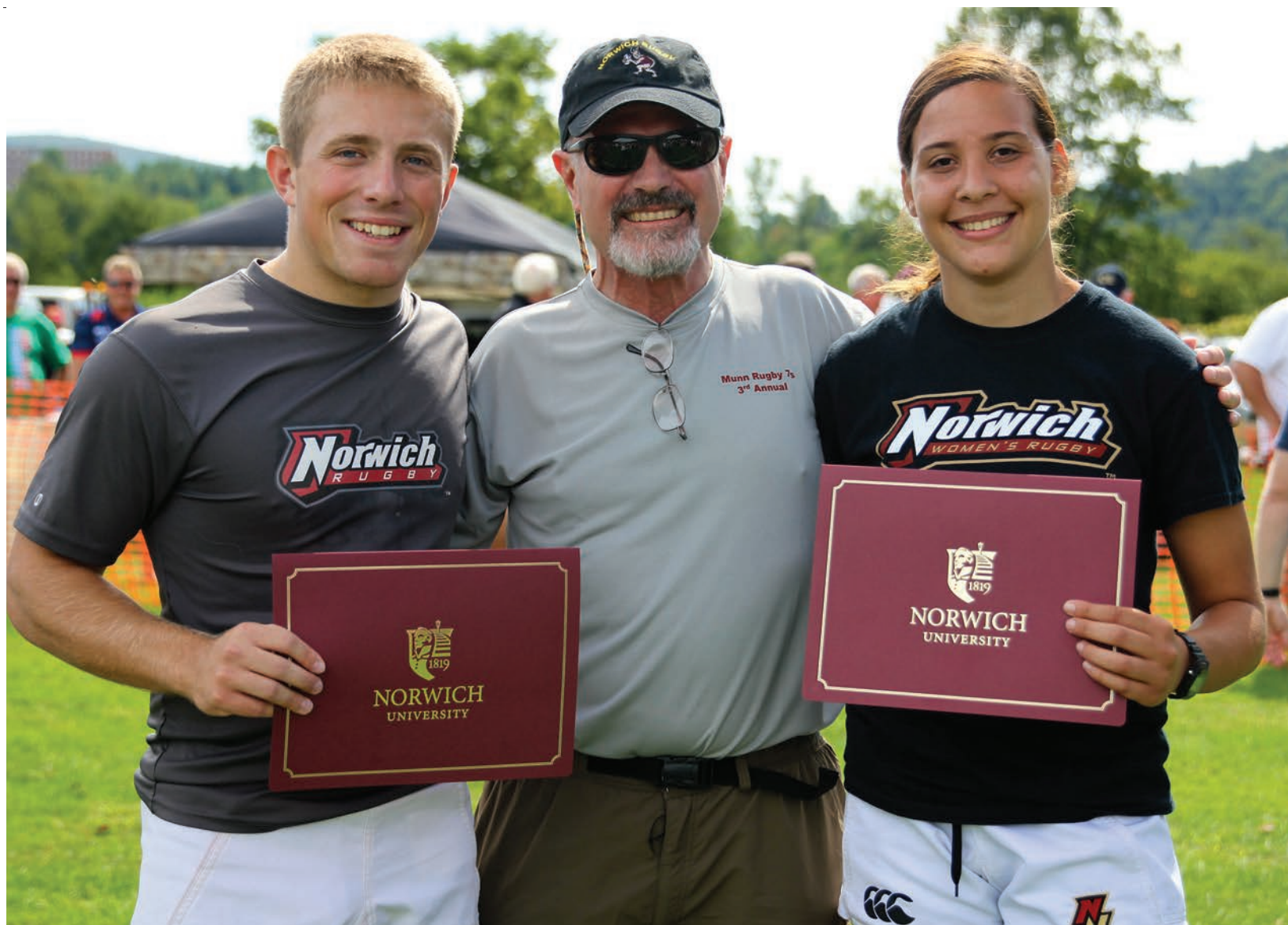
Through September, Pam Dubey '14 served as a military police officer and platoon leader with the 291st Military Police Company, 40th Military Police Battalion, Detention, at Fort Leavenworth, Kansas. She left for Fort Benning, Georgia, on September 30 to commence the Armor Basic Officer Leaders Course. Pam is currently enrolled in Norwich University's M.S. in Leadership program through the College of Graduate and Continuing Studies and hopes to graduate in June 2017.

### WHEN A DOOR OPENS ...

In November, 2nd Lt. Gabriella Katz '15 transferred to Fort Benning, Georgia, and joined her fellow Norwich alumna, 2nd Lt. Pam Dubey '14, as an Armor combat officer. Are you a Norwich alumna currently serving, or who has served in a combat unit in the past, in any branch? Email [record@norwich.edu](mailto:record@norwich.edu).



# NORWICH Connections



## Profiles in Courage ★ DOLLARS FOR DESERVING SCHOLARS

Just prior to the kickoff of the Norwich men's varsity rugby match against Middlebury, retired U.S. Army Colonel Chris Munn '81 awarded the inaugural Chris Munn Scholarship to one player from each of the men's and women's rugby teams. The award was created to recognize and reward players who demonstrate leadership, courage, and dedication. A standout two-sport athlete (rugby and lacrosse) at Norwich, Chris has been battling ALS (Lou Gehrig's Disease) since 2013. Each spring since 2014, Norwich has hosted the Chris Munn Rugby 7s Tournament, which includes an auction and dinner, to raise awareness of ALS and funds for the scholarship.

**Chris Munn '81 with this year's Chris Munn Scholarship recipients: Tom St. Pierre '17 of Warwick, R.I. (left), and Denisse Zambon-Regaldo '17 of Bronx, N.Y. For more information on contributing to an existing scholarship or establishing a new one, contact Chrissie Eastman '90 & M'16 at [ceastman@norwich.edu](mailto:ceastman@norwich.edu) or 802-485-2307.**

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Mark Collier





## News from the NUAA

### WILL YOU ACCEPT THE CHARGE?

Over the years, Norwich University students have expressed how much they value opportunities to interact with alumni. Students enjoy making connections, hearing stories of alumni experiences, and gaining insight into what helped them be successful at Norwich and in life.

To this end, the NU Alumni Association developed Accepting the Charge (AtC), an initiative to foster lifelong relationships across the generations. The program pairs current students, both Corps and civilian, with alumni 50 years their senior. For example, this year's Class of 2020 is paired with the Class of 1970, which is referred to as their "Guardian Class."

AtC benefits alumni, students, and Norwich itself. The program provides opportunities for alumni to meet the students who are Norwich's future. The Guardian Class can share life lessons and pass on long-held Norwich traditions. They can also provide students with career guidance and support, and potential internship and employment contacts. Students benefit by meeting experienced leaders in public and private sectors who appreciate the caliber of education and experience Norwich graduates bring to the table. Incorporating the Guardian Class into the student support system will boost retention and strengthen the Guardian Class's pride in their alma mater as they approach their 50th reunion and entry into the esteemed Old Guard.

Over the four years of their cohort's experience, the Guardian Class is encouraged to attend signature events in the undergraduate class's development. It begins by attending Student Sendoffs to make connections even before students arrive on the Hill. On-campus events include Arrival Days, First Read, Rook Recognition, Junior Ring Ceremony, 100s Night, Commencement, and Commissioning. Each milestone provides an opportunity for the Guardian Class to have meaningful interactions with undergraduates and foster a bond between the classes. Then, at the Homecoming following their graduation, the younger class will return to campus to present their Guardians with their Old Guard medallions during the Alumni Parade ceremony.

Though participation is optional, the NUAA encourages every member of the Guardian Class to take part in at least one event between their 46th and 50th reunions. The cycle begins with alumni classes setting goals for participation following their 45th reunion to ensure the Guardian Class is represented at each milestone event over the four years.

The program launched two years ago, pairing the Classes of 2018 and 1968. 2019 and 1969 were next, and now the Classes of 2020 and 1970 are beginning their journey together. If you are approaching your 45th reunion and are interested in learning more about the Accepting the Charge program, please contact the Alumni Office or more information at [alumni@norwich.edu](mailto:alumni@norwich.edu) or call (802) 485-2100.

*David Ortiz '97*  
*Accepting the Charge Committee Chair*  
*NU Alumni Association*



## Partridge Society

The mission of the Partridge Society is to encourage alumni, parents, and friends of Norwich University to help the university achieve its financial goals and to formally recognize those who do so.

The Partridge Society Board of Directors welcomes the following new and promoted Lifetime and 1819 Circle Members and acknowledges new levels achieved between May 31, 2016 and September 18, 2016.

### THREE-STAR GENERALS

(\$250,000-\$499,999)

Rodney '51 & Ann Peterson

### TWO-STAR GENERALS

(\$100,000-\$249,999)

Blaine & Robin Hawkins

### ONE-STAR GENERALS

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

Michael '66 & Susan Anderson

Drs. Diran & Seta Apelian

Bobby Carroll '97

CSM Thomas S. Freudenthal, USA (Ret.) '83

& MSG Ines M. Montalvo, USA (Ret.) P'08

Elliot M. Hershberg

COL & Mrs. Charles J. O'Brien, USA (Ret.) '63

Dr. & Mrs. Michael Parry P'01

### LIFETIME MEMBERS

(\$20,000-\$49,999)

Justin & Corine Connors Foundation '91

Ed '73 & Ingrid Crosbie

Paul W. Lyons

Thomas '75 & Mary Mihalek

Richard & Lauren '84 & M'12 Wobby

### 1819 CIRCLE MEMBERS

William '66 & Catherine Bonk

# Constitutional Convention

## YOUTH PROGRAM GOES BACK TO CIVICS BASICS

In 2009, retired Army Lt. Col. Michael “Mike” Jarvis prompted a partnership between Norwich University and the Military Order of the World Wars (MOWW) to offer high school students leadership experience. MOWW is a nonpartisan veterans organization comprising federally commissioned officers, of which Jarvis and Willwerth are members. The idea was to merge Norwich’s existing Leadership Challenge Weekend, established in 1997, with the MOWW-sponsored Youth Leadership Conference (YLC), previously conducted in Boston. Jarvis, who lives in Barre, had served as an ROTC instructor at Norwich for three years during his active-duty days. He brought the merger idea to fellow MOWW member President Richard W. Schneider after the Boston YLC folded in 2007. “He was absolutely on board.”

“What began as an experiment soon grew into a successful program,” says Willwerth, who has been teaching in the YLC for the past five years.

The NEYLC is offered four times each academic year at Norwich: December, January, February, and March. “The purpose and goals of MOWW are to promote patriotism, civic responsibility, and leadership,” Willwerth says. “YLC meets these goals by providing high school students the chance to develop leadership skills through patriotic education.”

The students arrive Friday. “We feed them,” Willwerth smiles. “Then they take a 12-question quiz derived from the U.S. citizenship test. Most of them fail it.” The students receive instruction on leadership styles and traits of character and leadership. “Then we do the presentations, discussing the U.S. Constitution in the context of current foreign and domestic issues facing America. We give them a copy of the Constitution.”



**The New England Youth Leadership Conference is offered four times per year at Norwich University. During the weekend-long event, high-school-aged students learn about civics and government, work with the U.S. Constitution, and engage in team-building exercises.**

On Saturday, student participants are tasked with making their own rulings on actual Supreme Court cases. “What is interesting and inspiring to me is you see one or two of these kids going through it to check on what part of the Constitution applies to a problem,” Willwerth says. “It’s the tools. That’s experience.” Personal financial management is another heavily covered topic.

But it’s not all studying. Students learn water-survival skills from U.S. Marines and rock climbing at the Hurley Climbing Wall, instructed by members of the Norwich Climbing Club. They tour the Sullivan Museum and campus bookstore.

Saturday night they take a lengthy citizenship exam to test their newfound knowledge. “It’s amazing,” Willwerth says. “From Friday when maybe 30 percent pass, we see 80 to 90 percent pass when they’re tested again. This program meets a vital need in the civic education of our youth.”

The program is presently led by a handful of MOWW volunteers and administered, on the Norwich side, [on the Norwich side,] by recruitment and leadership programs director, Lt. Col. Lee Hughes, with help from assistant

program director, Ann Brechbuhl, and Samantha Bubar, assistant director of leadership. “NU provides the entire framework that allows the MOWW to present the citizenship and free-enterprise portion of the program,” Jarvis says.

The program stands on its own merit. But Willwerth and Jarvis have talked at length about its future.

“We’re all Vietnam-era veterans. We’re getting pretty old,” Mike Jarvis half-quips.

Larry Willwerth echoes this. “We need to get younger people, younger alumni involved in the program.” They’d also like to have more cadets involved in class presentations. At present, about 18 cadets participate as mentors, including Alex Purdue ’18.

“Being able to experience the Youth Leadership Conference from both sides, as a participant back in 2014 and then on staff from the cadet level when I came to Norwich, it’s definitely been worthwhile,” Purdue says. “As a citizen of the United States—you truly get to open your mind to what that can mean to you. It’s something that has a profound influence on future minds.”





### Acknowledgments, Call to Action

The organizers thank MOWW members David Anderson '65, Alan Johnston '82, and Don Piroli '83, who have already lent their support and participation to NEYLC. Colonel Willwerth '66 challenges even more alumni to get involved. For the Norwich program, contact Lt. Col. Michael Jarvis at [mjj1943@myfairpoint.net](mailto:mjj1943@myfairpoint.net). Not in New England? There are 23 other YLC programs nationwide. Visit [moww.org](http://moww.org) for schedules and locations.

### Facts and Stats

- NEYLC costs each participant just \$100; in some cases, New England MOWW chapters provide scholarships to reimburse that amount plus some travel expenses.
- NEYLC is the only YLC in the nation co-sponsored by a university.
- Since 2009, more than 700 high school students have participated in the YLC at Norwich.
- Prerequisites: Students must be of high school age, have a minimum GPA of 2.5, and submit a 500-word essay on "The Bill of Rights and My Responsibilities."
- The program is sanctioned by the National Association of Secondary School Principals.

## WHAT GOES AROUND...

*On Homecoming Saturday in White Chapel, c/SSG Alex Purdue '18 approached Colonel Lawrence Willwerth '66. "Sir, are you an instructor for the Youth Leadership Conference?"*

*The retired colonel nodded.*

*From his wallet, the cadet produced a business card with Colonel Willwerth's name on it. He had attended the New England Youth Leadership Conference (NEYLC) at Norwich as a high school senior in spring 2014. That fall, he entered Norwich as a rook.*

*Colonel Willwerth, known informally as Larry, beamed—not because the cadet had recognized him, but because he had remembered the program.*

*Willwerth took the card and laughed. "The phone number has changed. Does that tell you something?"*

*What it told him is that Purdue had been carrying his card around for at least a few years. A simple gesture that spoke volumes.*

*—j.e.d.*



**Every summer,** alumni and parents open their hearts and homes to the incoming class. These informal events are true Norwich family gatherings, with NU parents, freshmen, students, staff, and alumni getting to know one another. This year, 40 sendoffs took place across the country, welcoming more than 200 first-year students and their families into the Norwich community and providing a sneak preview of life on the Hill.

One mother at the Chicagoland sendoff said, "It was a great opportunity for my son to speak with current students and learn about Rookdom. After the event, he felt much more confident and was doing fine as of the end of Rook Week."

When asked what the highlight of the send-off was, one incoming Maryland student said, "The alumni attending the event gave us great advice and were there to answer any questions we had. Receiving a challenge coin was also pretty neat."

**Editor's note:** We regret we did not have room to publish all the sendoff photos. More can be found at [thenorwichrecord.com](http://thenorwichrecord.com).

Events and more can be found online at  
[alumni.norwich.edu/calendar](http://alumni.norwich.edu/calendar)

**IF YOU ARE INTERESTED IN HOSTING  
A SENDOFF NEXT SUMMER FOR  
THE CLASS OF 2021,**  
please contact Heather Socha at  
[hsocha@norwich.edu](mailto:hsocha@norwich.edu) or 802-485-2303.



ARIZONA SENDOFF



NASHVILLE, TENNESSEE SENDOFF



RICHMOND, VIRGINIA SENDOFF



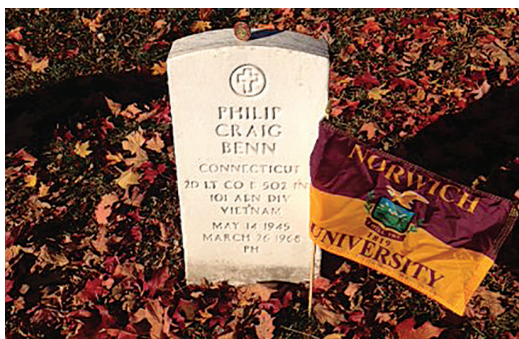
NORTH CAROLINA SENDOFF



## NU Clubs of Cape Cod and D.C. Honor Veterans

### THE NU CLUB OF WASHINGTON, D.C.

Veterans Day service tradition takes place at Arlington National Cemetery. The group comes together each November to place NU flags and coins at the gravesites of Norwich alumni buried there. This year's event was organized by Danielle DeForest '01, M'05. Pictured are the gravestones of retired Army Lt. Gen. Edward H. "Ted" Brooks '16, who survived both World Wars and Korea to live to be 85, Army 2nd Lt. Philip Benn '67, who was killed by friendly artillery in Vietnam, and Army 2nd Lt. Stephanie Maree Hurley '07, a former NU Women's Rugby captain who died of a sudden illness in 2008. Additional November service events will appear in the spring 2017 *Norwich Record*.



**EVERY NOVEMBER**, on the Saturday before Veterans Day, Norwich alumni in the Cape Cod area come together to honor America's veterans by placing American flags on their graves. Victor Kim '60 was one of more than 70 alumni, family members, and friends of Norwich who joined the NU Club of Cape Cod and hundreds of other volunteers at Massachusetts National Cemetery in Bourne, Mass., on November 5, 2016, to place flags on 68,000 veterans graves. His personal account follows:

*"I spent this morning at the Bourne National Cemetery with many of my Norwich schoolmates, including the spirit of my friend and classmate, Dick Schultz '60, who passed away this summer after a 15-month battle with cancer. It was a beautiful, sunny day, and the place was packed with people and groups such as the hockey team from my old Bourne High School, Cadets from Massachusetts Maritime Academy, Boy and Girl Scout troops, uniformed representatives from every branch of service, and people from all walks of life. After some speeches, the reciting of the Pledge of Allegiance, and the playing of the National Anthem, the mass of people walked to preassigned locations where they picked up bundles of flags before fanning out between the rows of stones. In practically no time, a sea of red, white, and blue rectangles were waving in the breeze."*

What is remarkable is that as recently as seven years ago, such placing of flags was not allowed at Bourne. The tradition was inspired by Sgt. First Class Jared Monti, a Massachusetts-born veteran who lost his life in Afghanistan in 2006 while attempting to save a wounded comrade. Several years ago, Jared's father, Paul Monti, a science teacher from Raynham, Mass., was denied permission to place a flag on his son's grave. Undaunted, he followed the chain of command until he was granted permission. Told he could place a flag as long as he removed it a week later, he not only placed one on his son's grave, but also saw to it that every grave in the cemetery received a flag. Today, Paul still organizes the annual Veterans Day flag-placing at Bourne, as well as one on Memorial Day. His son was posthumously awarded the Medal of Honor in 2009.



A few of the more than 70 Norwich family members who placed American flags on veterans' graves at Massachusetts National Cemetery this past November.



**1963 Fred Pacione** reports that the class held its 38th annual golf event on June 17, 2016, at the Wachusett Golf Club in West Boylston, Mass. **Dick D'Elia, Lynn Olmsted, Nate Palmer, Bob Goldstein, Glen Osberg, Brendan Cleary, Peter Bryant, Don Fawcett**, and fellow alumni from the Classes of 1962 and 1965 were in attendance. Special thanks to Dick and Lynn for arranging the event.

**1966 Jane Ackley VC'66, Phil Ackley,** and **Joe Milano** met up for lunch and to get caught up on old times before attending their 50th reunion. (See photo online.)

**Tony Sussmann** writes, "The years 1967, 1968, and 1969 were peak years for U.S. troop deployment to Vietnam. As a result, many NU66 graduates (along with late '60s Norwich classes) served in Southeast Asia. Last June, in order to instill patriotism in my grandsons, I took a road trip from Louisiana to Washington, D.C., to visit the graves of relatives buried at Arlington National Cemetery, and to take them to the various war memorials, including the Vietnam Wall. Five NU66 alumni died as a result of the war, the highest number of casualties for any NU class. Three of them are on the Wall: John Lyon, John Godfrey, and Stephen Carr. John Jablonski and Freddy Sherwin also died, but their names do not appear. It was sad seeing those names that you knew personally 50 years ago. I didn't know they would allow mementos temporarily on the wall or I would have stuck their class picture by their name!" (See photos online.)

**1969 John Mulhern** writes, "Here is a mini-reunion picture of a few of us 1969 graduates who gather annually at Ed Hackman's summer home in Wolfeboro, N.H. This one was taken last August." (See photo.)

**1970 Steve Egan** sent in a photo of his



**CLASS OF 1969** From left: **Brendan Garvin, John Mulhern, Ed Hackman, Doug Eagan, Phil Boncore, Bob Watson, Gerry Clement.** (Missing, but in attendance, **Ethan Allen and Tom Smelstor.**)

grandsons, Thomas (6) and William (2), possible cadets in the classes of 2032 and 2036. Steve writes, "Note the soccer ball (I played in my time at Norwich) and the Norwich note pad on Thomas's desk. For transparency, the bottom of the soccer ball has a beer-bottle opener so it fits into long-standing Norwich traditions." (See photo.)

**1971 Frank Gunning** writes, "Does anyone know the exact day we arrived on campus in 1967 to begin our Norwich 'education'? It has been 49 years, and I can still hear the whistles blowing (or is it my tinnitus?). If anyone can remember that far back, please drop me a line at fgunning01@cox.net."

**1973 Gary Stebbins** writes, "We hosted a student sendoff in July at Harrison Park in Lawrence, Ind. Pictured are incoming freshmen (l-r): Max Eden, Eric Sandlin, Brandon Summers, and Jacob Scott. Jacob is from Ohio and came to our sendoff since no club currently exists in Ohio. (See photo.) Editor's note: See more sendoff photos on page 38 and online at record.norwich.edu."

**1974 Jack Keefe** writes, "In March 2016, a group from the class conducted an



**CLASS OF 1970** Steve Egan's grandsons **Thomas (left) and William.**



**CLASS OF 1973** Student sendoff in Lawrence, Ind. (See more sendoff photos on page 38 and online at record.norwich.edu.)



**CLASS OF 1974** From left: **Jack Keefe, Steve Palli, Butchie Lamarre, Stevie Mahoney, Jimbo Scott, Rico Petrocelli, Mac O'Dowd, Billy Cantwell and Bookie Boland, in the Bahamas.**





**CLASS OF 1979** Harold Amodio P'79, GP'12 & GP'16 is captured on the jumbotron at Yankee Stadium. Behind him is his son, Joseph Amodio '79, P'12 & P'16.

amphibious landing on the shores of the Bahamas (at Fowl Cay). The weeklong event commemorated 46 years of friendship from their rook days in September 1970. The group meets annually at different destinations; this year's trip was highlighted by a swim in the famous 'Thunderball' Grotto featured in the James Bond movie of the same name. Attending were **Rico Petrocelli, Stevie Mahoney, Bookie Boland, Butchie Lamarre, Mac O'Dowd, Steve Palli, Jimbo Scott, Billy Cantwell**, and myself. Not present, but truly not forgotten, was **Michael 'Tuna' Lynch**, whom we lost prior to this trip. He will always be a part of us." (See photo p. 40.)

**1979** On August 6, the New York Yankees honored **Harold Amodio P'79, GP'12 & GP'16** for his service in World War II. Harold was a second lieutenant stationed in South Africa, Sicily, Italy, and France. He is the father of 1979 NU grad **Joe Amodio** and grandfather of NU grads **Allissa Amodio '12** and **Arianna Amodio '16**. Joe writes, "Dad lives with me and will turn 100 on November 5." (See photo.)

**1985** In October, Maj. Gen. **Tom Bussiere** assumed command of the 8th Air Force. A command pilot with more than 3,300 hours in the T-38, F-15C,

and B-2, Tom led F-15C combat missions during operations Southern Watch and Vigilant Warrior, and B-2 combat missions during operations Allied Force and Iraqi Freedom. (See photo online.)

**1987** **Cedric George** was recently promoted to major general in the USAF in the company of his family and several Norwich buddies. (See photo.)

**1988** In June, **Patrick McKeen**, his son Colin, and four other members of Boy Scouts of America Troop 262 from Flower Mound, Texas, completed a six-day backcountry trek through Rocky Mountain National Park just north of Denver. Patrick writes, "The picture was taken atop the Continental Divide, elevation 12,300 feet." (See photo.)

**Michelle Raimondo-Danielson** sent in a photo of herself and some of her classmates celebrating their milestone birthdays in Lorton, Va. Joining Michelle were **Teresa M. Perez, Barbara Eberle, Carol Cluff** and **Jennifer Ledbetter**. (See photo.)

**1990** Col. **Jim Fallon** sent in a photo of himself and Col. **William McCullough '91** with their wives attending a Derby Day party at Camp Pendleton, California. (See photo p. 42.)



**CLASS OF 1987** Maj. Gen. Cedric George receives his second star. (Photo by Adam Palmer.)



**CLASS OF 1988** Michelle Raimondo-Danielson and classmates celebrate their birthdays together in Virginia.



**CLASS OF 1988** Patrick McKeen with his son Colin in Rocky Mountain National Park.



# NORWICH Connections - Class Notes & ALUMNI NEWS



**CLASS OF 1990** Peter Mushovic receives his diploma from the U.S. Army War College.

Lt. Col. **Peter Mushovic** graduated from the U.S. Army War College in Carlisle, Pa., on July 22, 2016, with a master's in strategic studies. A past commander of the Vermont Army National Guard, Peter has served for 26 years and been deployed twice to Afghanistan. He resides in South Hadley, Mass. (See photo.)

**1992** Commander **Kirk A. Lagerquist '95** presented a U.S. flag to his brother Lt. Col. **Erik J. Lagerquist** on the occasion of Erik's retirement from 24 years of active duty with the U.S. Air Force. The flag was flown in Erik's honor over the UP at Norwich on July 1, 2016. He and his family have moved to Ft. Worth, Texas. (See photo.)

**Thomas Zignich** writes, "My wife and I would like to introduce Martin Alexander Zignich, NU Class of 2037!" (See photo online.)

**1997** **Mark Denton** took over command of the 309th Military Intelligence Battalion, 111th MI Brigade, in a ceremony on Chaffee Parade Field at Ft. Huachuca, Arizona, on June 10, 2016. (See photo.)

**2001** In August, **Hilary (McElroy) Coons** graduated "with distinction" from



**CLASSES OF 1990, 1991** From left: Bill '91 and Caroline McCullough, and Jennifer and Jim Fallon '90 at a Derby Day party held at Camp Pendleton, California.

Capella University with a Doctor of Public Administration. Her dissertation, "Participatory Action for Accessing Civic Engagement Implications: Outcome-based Evaluative Case Study," was based on her research of the relationship between social capital and community-based civic groups. She and her husband, Maj. **Jacob Coons '01 & M'12**, live in Connecticut with their three children. Hilary currently serves as vice president of the NUAA and also leads the NU Club of Connecticut. (See photo.)

**2002** U.S. Army Maj. **Nicholas Milkovich** and his wife, Debra, announce the birth of their third daughter, Julia Claire, on July 6, 2016. Two weeks later, Nicholas deployed from Ft. Bragg for his fifth tour of Southwest Asia, where he will be stationed until mid-April.

**2003** **Jason Oliveira** has been promoted to the rank of captain at American Airlines. He is flying the E-190 based out of Philadelphia International Airport.

**2005** **Julie (Sledz) Luft** and her husband, Dave, are proud to announce the birth



**CLASSES OF 1992, 1995** Kirk A. Lagerquist '95 (left) presents a flag to his brother Erik J. Lagerquist '92 on the occasion of Erik's retirement.



**CLASS OF 1997** Mark Denton (left) accepts the flag of the 309th MIB at a ceremony at Ft. Huachuca, Arizona.



**CLASS OF 2001** Hilary (McElroy) Coons, DPA.



**CLASS OF 2005** Nathan Alexander Luft.

Submitted Photos





**CLASSES OF 2013, 2014, 2015** From left: Camden Gould '15, James Becker '15, Matthew Armbruster '13, Eric Weinhold '15, Jacob Barnett '13, Tanner Jones '15 (groom), Nakia Brown '15, James Kelley '15, and Remington Carrigo '14. Tanner is holding a photo of Dan Griffin '15, currently deployed with the U.S. Navy.

of their son, Nathan Alexander, born July 26, 2016. (See photo p 42.)

**2006** **Kenny Alexander** made history last May when he became the first African American in Norfolk history to be elected mayor of the city. A student in Antioch University's PhD in Leadership and Change program, Kenny took office on July 1, 2016. He has spent the past 20 years in public service, most recently as a state senator in Virginia. In addition to his public service, Kenny serves as president of Metropolitan Funeral Service in Norfolk.

On Oct 9, 2016, **Stephanie Thompson** of Sandwich, Mass., ran the Chicago Marathon, reaching her goal of finishing a marathon in all 50 states. She has also run marathons in Asia (Great Wall), Africa (Kilimanjaro), South America (Machu Picchu), and Antarctica (King George Island). She plans to complete marathons in Europe and Australia, qualifying her for the elite "Seven Continents Club." Stephanie served four years active duty in the Navy and currently serves in the Inactive Ready Reserve. A certified running coach, she is head coach of the Sandwich STEM Academy girls cross-country team.

**2011** **Michael Ohrenberger** recently passed the bar in North Carolina after graduating from Elon University School of Law.

**2014** **Lt. Junior Grade Benjamin Desotelle** is serving as the main propulsion division officer aboard the Navy destroyer USS *Barry* (DDG 52), operating out of Yokosuka, Japan, the U.S. Navy's farthest forward-deployed naval base, located 35 miles south of Tokyo. Commissioned in 1992, the USS *Barry* is an *Arleigh Burke*-class guided missile destroyer and the fourth USN ship named after the "Father of the American Navy," Commodore John Barry (1745–1803).

**2015** On August 6, 2016, **Tanner Jones** married Kayla Flowers in Chapel Hill, N.C., in the presence of many rook buddies and former cadre. (See photo.)

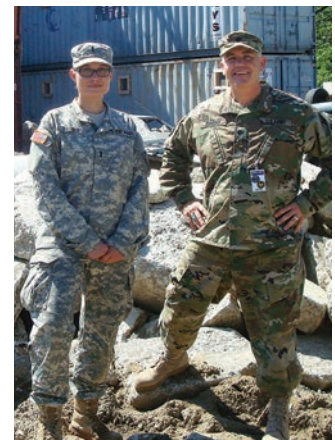
At the beginning of August, U.S. Marine Cpl. **Kevin Thibault**, Capt. **Joe McCarthy '08**, and U.S. Navy Chaplain Lt. **Matt Westcott '97** worked together at Camp Grayling, Michigan, to help complete



**CLASSES OF 1997, 2008, 2015** From left: Kevin Thibault '15, Joe McCarthy '08, and Matt Westcott '97 at Camp Grayling, Michigan.

operation Northern Strike 2016, the largest joint-forces operation in the country. Kevin and Joe transported troops, cargo, and over 10,000 rounds of ammunition. Kevin writes, "The commandant of the Marine Corps was present and gave his thumbs up to the success and combat readiness of the 25th Marine Regiment." (See photo.)

On September 23, 2016, **Carter Allen Manning** graduated from Basic Sensor Operators School in San Antonio. A civilian student and cybersecurity major while at Norwich, Carter joined the Tennessee Air National Guard in 2015, graduated from Basic Military Training in 2016, and is now an MQ-9 Reaper Sensor Operator for the U.S. Air Force with the Tennessee Unit.



**CLASSES OF 2013, 2016** Anne Turner '16 and Christopher Emmons M'13, meet up in Essex, Vt., during Operation Vigilant Guard.

**2016** On July 27, 2016, a "rubble pile" in Essex, Vt., brought together Lt. Col. **Christopher A. Emmons** (New Mexico Military Institute '88, '90, and NUGCS '13) and 1st Lt. **Anne Turner** (NMMI '13, NU'16). The two met for the first time during Operation Vigilant Guard, a Joint Regional Exercise Program. Hosted by the Vermont National Guard, this U.S. Northern Command and National Guard training initiative

offered a learning environment whereby players responded to various simulated disasters, such as an epidemic outbreak, earthquake damage, radiological contamination, and a cyber incident. Christopher is assigned as the Plans & Training Officer (S-3) with the 198th Regional Support Group, Arizona Army National Guard, and Anne is assigned as the Executive Officer of Bravo Company, 572nd Engineer Battalion (Combat Engineers), Vermont Army National Guard. (See photo.)

# NORWICH Connections - Book Report

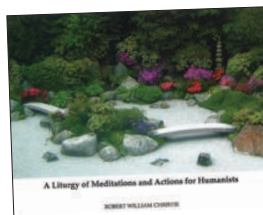


## Pennsylvania Railroad Lines, West Erie & Pittsburgh Branch

**AL BUCHAN '57**

At 247 pages, *Pennsylvania Railroad Lines, West Erie & Pittsburgh Branch* covers

the West Erie & Pittsburgh Branch railroad from its initial conception in September 1835 through 2015. The line follows the Conneaut and Shenango River valleys, the last valleys encountered when traveling west through northwestern Pennsylvania into Ohio. Chapters include its history, factors that influenced its success and demise, details on the city and port of Erie, scenes from Erie to Homewood, Pa., passenger and freight operations, equipment owned and used, and control of operations. Buchan, who returned to Norwich in the early 1960s as an instructor, went on to serve as president of the Pennsylvania Railroad Technical and Historical Society. This is his third book.



## Liturgy of Meditations and Actions for Humanists and Agnostics

**ROBERT WILLIAM CHRISTIE '44**

Dr. Bob Christie '44 is a physician, medical research scientist, and lifelong Episcopalian.

He has served as a lay reader, a Eucharistic minister, and in many lay-leadership capacities in the several parishes to which he has belonged. But he has struggled over many years to reconcile his head with his heart in religious matter. Belatedly he realized that he had become an out-of-the-closet Humanist in need of a structured liturgy in which to frame his Humanistic values and beliefs. This book relates theology to actions—where beliefs and good intentions ultimately thrive or die—and presents a contemporary theology that guides ethical and moral behavior through meditation.

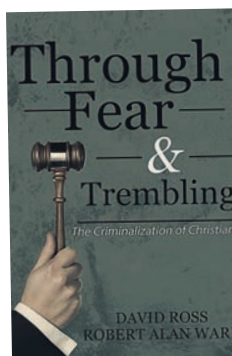


## Caribbean's Keeper: A Novel of Vendetta

**BRIAN BOLAND M'11**

This debut thriller by Brian Boland M'11, a U.S. Coast Guard aviator, will take you onto a cutter fighting drug runners at sea—and into the terrifying world of modern-day pirates. Lieutenant Junior Grade Cole Williams has always been at home on the sea, racing sailboats and crewing yachts during his time as a cadet at the United States Coast Guard Academy. But when he reports aboard a cutter

patrolling the Caribbean, he can't seem to please the command, and his attempts to do the right thing always seem to land him in hot water. In *Caribbean's Keeper*, Boland spins a story born from more than a decade of his own experience fighting the war on drugs.



## Through Fear and Trembling: The Criminalization of Christianity: A Novel

**DAVID ROSS M'12 AND ROBERT ALAN WARD**

The untimely death of Reverend Jeremiah Martin thrusts youth pastor Brandon Mills into the uncomfortable position of acting senior pastor at Green Valley Community Church. He is summoned to the office of Justinian Lubinecek, the local head of the Bureau of Government Affairs. When Pastor Mills refuses Justinian's encroaching demands upon him and the

church, ominous events begin to unfold. *Through Fear and Trembling* foresees an Orwellian time of persecution, both subtle and overt, that will be unleashed upon Bible-believing individuals and churches in a culture that has come to regard the Bible as hate literature and Christians as criminals.



## Wrong Town: A Mark Landry Novel

**RANDALL H. MILLER '93 & M'07**

Follow 39-year-old veteran Mark Landry as he returns home, having retired from an American government black-ops unit. In a small town north of Boston with a rich history, Landry finds that the only girl he has ever loved, Luci Alvarez, is now a policewoman at the precarious center of a community's struggles with change, amid a powder keg of fear and paranoia not seen since colonial times. *Wrong Town* fuses the worlds

of special operations, counterintelligence, police work, and small-town drama into a gripping adventure full of characters with monumental responsibilities and real-life troubles.



## Little Paul Pine

**KENDRA (BURR) KENNEDY '08**

Where a forest once stood, a few trees remain. They stand in quiet sadness, devastated by logging. In the moment that they all feared most, when another tree is about to be cut to the ground, an unlikely act of bravery occurs. What happens to the remaining trees? Is this act of heroism enough to save the trees? And who is so courageous? *Little Paul Pine* is Kennedy's latest book with Tate Publishing, which published her books *French Toast: The Early Morning Adventure* and *Why Wolf Has Big*

*Feet* in 2015, and *Why Wolf is Waterproof*, *French Toast: Friends in the Front Yard*, and *The Tale of a Comet Named Hiccup* in 2016.

**PUBLISHED A BOOK LATELY? SEND A BRIEF SYNOPSIS AND HIGH-RES COVER IMAGE TO [record@norwich.edu](mailto:record@norwich.edu).**



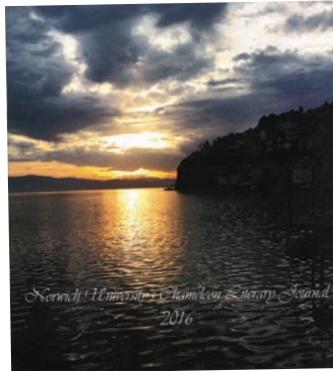


## Three Days and Two Knights: An Amusing Arthurian Adventure

SCOTT DAVIS HOWARD '00

"Few tales tell of heroes and dragons, knights and giants, magic, miracles, love, a banshee, and the undead..." So begins Aelfric the Entertainer, this tale's invasive, witty, and often philosophical narrator. Set on the moors of Scotland in the waning months of Arthur's rule, *Three Days and Two Knights* features characters, settings, artifacts, and events drawn from medieval myth and history, and will appeal to anyone who loves the Middle Ages, knights, monsters, magic, or

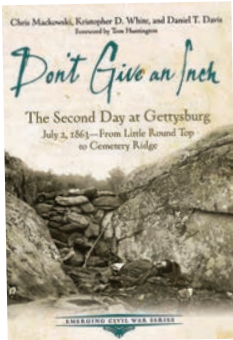
King Arthur, especially those who grew up with *The Lord of the Rings* trilogy, the Percy Jackson series, and Cressida Cowell's *How to Train Your Dragon* series.



## Student Voices, Past And Present

CHAMELEON 2016

This past spring, the editors of *The Chameleon* celebrated the publication of the 2016 edition, featuring stories, essays, poetry, and photographs by Norwich students. Contact *Chameleon* faculty adviser, Sean Prentiss, at [prentiss@norwich.edu](mailto:prentiss@norwich.edu) to obtain a copy.



## Don't Give an Inch: The Second Day at Gettysburg

KRISTOPHER D. WHITE M'09, CO-AUTHOR

With names that have become legendary—Little Round Top, Devil's Den, the Peach Orchard, the Wheatfield, Culp's Hill—the second day at Gettysburg encompasses some of the best-known engagements of the Civil War. Yet those same stories have also become shrouded in mythology and misunderstanding. In *Don't Give an Inch*, emerging Civil War historians Chris Mackowski, Kristopher D. White M'09, and

Daniel T. Davis focus on the south end of the field, peeling back the layers to share the real and often-overlooked stories of that fateful summer day. White, a former Gettysburg licensed battlefield guide, teaches at the Community College of Allegheny County near Pittsburgh.



## Stir Until Bored: Adventures in Amateur Cooking

MARKELL RAPHAELSON WEST

Impressed with Norwich University's Russian School after attending a few summers, U.S. Navy linguist Stephen West brought his wife, Markell, along in 1989. Everyone vowed to speak only Russian. Markell, who attended under the name Debra West, continued her daily phone calls with Mom, answering yes-or-no questions with "da" or "nyet." Markell's daily cafeteria breakfast of hash-brown potatoes and Lucky Charms may

or may not have contributed to her culinary talents. She studied late into the night, being attacked by mosquitoes while Steve blissfully snored away. With an introduction by Rachel Ray, Markell's new book, *Stir until Bored: Adventures in Amateur Cooking*, includes a recipe for Cyrillic alphabet soup.



## Environmental and Nature Writing

SEAN PRENTISS AND JOE WILKINS

Offering guidance on writing poetry, nonfiction, and fiction, *Environmental and Nature Writing* is a complete introduction to the art and craft of writing about the environment. The book includes an anthology, offering inspiring examples of nature writing in all of the genres by such noted authors as Nikky Finney, Major Jackson, Natasha Trethewey, and many more. This is the third book publication for Prentiss, who teaches English and creative writing at

Norwich. It is also the second book collaboration between Prentiss and Wilkins, who teaches at Linfield College in McMinnville, Ore., and who gave a reading at Norwich in 2014 as part of the NU Writers Series.

MATTHEW BERLINGUETTE '92

After the untimely passing of Matthew Berlinguette '92 in July 2016, his mother, Hilda, contacted Norwich University to request a copy of his B.A. thesis, a collection of poetry and fiction titled *Finding Solid Ground*. Berlinguette, who taught writing and literature for 22 years at Manchester Community College in New Hampshire, "was very knowledgeable and loved to share his love of literature, especially with his students," his mother says. The unpublished collection is housed in the NU Archives, and his parents have granted permission for the Archives to share a PDF version with anyone who wishes to read it. Contact [archives@norwich.edu](mailto:archives@norwich.edu).

# In Memoriam

## Gordon T. Hay Jr. '49: A True Norwich Gentleman

July 16, 1926 – July 24, 2016



Gordon T. Hay, Class of 1949, as a senior.

**IT WAS A PERFECT DAY** for a funeral, if there can ever be such a thing. On September 18, 2016, the family of Gordon T. Hay, Class of 1949, gathered at the Norwich University Cemetery for the interment of their beloved patriarch, who was laid to rest next to his late son-in-law Peter F. Jaskilka '77. From their vantage point on Dole Hill, the view was worthy of a *Vermont Life* calendar: a canopy of trees, showing just a tinge of autumn color, and the Norwich campus spread out serenely in the valley below.

After the ceremony, the Hay clan gathered for a reception, this time at the Sullivan Museum and History Center. While there, they donated Gordon's 1949 class ring to the museum's collections, according to his wishes.

To be buried at Norwich on Homecoming Weekend with all your family there, and to have your ring be put on display at the Sullivan Museum—it is hard to imagine a more fitting tribute to a man whom his daughter Susan says "lived and breathed Norwich."

**Gordon Thompson Hay, Jr.**, a longtime resident of West Boylston, Mass., passed away in Nashua, N.H., on July 24, 2016, at the age of 90. Raised in Longmeadow, Mass., he attended Norwich, where he was a founding member of Lambda Chi Alpha fraternity. Gordon's studies were interrupted when he enlisted in the Army Air Corps near the end of World War II. Following his service, he returned to Norwich to finish his degree, after which he served for six years in the USAF Reserves, retiring at the rank of captain.

A man of many interests, Gordon lived life to the absolute fullest. In addition to spending time in his well-supplied workshop, he was a 32nd degree Mason, a private pilot, the member of several barbershop quartets, and an avid boater and skier. Working in the insurance industry for 52 years, he was the recipient of countless awards before retiring at the age of 84. A devoted NU alumnus, he was a founding member of the Board of Fellows, served as a trustee, and was president of the Worcester, Mass. Alumni Club. For his many years of service to his alma mater, Gordon was awarded the Distinguished Alumnus Award in 1994. Above all, he was a generous and loving husband, father, and grandfather, and a gentleman to everyone who knew him.

Gordon is survived by his wife of 62 years, Mary Elizabeth Hay; three children, Gordon C. Hay and his wife, Jennifer, of Royce City, Texas; Susan E. Staretorp and her husband, Leif Staretorp, of Milford, N.H., and John D. Hay and wife, Sandra, of Virginia Beach, Va.; and nine grandchildren.

*The family of Gordon T. Hay '49 gathers around the Norwich Ring display case in the Sullivan Museum and History Center after adding his class ring to the collection. In the foreground is Gordon's grandson, Cadet James E. Hay '18, son of John D. Hay '82 (back row next to display case, wearing plaid tie). To the left of the display case is Gordon's daughter Susan Staretorp VC'78. In all, eight Hay family members have followed in Gordon's footsteps to Norwich or Vermont College.*



Top: War Whoop; Bottom: Annee Newton Gird



## ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from July 16, 2016, through October 14, 2016. Full obituaries, when available, can be viewed online at [alumni.norwich.edu/Obituaries](http://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](mailto:inmemoriam@norwich.edu).

**1934 Judge Daniel W. Fleetham**, 104, of Canaan, N.H., 9/7/2016 – Father of Daniel W. Fleetham Jr. '69

**1945 Ralph A. Brown**, 92, of Longmeadow, Mass., 7/15/2016

**1949 Gordon T. Hay**, 90, of Nashua, N.H., 7/24/2016 – Father of Susan Staretorp '78 and John Hay '82, grandfather of James Hay '18, and uncle of James Weigle '12

**1951 Eugene F. Curley**, 87, of Stow, Mass., 9/19/2016

**1951 John G. Hogan**, 86, of Farmington, Maine, 7/30/2016

**1953 Everett W. Streeter**, 85, of Hilton Head, N.C., 9/24/2016

**1953 Aldem A. Trottier**, 85, of Manchester, N.H., 9/26/2016

**1954 Maxwell E. Peel**, 82, of Canton, Mass., 4/16/2014

**1958 Gerald W. Brooks**, 81, of Stone Ridge, N.Y., 7/27/2016

**1958 John L. Gaffield**, 79, of Monroe, Conn., 9/22/2016

**1958 Daniel J. Kenney**, 79, of Fort Pierce, Fla., 9/29/2016

**1960 Phillip M. Plumb**, 78, of Randolph, Vt., 9/28/2016

**1960 Richard S. Schultz**, 78, of Falmouth, Mass., 8/25/2016

**1961 Richard Foley**, 77, of Pittsford, N.Y., 7/31/2016

**1963 Albert C. Hills Sr.**, 74, of Hummelstown, Pa., 8/6/2016

**1964 Donald E. Bigelow**, 73, of Bradenton, Fla., 5/1/2016

**1964 Anthony J. Reale**, 74, of Watchung, N.J., 9/11/2016

**1964 Michael J. Sivigny**, 73, of Burke, Va., 7/22/2016

**1966 LTC Rudolph L. Laine, USA (Ret.)**, 73, of Stowe, Vt., 8/19/2016

**1968 Dr. William A. Parisien Jr.**, 70, of Hadley, Mass., 8/30/2016

**1971 James H. Elson**, 67, of Naples, Fla., 9/28/2016

**1977 John E. Dexheimer**, 62, of Farmington, Conn., 9/3/2016

**1981 William A. Perry**, 57, of Rushland, Pa., 8/13/2016

**1998 Toma Kim**, 41, of Springfield, Va., 9/28/2016

**2003 Jennifer L. Brusa**, 35, of Raleigh, N.C., 8/11/2016 – Wife of Christopher J. Brusa '04

**2011 Samantha M. Brochu**, 27, of Hardwick, Vt., 9/13/2016

**2018 Shane Breer**, 43, of Barre, Vt., 9/3/2016

**1950 (VC) John D. Moran**, 88, of Dennis, Mass., 7/22/2016

**1963 (VC) Brenda H. Grappone**, 73, of Jackson, Mich., 8/2/2016

**1980 (VC) Bonnie L. Anderson**, 52, of Charlestown, Mass., 6/4/2013

**1987 (VC) Jeannine E. Gardner**, 82, of Whitefield, N.H., 6/26/2016

**1992 (VC) Matthew R. Berlinguette**, 51, of Manchester, N.H., 7/8/2016

**1993 (VC) Shirley A. Loveland**, 85, of Norwich, Conn., 8/12/2016

**1994 (VC) John S. Thornton**, 62, of Hot Springs, Ariz., 7/25/2016

**1997 (VC) Heidi A. Nugent**, 67, of Pittsfield, Mass., 9/10/2016

**M'82 (VC) Lainie M. Koolkin-Andrew**, 67, of Beaufort, S.C., 9/17/2016

**M'87 (VC) Patricia R. Dye**, 76, of Rook Hill, S.C., 9/28/2016

**M'89 (VC) Barbara Boden**, 76, of Frederick, Md.

**Iris R. Delmerico**, 92, of Valparaiso, Ind., 7/11/2016 – Widow of John E. Delmerico '49

**Brenda J. Donley**, 76, of Schroom Lake, N.Y., 6/28/2016 – Wife of Edward L. Donley '61

**Florian Wawrzyniak**, 76, of Northfield, Vt., 7/24/2016 – Professor of economics, 1969–89

**Violet W. Bell**, 90, of Northfield, Vt., 8/5/2016 – Former staff

**Norma M. Sonner**, 79, of Parsippany, N.J., 10/1/2016 – Wife of Kenneth Sonner '57



### Attention Alumni! Are you the recipient of an AWARD FOR VALOR?

**Norwich University honors** alumni who have earned, through their actions and sacrifice, our gratitude and respect, on a plaque *For Valor*. The names on the plaque represent those who have received the Distinguished Service Cross, Navy Cross, Air Force Cross, or the Silver Star awards for valor. We are forever grateful to these courageous individuals who have served their country with distinction. Please help us to recognize all Norwich alumni who have received such awards, including foreign equivalents of the top three valor awards indicated above.

**Contact Chrissie Eastman '90 & M'16**  
at 802-485-2307 or [ceastman@norwich.edu](mailto:ceastman@norwich.edu)  
if you have received one or more of these awards so  
that we may include your name on the plaque.



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Laurie LaMothe at 802-485-2028  
or [llamothe@norwich.edu](mailto:llamothe@norwich.edu).

# NORWICH Connections - In Their Own Words

## Stand for Humanity: MUHAMMAD ALI SHAHIDY '17

*This past summer in Kabul, Afghanistan, Muhammad Ali Shahidy '17 was nearby a peaceful demonstration when a twin ISIS attack turned it into a bloodbath. With the help of some friends in the U.S., he started an online fundraiser, and every day he visited the victims, "hearing their stories, pains, sorrows, yet trying to be of some support." He says it was the least he could have done.*

*At one time, Ali accepted the status quo that subjugated women in his country. It is much harder to see a wrong when the dominant culture condones it. But Ali did see it, and and decided to take a stand.*

*Following is an excerpt of the speech he gave at the Partridge Society Lunch and Year of Leadership Launch at last fall's Homecoming.*

**I came to Norwich** from Afghanistan in 2013 after a long and challenging journey. Six years ago I made a very difficult decision that changed my whole life. Growing up in Afghanistan, my culture taught me that women are men's properties and it is men who decide for women. But when I found out that my younger sister was in an abusive marriage and was being tortured, I decided to rescue her. That was against the norms. I loved my sister, but I did not have any support to save her; everyone was against me. I did not give up, and after a year of effort, I brought her and my nephew to our home where she would be safe forever.

But it wasn't only my sister, and when you look at the plight of women in Afghanistan, it's a lot worse than what you see on the surface. The violence is a lot worse. Since then, I have stood up for all women and I have worked hard to fight for their rights. It is not an easy job going against the stream and challenging patriarchal norms and values. I was ostracized by my society, mocked, and humiliated. But I always knew I was doing the right thing by speaking up for our women.

Two years after I began this work, I was accepted at Norwich, where I have found new hope. Norwich, its faculty, staff, and alumni, opened their arms and stood behind me with full support. By recognizing my activism for the Afghan women, Norwich taught me that not only standing up for [the] rights of the oppressed is the most ethical thing to do, it's also our responsibility. My professors became my new role models. They echoed values such as equality, respect, and tolerance. At home, I felt rejected. At Norwich, I felt accepted, encouraged, and inspired. And I became more determined than ever in my fight for gender equality in Afghanistan. Leadership is about courage to stand up for what is right, even if others disagree.

This past summer I visited my family in Afghanistan. On July 23 a series of attacks by ISIS during a peaceful demonstration in Kabul killed over 80 and injured about 300 people, among whom were my family members and childhood friends. The demonstration and movement were against my political values. But I couldn't stay indifferent toward the victims of the attacks. They were all innocent people.

My Norwich experience reminded me that I should not be a passive bystander, but an active citizen. Norwich taught me that no matter what happens, we stand for humanity. My interaction with my professors taught me about respect and equality. The fellowships I won at Norwich taught me how to imagine, to create, and to lead. Norwich gave me the skills to view things critically. To stay unprejudiced yet maintain my integrity, honor, and values. The heart of integrity is the ability to act beyond your own emotions to do what is right. Ethical leadership means doing what is right no matter where the challenges come from. And that is a skill that Norwich has instilled in me.



Ali Shahidy '17 addressed women's rights and human rights at the Year of Leadership Launch, Homecoming 2016.



In 2012, a year before he came to Norwich, Ali was asked to give a seminar to raise awareness about violence against women in Afghanistan. He had prepared for 50, but 80 attended. Here, a mix of men and women hold signs pledging to end the violence.

Top: Mark Collier; Bottom: Courtesy of Muhammad Ali Shahidy '17



# Alan H. Weiss

1924 – 2016

Avid sports enthusiast, two-term Vermont state representative, and former Norwich faculty member Alan H. Weiss throws out the first pitch at a Vermont Mountaineers baseball game in 2014.

PHOTO: ROGER CROWLEY

A loyal and devoted friend to many in Central Vermont, Alan H. Weiss put Norwich at the top of the list of the many organizations he supported. Deeply committed to making the world a better place, Alan received the coveted BOF Outstanding Service Medallion in 1989. When he passed away on Leap Year Day in 2016, his family created the Alan H. Weiss Endowed Scholarship at the School of Nursing, so that his legacy could live on in perpetuity. Join Alan's team by becoming a member of the 1819 Circle, Norwich University's Legacy Society.



158 Harmon Drive  
Northfield, VT 05663

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*Director of Planned Giving*  
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[llamothe@norwich.edu](mailto:llamothe@norwich.edu)



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*Assistant Director of Planned Giving*  
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Tote **\$40.00**

Darn Tough®  
Socks  
**\$20.00**

### Gifts from the Uniform Store

[lifeat.norwich.edu/uniformstore/the-store/](http://lifeat.norwich.edu/uniformstore/the-store/)

NU Bow Tie by  
Beau Ties of VT  
**\$35.00**



Solid Brass  
& Leather  
Coaster  
**\$20.00**

Norwich  
Horseman Glass **\$15.00**

The NU Cadet  
Bear by VT  
Teddy Bear Co.  
**\$39.99**



### Sullivan Museum Collectibles



Small  
(11 oz.) Mugs  
**\$12.00**

Large (15 oz.) Mugs  
**\$15.00**

We have a vast selection of collectibles,  
mugs, prints, books, and more at the  
**Sullivan Museum & History Center.**

Not finding what you are looking for? Additional items (watches, flag, diploma frames, and more)  
can be found on the alumni webpage at: **[alumni.norwich.edu/merchandise](http://alumni.norwich.edu/merchandise).**