

# NORWICH RECORD

THE MAGAZINE OF NORWICH UNIVERSITY

SUMMER 2021

## The Economy Issue

---

**CONTENTS:** Careers, Jobs, Strategy, CEOs, Startups, Medical Marijuana, Innovation, Product Design, Rocket Launches, Interns, Military Service, Class of 2021 Seniors, Grit.

# Contents

**P. 10 LAST PAPER**

Prof. Dan Morris reflects on the sudden passing of a beloved student

**P. 12 SENIOR PORTRAITS**

Snapshots of the Class of 2021

**P. 15 THE POWER OF GRIT**

Scientist, author, and Todd Lecture Series guest speaker Angela Duckworth, PhD, shares four DIY tips to grow your grit



## FEATURES

**P. 20 EARL SHERRARD'S PERFECT CAREER**

Rejected by NASCAR, the '97 mechanical engineer stumbled into his dream job designing outdoor gear

**P. 21 ROCKET MAN**

How Alaska spaceport CEO Mark Lester '92 is helping the Frontier State reach the final frontier

**P. 22 LEARNING ON THE JOB**

How Norwich students gain valuable experience for their future careers



“There were valuable lessons that I learned at Norwich back in the ’70s that helped me be successful.”

MIKE SMULLEN '76

**P. 14 CAREER STRATEGY**

Career advisor Meghan Oliver’s aha moment

**P. 16 MENTORSHIP**

A student investment club looks to the future



**P. 26 TOP COP**

Port of San Diego Harbor Police Chief Mark Stainbrook '91 talks about his Fulbright fellowship, LAPD’s Rampart scandal, and the value of community policing

**P. 32 A MEDICAL CANNABIS PIONEER**

Inspired by his daughter’s experience with epilepsy, pharmaceutical executive Mike Smullen '76 launched a medical marijuana startup that has pushed the industry

## NORWICH RECORD

SUMMER 2021 | VOLUME 114, NO. 3

**Publisher**

Elizabeth Kennedy '01

**Vice President of Communications**

Kathy Murphy

**Editor in Chief**

Sean Markey

**Art Director**

Natalie Baber

**Photographers**

Mark Collier

Rob Hammer

Karen Kasmauski

**Copy Editor**

Carolyn Haley

**Ad Design**

Robbie Blanchard

Anna Fredrick

**Contributors**

Lindsay Budnik

Matthew Crowley

Reed Curry

Eddie Habeck '99 & M'10

Ann Harvey

Eucaris Medina

Megann O'Malley

Stephanie Snell

**Correspondence**

EDITOR, THE RECORD

158 Harmon Drive, Northfield VT 05663

(802) 485-2403 | record@norwich.edu

Address Changes, Class

Notes & Obituaries

Office of Alumni & Family Relations

(877) 631-2019 | alumni@norwich.edu

**Norwich on the Web**

www.norwich.edu

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

**Cover:** Photograph by Kyoshino/iStock

# INNOVATE OR PERISH

A measure of any great university is the success of its graduates. Norwich must always strive to ensure our students are useful to our nation and are able to drive positive change in the global community. To these ends, we must innovate continuously to ensure our academic programming is current and relevant, and that our student experiences develop the kinds of leaders and citizens needed in the 21st century. Our military, industries, service sectors, and economy are going to demand an increasingly high level of technical savvy. We must ensure the Norwich experience continues to evolve so our graduates keep pace with current and future needs.

There's also a patriotic element of our mission: To produce citizens who want to make the United States a better country. In 2021, it means our graduates need the skills to bring maturity to difficult conversations and elevate how we talk about our differences. Part of that maturity comes from leadership training and experiences, elements that are hallmarks of a Norwich education. We are working now on expanding and formalizing that leadership training, evaluating academic leadership programs, increasing experiential learning, and evaluating options for a Leadership Center to inform and develop a "next level" student experience. We must and will ensure Norwich remains the gold standard in developing the kinds of leaders needed by our nation and the world.

As my first year as president comes to a close, I am happy to report the innovative spirit is alive and well through the dynamic energy of our faculty, staff, students, and alumni. Beyond our main campus, our new hub in Denver now serves as a western foothold for the College of Graduate and Continuing Studies' online baccalaureate and master's programs, and our Norwich Pro professional certificate courses. The outpost is also enabling our staff to better serve and attract students from around the country and the world. Many more students from our Northfield campus will visit Denver in the semesters ahead. We will support Denver-based internships with leading companies and government agencies for students to gain work experience in one of the most tech-savvy and innovative regions of the country. In the process, these interns will attain the kind of hands-on experience needed to be competitive and relevant upon graduation.



These initiatives matter more than ever given the rapid pace of change driven by emerging technologies. Artificial intelligence (AI) has already begun to infiltrate nearly every industry. Norwich must launch relevant programming tied to AI to build understanding and skills into our alumni base. We have already started the evaluation of how to bring AI into our student experience; fortunately, it is not a stand-alone discipline. We will be evaluating and developing courses on the nexus of AI across disciplines: health sciences, leadership, ethical decision making, criminal justice, engineering ... *all* fields to help facilitate efficient and elevated solutions to increasingly complex problems. Stated succinctly, Norwich will teach and demonstrate the interplay of AI with all areas of instruction.

Beyond AI, many have heard me speak of quantum computing as the most important emerging technology of our time, arguably as important today as the pursuit of nuclear weapons in the 1940s and '50s. Our country must invest fully in the research and application of quantum computing, and Norwich must be relevant in that conversation. I hold similar passion for the domain of space, which is as important today as understanding naval power in the 1800s. As the country's Space Force grows, Norwich must produce officers who are ready to serve in this increasingly vital area of operations and commerce. We have begun the conversation of how to bring space into our academic curriculum so that our graduates are ready to speak with authority on its importance.

While increasing our relevancy in these emerging areas, we will continue to provide innovative, hands-on learning experiences for our STEM majors, especially in engineering. Thanks to the posthumous gift of iconic engineering professor Don Wallace, PhD, faculty in the David Crawford School of Engineering recently unveiled the newly renovated Wallace Materials Testing Facility, which provides our engineering students with real-world tools for hands-on learning.

Finally, we are moving forward aggressively to internationalize the campus experience for our students. By hosting more international students and creating more overseas experiences for our domestic students, our experiences will be enriching and our alumni will be able to leverage a wide international community for partnerships across all domains.



# Norwich Pro<sup>®</sup>

## Online Programs for Professionals

Stay current with industry trends, gain new marketable skills, and expand your credentials in high-demand areas through Norwich Pro certificate programs and courses. Earn the professional development hours or CEUs needed to advance your career and gain a competitive edge.

LEARN MORE: [pro.norwich.edu](https://pro.norwich.edu)

Many of these expanded partnerships will include East Asia, which has emerged as a primary region of focus for United States foreign and military policy. The ascendancy of China means something for the United States. It means something much more tangible to Taiwan, Korea, Japan, and other nations in the region. Member states of this geographic area strongly desire an educational partner in the United States; they will soon realize the value of Norwich as that partner.

Before closing, I'd like to take a moment to recognize our students, especially our recent alumni from the Class of 2021. The past academic year has been very difficult for all, and especially for them. It was a hard time to complete an education, but they did so beautifully, thanks to grit and resiliency. I'm also proud of all our faculty and staff did to give our students as meaningful an experience as possible during this demanding academic year. I firmly believe our Class of 2021 alumni will have a lifetime of payoff for how they fought through this challenging time. They represent what makes Norwich so special, and I know you join me in celebrating their tremendous achievements.

Norwich Together! Norwich Forever!

Dr. Mark Anarumo,  
Colonel, USAF (Ret)  
President



## Programs to Help You Reach Your Goals

Courses are focused on specific industries and skill sets, with an emphasis on current, real-world scenarios, all taught by subject-matter experts currently working in the field.

- Corporate Compliance
- Data Analysis
- Military History
- PMP/CAPM Exam Prep
- Project Management
- Public Works
- Leadership

## ALUMNI SAVE 20%!

Norwich University alumni receive a 20% discount on all Norwich Pro Courses. Use code "alumni20" at checkout.

[pro.norwich.edu](https://pro.norwich.edu)

Norwich is an Equal Opportunity Employer: [online.norwich.edu/about-us/non-discrimination-statement](https://online.norwich.edu/about-us/non-discrimination-statement) | Critical Information: [www.norwich.edu/consumer](https://www.norwich.edu/consumer) | Privacy Policy: [online.norwich.edu/about/privacy-policy](https://online.norwich.edu/about/privacy-policy)

# NEWS FROM THE HILL

V/R 6 // ATHLETICS 8 // ESSAY 10 // CAREER STRATEGY 14

## FUN FACT

In 1980, Prof. Don Wallace became the fourth person to climb the highest summits of all 50 U.S. states, including Denali. In April, the renovated and renamed Wallace Materials Testing Facility in the David E. Crawford School of Engineering was dedicated in his honor. Wallace passed away in 2018 after a 55-year teaching career at Norwich.



Photograph by Ricky Holtzer



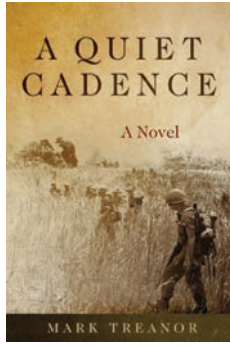
## COMMENCEMENT SPEAKER

**Joint Chiefs Chairman Gen. Mark A. Milley**, the nation's highest-ranking military officer, gave NU's 2021 Commencement address on May 1st. Due to the pandemic, Milley presented his remarks via prerecorded video. Some 490 members of the Class of 2021 received bachelor's and master's degrees, while Milley was awarded an honorary doctor of military science. The event marked

the second time in five years that Milley has spoken to the Norwich community. In 2016, he visited campus during a two-day celebration to mark the 100th anniversary of the Reserve Officers' Training Corps at Norwich, the birthplace of ROTC. U.S. Army Chief of Staff at the time, Milley gave a Todd Lecture Series speech to invited guests, students, and the public.

## MILITARY BOOK AWARD

Vermont author **Mark Treanor** won Norwich University's 2021 William E. Colby Award for his novel, *A Quiet Cadence* (Naval Institute Press, 2020).



Now in its 22nd year, the annual award recognizes the author of a first solo work of fiction or nonfiction that has made a major contribution to the understanding of military history, intelligence operations, or international affairs.

Treanor's novel tells the story of a young U.S. Marine in combat and his experience dealing with its aftermath in the years following his war. Treanor said he was thrilled to receive the 2021 Colby Award. "It is a great honor to join the company of the distinguished writers who have been prior recipients," he said. "And it is truly gratifying that the judges chose a novel which explores the realities of combat and its postwar impact on our troops."

A Naval Academy graduate, Vietnam veteran, and lawyer, Treanor splits his time between Maryland and Vermont. He is at work on his second novel.

## PRITZKER GRANT

The Pritzker Military Foundation, on behalf of the Pritzker Military Museum & Library in Chicago, has committed \$650,000 to the Norwich University Military Writers' Symposium. The foundation provides support aimed at deepening public understanding of military history and protecting the health and well-being of service members and veterans.

The new grant includes an additional \$500,000 matching gift challenge, calling on Norwich to raise half a million dollars through 2025 for the newly renamed Carlo D'Este '58 Military Writers' Endowment. For over 20 years, the Pritzker Military Foundation has been a dedicated supporter of the symposium and numerous other Norwich initiatives.

## SUPREME RESEARCH

Political science major **Faith Privett '21** of Proctor, Minn., presented research on Supreme Court Justice Antonin Scalia at the Council on Undergraduate Research's 2021 Posters on the Hill event on April 27–28. Normally held at the U.S. Capitol in Washington, D.C., the event convened virtually for a second year in a row due to the pandemic.

Privett was one of 60 student presenters selected from hundreds of applications across the country. "I am incredibly honored to have been chosen to represent Norwich on such a high platform," she said. "My research project on judicial decision making was so interesting, and it pushed me to think outside of conventional norms. I think completing student research allows me to live up to the Norwich motto of 'I Will Try.'"

"Faith's scholarly contributions are significant as they use analytical methods to investigate different influences on Justice Antonin Scalia's



decisions while on the Supreme Court," **Associate Provost for Research and Chief Research Officer Karen L. Hinkle** said. "We're proud to have Faith representing Norwich University at this most prestigious and important event that showcases the importance of undergraduate research as a high-impact practice to our government's decision makers."

## NEW RESEARCH GRANTS

Three NU faculty members have each been awarded \$25,000 Pilot Award grants from the Vermont Biomedical Research Network to support research in 2021–22:

**Natalie Cartwright, PhD**, assistant professor of mathematics, won for her project, *Youth Firearm Violence: A Machine Learning Approach*.

**Helene Sisti, PhD**, assistant professor of psychology, will pursue research on *The Neural Dynamics of Real and Imagined Movement Using a Bimanual Learning Task*.

**Connie Hassett-Walker, PhD**, assistant professor of criminal justice, will investigate her project on the *Impact of Criminal Conviction & Incarceration on Long-Term Health & Substance Use*.



Photographs by Mark Collier

**QUOTED**

“It has been a turbulent year for everyone—even as we speak, things continue to change, and the future has never been more clouded than it is today. Yet, Norwich continues to fight on, through thick and thin, to remain at the forefront of redefining what it means to be resilient.

“I, for one, applaud the effort that has gone into bringing as much normalcy to our beloved campus as possible. A quick reflection on the past month of my life seems dismal. Two weeks quarantining at home to jump on a plane and quarantine, two weeks in a 10'x10' dorm room with little to no access to anything that I came to this school for. Then, out of nowhere, this upside-down world gets sucked inside out as the little progress we have made is extinguished, and we are back to being stuck in our rooms like prisoners. Prisoners not of this institution, but prisoners of a virus that has ripped away at the fabric of our lives for almost a year.

“I am glad to be here, though, surrounded by the people who have defined my time at this school. For without shared suffering, the bonds we form feature no depth.

**All we can do now is wait for the next time we get to put on that uniform.”**

Norwich *Guidon* editor Zachary Jenkins '21 writing in a blog post on Feb. 1

**“Class of 2021 you made it. This year has been unprecedented and ... challenging ... without question. The traditional graduation day that you envisioned was derailed by a global pandemic. Yet unlike last year, we remain together, in-person.**

“It’s important not to let the state of the world today discourage you. The resilience, perseverance, and grit that you have all shown is why the Class of 2021 graduates are not only the envy of the world, but the hope for our future.”

Norwich President Dr. Mark Anarumo, Colonel, USAF (Ret), speaking during Commencement on May 1.

*“Very soon, many of you will cross a threshold into commissioned, uniformed service in our United States military. This is something to be proud of. But I need you to remember the responsibilities, the weight, the gravity of this duty. **No matter how high the mountain or wide the valley, the American people will rely on you to forge past adversity to protect and defend our nation.**”*

Joint Chiefs Chairman Gen. Mark A. Milley speaking to the Class of 2021 during his May 1 Commencement video address to NU's graduating seniors.

**Re: Class Notes**

I was reading the spring 2021 edition of the *Norwich Record* this morning when I took note of how sparse the Class Notes section was. What used to be multiple pages of updates from alumni of all ages was a mere two pages. With so many of us connected through social media these days, what used to be my favorite section of the *Record* is quickly disappearing.

Let’s get back to the days when we share the news of weddings, births, promotions, and impromptu alumni gatherings with the alumni family as a whole!

—Matt Stavro '94

*Editor’s note: The Class of 1964 gives a master class in Class Notes updates this issue. Ready to keep pace with the Old Guard? Send your news to [alumni@norwich.edu](mailto:alumni@norwich.edu).*

**Contact Us**

**The Editor**  
*Norwich Record*  
 158 Harmon Drive  
 Northfield, VT 05663  
[record@norwich.edu](mailto:record@norwich.edu)  
 (802) 485-2403



## BUZZ

# Pres. Anarumo Moved Into a Barracks. National Media Followed

Coverage by the *New York Times*, *Associated Press*, *Anderson Cooper Full Circle*, and *NBC Nightly News* put a spotlight on Norwich and how it coped with COVID-19 in-room quarantine

BY MATTHEW CROWLEY

**H**ave you heard the story about how President Mark Anarumo moved into a student dorm for a week as a show of solidarity during the pandemic? Sure you have. And thanks to a long list of national media outlets, America has, too.

The president's move into Wilson Hall, a Corps of Cadets barracks, on Jan. 29 began as an internal story that Anarumo shared himself in brief update videos.

Then the story spread to media outlets in Vermont. Burlington TV station WVNY-TV/WFFF-TV picked up the story first, followed by the *Associated Press* and Vermont's WPTZ-TV. Later in February, the Burlington-based alt-weekly newspaper *Seven Days* ran its own story. It described Anarumo's fumbled attempt at a stealth entry (a wily student absconded with his room sign), how he ate the same boxed meals as students (except for the time he ordered 39 pizzas for dorm residents after his cover was blown), and his heard-through-the-bathroom-walls crash course in Gen Z playlists, especially Post Malone. (Wags later cued 1950s doo-wop for his benefit.)

In early March, the *New York Times* ran a long feature titled, "A College President Worried About the Risks of Dorm Isolation. So He Moved In." The 1,800-word story by the paper's New England Bureau Chief, Ellen Barry, chronicled Anarumo's concerns about students' mental health and morale and how they were coping with pandemic-induced isolation at the start of the spring semester.

Anarumo recalled his experience with coronavirus pandemic restrictions at the Air Force Academy, where he worked before taking the reins at Norwich in June 2020. Two Air Force Acade-



my students committed suicide in dorms within two days.

Anarumo told Barry that he arrived at Norwich strongly believing that quarantining's benefits had to be weighed against its mental-health toll. He stressed that students who wanted to leave campus and study remotely for the rest of the semester could do so without stigma and receive prorated room-and-board refunds.

Sophomore Jamaal Shaw told the *Times* how he and other students had telephoned the president and that he appreciated the week Anarumo spent living in a dorm like them.

"We saw how he was living, and also that he wanted to see what it was to be a cadet," the *Times* quoted Shaw as saying. "That's something. Even though it's very small, it's something, that he took that extra measure to see if morale was high."

The day after *Times* story ran, Pres. Anarumo appeared on *Anderson Cooper Full Circle* on CNN for a 15-minute interview. The president explained that the university's second in-room quarantine was a drastic, semester-saving measure to stop the rising number of COVID cases on campus at the time. He told Cooper that he moved into Wilson Hall to show students he wouldn't ask them to endure anything he wouldn't do himself.

And, on April 19, he appeared on *NBC Nightly News*, saying he'd never have another campus shutdown. "It's very unhealthy and not fair to those young men and women." ■

## ATHLETICS

# Cadet Athletes Deploy Overseas

*The members of the Vermont Army National Guard have put their studies on hold for a year to serve on active duty*



## NATIONAL SERVICE

*Men's rugby player Tom Kiernan '21 has deployed overseas with the Vermont National Guard.*

Photograph by Mark Collier

**E**arlier this year, some 950 Vermont Army National Guard members deployed to the U.S. Central Command for missions in Europe, Africa, and the Middle East.

Among them were five student-athletes who traded their Norwich maroon and gold athletic jerseys for U.S. Army uniforms. Noah Cook '21, Ricky McMahon '21, Tom Kiernan '21, Jon Grasso '21, and Travis Hughes '24 will all be serving overseas for the next year.

Cook was among the first to depart campus in early February as part of Task Force Avalanche. The Oakdale, Conn., native had a hand in the recent, breakout success of the men's rugby team. He helped the varsity program to a Rugby Northeast 15s title in fall 2019 and an appearance in the USA Rugby 15s National Final Four.

Teammate Ricky McMahon, from Cornwall-on-the-Hudson, N.Y., credits his time on the rugby pitch and his experiences at Norwich as preparation for the challenges he'll face during deployment.

"On the rugby field, we're a band of brothers that are all shedding the same blood and sweat for the good of the whole," McMahon said. "Our program's motto is 'With You Always,' and I'll be thinking of those times and experiences while I'm overseas."

Jon Grasso decided to enlist as an infantryman in 2019 knowing that a deployment was imminent for the Vermont National Guard.

"Norwich breeds leaders," Grasso said. "If you want to pursue a career in the military, the Corps of Cadets is the route to take. Coming to Norwich and being in the Corps cemented my plans to pursue a career in the Army National Guard."

The Haddam, Conn., native has been a member of the Norwich baseball program for the past two seasons. He threw 28 innings and averaged a strikeout per inning pitched while contributing to the program's dramatic rise. It's an improvement that continued in the 2021 season during his absence.

Grasso also credits his time at Norwich for providing him the skills to succeed in his military career.

"Being a member of the Corps of Cadets allowed me to thrive in a regimented lifestyle," Grasso said. "Prepping and dressing my uniform, shaving, shining my shoes, and going to physical training and formation every morning made a dramatic impact on my life."

Having the opportunity to play collegiate baseball on top of that was the icing on the cake.

"After talking to Coach Pecora, I knew that the Norwich baseball program was on the rise, and I wanted to be a part of it," he said. "I also knew I wanted to join the National Guard, and the Vermont National Guard has a large Norwich student and alumni population. It has been the perfect fit for me." ■

—Derek Dunning

# ALAXEY GERMANOVICH RECEIVES AIR FORCE CROSS

*The Air Force Staff Sgt. and current CGCS student is recognized for bravery under fire during Special Forces operations in Afghanistan*

**A**laxey Germanovich, a student in the Bachelor of Science in Strategic Studies and Defense Analysis Program in NU's online College of Graduate and Continuing Studies (CGCS), has received the Air Force Cross for bravery, an award second only to the Medal of Honor.

The Air Force staff sergeant and Special Tactics combat controller was recognized on Dec. 10 in a physically distanced ceremony at Cannon Air Force Base in Curry County, New Mexico. Air Force Secretary Barbara Barrett attended the award ceremony, which was streamed live on Facebook.

Germanovich was attached to 7th Special Forces Group when he deployed for the first time in April 2017, heading to Nangarhar Province, Afghanistan. Serving as the team's joint terminal attack controller, he went straight to the firing line, facing 17 days of constant gunfire, bombs, and danger.

In a video from Cannon Air Force Base, Germanovich described the over eight-hour firefight on April 8, 2017, for which he received the honor. He directed airstrikes, faced unrelenting gunfire, shielded a fallen colleague, and saved 150 lives.

Germanovich became the 12th Special Tactics airman to receive the Air Force Cross since Sept. 11, 2001.

The operation to clear about 450 Islamic State fighters sparked nonstop "troops in contact," Germanovich said, packed with firefighting and ordnance dropping. As the enemy was pushed closer to the Pakistan border, he said, already robust violence intensified.

"Everyone knew just what to do. There were formats and everybody was following them," he said. "Me being the weird Air Force guy attached to the Green Beret team, I knew if I'd gotten schwacked that day, I know they would have done everything to leave with me that day. And that means everything to me."

At the Air Force Cross ceremony, Barrett said

Germanovich had been intrepid and relentless, repeatedly casting aside his personal survival instinct to protect his team.

"You exemplified America's very best in an airman," she said. "Your Air Force recognizes your gallantry and your nation honors your valor."

Col. Matt Allen, the 24th Special Operations Wing commander, said airmen like Germanovich keep the promise to their teammates that they'll never be outmatched in a gunfight. He said a cascade of choices—to join the Air Force during wartime, to pursue entry to the Special Operations Command, and to prepare for combat—led to Germanovich's heroism.

"It's not just the will to win that sets us apart. It's the will to prepare to win that makes us professionals," Allen said. "This battle was a case study in toughness and extraordinary competence. But it was also a case study in love, the type of love that demands teammates fight for one another and give everything they have for one another." ■

—Matthew Crowley



For extended coverage of this story, visit [www.norwich.edu/news](http://www.norwich.edu/news).

**ESSAY**

# LAST PAPER

*A professor reflects on the sudden passing of beloved student Jeet Patel '22*

**BY DAN MORRIS, PHD**

**J**eet was in my Criminal Justice Ethics class this semester. I wish I had known him.

In any other year, that would be a ridiculous thing to say. I would know all my students, even the ones who skip class a lot. But this year I have been teaching in a completely online, asynchronous mode. I haven't met any of my students in person. I never met Jeet.

Jeet died on Sunday, March 28. His third paper for our class was due Friday, March 26 at 11 p.m. He submitted the paper online at 10:25 p.m., 35 minutes before it was due. I suspect it was the last assignment he completed at Norwich. I imagine him hitting the "Submit" button, leaning back, feeling satisfied that he had completed this small but significant task, and knowing that it was a good paper. And it was a good paper.

I learned that Jeet died on Sunday, March 28 at 2:42 p.m. The email I received shows the time stamp. I was deeply shocked and saddened to hear of Jeet's death. Even though I didn't know him, I knew him to be a good student from all he had done in our class. I went to my computer to see if he had

submitted his paper. He had. I looked at it quickly, searching for anything out of the ordinary. The paper looked normal. I closed it and waited to hear more from the university about his death and what we should do.

As the hours went by, I began grading the other papers that had been submitted. When I downloaded all 39 of them, I knew Jeet's would be among the files. I couldn't wait to grade his paper. I knew it didn't matter now. But it did, to me. Especially because I had never met him.

In this academic year, we owe all of our students the greatest possible attention and focus and feedback that we can give them. They are scattered across the country, working, caring for sick relatives, trying to learn without face-to-face teaching. Jeet was doing that. He submitted his paper on time. I know that because I can see the digital time stamp, even though I don't know how he would have greeted me when he walked into the classroom or how he would have moved in his seat when he didn't want me to call on him. His profile picture in emails and discussion forums shows

him playing the sousaphone, outdoors, in his gray cadet tunic. The picture is full of personality, but I have been blocked from knowing his. I couldn't wait to read the paper.

While I was reading the essay just before Jeet's in the stack, I got a ding. An email came in. It was an automatic message, saying that Jeet had been withdrawn from my class.

His paper was great. In the four short papers students write, I ask them to pick a problem in the world of criminal justice and write about it, using the moral theory of Aristotle, Kant, or Mill. In the previous paper, Jeet had used Kant and Mill to argue for more permissive drug laws in the United States. In this paper, he used Mill to argue for more restrictive drug laws. He was exploring the ways that utilitarianism could be used to argue for opposing positions on an important topic. His papers were in dialogue with each other. He was drawing on his work in criminal justice and learning about philosophy and ethics to think as deeply and broadly as he could about a really important issue in U.S. society.

It was clean, clear, and persuasive. Jeet proof-read his paper carefully, used Mill well, and made a convincing argument in favor of restricting access to drugs.

I made some suggestions in track changes and typed conversational comments in the margins. With great papers, that's how it goes. You find yourself just having a discussion with the student about the topic. All of Jeet's papers were like that. I wondered if the two of us might have had an exchange in the classroom that left other students rolling their eyes and laughing. "Stop talking about utilitarianism, already!" That has happened before. It's funnier and more fulfilling than it sounds. I've missed it this year.

As I came to the last page, it occurred to me that I didn't want the conversation to end. I gave the last comment and the grade breakdown as I always do and closed the file. The time stamp on my last comment is 10:03 p.m., Tuesday, March 30. I will think of Jeet playing the sousaphone outdoors in his gray tunic long, long after that. ■

"As I came to the last page, it occurred to me that I didn't want the conversation to end. I gave the last comment and the grade breakdown as I always do and closed the file."

Daniel A. Morris is an assistant professor in the Philosophy Program. He teaches classes in religion, philosophy, and ethics, and is the advisor to the Debate Club and the co-editor of *Voices on Peace and War*, a blog curated by the Peace and War Center.

# SENIOR PORTRAITS

*Snapshots of the Class of 2021*

PHOTOGRAPHS BY MARK COLLIER

“Talking to alumni, I feel this sense of pride in this university... it is about serving others and the community.”

“Norwich taught me that persistence, hard work, and putting yourself out there will get you where you want to be in life.”

“Norwich has taught me to be the best I can possibly be, to shoot for the moon, and if [I] miss, to shoot again, because I won't settle for the stars.”

“Norwich taught me ... how invaluable it is to be a part of something larger than yourself.”



**Cameron Ferreira '21**  
Cocoa Beach, Fla.  
*Neuroscience & Chemistry (minor)*

**Future plans:** Will commission as a U.S. Army Medical Service Corps 2nd Lt.

**Gwendalynn Clark '21**  
Shippensburg, Pa.  
*Computer Science & Information Assurance*

**Future plans:** Currently interning for the Department of Defense as a program engineer. Aspires to work for the NSA one day.

**Matthew Bento '21**  
Brookfield, Conn.  
*Computer Security & Information Assurance, Leadership Studies (minor)*

**Future plans:** Will work as a cyber information assurance analyst for Northrop Grumman

**Kelly Evans '21**  
Pembroke, Mass.  
*Computer Science*

**Future plans:** Will commission as a U.S. Navy Surface Warfare Officer and serve aboard the USS *Momsen*

“During my time at Norwich, I learned personal growth and development.”



**Emily Schromm '21**  
North Attleboro, Mass.  
*Nursing*

**Future plans:** Will work as an RN at Dartmouth-Hitchcock Medical Center in Lebanon, N.H.

“Norwich taught me the importance of community.”



**Alaina Sill '21**  
San Diego, Calif.  
*Computer Science & Mathematics (minor)*

**Future plans:** Will pursue a U.S. Coast Guard commission as a rotary-wing pilot

“Getting to know people that grew up hundreds or thousands of miles away from me was something very new to me when I started attending Norwich in 2017.”



**Sam Libby '21**  
Dover-Foxcroft, Maine  
*Architectural Studies & Studio Arts (minor)*

**Future plans:** Will return to Norwich next year to earn his master's degree in architecture

“My time at Norwich has taught me to value friendships and the people you meet ... [and] a lot about resiliency.”



**Clara Cranor '21**  
Gunnison, Colo.  
*Computer Science & Mathematics (minor)*

**Future plans:** Will work on her family's ranch and serve as the Cattlemen's Days Fair and Rodeo 2021 rodeo queen. Also applying to become an Army warrant officer and helicopter pilot.

“At Norwich, I learned the power of a small community. I felt supported and at ease always seeing familiar faces around campus.”



**Anya Hoagland '21**

Northfield, Vt. | *Nursing*

**Future plans:** Will work as an RN in the neuroscience unit of Bay State Medical Center in Alexandria, Va.

**CAREER STRATEGY**

# My Aha Moment

*NU Career and Internship Center Associate Director*

*Meghan Oliver on how she discovered her career passion*

**W**hen I went to college, I didn't know what I wanted to do. I just knew that I wanted to get out of my parents' house and go to a place where I could snowboard as much as possible. I majored in vocal performance, at first, because everybody kept telling me I was great at it. But I didn't think through what a career as a singer would look like at the time. When I did, it didn't stick.

I changed my major three times. I transferred schools. I was all over the place. Halfway through my junior year, now at UMass, I was really at a crossroads. I knew that instead of performance, I wanted to help people. I just didn't know what that looked like. Then I happened to get a job in the College of Arts and Sciences advising office. I worked as a peer advisor, helping other students figure out what classes they needed to take in order to graduate and what they might like to take for their electives. Without intending to, I found that I liked doing that. I liked working at a college. I liked students. But more importantly, I discovered that far more than the concrete aspects of advising, I loved the creative side. I loved asking students what they wanted to study and how could it help them in their careers.

Around the same time, I found my major—family community services. Basically, it's almost an undergraduate degree in social work. At the time, I thought, "That's it. That's what I want to do." I then had an opportunity to connect with the Department of Children and Families in Springfield, Mass., where I got to talk with people who were case managers, social workers, family advocates, and outreach coordinators. I realized by through talking with these people, that I didn't want to be a social worker, after all. Yet, I knew that I still wanted a career where I could help people. I just didn't know enough about the many different helping careers out there. In hindsight, that experience helped me more than anything

else, because I realized what I *didn't* want to do.

During my last year of college, my final semester no less, a woman from the campus career center spoke to my senior seminar class. She visited on three separate occasions to talk about resume and cover letter writing, interview skills, and how to job hunt and network. I remember watching her, thinking, "Wow, she's really good at keeping my attention." I found out later that she was very involved in theater. She clearly had a presence about her, and she was able to grab her audience. I thought, "Hey, I can do that." It was my background. Suddenly, all of these things that I had been interested in came together—performance, working with students, helping people.

My ultimate "aha moment" occurred when I realized that I wanted to help people who wanted to help themselves. I was in class when it clicked. "Wait, I'm going to be a career counselor? That sounds awesome." That's where it began, and I never looked back.

I tell this story to my students a lot, because any way you can connect with students on any level and say, "Hey, I was where you guys are at," opens the door to better conversation and more understanding of where each other is coming from. I think we all have aha moments throughout our lives. The value of these moments is that they empower us to really take control of our own destiny. ■

—As told to  
*Sean Markey*





## INSIGHT

# THE POWER OF GRIT

Scientist Angela Duckworth, PhD, says passion and perseverance are key predictors of long-term career success. Here are four ways to grow your grit shared in her recent Todd Lecture



**P** sychologist Angela Duckworth describes herself as a scientist who studies human excellence. A household name among educators and high achievers, she is well known for her groundbreaking research, viral TED Talks, and best-selling book *Grit: The Power of Passion and Perseverance*. “I study people who are truly world-class at what they do,” she says. “Whether that’s in athletics ... mathematics, or radiology, or civil service, entrepreneurship, they really have as a common denominator passion and perseverance for long-term goals.” In February, the University of Pennsylvania researcher and MacArthur “genius” Fellow gave a video Todd Lecture Series talk *True Grit: The Surprising and Inspiring Science of Success* to the Norwich community. A key takeaway from her research? Natural-born talent doesn’t directly translate to long-term success. Yet grit does. “One of the reasons why gritty people succeed is that they stay in the game, and they don’t go home early,” Duckworth says. “I can’t imagine a better time in history, honestly, to be talking about the importance of perseverance and for staying passionate during difficult, difficult times.” Whether you’re aiming for world class or first class, it’s never too late to unlock the science of success. Duckworth shares four tips to boost your own grit:

**1. Feed (and keep) your passion.** “Most high-performers that I study are listening to podcasts, they’re listening to audio books, they’re reading

books, they’re watching documentaries, they’re doing things to constantly be a kid again, and to rekindle that interest and curiosity.”

**2. Practice like an expert.** Break down the thing you want to do well into smaller parts then practice those smaller skills with absolute concentration. Get feedback on how well you did. Musicians call this approach deliberate practice.

**3. Find your purpose.** Full-blown grit goes beyond self-interest to a life and work of lasting meaning, often one that makes the world a better place. “This is the motivation, I think, of somebody who really runs downstairs in the morning to get to what they’re doing.”

**4. Have a growth mindset.** Whether you’re 4 or 84, believe that you can improve. “I find in my data, when you follow people over time, that the more you have this growth mindset—the [belief in the] ability, fundamentally, that you can change and grow—the grittier you are. [And] the grittier you are ... strengthens your growth mindset, and on and on. [It’s] a virtuous cycle.”

Got that? Now get out there and stretch for something amazing. ■

—Sean Markey

# INVESTING FOR THE FUTURE

*Larry Budnick, Jr. '64 teaches students how to build portfolios—with an eye to launching future donors*

BY BETH LUBERECKI

**W**hen Larry Budnick, Jr. '64 decided to give back to Norwich, he didn't want to just write a check. Instead, he felt it would be better to teach students financial skills that would help encourage them to become donors to Norwich as well.

"I didn't want to just give money," Budnick says. "I wanted to do something where students could learn about investing and how to build portfolios and manage them, and then eventually how to give back to the school."

With assistance from Liz Kennedy '01, vice president of development and

alumni relations, Budnick donated funds to establish a student investment club at Norwich. Under his guidance, club members learn how to assess companies and choose profitable stocks to invest in. In less than a decade, the club's portfolio has grown to around \$300,000. It's generated enough profit to allow the club to make its first contribution to the university's scholarship fund shortly before the onset of the pandemic.

"It's the gift that keeps on giving," Kennedy says. "If students start investing now, just think how much further they can be ahead of their peers. And

## STUDENT INVESTORS

*From left: Student Investment Club President-elect John McFadden '22, graduating Vice President CJ Jones '21, outgoing President Matthew Candy '21, and Vice President-elect Peter Nguyen '22.*



Photograph by Mark Collier

nothing makes you make the right decisions more than when you're dealing with real money."

Budnick teaches members several key principles about investing, like staying patient and keeping things simple. He helps guide discussion but lets members make their own choices. "If I see something not so great, I tell them, 'I don't think that's very wise to do that, but it's up to you to make that decision,'" he says. "And they learn from their mistakes."

Another key philosophy Budnick espouses? Don't panic. Current club member Peter Nguyen '23 sees value in that approach even beyond the investing world. "What I've grown into is that not everything in the world needs a reaction," he says. "And that type of view on the world has kept me calm whether I'm delving into the market or just in life in general."

Budnick's insight on everything from inflation to derivatives makes an impact with club members, who see him as a mentor. "Larry is a jack of all trades and like a real grandfather figure," says CJ Jones '21, who served as co-president of the club during his senior year. "He has a plethora of knowledge, and it's really amazing to work with him."

Members often stay in touch with Budnick after they leave Norwich. Braeden Ostepchuk '18 was only involved in the club as a senior, but he forged a strong relationship with Budnick. In fact, he even worked as an automation engineer at Budnick's Connecticut company, Vanguard Plastics Corp., during the off-season while playing minor league professional hockey.

Ostepchuk says the investment and business insight he's gained from Budnick over the years has changed the way he looks at companies. He describes it like "peeling back the onion," where you're asking the right questions to truly determine a company's value. "It's about understanding everything at a deeper level," he says. "And I think if you transfer this into life you can use that for relationships, too."

Though club members may still be in the early days of their own personal investing journeys, they feel confident they have learned skills from Budnick to help them succeed.

"I have the intention of never having a broker," says Matt Candy '21, who served as co-president with Jones this year. "I'm going to run my own investment portfolio for pretty much my entire life, because I know how to effectively invest and how to evaluate companies." ■

## 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 January 1, 2021 and February 28, 2021.*

### THREE-STAR GENERAL MEMBERS

(\$250,000–\$499,999)

David '88 & Carrie Noll

### TWO-STAR GENERAL MEMBERS

(\$100,000–\$249,999)

Michael '66 & Susan

Anderson

### ONE-STAR GENERAL MEMBERS

(\$50,000–\$99,999)

Anonymous

Dan Cox '71

Jay J. Evans '70

### LIFETIME MEMBERS

(\$20,000–\$49,999)

Alex Maricich

Anthony Paen

Lee '66 & Nancy '67 Robbins

Ms. Jeanine Storrs W'56

Julian '65 and Allison Vitali

## PARTRIDGE SOCIETY MEMBERSHIP KEY

### Chairman's Six Diamond Club

cumulative lifetime giving of \$10,000,000 or more

### Chairman's Five Diamond Club

cumulative lifetime giving of \$8,000,000–\$9,999,999

### Chairman's Four Diamond Club

cumulative lifetime giving of \$6,000,000–\$7,999,999

### Chairman's Three Diamond Club

cumulative lifetime giving of \$4,000,000–\$5,999,999

### Chairman's Two Diamond Club

cumulative lifetime giving of \$2,000,000–\$3,999,999

### Chairman's One Diamond Club

cumulative lifetime giving of \$1,000,000–\$1,999,999

### Five-Star General

cumulative lifetime giving of \$750,000–\$999,999

### Four-Star General

cumulative lifetime giving of \$500,000–\$749,999

### Three-Star General

cumulative lifetime giving of \$250,000–\$499,999

### Two-Star General

cumulative lifetime giving of \$100,000–\$249,999

### One-Star General

cumulative lifetime giving of \$50,000–\$99,999

### Lifetime Level

cumulative lifetime giving of \$20,000–\$49,999

### Annual Membership

fiscal year gift of \$1,000 or more

### 1819 Circle Membership

planned or deferred gift to the university

### Garrison Associates Membership

consecutive annual giving in five-year increments

# Why I Give



*Brian Baker '16 & M'19*

**A**s an undergraduate, I never understood how our alumni could be so generous to an institution where they had also paid tuition. I was as a cash-strapped college student. Why would *I* give? It just never resonated with me. Then I spent two and a half years working in the Class Giving Office at Norwich talking to alumni every day. Again and again, I heard firsthand why they chose to give back our university and what inspired them. It finally clicked for me. While all of their stories were different, they helped me find my reason to give: to provide opportunity. Without the help of generous donors, I wouldn't have had the chance to attend Norwich or to spend my career today working for the world's leading digital fundraising platform for nonprofit educational institutions—GiveCampus in Washington, D.C. Norwich created that opportunity for me. It is the starting point for so many alumni stories. Today, I give back, because every gift to Norwich, no matter how small, increases the number of opportunities for future students. Every gift is the start of a new story. That is my why. I give back, because education changes lives, one opportunity at a time.



## SCHOLARSHIP SPOTLIGHT

# Helping Special Operators Focus on Their Studies

*Vincent Kennedy '71 created the Sergeants Three Scholarship in honor of three influential Mountain Cold Weather NCOs*

**W**ith a motto of Climb to Conquer, Mountain Cold Weather (MCW) Company offers Norwich cadets training and experience operating in challenging alpine environments—remote, rugged terrain and arctic conditions. But since its inception nearly 75 years ago, the unit's real lessons run far deeper.

“When you're several hundred feet up a cliff at night in a snowstorm, that's no place to be wondering what you're about,” Vincent Kennedy '71 says.

When Kennedy was a Norwich cadet, MCW was still led by the three Army senior noncommissioned officers who founded the company in 1947: MSG Leslie Hurley, USA (Ret.), SFC Donald Jennings, USA (Ret.), and MSG Gordon “Duke” Dewey, USA (Ret.).

The trio insisted on high performance standards Kennedy recalls, and “patience when those were not always achieved,” while the company's ethos was about mission and goal orientation, professional behavior, and competence.

For teaching these and countless other lessons, Kennedy credits his three MCW NCOs. In 2016, he established a scholarship in their honor,

*Cadets participate in mountain and cold weather training in 1949.*

Photograph by George Burnham



called the Sergeants Three Scholarship. Its funds are used to support active-duty senior NCOs in Special Operations, who are enrolled in degree-completion programs in the online College of Graduate and Continuing Studies. Junior NCOs or commissioned officers who demonstrate need are also eligible.

The scholarship aims to bridge some of the financial gaps experienced by military personnel, who are working to complete their bachelor's degrees while serving on active duty.

One previous Special Forces scholarship recipient (who requested anonymity), wrote a letter of thanks to Kennedy, saying the scholarship enabled him to complete his degree while on active duty with the 3rd Special Forces Group, "not knowing when or where I would be deployed next." The support allowed him "to focus on the quality and detail of my final assignments, rather than finances," he wrote.

Kennedy says his motivation in creating the scholar-

ship was personal, sparked by his desire to spotlight the contributions of senior NCOs to the development of junior officers. Much in the way that the three leaders of Mountain Cold Weather helped him grow as a Norwich cadet. "These three guys had a huge effect," Kennedy says. "Certainly on me, and I know they did on others."

"I admired each of them as individuals. Collectively, they had a significant impact on almost every cadet at the time who was in Mountain and Cold Weather. These were serious people."

"They were bosses; they were mentors," he says, "They knew their business, and they expected you to know yours."

As for the name Sergeants Three, it's a play on an old cadence call sung to the tune of Old King Cole. It was "probably the cleanest" of all the calls in their marching repertoire, Kennedy says. "If you're an NCO, or at least if you were at the time, you'd recognize it." ■

—Ellen Bartlett

## The Luzzi Brothers Engineering Scholarship Honors Three Remarkable Graduates

**J**oe Luzzi '64 was meant to be an engineer. "It's how your brain is wired," he says. "If I had a watch, I'd take it apart." He was 15 when he bought his first car—minus the engine. He sourced one in a junkyard, took it apart, put it back together. And when he got his driver's license? "I had a car ready to go. That's the mindset of an engineer."

It's a mindset he shared with his two brothers, John '63 and Jim '69. Inspired by their father's career in construction, all three studied engineering at Norwich.

After graduation, the brothers also commissioned as engineers in the U.S. Army. John '63, the eldest, and Joe served in Vietnam. All three built businesses in engineering and construction, Joe and Jim '69 as licensed professional engineers.

To honor the trio, the Luzzi Brothers Engineering Scholarship was established in their name last year with a contribution from an anonymous donor. It provides tuition assistance for engineering students in the Corps of Cadets on the basis of financial need.

Now the sole surviving Luzzi brother, Joe (pictured) is also a donor to the scholarship. He credits his Norwich education for his success in business and in life. "I never had to take a back seat to any engineer I came across in all my time in engineering," he says.

Devon Donahue says her father John Luzzi "would be so excited about this scholarship."

"He loved Norwich," she says. "He would be honored to know that recipients of this scholarship would be able to achieve the same strong foundation upon which he and his brothers built their lives and careers." ■



—Ellen Bartlett

# Earl Sherrard '97, Outdoor Gear Maker

How the Cascades Designs design engineer stumbled into his perfect career

I found my dream job by accident. I finished my BS in mechanical engineering at NU after an extra semester and went looking for a job in NASCAR. I would have been happy working in motorsports or even the after-market hot rodding/racing industry. After a slew of interviews, I pretty much ran out of money in North Carolina, so I headed home. The teams were off to Daytona anyway.

I landed a temporary job doing classic car restoration at a local shop near my home in Washington State. (It was my hobby in high school.) I also continued to look for an engineering job. After about a year and a half of job hunting, I was starting to get discouraged. However, I kept getting calls from this company, Marathon Ceramics, that I had randomly sent a resume to. "Marathon Ceramics" didn't sound like a very fun place, and I was reluctant to reply, worried that I would get stuck in whatever industry I started my engineering career in. I finally gave in and went to a job interview. Showing up, I realized that they were part of Mountain Safety Research (MSR), the Seattle-based outdoor gear manufacturer. I grew up in the foothills of the Cascade Mountains playing in the outdoors. It never occurred to me to look for a job in the outdoor industry.

I was hired on the spot and began working on ceramic water filters. Maybe a year later, the Marathon division was dissolved, and I was "hired" by MSR. I lost my job and got a new one in

a single phone call that probably lasted less than five minutes. "The bad news is that Marathon is gone," the head of product development at MSR at the time told me. "The good news is that I'm offering you a job." Not long after that, I was promoted from a lab tech/engineer to design engineer, designing outdoor hardgoods like snowshoes, water filters, backpacking and mountaineering stoves, and the like. In 2001, Cascade Designs, another outdoor manufacturer located just a block down the road, bought MSR.

After over 20 years, I still love my job designing cool outdoor gear.

I get to work with some really smart and talented people, who are passionate about the outdoors, our products, and care about our customers. Folks are pretty laid-back but intense about what they do. We all geek out on gear. I spend my time designing, prototyping, and testing in both lab and field settings. Not always doing the same thing makes it interesting, as does working on different product categories. Learning about new things as I go is fun. Product development is hard work and very stressful sometimes, but I love it.

Prof. Don Wallace was my mechanical engineering professor at Norwich. He was into mountaineering and the outdoors when I was getting my degree. Sometimes, I wonder what he would think about my designs. I can almost hear him saying, "Did you do a free body diagram?" ■

## WORK WEAR

"The building I work in is a factory, so it's a manufacturing environment," outdoor gear design engineer Earl Sherrard says. Building prototypes, testing fixtures, and machining or fabricating parts is dirty work. "I wear old T-shirts and work pants."

Photograph courtesy Cascade Designs





# Mark Lester '92, Spaceport CEO

The Alaska Aerospace Corp. rocket man helps the Frontier State diversify its economy by reaching for the final frontier

I've always loved the space industry, and I've been doing space most of my career. I was fortunate to go to Norwich on an Air Force scholarship to study electrical engineering. The Air Force sent me to Falcon (now Schriever) Air Force Base near Colorado Springs as a cadet one summer to take a look around. The only thing I knew about space, at that time, was you could be an astronaut. I can remember it like it was yesterday, talking from

Colorado to the ground station in Thule, Greenland, doing what we call a "contact" with the satellite, checking its health and making configuration changes. It really opened up my eyes. "Wow, there's a lot there you can do in space," I realized. I started off in Air Force Space Command, operating GPS and other satellites. I also did engineering analysis and later earned my master's degree in space operations engineering.

An Astra rocket, partially seen here in an engine test-fire, launched from the Pacific Spaceport Complex-Alaska on Kodiak Island in 2020. Spaceport CEO Mark Lester '92 says his career ticks all the boxes: adventurous, dangerous, unique, interesting, and fun. "If you're not having fun launching rockets, you're doing it wrong."

Photograph courtesy Astra/John Kraus

Alaska Aerospace Corporation, where I work today, is a State of Alaska public corporation. The organization was developed back in the early 90s to diversify Alaska's economy into the aerospace industry. We're one of only four places in the U.S. that you can go to orbit with a vertical rocket. The company has been launching from Kodiak Island since '98, but it's really a new industry on the commercial side. I joined the company as president in 2018. I'm based in Anchorage, but our spaceport—called the Pacific Spaceport Complex—Alaska—is about a 45-minute flight south on Kodiak Island.

Governments and companies used to launch a satellite and expect it to be useful for five, ten, fifteen years. These satellites were exquisite engineering articles—multi-million-dollar, sometimes billion-dollar systems, designed to last for a long time and do a lot of things. Today, we've really seen a shift to small satellites and CubeSats, which are the size of a toaster oven or a microwave. You build a satellite, and maybe it lasts 18 months. It's like our phones. We get a new smartphone about every 18 months or two years, and we refresh that technology. If we can lower the cost of the launch and lower the cost of a satellite, then we can have this refresh of technology much quicker in orbit, as well. That in turn drives more satellites being launched, making the industry more dynamic and vibrant.

Spaceports today are akin to what airports were in the 1920s and 1930s. I find that really exciting. There's no playbook. Every day has new challenges. It's exciting and a great time to be a professional in this great, growing industry. Especially now, when we see this renaissance of new space companies like SpaceX, Virgin Galactic, Blue Origin, Astra, Rocket Lab, and others. It's inspiring to see the pace of progress. I am crossing my fingers we can get to Mars while I'm still around. How do we bring humans to another planet? But space also is still very much about, how do we make life better on Earth? We use GPS satellites to navigate. We use satellite images to understand what's going on in the world, tracking polar ice and the weather and so on. Space is also about, how do we explore? How do we then transport faster around the Earth? I think that's one of the next exciting pieces. We talk about FedEx being fast. But wait until space travel happens. ■

—As told to Sean Markey

## CAREERS

# Learning on the Job

Internships help Norwich students gain valuable experience for their future careers

BY BETH LUBERECKI





## STATE GOVERNMENT

Victor Hinojosa '21 interned for Vermont Gov. Phil Scott during his freshman year at Norwich.

Photograph by Mark Collier



**V**ictor Hinojosa '21 has big plans for the future. Even before graduating from Norwich, he had already begun working as a police officer in Berlin, Vt. His post-graduation trajectory includes continuing to work in law enforcement plus commissioning in the Army Reserve as a military police officer.

But that's just the beginning. "Eventually, I want to run for some sort of office," Hinojosa says. "My long-term goal is governor of Vermont."

He's already gotten an inside look at that position from an internship he held in Vermont Governor Phil Scott's office while a student at Norwich. Among other tasks, the political science major helped answer phone calls, emails, and letters from constituents across the state who had wide-ranging opinions about policies.

"I learned a lot," Hinojosa says. "I learned how to deal with people from all walks of life. And it's a huge resume

builder, because not everyone you come across can say they interned for [their] governor."

Internships are becoming an increasingly important career stepping stone for college students. According to the *Job Outlook 2017 Survey* from the National Association of Colleges and Employers, more than 90 percent of employers prefer that job candidates have work experience, and 65 percent of that group prefer candidates with relevant work experience. The association's *2019 Student Survey Report* found that students who had completed a paid internship received almost 50 percent more job offers than students who had held unpaid internships or no internships at all.

"It's really one of the most important things that employers look for on a résumé—some type of prior experience in the field," says Jim Graves, assistant director/internship coordinator at NU's Career and Internship Center.

## CITYLAB: DC

Andre J. Rodriguez '21, seen here outside the U.S. Supreme Court with his father, spent a semester interning for a defense contractor.

Photograph courtesy Andre J. Rodriguez '21

**“We want students to apply their classroom learning in a professional environment,” says Jason F. Jagemann, associate professor of political science. “We want them to gain exposure to their chosen field in the ‘real world’ and establish critical networking connections.”**

Graves helps get the word out about internship opportunities to current students, as well as to academic department faculty and staff. Some majors—architecture, nursing, communications and English—require students to complete internships before graduating. For other majors, it’s strongly recommended.

“We want students to apply their classroom learning in a professional environment,” says Jason F. Jagemann, associate professor of political science. “We want them to gain exposure to their chosen field in the ‘real world’ and establish critical networking connections.”

Students have opportunities to complete internships during the school year or over the summer. Some stay close to campus. Jagemann says political science majors have interned with the Vermont Legislature and Attorney General’s Office, as well as with organizations such as the Vermont Fuel Dealers Association and Vermont Chamber of Commerce.

Some English and communications majors have held internships on-campus for the NU Athletics Department, student radio station WNUB, and *The Chameleon* literary journal. Others have ventured off-campus to places like Burlington television station WCAX-TV. Sean Prentiss, associate professor of English, plans to work with Graves of the Career and Internship Center to increase those kinds of opportunities.

“We’re trying to get students off-campus more, so they get more real-world experience where



## A CITY FOR A CAMPUS

Amy Demczyszyn '21 (left) gained valuable nursing experience during her CityLAB: DC work experience.

Photograph courtesy Amy Demczyszyn '21

there’s more ramifications and more job opportunities afterward,” Prentiss says. “The bigger idea is that hopefully you get your foot in the door with these organizations and one of two things happens: Either they love you, and they offer you a job. Or, if that doesn’t happen, now at least you’re building up your resume with off-campus activities. You’re looking more like a writer, a newscaster, whatever career you want to be in. You learn how to talk that language and how to behave in that sort of role.”

Other students choose to do internships over the summer closer to where their parents live or opt for experiences like the university’s CityLAB program, where students can spend a semester in Denver, Boston, or Washington, D.C., working at an internship while also taking classes online. (The program also offers opportunities internationally in Berlin, Germany, and the U.S. Virgin Islands.)

Norwich secures housing for CityLAB students, who live as a cohort in each city. The cost is the same as a semester on the Northfield campus, which is appealing for many students.

“I think the draw is getting the experience and the fact that it is cost neutral,” says Linn Caroleo, director of operations for high impact practices at Norwich. “Students also learn how to navigate a city; there’s a little bit of growing up that happens. I have even had a student say that this program changed the trajectory of his life.”

Andre J. Rodriguez '21 landed a job through his senior-year CityLAB: DC experience. The financial economics major interned with Assertive Professionals, a government contracting agency for the Department of Defense that offered him a full-time position in finance.

“The value of an internship is definitely get-

ting your foot in the door," he says. "I don't think it's good enough nowadays to just graduate from college and expect to be handed a job afterward. Getting some experience is only going to benefit you when you apply for a job against one of your peers who may not have had an internship."

Rodriguez enjoyed getting the chance to apply what he had learned in class in an actual business setting. That kind of experience can give students useful insight as they plan for their career.

"Much of what is done on campus is wonderful, but it's theoretical," Prentiss says. "These internships allow [students] to see what a field is really like, to see what works for who they are and what doesn't to help them learn how to be a good worker. And it also helps them recognize what they *don't* want to do."

Georgeanna Stapleton, a youth probation officer for the Vermont Department of Corrections, who has worked with Norwich student interns for about five years, sees the value in gaining that kind of perspective. "Some interns have walked out of here going, 'That is not a job I want to do,' which is fine," she says.

Many of her interns come in with goals of becoming a police officer, and the experience helps them see another component of the criminal justice system. "A lot of people have had their eyes opened quite widely, and it's made them [see] there are a lot of sides to the justice system," Stapleton says.

A great internship combines relevant career experience with valuable life experience like that. Nursing major Amy Demczyszyn '21 also took part in the CityLAB: DC program. She says it helped prepare her to commission in the U.S. Navy and serve as a nurse in Okinawa, Japan.

Interning and living in D.C. "was a whole different environment for me that has been helpful in making me a more well-rounded nurse," she says. "I got experience with patients in certain conditions that I wouldn't really see in Vermont. It helped me apply my skills and learn things that I don't think I necessarily would have learned by just staying in Vermont. I feel like it really prepared me to be able to step out of my comfort zone."

At the Career and Internship Center, Graves helps students sort through all the different internship opportunities and navigate the process of completing an internship for credit. He also reaches out to employers and alumni to help create these opportunities for students.

"I think Norwich has a caliber of students who are disciplined, schooled in leadership, and able to

work well as a team member," he says. "In terms of our employer satisfaction, we get very, very positive evaluations on our interns."

While a student at Norwich, Meghan Kennedy '12 & M'14 served as an intern for the Department of Homeland Security and wound up getting a full-time job with the agency. Now working as an intelligence research specialist for U.S. Customs and Border Protection, she's helping current Norwich students explore career options and build their resumes through internships there.

"I gained real-life experience through my internship and was able to learn skills that I could apply in future positions," Kennedy says. "After Norwich helped me out with getting a foot in the door, I wanted to pay it forward."

She says that one of the things that attracted her to Norwich as a student was learning about the concept of "Norwich hires Norwich." "I've definitely seen that in full force," she says. "It's a small community and campus that's represented really widely. It doesn't matter where you're headed or you end up going, you're going to run into someone from Norwich everywhere."

National Life Group in Montpelier has been hosting Norwich student interns for about seven years. "I have noticed qualities like pride in work, responsibility, and a focus on learning and deep understanding of our business," says Meg Gras, talent acquisition consultant for the insurance and financial services company. "It's a no-brainer to work with Norwich students, because they add a lot of value."

Gras says everyone involved benefits from the internship relationship. "We're teaching students and giving them an awesome experience and exposure to real work," she says. "And then what we get back is a fresh set of eyes and new ways of thinking about things." Internships also serve as a talent pipeline for the company, which has hired on some Norwich interns full-time.

Prentiss believes that Norwich's focus on service and leadership makes its students great internship candidates. "Our students learn two ways to be leaders," he says. "One of them is to be great followers, and that's what an intern needs to be a lot of times. They need to shut up, listen, work hard, be dedicated, and do what's asked of them. And that's what our students are trained to do, especially in the Corps of Cadets. But then they also need to take over at times and find their own vision, and they've been trained to do that, as well. Most schools don't teach students those sorts of things." ■

INTERVIEW

# Top Cop

---

Port of San Diego Harbor Police Chief and Fulbright scholar Mark Stainbrook '91 on the LAPD's Rampart scandal, the value of community policing, and how serving the people you lead builds successful organizations

INTERVIEW BY SEAN MARKEY | PHOTOGRAPHS BY ROB HAMMER '04

## BAYWATCH

Mark Stainbrook '91 and his Harbor Police officers patrol waters near the San Diego-Coronado Bridge.



---

**M**ark Stainbrook '91 got his start in law enforcement as an undergrad at Norwich busing tables when some Vermont State Police officers, on campus one day to recruit auxiliary officers, stopped by to ask directions. Stainbrook learned about the opening, applied, and spent the summer patrolling boat traffic on Lake Champlain. In the three decades since, Stainbrook went on to forge a distinguished career in the U.S. Marine Corps and Marine Corps Reserve and, later, as a police officer with the Los Angeles Police Department, working in gang units, counterterrorism, and internal affairs. Today, he serves as chief of police for the Port of San Diego, a diverse jurisdiction that spans five cities, 34 miles of waterfront along San Diego Bay, a port, an international airport, and a border with Mexico. Stainbrook also consults with the U.S. Department of State, providing police training to forces across Africa and Asia. He recently spoke with the *Record* about his unusual career path as a police officer and his formula for great leadership.

**Tell us about your Fulbright fellowship. That's not something many police officers seek out. How did that come about?**

I love the military, but I wanted to go do different things. After leaving active duty in the Marines, I joined the LAPD. But I stayed in the Marine Corps Reserves and became a civil affairs officer. I was in the 3rd Civil Affairs G out of Camp Pendleton on 9/11. My dad was in the Pentagon when it got hit. He was just in the interior to the right of where the plane went in. I didn't know if he was alive or dead all day. Meanwhile, LAPD was calling me, "Hey, you're coming in tonight to guard the airport, so bring your unit over here." I found out later that my dad was alive. He got out with smoke inhalation.

After 9/11, I asked myself a fundamental question: Who are these Muslim people who attacked us? That was my broad, ignorant question at the time. When I got called up two months later, I was sent to Kosovo, where I led a civil affairs team. If you know anything about Kosovo, it's about 90 percent Albanian Muslim and 10 percent Serbian. I was in a mixed 60/40 Serbian-Muslim area. I spent six months there on the ground. The Muslim people there loved us, because we had saved them from the Serbs during the '90s. They were naming their kids Bill Clinton and things like that. I was a little

confused. "Wait a second, Muslim communities attacked us here in the U.S., but *these* Muslims in Europe love us." So I started studying Islam and Muslim communities.

When I got back to the States, I was told, "Don't unpack. You're going to go to Iraq." I spent about five or six months at home and then was deployed to Iraq. We went in with the invasion, went to Baghdad. I was working with cops there and Muslim Sunni and Shia groups. I was learning about those differences. When I came back to LAPD, I started my master's degree. I decided to write my thesis on a comparison of Muslim communities before and after 9/11 and their relationship with the police. I did quite a bit of community outreach. The main thing that came out of my thesis was when cops interacted with Muslim communities about 80 percent of the time it was a positive interaction. That told me we need to have more interaction.

About two weeks after the 7/7 bombings in London in 2005, Rick Wall, who was a captain at LAPD, called me. He knew about my master's program and my thesis. He asked me, "Have you ever thought about putting in for a Fulbright fellowship?" I didn't know what that was. He told me. I applied, and I got it. I wanted to study where the 7/7 bombers came from, which was in West Yorkshire, a place called Bradford. I ended up finding this guy, Al McFayden, who was a theology professor at Leeds University, but he was also a reserve constable in the West Yorkshire Police Force.

I went and lived with him and his family for a while. I got my own place and brought my family over. I was seconded by LAPD. So I was in LAPD uniform when I walked the beat in West Yorkshire. BBC did a show on me and everything. It was only 18 months after the London bombings. I really learned what they were working on community policing-wise with the Muslim community in West Yorkshire. While I was there, the head of counterterrorism for LAPD, Deputy Chief Mike Downing, was there. When I got back, he said, "I want you to come work for me." Now, I thought he was going to let me run the bomb squad or something really cool. But he said, no, you're going to be my adjutant. "We're going to set up the first community policing outreach unit to Muslim communities from LAPD, specifical-



## FIRST RESPONDERS

Harbor Police officers also train as firefighters and learn boat safety and operating skills.

ly, dealing within the counterterrorism realm.”

**That’s fascinating. Let’s switch gears and talk about your work today. What are some of the problems you face and how have you addressed them as a leader?**

One simple example that everybody has to deal with is homelessness. Coming up in LAPD, we dealt with homelessness as essentially a crime problem rather than a social construct. You’re a very young officer, and your sergeant’s telling you, “Hey, go out in these areas and don’t let the homeless congregate.” You’re told to make sure they’re not going in these areas, keep them over here, write them tickets, arrest them as much as possible, put them in jail as much as possible. Well, that hasn’t helped the homeless situation. We didn’t do anything to really help the problem. Today, the laws have changed, and homeless advocates have changed a lot of policies to where we can’t interact with the homeless so much from a law enforcement perspective. On the other hand, police have always been forced to be the leads. What does society, what does the country want their police to do? Some people don’t even want us to interact with the homeless. But they’re the number one complaint of my community—my constituents, if you

will. That problem set, instead of handling it just as a police problem, we had to open up to more of a whole of government, whole of community approach. So now we do things like we work with outside homeless advocates, who the officers have access to. It’s not just treating the homeless like we’re going to arrest our way out of a problem.

The officers try to ask things like, “Can we get you into housing? Can we get you into drug or mental health or alcohol treatment? Can we get you into job placement? Do you have a family member we can return you to that will take you?” So just thinking outside the boundaries of this arena that I grew up in and trying to take on problems from a non-policing perspective. So that’s kind of what I’ve learned as you go through. Wicked problems, right?

The same thing applied with the Muslim community, trying to solve that problem. You had a community who felt very threatened. They were predominantly a very inward-looking community. They weren’t outward facing, and law enforcement had never dealt with them, so the social norms, the religious context, the male/female relationship context—those were all issues that we had to break through to work with the com-

munity. If you came at them as police officers, they were basically like, “Oh, OK. So you think we’re all terrorists, and the only reason you’re here is because there was a terrorist attack.” My turning that around was the simple fact that you had to establish these relationships before something happened. And, again, going back to relationships so that when you were talking to each other, it wasn’t because, “Hey, Mark’s here because they think we’re terrorists.” No, Mark’s here because Mark’s been here the last five, ten years with us. He gets our issues, and he’s helped us with a lot of different ones that have nothing to do with terrorism. It might’ve been the parking in front of the mosque on a Friday afternoon. Just coming at problems from a different construct and being able to take yourself out of where you’re at and look at it from a different point of view. It seems simple to do, but it’s sometimes more complex.

**You establish relationships and build community ahead of time, so that when you need help, it’s a sincere reciprocal relationship.**

That’s basically all I wrote and taught about. How and where and when to interact appropriately in those communities. Because most police officers hadn’t done that. As a young officer, I’d been to churches. I’d been even to synagogues to visit. But I had never been to a mosque. If you watch that BBC video, you watch me in a full LAPD uniform walk through 2,000 Muslims in Bradford to the front of a mosque and address them. The first time they yell *Allahu Akbar!* (*God is most great!*) because they liked what I said and were happy I was there you think, “Whoa, whoa—that’s intense.” Because you’ve only seen it in the movie when the bad guys are about to blow themselves up. My whole perception of Muslims by working and living with them completely, completely, radically changed what my perceptions were.

**Are there aspects of your early career as a police officer that you miss?**

I was the corporal in my gang unit, and I loved doing search warrants and operations on gang members. At that time, I was the yoked-out, 28-year-old, 225-pound, muscle-bound dude. I was the ram guy. The guy that hit the door going in on warrants, jumping out of the van, I mean, the whole movie scene. Now I sit in meetings and think, “I used to be cool. I used to kick in doors, and it was so much fun.” Every day, you took a bad guy off the street. When you did, you told yourself, “Hey, I did something today.” Now, I sometimes don’t get that immediate satisfaction. It might be

a year till you get the budget, the plan, or something else done. But what I revel in is to see my young officers have those experiences that I had. They get a gun off the street. Or my officer survived that shootout. Giving him a hug afterwards and saying, “I’m glad you’re okay,” those are the kinds of things that I take pride in. Now I can say, “Yeah, this was great.” I know I’m not at the age now where I can jump fences and wrestle people to the ground all the time. I miss being in the field with my partners, but now I get to support 130 cops that go out there every day and do great things. Last year, my guys saved like nine people’s lives. Drowning victims. Heart attack victims. Overdose victims. Every time, I get to pin a life-saving medal on their chest and tell them, “Man, you just changed somebody’s life.”

**Were there experiences in your policing career that surprised you and stand out?**

Well, the Rampart [gang unit corruption] scandal at LAPD. Unfortunately, I was the one that started that whole thing. I say unfortunately, because of what it brought on LAPD. The main guy involved was a guy named Rafael Pérez. My partner was a guy named Joel Perez. We were in a gang unit, the same gang unit that the movie *Colors* was based on: OCB CRASH. If you ever watched the movie, you’ll see them with the little Yosemite Sam character. So that Yosemite Sam character is on my old gang jacket.

One night, my partner got a kickback for some dope that had not been returned to evidence. He’s looking at it and he’s like, “Well, this isn’t mine.” He tosses it to the side. So I pick it up, and I look at it and I go, “Hey, Joel. This says you didn’t return 3,000 grams of cocaine to evidence. That’s like three kilos, isn’t it? I’m not very good at math.” He says, “What?” He looks at it and he’s like, “I don’t recognize this.” We go down to Central Division Property, and we start looking through the records and you literally start sweating. Joel says, “Mark, this isn’t me. I didn’t write this in here. This is all my information. This is not me.” Well, as it turned out, Rafael Pérez had stolen, taken the dope out of evidence, and that got the whole ball rolling on the investigation and the subsequent Rampart scandal at LAPD.

It was a black eye for us as a department and led to the federal consent decree. I served as a sergeant and lieutenant during that time. The ramifications of that echoed throughout my career, including when we were busting officers at Spe-



cial Operations Division in Internal Affairs for things they did, which was unfortunate. What it taught me as a leader is that no matter what in the organization, if you lose your vision and your mission, your values, the things that keep your moral and ethical path of being a police officer and keeping people safe, that you can go down a really bad road. Every organization has people that should not be police officers, or maybe they shouldn't even be in your business because they're not good people.

That's a tough thing. It's a really tough thing to deal with as a leader. That was one of those points in my career where it was something that I was involved in personally, and I saw the effects on a lot of different people. One of my Marines was the son of one of the LAPD captains, who tragically died later as a result of that incident. You realize this stuff has real effects on real people. I was there, I lived it. I think it shaped me as a leader, shaped me as a person and an employee in how I look at law enforcement, as well.

**So what makes a good leader in your experience? What makes for a good culture? What separates the good leaders from the bad ones?**

My dad was an officer who served 42 years in the Navy. He used to say, "You make your career on the backs of your enlisted people." I see too many leaders where it's about themselves. My old boss at LAPD, Mike Downing, said, "It's *we*, not *me*." Often, I see leaders who don't take care of their people. As a leader, it's not about my success anymore. I'm only successful if my people are successful. In the Marines, I served in Iraq under General Mattis. He had this poster that he put up in headquarters. Next to a photo of a Marine, who had obviously been in combat, it said, "What have you done for him today?" It made you think, "I'm not the tip of the spear. I'm a staff officer at headquarters." Sure, it's hot. It sucks. The food's bad. But I'm not out there getting shot at every day. This poor Marine is, so what have I done to help *him*?

Today, I talk to all of my supervisors about that. I'll ask, "Hey, what have you done for your officer out on the boat when it's raining? What have you done for your officer out on the street when it's cold? What have you done for your officer at the airport who's standing watch and hasn't eaten in 10 hours?" It's all about what have you done for your troops. If you look at my email signature, it says, "What have you done for your troops today?" Your main focus as a leader has to be two questions you put

to your staff: "Are you getting everything you need to succeed? And what can I do to help you?"

Those are my two questions as a leader. I walk around every day asking people that. Sometimes they tell me. Sometimes they don't. But I'm here to help them. I think that's what makes a good leader, and what also helps make a good culture. What we've developed here at Harbor Police is based on three things I call R.O.I.—Relationships, Ownership, and Initiative. Most people think "return on investment." What I like to say is, we're going to invest in each other. When we do that, we both win. Sean wins and Mark wins. But it starts with relationships. It starts with us being truthful and honest with each other and saying, "I'm going to be committed to you, and you're going to be committed to me." Then ownership. We love the book by Jocko Willink, *Extreme Ownership*. When you own something, you take better care of it. You just don't work at Harbor Police, you *own* Harbor Police. You *own* your beat. You *own* that patrol car or that boat. Then initiative. Don't wait for me. I want to see my officers go out there and if they see something needs to be done, they take care of it. I'm enabling other leaders. A great leader makes other leaders. They enable other people to be good leaders.

All of that contributes to good culture. People feel valued. They feel that they're contributing and that they're part of something bigger. They're doing something every day to help other people. Helping other people, by the way, stimulates endorphins in your body. It's been psychologically proven. That's the secret to life. People feel that they can go do what they need to do and be successful. It creates automatically a good culture. There's none of the backstabbing, backbiting, all that. Plus, I just don't tolerate that. But those are the kinds of things that we've developed here at Harbor Police. I challenge anybody to come here and ask, "Hey, what are the chief's three things?" They better pop off, "Relationships, Ownership, and Initiative!" ■

---

Interview condensed and edited for length and clarity.



A man in a white lab coat and hairnet is working in a cannabis cultivation facility. He is standing in a long aisle between rows of tall, green cannabis plants. The plants are densely packed and appear to be in the flowering stage. The man is looking down at the plants, possibly inspecting them. The background shows industrial equipment and lighting. The overall scene is a professional and controlled environment for cannabis cultivation.

# The Startup Vision of a Medical Cannabis Pioneer

When it comes to the mega-million-dollar startup founded by former pharmaceutical executive Mike Smullen '76, it's easy to focus on the dollars. But his research-based company has also pushed the industry, launching innovative new products and an upscale retail experience that have improved the lives of countless patients

STORY BY SEAN MARKEY

PHOTOGRAPHS BY KAREN KASMAUSKI



AltMed founder Mike Smullen '76 and his wife Traci at a MÜV medical cannabis dispensary in Sarasota, Fla. The rapidly expanding company now operates 32 dispensaries in the state with more openings planned in the year ahead.

**P**ootie Tang. Pillow Factory. I-95. Banana Hammock. Modified Grapes #4. Durban Dream. Tangerine. Triangle Kush. The strains sound like the stud registry of a tripped out Thoroughbred stable. Snoop Dogg meets the Kentucky Derby. Make that the Kentucky doobie. Even through a double-layer N-95 and cloth mask, the flower rooms of genetically pimped-out *Cannabis sativa* and *indica* hybrids pack an olfactory wallop; floral and citrus aromas jostle like the hops in a fruity IPA. In the industrial-size drying rooms, the scent is a mix of sunbaked grass cuttings and oven-baked bread.

Mike Smullen '76 and his amiable business partner, John Tipton, are showing off their \$45 million, 220,000-square-foot medical marijuana growing facility in Apollo Beach, Fla. It's said that money doesn't grow on trees. But as Smullen and Tipton can attest, it certainly grows in three-gallon pots. With legal marijuana flower (a.k.a. "bud") retailing for \$5,200 a pound, cannabis is the world's most valuable cash crop, pound for pound. A single female plant can produce nearly half a pound of flower, on average, putting its value at \$2,500 or more. Last year, Smullen and Tipton grew \$110 million worth of weed in Florida. Next year, the partners and their recently acquired parent company will more than double that. Tipton, who over-

sees grow operations, says he just inked the contract to build a second, 300,000-square-foot grow facility in Palatka, Fla., later this year.

For Smullen, a veteran pharmaceutical and biotech startup sales executive, it's been a wild, near-perfect ride—the second mega-successful startup of his career. Only this one is far better, because it's far more personal. Inspired by his daughter's battle with epilepsy in childhood, Smullen launched his marijuana startup, Alternative Medical Enterprises (AltMed), in 2014 after learning about cannabis's ability to dramatically reduce seizures. Having navigated early, make-it-or-break-it regulatory setbacks, Smullen's company has taken off like a Cape Canaveral rocket in the past three years, opening 31 MÜV-branded retail locations in Florida alone. In February, his company was acquired by Verano Holdings, Inc.—making the Chicago-based venture the third-largest marijuana company in the country. That same month, Verano debuted as a publicly traded company on the Canadian Securities Exchange, with a market valuation of several billion dollars. U.S. sales are expected to reach three-quarters of a billion dollars next year.

With Smullen at his side, Tipton guides us through the warehouse-size facility. Our first stop is a narrow, unprepossessing room called Clone 1. Inside, Regan Clement, assistant



Cannabidiol (CBD) and tetrahydrocannabinol (THC) found in marijuana produce drug-like effects on a range of body functions, from immune response to memory.



Marijuana plants heavy with flower are pampered with ideal growing conditions during the final six to eight weeks before harvest.

manager of propagation, explains how cuttings are taken from genetically identical mother plants and nurtured for 20 to 22 days until they establish viable root systems. Every week, she and her colleagues churn out 1,400 new plants. Each plant is tagged with a unique barcode to track growing conditions and yield.

“It’s hard to believe,” Smullen says, still in awe of the process. At any given time, 25 strains of high-yielding *cannabis sativa* and *cannabis indica* are grown in the facility’s 33 indoor “vegetable” and “flower” rooms. We poke our noses into a number of them as we thread a maze of hallways. En route, we visit the facility’s onsite testing lab, refining rooms where CBD and THC oil are extracted after harvesting, and production facilities where joints are rolled, time-release transdermal

patches are manufactured, and other THC- and cannabis products are made.

Near the end of our tour, Smullen introduces me to Walt Webster, a former vice president for Russell Stover candies. Webster takes us on a Willy Wonka-style spin through several makeshift industrial kitchens, where we pass workers stirring metal mixing bowls and saucepans at a furious clip, making THC- and CBD-infused gummies, chocolates, and other edibles.

But the most memorable sight of the day is Flower Room 4, the second stop of the tour, one of many flower rooms where plants are sent for the final six to eight weeks before harvest. About the size of an indoor tennis court, the room is crammed with 800 plants growing under 600-watt grow lights. Their timing and intensity are choreographed to mimic the waning daylight of late summer—a sleight of hand to trick plants into putting all of their energy into flower production. At the invitation of Smullen and Tipton, I climb a step-

ladder to get a bird’s-eye view. Spread before me is a \$2 million canopy of legal cannabis. But that isn’t the only thing to behold. You don’t have to look very hard to also see the revolution of legalized cannabis, which saw \$17.5 billion in U.S. sales last year, currently lighting up the country.

**In some ways, Mike Smullen is the last person you’d expect to jump into the marijuana business.** In so many others, he was the perfect person to do it.

Smullen grew up in Burlington, Vt., playing high school sports back when the city was still an IBM town and IBM was the Google of its era. Somehow the company’s “inspired performance” business ethos seeped into Smullen’s consciousness. (To this day, building the right culture in a company is one of the things that matters most to him.) Smullen had planned to attend law school after Norwich. Instead, he followed his father’s footsteps into



Lab technician Marilyn Mendelsohn measures THC and CBD levels in cannabis plants at the AltMed-Plants of Ruskin indoor grow facility in Apollo Beach, Fla.

pharmaceutical sales. “I saw a guy that loved his work and came home happy every night,” Smullen recalls. Beginning as a sales rep, Smullen worked his way up the career ladder in pharmaceutical sales, from district and regional manager to national sales director to senior vice president of sales. Smullen found he had a knack for making people excited about coming to work for him. He has always liked startups. Four of the five companies he has worked for have been pharmaceutical or biotech startups. “Every company that I joined always had some really innovative technology in drug development going on,” he says. The last was a Gaithersburg, Md., biotech startup called MedImmune. Smullen served as senior vice president of sales, a position that placed him among the company’s top 13 executives. MedImmune developed a successful drug to treat respiratory syncytial virus in premature infants. In 2007, Astra-Zeneca bought the company for \$15.8 billion. After the sale, Smullen retired at the age of 51.

Smullen thought his retirement might last a year. With MedImmune, he’d been to the mountaintop. He wanted to choose his next move carefully. “It really became a bit of a challenge,” he says. “How do I find something that would top this experience?”

He stayed on the sidelines for seven years. During that time, three events affected him deeply, planting seeds that would later blossom into his medical marijuana startup. One was his brother’s long and ultimately unsuccessful battle with cancer. “He’s been quite open in sharing that experience,” says AltMed colleague Todd Beckwith, who serves as director of corporate relations.

Another was his daughter’s struggle with epilepsy. One day, while sitting in his lap, she had her first grand mal seizure at the age of two and a half. “It was one of the toughest experiences I’ve ever had,” he says. “I had no idea that she was having a seizure.”

“Once we found out ... that it was epilepsy, I was relieved, because I knew there were anti-epileptic drugs out there that could help prevent her from having more seizures. But those drugs are very, very powerful, particularly for children.”

While the drug she took controlled her seizures, it made it difficult for her to focus and left her lethargic, affecting her relationships and social life. When his daughter was 11, Smullen and his family decided to take her off all medications. They felt like they finally got their daughter back.

The third event happened when Smullen chanced upon a CNN documentary by medical correspondent Dr. Sanjay Gupta entitled, *Weed*. The first episode of the three-part series featured the story of Charlotte Figgi,

**Mike Smullen says the lessons he learned at Norwich provided a foundation for his later successes in business. “Lessons in leadership and courage and integrity and never giving up have all served me well.”**

a young girl from Colorado with Dravet syndrome, a rare form of intractable epilepsy. Figgi was wracked by 40 to 50 seizures every day. Desperate for a solution, her father learned of a boy in California with the same disorder who was being treated with cannabis low in tetrahydrocannabinol (THC), the compound that makes you high, and high in non-psychoactive cannabidiol (CBD). When her mother gave Charlotte her first dose of CBD oil, her seizures stopped the very next day.

"I probably watched it 10 times," Smullen says. "I'd never really been around marijuana. I had never used it personally," Smullen says. A self-described conservative, he says he "had a pretty strong view that marijuana was not real medicine. But I decided to do my homework ... so I did a lot of research."

Mike Smullen talks with Cheryl Ransdell, the general manager of a MÜV medical cannabis dispensary in Sarasota. Ransdell says many senior patients prefer to vape, rather than smoke, making it her top-selling product.

After spending several months reading studies and talking to people he knew in the pharmaceutical industry, Smullen was convinced. *There really is something here*, he thought.

Sketching out plans for a medical marijuana startup on a yellow legal pad, he approached his wife, Traci, one night and shared his conviction that there was a business to be had, one that could make a difference in the lives of many people, including their daughter's. The cannabis green rush was a bit like the Wild West at the time. Many of the early players were what Smullen describes as "marijuana enthusiasts." His background was in cutting-edge biotech and pharmaceutical startups. Being an outlier allowed him to see an opportunity. He had an open field to apply the standards, rigor, and serious R&D investments from the pharma industry to a medical marijuana startup. But there was one major problem: Marijuana still wasn't legal in Florida.

Smullen moved ahead anyway. Drawing on personal savings and money invested by friends and family, he launched his startup in January 2014.

One of the first things he did was hire PhDs from the Center for Drug Discovery and Innovation at the University of South Florida to begin research into novel delivery devices that could provide precise dosing. "We were very focused on things that most people in this industry were not looking at," he says. "Things like metered-dose inhalers, nebulizers, and transdermal patches."

Ten months later, Smullen and Traci gathered with friends and family members who had invested in his company for an election night watch party in November. They were primed to see Florida voters pass a referendum that would legalize the production and sale of medical marijuana. The vote in favor was 59 percent, one point short of the required 60 percent supermajority needed to pass. It was crushing news. Smullen spent the next week struggling to find a path forward for his company, unsure if it could survive. "He never gave up," Traci says. Smullen decided to move company operations to Arizona, a state with a far more accommodating business and regulatory environment





for cannabis startups. AltMed staff worked on branding, marketing plans, and expanding their knowledge of cannabis cultivation. After buying out a small Arizona grow operation, AltMed became the first to earn an ISO 9000 quality standard rating.

Two years later, in 2016, Florida voters approved Amendment 2, legalizing medical marijuana use by doctor-approved patients. Having invested two years and millions of dollars in research, development, and early trials, Smullen had a business model and product line waiting to be unleashed. What he lacked was a license to operate. Florida lawmakers had set the barriers to entry intentionally high, stipulating that only nurseries in operation for 30 years or more could legally grow cannabis. Licenses were limited in number and hard to come by. Then Smullen remembered someone he had met at a cannabis industry conference in 2014. Someone he liked and who shared similar busi-

ness values as his own. Even better, the person worked for a Florida plant nursery owned by the same family for several generations that had recently acquired a marijuana license. Smullen called John Tipton at Plants of Ruskin and proposed a merger. The rest, as they say, is history.

**“So how comfortable are you with cannabis?”** Danielle Palaza asks, her brown eyes bright above a black face-mask silk-screened with a red lipstick kiss. We’re standing in a MÜV dispensary in Wellington, Fla., a sprawling suburb west of Palm Beach, where the 26-year-old “med tender” works.

Before reporting this story, my answer would have been, “Not very.” But the nagging injuries I’ve accumulated over the years from running (knee), skiing (shoulder), and too many hours at desk (lower back) never seem to go away entirely. Add the stress of magazine deadlines and poor sleep, and I’m a shadow of my former self.

Lindsay Marini, 35, swallows a tincture of CBD while making coffee in the morning at her home outside of Palm Beach, Fla. Marini was diagnosed with epilepsy at age 21 and uses a range of cannabis products to control her seizures. After discovering the MUV medical cannabis dispensary in Wellington, Fla., as a patient, she applied to work there and now serves as its general manager.



Because I live out of state and don't hold a requisite doctor-issued Florida medical marijuana patient card, Palaza and I agree to playact that I'm a real patient. I want to get her advice and hear the sales rap.

"I'm not interested in getting stoned," I tell her. "I just don't want to feel pain."

With the exception of me, only staff and card-carrying patients are allowed inside the dispensary, which at first glance looks like a place selling expensive Swiss cosmetics. The interior is sleek and modern, with bright lighting, long sight lines, displays showcasing a wide range of products, from THC- and CBD-infused vape pens, cartridges, and inhalers to edibles, tinctures, concentrates, and lotions. Mostly it's the product packaging that's on display. Pre-rolled joints, loose cannabis flower, and just about everything else is kept behind a long, glassed-in counter in the rear staffed by a half-dozen med tenders.

Palaza reaches across a display table and grabs a hydrating lotion, a sports gel, and a pain relief cream from a collection of unguents infused with CBD and THC oil. The products she has selected contain 1:1 ratios of CBD to THC oil in 60-, 100-, and 200-milligram doses. "These three right here are going to be non-transdermal, meaning they won't go into your bloodstream. They won't have any psychoactivity."

Despite three tries at physical therapy, lingering tendonitis caused by a rotator cuff injury 20 years ago continues to dog me. Forking over \$65 for a 1.7-ounce bottle of MÜV Pain Relief Cream to erase that chronic ache, even temporarily, seems like a bargain. I don't just want to buy lotion; I want to buy company stock. If it didn't click for me earlier why medical cannabis is the next big thing, it does now.

But what has really drawn me to Wellington this Friday is the chance to meet with the store's 35-year-old general manager, Lindsey Marini, and her 67-year-old mother, Lori Fox. Both use medical cannabis to cope with serious health conditions. Marini has epilepsy. Fox has late-stage progressive MS.

With the pandemic still flaring in April, Marini has arranged a meeting in a small glassed-in conference room near the entrance of the MÜV dispensary. Fox may be confined to a wheelchair by her disease, but her outsize personality and humor are not. Just a few minutes into our 45-minute conversation, it's clear that both women are passionate advocates of the power of medicinal cannabis to improve patients' lives. In Marini's case, the busy mother of two young daughters uses a daily regimen of CBD tincture, a metered-dose cannabis inhaler, vape pens, and marijuana flower to control her epileptic seizures by reducing the stress and electrical brain activity that triggers them. "I haven't had any breakthrough seizures in five and a half years," she says.

For her mother, the victories are far more modest but no less important. "All we can do is make my mother comfortable at this point," Marini says. A vape pen loaded with Banana Hammock THC allows Fox to bridge the four-hour gap between doses of OxyContin. That and other cannabis products, like

THC-infused gummies, can restore the use of her right arm long enough to enjoy a game of mahjong with her girlfriends, or an extra 20 minutes of FaceTime video chats with her grandchildren over breakfast or dinner. "It's everything," Marini says.

Since its founding, AltMed has supported many area nonprofits that help people with serious medical conditions, including epilepsy, arthritis, PTSD, Parkinson's disease, and cancer. The company's philanthropic outreach is led by Traci Smullen. One of the families she introduced me to is Kevin and Shaina Swan. Kevin was diagnosed with ALS, a degenerative nerve disease, in 2012. As his disease has progressed, he has lost the ability to control motor function throughout his body. He is now confined to a wheelchair or his bed and requires round-the-clock care. But using eye-tracking software and an iPad-like computer screen, Swan is still able to communicate with his eyes, typing messages that his computer turns into vocalized speech or sends as an email. Replying to questions I emailed, Swan tells me

Playing Scrabble with her daughter, Lori Fox, 67, smokes a cannabis vape pen to mitigate symptoms caused by her MS.



**“Living with a terminal disease that hasn’t had a scientific advance in 30 years, I was really skeptical about the benefits of cannabis. However, it has been a complete game changer for me,” says Kevin Swan, who has advanced ALS.**

that he started using cannabis when it became legal in Florida.

“Right now, I wear a THC-CBD patch every day. I also use a THC spray occasionally.”

I ask how medical cannabis has helped him. “The biggest benefit that I have noticed is that I no longer take Xanax every day,” he says. “Before I started wearing the patch, I had a regular dose of Xanax. [The time-release patch] has worked wonders for my anxiety.”

“Living with a terminal disease that hasn’t had a scientific advance in 30 years, I was really skeptical about the benefits of cannabis. However, it has been a complete game changer for me.”

**The day I join Smullen for a tour of** his company’s Apollo Beach grow facility, we stop in beforehand at a MÜV dispensary in Sarasota, about an hour south of Tampa on Florida’s Gulf Coast. Located in a small but pleasant suburban strip mall called Cobia Bay, the dispensary is AltMed’s second oldest. If you want to stare deep into the heart of the mainstreaming of legalized cannabis in America, this is as good a place as any. Whether by happenstance or by design, the MÜV dispensary shares a storefront flanked by a marijuana doctor’s clinic on one side and Jet’s Pizza on the other. Nearby are a Sleep Number mattress outlet and a UPS Store.

As we step inside, a 20-something receptionist with a man bun named Shane buzzes us into the dispensary, where Smullen introduces me to Cheryl Ransdell, the dispensary’s general manager. Ransdell, who used to work in floor sales at Lowe’s, joined AltMed in 2019. Like every employee I’ve spoken with, Ransdell appears to love her work and believe in AltMed’s mission as a company. If all of AltMed’s 800-plus employees feel the same way, it’s no wonder the company is successful. If I had any doubts, Ransdell erases them when Smullen asks her how many medical cannabis patients come through the door every day.

“[Our] average patient count is 216 on a slow week,” she says. “On a busier week it’s almost 300.” Per day.

I’m told each patient spends over \$100, on average, putting my conservative, back-of-the-envelope estimate of the dispensary’s annual take at over \$6 million a year.

While Ransdell and I talk more, Smullen steps out to his SUV to retrieve his medical marijuana patient card and returns. Clutching a sheaf of twenty-dollar bills, he approaches the counter to pay for five boxes of indica-infused blueberry-flavored Wana Soft Chew gummies. Smullen never used marijuana before launching his startup. But he does now. “Sleep is the biggest thing for



Buying medical marijuana “shouldn’t be scary,” says AltMed founder Mike Smullen ’76. MÜV medical cannabis dispensaries, like this one in Sarasota, Fla., are designed to be friendly and inviting.



Shaina Swan rubs a topical cannabis cream onto the feet of her husband, Kevin, who is living with ALS, at their home in St. Petersburg, Fla. Kevin cannot talk or eat, so he uses an eye sensitive pad to type out what he needs.

me,” he says, adding that he was also rear-ended in his car once while sitting at a stop light. “Somebody just came crashing into me, so I have some neck and back pain.”

Smullen hands over \$125, while his med tender, a woman with close-cropped salt-and-pepper hair named Karen, who used to be an NYPD cop, makes change. I notice her applying prescription-like labels to the boxes. “That way if a patient gets stopped, the police know it’s theirs,” Ransdell tells me.

His transaction complete, Smul-

len walks down the row of med tenders, stuffing crisp \$20 bills into their respective tip jars. The gesture is sincere, a way for him to acknowledge how hard the staff works and signal his appreciation. “That’s Mike,” says Marini, the general manager of the Wellington MÜV dispensary, when I mention it later. “He does that in every store he visits.”

The following Saturday, Smullen will be in St. Augustine for the grand opening of the 32nd and newest MÜV dispensary. If all goes according to habit, the founder and his business partner

John Tipton will invite staff to gather in a circle for a pre-game pep talk before they open the doors. When it’s his turn to speak, Smullen will recall the history of AltMed and the inspiration behind its founding. He will tell them that it is the best cannabis company in the country. He will remind staff of the responsibilities they have to be the face of it as they help patients regain or improve their quality of life. He will tell them about the tremendous opportunities they have for their own personal growth, sharing his hope that they seize the opportunity and run with it. ■

## Introducing the Norwich Network

*Test drive our private “LinkedIn” for  
Norwich alumni and students*

If you're a Norwich alumnus, chances are you've heard, if not used, the phrase “the Norwich network” to describe a variety of scenarios, from connecting and networking with other alumni at social events and student sendoffs to simply building your local alumni network. Students use the phrase to describe connecting with alumni for career advice or when applying for an internship or a job. All these scenarios outline ways alumni and students benefit from Norwich connections.

The idea of the Norwich network has taken many forms and meant different things over the years. What was always missing was a means to truly operationalize this concept for everyone, regardless of their age, location, or expertise. That is until now. The Office of Alumni and Family Engagement has launched a new platform and website appropriately called the Norwich Network. It's a way to connect people and ideas and share opportunities, whether you're an alumnus or a student.

Our alumni always say that it is meaningful for them to give back to Norwich by supporting students, as well as young alumni embarking on their careers. The Norwich Network provides key support for this goal. Students now have the ability to find an alumni mentor in whatever career field they aspire to. Young alumni who see the importance of professional networking can do the same, locating alumni in their profession and region.

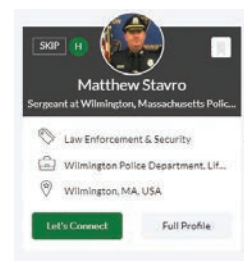
Unlike Facebook or LinkedIn, the Norwich Network is exclusive to our community.

There are countless ways to find meaningful connections once you're signed up. For example:

- Seek out alumni via a variety of search criteria, including company, area of expertise, military occupational designation, and dozens of other categories. To reconnect with classmates that you've lost touch with, for example, search by class year.
- Search for alumni and students based on your shared Norwich interests, such as Drill Team, Regimental

Band, WNUB, Pegasus Players, athletics, or just about any other student club over the years.

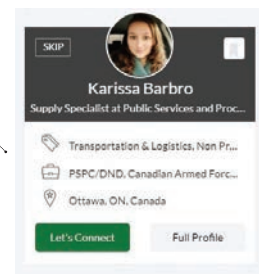
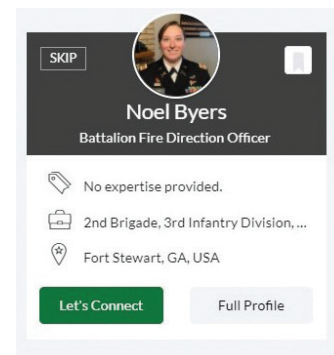
- Use the map feature to find alumni to connect with while you're traveling for work or pleasure.
- Join discussion groups based on careers, such as data analysis or law enforcement. There are also groups for connections back to Norwich, such as former athletes, and groups based on geographic regions throughout the country. There is even a group for retirees and the Old Guard.
- Search for students and alumni seeking help on various topics, from artificial intelligence to retiring from the military and embarking on a civilian career.
- Use the tool to send messages or setup meetings with other alumni and students, including video and audio chat. The system's automatic matching will even recommend alumni for you to connect with.



So ponder these questions: In what ways do you think you could support another alumnus? How might you benefit professionally or personally by connecting with other alumni? What advice do you wish you had 10, 25, or 50 years ago? Using the new Norwich Network strengthens and streamlines what we Norwich alumni have always done, connect as friends and help one another in our careers.

The Class of 2021 was invited to join the Norwich Network prior to graduating in May. Undergraduates who are sophomores and up will be invited to use the Norwich Network during the upcoming fall semester. If you're an alumnus that has yet to sign up, you can create a profile by visiting [networking.norwich.edu](http://networking.norwich.edu).

See you online!



**EDDIE HABECK '99 & M'10**  
*Director of Alumni & Family Engagement*



# Preparation



*“The Norwich education is challenging, preparing students for demanding environments. Through this preparation, one gains the confidence to accomplish their goals. Couple this scenario with unbelievable camaraderie, and a NU graduate is well formed for a life of selfless service to community and nation. In sum, this experience has given me the conviction to attain my ‘wins’ in life. The Norwich culture is sound and its values are virtuous, worthy of our enduring support. I am proud to do my part in leaving a gift to Norwich from my will, in order to help make this happen. Norwich Forever!”*

—David “Whitey” Anderson, Class of 1965

*David is an 1819 Circle Member, 25-year Garrison Associate, sponsor of several Norwich events, and donor to multiple NU scholarships.*



**NORWICH**  
UNIVERSITY®

Expect Challenge. Achieve Distinction.



For more information about how to make a gift from your will, please contact Megann O'Malley at (802) 485-2282 or email at [momalley@norwich.edu](mailto:momalley@norwich.edu). Make sure to mention this ad!

Megann O'Malley, *Director of Planned Giving*  
(802) 485-2282 • [momalley@norwich.edu](mailto:momalley@norwich.edu)

**Norwichgiftplans.org**

# Norwich Women Kicking Glass

*Delving into the breakout job success of NU alumnae, a new seminar series aims to help fellow alumnae navigate their careers*

BY DIANE SCOLARO

**T**ina (Judd) Stevens and Annette (LaCasse) Redmond bonded in 1979 as rook sisters and roommates living with a handful of other women on the top floor of Ransom Hall. Tina left Norwich in her second year, and Annette went on to graduate in 1983 and begin a career in the U.S. Army. Between moves and changing names, Tina and Annette lost track of each other over the years. As Tina approached her 60th birthday, she wanted to re-connect with people from her past, and Annette was among them. Each time *The Record* arrived in her mailbox, Tina would search the Class Notes section hoping to see news on her rook buddy. The Winter 2020 issue had what she was looking for—a post noting Annette (now Redmond) had been promoted to deputy assistant secretary for intelligence policy and coordination at the U.S. State Department. Tina found Annette on LinkedIn, and they soon re-connected.

After 40 years, they had a lot to catch up on, including the choices and journeys that led to where they are today. Annette traveled the world during her 21-year military career as an intelligence officer before becoming a Department of Defense senior executive and in 2017 joining the State Department in Washington, D.C. Tina settled in Spartanburg, S.C., where she founded Secondary Solutions, a company that solves product production challenges for businesses ranging from Fortune 500 companies to independent manufacturers. While their paths and experiences differed, they have both reached the top of their game in their respective careers.

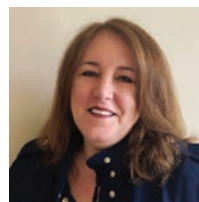
Tina and Annette credit the training and mindset they learned at Norwich for giving them the ability to “think differently” and problem solve, plus the grit to seize new opportunities with confidence. In reflecting on how their connections and experiences on the Hill had influenced them, an idea began to form. They envisioned a forum to share stories of Norwich women whose grit, confidence, and determination has allowed them

to soar, breaking through glass ceilings in the public, private, and non-profit sectors. With that, “NU Women Kicking Glass” was born, a series of presentations that delve beyond the accomplishments of Norwich alumnae to examine the path each has taken to reach great heights in their careers. “Our vision is to share the value of what we learned at Norwich and how we’ve applied those lessons to succeed,” Annette says. “We want to help ensure young women know it’s possible to reach their goals, even when they think they can’t.”

“What I hope will come out of this is, if there is someone who can identify with my particular story, they would reach out and connect,” Tina says.

The inaugural presentation of their series brainchild kicked off in May. The webinar, “NU Women Kicking Glass—Stepping Up to Lead and Serve” was moderated by MG Martha Rainville, USAF (Ret.), the first woman in the U.S. to become a state’s adjutant general in the National Guard. The panel included Marlene Hounbedji M’13, a supervisory refugee officer in the U.S. Navy; Capt. Regan Keenan ’15, who is overseeing Rhode Island’s COVID-19 mass testing and vaccination site for the National Guard; and LCDR Jana Raymond ’90, U.S. Navy (Ret.), one of the first women deployed on a U.S. aircraft carrier.

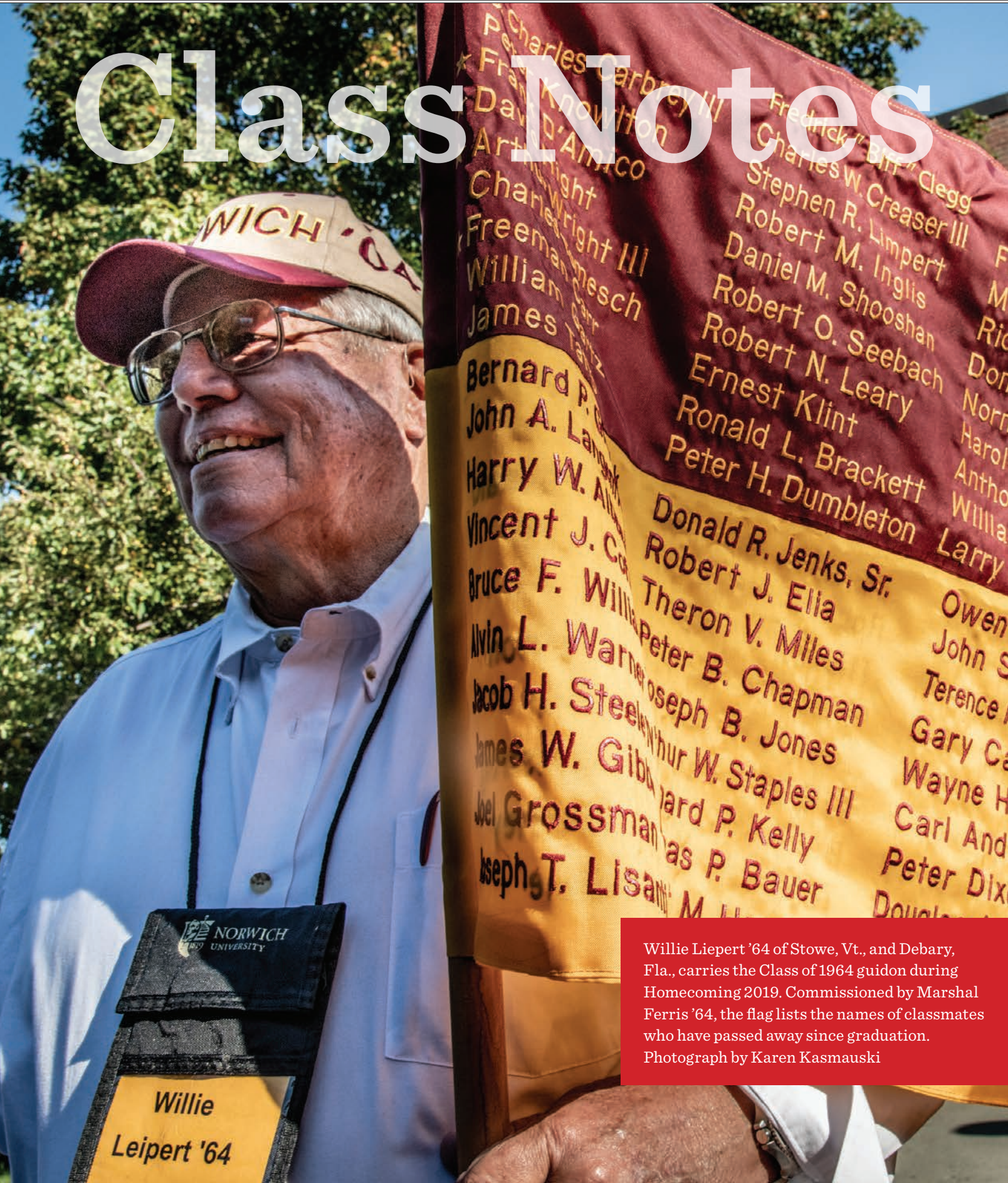
Tina and Annette will be the featured presenters in an on-campus NU Women Kicking Glass event on Thursday, September 23 as part of Homecoming Weekend. Their hope is to provide inspiration and encouragement to female students and young alumnae. “I’m sure we have all failed spectacularly at some point,” Annette says. “Sometimes you have to go through things that are hard, or you think you can’t do. But sometimes those things turn out to be your favorite experiences and periods of growth once you get down the road.”



Annette Redmond

Diane Scolaro is the associate vice president for Alumni & Family Engagement. For more information, email [alumni@norwich.edu](mailto:alumni@norwich.edu).

# Class Notes



Willie Liepert '64 of Stowe, Vt., and Debary, Fla., carries the Class of 1964 guidon during Homecoming 2019. Commissioned by Marshal Ferris '64, the flag lists the names of classmates who have passed away since graduation. Photograph by Karen Kasmauski

Willie  
Liepert '64

# CLASS OF 1964 ROLL CALL

Jim Levesque and Peter Woodley, aided by colleagues, spearheaded the latest “Memorial Roll Call” for the Class of 1964. Replying “present” were Terry Badger, Bill Barlow, Charlie Baumann, Ed Betterley, Mike Branley, Wayne Brock, Larry Budnick, Steve Cerjan, Doug DeRuisseau, Bill Dragon, Michael Elkins, Marshall Ferris, Robert Halleck, Jay Kotlen, Willie Leipert, Ronald Lewos, Richard Lovisone, Joseph Luzzi, Bob Mack, George Philley, Doug Poole, Dick Robert, Lawrence Root, Bob Rossell, John Stevens, Will Stoddard, Larry Underwood, Charlie Viall, and Fulton Wilcox.

Lengthier replies from other classmates follow:

**Allen Court** shared memories of **Peter Seiffert**: “After our senior year exams, we headed down to Green Mountain College in my new Pontiac convertible to celebrate. However, because I had had a libation, I let Peter drive. We did fine except for the 90-degree left-hand turn that came out of the darkness. We almost made it, but the concrete triangle in the center of the street caught the rear axle as we slid on the road sand, which spun us around to a jarring stop in front of a mighty oak. What we didn’t know was the car was straddling a five-foot deep drainage ditch. We uncoupled the seat belts and I stepped out into space. I looked back from under the car and yelled “watch out” to Peter as he did a nosedive, yelling on the way down. Fortunately, neither of us was injured from the unexpected skydiving. The car was not so fortunate. Peter was a good friend.”

Reflecting on the recent 2021 presidential inauguration, **Donald Day, Jr.** was reminded John F. Kennedy’s inauguration 60 years ago. “I don’t know how I ended

up on that bus to the nation’s capital; some would say I volunteered. Coerced? Either way, I can tell you for certain that I felt privileged to be among those Cadets representing NU and the State of Vermont in the Presidential Inaugural Parade. As it turned out, it was a painful way of achieving glory.

“As luck would have it, the D.C. area was hit with a blizzard the night before the parade, that is to say, the night we arrived. I can remember being billeted in World War II-era barracks at Fort Meade, Maryland. The problem was no one seemed to know we were coming. Hence the barracks were not ready. Meaning no heat. A foot of snow. Howling wind. Temperatures that would test the survival skills of a polar bear. The post engineer scrambled and got the heat cranking, and we climbed out of the bus and made the best of a bad situation. The next day we marched in ankle-deep slush, thereby completing the process of freezing off our collective asses.”

“... ask not what your country can do for you ...”

**Chuck Glazerman** wrote from Cincinnati to say he is “present” and holding down the Southern Ohio branch. “Nice to know we’re now old enough to stand at the head of the line for shots in the arm. Fond memories of Paps, Jimmy Tat, Fossil Fred, and so many others. Stay healthy!”

**Judson Hall** shared this note: “All I can remember is hoisting a garbage can up the flag pole, stuffing toilet paper and tin cans in the cannon, and the infamous panty raid. Oh, and putting one of the tanks in a slide on the ice. And too many hours walking around the parade ground. Tours ...”

**Michael Krause** wrote, “Dear Classmates: Present! In good health. What a year! We continue to serve as President of The Veterans’ Place: a transitional home for homeless veterans here in Northfield. We travel between our home office in Washington, D.C., and our homestead here in Northfield, Vt. If any of you remember Monsignor Sutfin, head of the Department of Philosophy, Religion and Fine Arts (PRFA), you may remember his home—now ours—here up on Winch Hill. Now a winter wonderland with 2+ feet of snow! Please come by when you can—taking

**John Fisher** wrote, “*Thanks for keeping up this tradition. Hoping all are well and safe.*”

COVID-19 precautions!! Trust you are all trying to stay healthy. God bless you. Essayons! Michael and Deborah Krause and Family”

**John Manchester** checked in to say, “All is good here. In Florida for a few months this winter.”

**Bob McAllister** wrote, “PRESENT. Boy, time does fly. Sixty years ago there were a large number of our classmates that marched in the inaugural parade of JFK. As ‘lower than whale \_\_\_\_ rooks’, we were delighted just to get off-campus. Vivid memories for this trip are:

“1) As our buses approached our Washington-area destination, each bus was informed of the three or four places that were off-limits to Norwich Cadets. This was wonderful news, as we had just been handed the list of ‘hot spots’ for nightlife in the Capitol. We would have had no clue of these great spots without this list. Buzzy Nichols and I took full advantage of this great

**James Levesque** wrote, “*I am sure many of us can recall marching in the Kennedy inaugural parade in record cold weather in Washington, D.C. It was the first and last thing I volunteered for ... 60 years ago!*”



information. 2) It snowed overnight and into the parade day. We were billeted in a small Quonset-type hut at Fort Meade, and when we returned from our night of carousing we just fell into bed, not realizing that the furnace was not working. Woke up ...and it was like sleeping in the middle of a field. 3) Parade day we formed up on a side street and waited our turn to be blended into the parade. We stood in two inches of slush/snow for well over an hour, just in our dress shoes. By the time we got into the parade route we could barely feel our feet. 4) The parade route was very narrow. There were bands in front of us and behind us. Noise was crazy. I heard afterwards that something very interesting had happened to one of our longer platoons. The front of the platoon was in a 'left column turn.' Not knowing this, the sergeant in the back called for a 'change shoulder arms,' which made for some rifle and head clanging moments at the pivot point. 5) General Harmon used to remind us that we represented Norwich on and off-campus. I believe that there was no time limit on our Honor Code, and so I hereby, 60 years after the fact, turn myself into NU President, Col. Mark Anarumo ... for any and all cadet indiscretions that may have been committed during our visit to Washington, D.C., January 1960. I will gladly return to the Hill to walk off as many tours as may be deemed necessary. However, I may need and seek advice from some of my classmate 'professional tour walkers' such as Mike Capone, Pete Woodley, Dick Corsetti, et al."



Marshall Ferris '64 and friends from the Class of 1964 cross Sabine Field during Homecoming 2019's Alumni March. Photograph by Karen Kasmauski.

As **Colin (Mac) McArthur** shared, "OK, full disclosure: I graduated in '65. However, I am, and will always be, a member of the Class of '64. After three years at an all-male military high school, I headed to Norwich, an all-male military college. If you think my mind was on academics it wasn't. It was on skirts. At the end of our sophomore year in January 1962, I was suspended for a combination of a low GPA and getting caught at Vermont College with a case of beer in my car (underage) one cold night after an away hockey game. Maj. Albrece couldn't be happier that I was suspended, noting

I was both a poor student and a continual screw-up.

"... after summer school at NU and getting my head screwed on properly, I got well ahead by taking classes at Hofstra and Adelphi colleges on Long Island. Back on the Hill in early '63, I was welcomed by Maj. Albrece on my return. He told me, 'I doubt you will ever graduate from Norwich' and immediately put me on 60 days close military confinement (CMC if you recall) for the previous year's infraction. Had I known that would be my welcome back, I doubt I would have returned to NU. As was typical of most folks on the five-year plan,

I stayed mostly out of view and socialized more with my '64 friends and others who worked in the mess hall than I did with my new '65 classmates. After graduation and commissioning, I spent the next 26 years in uniform. Arriving in Vietnam three weeks before Tet '68, I had a gritty introduction to war and gained lasting respect for young American soldiers and was privileged to lead many of them over the next two-plus decades. Unfortunately, we lost four '64 classmates and have honored them by placing their names in granite within the walkway into the Army's new Museum at Fort Belvoir, Virginia. (And yes, I checked

Col. Harold B. Wilber, USMC (Ret) wrote,

**“When I returned to Norwich to finish out my 26-year Marine Corps career as Professor of Naval Science, it was great discovering the students and Corps of Cadets then were just as good if not better than the Class of ’64. Our alma mater is tracking well. Semper Fi.”**

off an item on my bucket list when I retired, having outranked Lt. Col Albee.) The past decade has been fun hanging out with ten ’64 classmates over Homecoming weekends, usually starting on Wednesdays or Thursdays, playing golf for a couple days, having great dinners out and fun times in the places we rented. Unfortunately, we’ve lost a number of close friends in the past couple years including Bob Bale, Biff Clegg, and Barry Butler. Hopefully, a number of us will carry on remembering lost friends and enjoying one another: Corsetti, Montana, Manchester, Capone, Kotlen, Moore, and myself. Good folks all. The spirit and comradeship of ’64 continue on, and I’m proud to be part of it. Norwich Forever!”

**Curt Michael** wrote, “The Norwich experience for me was a life-changing one for sure. My freshmen roommates in Alumni Hall, Guy Hollingworth and Charles Flagler, became lifelong friends. I met my future wife of 56 years, Barbara (VC ’64) in Montpelier. I did the basic Corps of Engineers Course at Fort Belvoir, Virginia, with Joe Luzzi in late ’64. I later went to work after two years

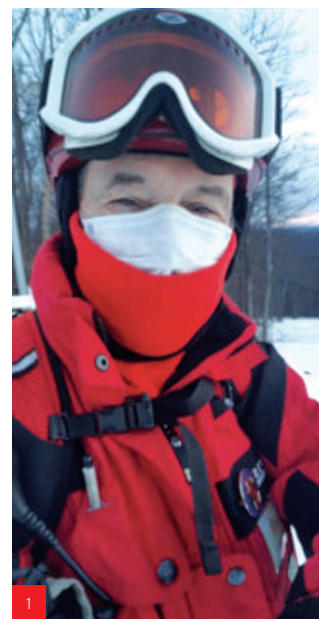
active at United Aircraft/United Technologies (now Raytheon Technologies) and immediately determined that mechanical engineering ’64 classmates Bill Knose, Ernie Mellor, Larry Milo, and Joe Lisanti were there, too. Charlie Flagler and Doug Campbell and I have skied together since those early days on the slopes in Northfield. Norwich Forever.”

**William O’Brien** wrote to thank Jim Levesque and Peter Woodley “for continuing the Class of ’64 Memorial Roll Call, which encourages each of us to recall, reflect, and reach out to a roommate, teammate or classmate with whom we shared the Norwich experience. This initiative can serve as a stimulus in overcoming the procrastination of ‘I would have, I could have, I should have’ that hinders reaching out to those individuals who have influenced our lives. The recent deceased notice announcing the passing of Brendan Cleary ’63 made me aware of how much he meant to me during a tough Rook year. Unfortunately, I never reached out to him to convey my appreciation for the contribution he had upon the navigation of my journey. Please keep this annual

Memorial tradition going.”

**Walt Pheene** wrote, “One of my fond NU memories is from our Rook year, when Gen. Harmon addressed the Corps in the mess hall. The NU football team had just defeated Middlebury at Middlebury and most of the Corps had been bused to the game. After the win, there had been a somewhat rowdy ‘confrontation’ between the Corps and Middlebury students. The following Monday noon, Gen. Harmon severely dressed us down as only he could and grounded the Corps. As he was leaving the Crow’s Nest, he quietly suggested that we whooped them handily.”

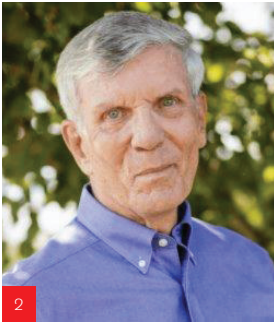
**John Thomas** (*see photo 1*) wrote, “Thank you for the updates, as they are so appreciated. I’ll further describe some key moments but want to keep in touch. *Now*, as time flies. I had hip replacement surgery on July 9. But with hard training, started the ski season at Wisp Resort, Md., when it opened on Dec. 11, for my 17th season as a member of the National Ski Patrol. Pretty awesome. COVID has really had an impact on our team and management style, but ‘I will try’ is still my motto. I did manage to spend a brief moment with President Schneider and his wife in September, as their Vermont home is on Lake Dunmore, Salisbury, Vt., an area I know



well and spent many, many summers. Since my wife is a Vermonter (Hyde Park), we have a home in Warren, Sugarbush ski area, and frequent it regularly, from West Virginia. In the winter, Norwich hockey has been our tradition. Remembering the old rink and marching to a Middlebury game as a rook. Was there when they won last year. Unfortunately for us, not this year. Keep in touch. I do have a website: [www.globalbugs.com](http://www.globalbugs.com). Mostly academic, but some might find it interesting, as I am still involved in research, publish—and teach with puppets. Major Albee, where are you???

Norwich Forever. Norwich, Shoulder to Shoulder. John and Penny Thomas”

**Peter Woodley** wrote,  
**“Hope to return for next year’s reunion.”**



2



3



4

2. Joseph Roy '67  
3. John Kemp '68  
4. Left to right: Scott Blackburn '75, John Broderick '75, Jim Black '77, Jim Hosey '75, and Bob Stevenson '75.

**CLASS OF 1967**

Joseph Roy of Palm Coast, Fla., has started the Coastal Entrepreneurship and Innovation Institute. The organization serves clients in Flagler County, Fla., who are underrepresented based on age, race, gender, ethnicity, and orientation with the aim to help them fulfill their dreams. See Photo 2

**CLASS OF 1968**

John Kemp, a club officer for the NU Club of the Low Country, South Carolina, won his bid for Jasper County Council and was sworn in on January 3rd. Kemp has lived in Hardeeville, S.C., for nine years. He previously served as chairman of the

Hardeeville Election Commission and as a Jasper County Election and Voter Registration Board member. See Photo 3

**CLASS OF 1975**

Friends Scott Blackburn, John Broderick, Jim Black '77, Jim Hosey, and host Bob Stevenson '75 met for a mini ski reunion in early March in Deer Valley, N.Y. See Photo 4.

**CLASS OF 1980**

AVM Vinai Chunplang wrote to say many Norwich alumni were on hand for a March 4 get together of the U.S. Cadet Alumni Club of Thailand. NU was well represented among some 120 alumni of



**Then and Now**

Greg May '71 shared these two photos. The first (above) was taken on Friday, Oct. 11, 1968 during Prof. Kenneth M. Kidd's sophomore Civil Engineering Survey Class. Self-described "meatball" cadet corporals Fran Kobylenski '71, Greg May, and Ed Card '71 lay out a traverse around the science quadrangle area of campus. The second photo was taken "18,608 days later on Sunday, Sept. 22, 2019, during the 200th birthday celebration of our nation's Oldest Private Military College," May writes. "These three best of friends gathered in precisely the same spot to relive that unique, precious moment. All three pursued, and are now retired from, successful careers in the engineering realm: Fran as a professional engineer with engineering consulting firms, Ed as a project executive in the construction management arena, and Greg as a highway bridge design engineer for the Federal Highway Administration. Three 'buddies for life,' three satisfying, fulfilling engineering careers thanks to Norwich University, and two wonderful photos capturing "mem'ries that fade not through the changing years!"





5. From left to right: Maj. Surasak Maneesri '09, 1LT Phongraphan (Mooham) Wongsakhaluang '16, AVM Vinai Chanpleng '81, Gen. Veerapun Patamanonda '69, LTG Yongyudha Nandhidabha '69, LTG Kittiphong Kit Wongsakhaluang '84, ACM Dr Wiriya Meesiri '79, LTG Chanin Varamit '81, Maj. Dr. Nikhom Polvanich '69, Gen. Punja Dhamasri '83, Sqn Ldr Chakrit Chantamit '11, Gen. Boonsrang Niampradit '70, Gp. Capt. Dr. Thongchai Yooyatvong '81, Col. Paskorn Rakkarndee '01, Mr. Akkanit Paul Stityuthakarn '81, Ms. Wongsthiwa (Moowarn) Wongsakhaluang.

7. Maj. Gen. Doug Stitt  
8. From left: Family celebrate the promotion of Col. Anthony Pasquale '00 (pictured center). From left: his father Peter '70, daughter Lily, Anthony, mother Vicki, and son Braydon.

“USMA, USNA, USAFA ...

The Citadel, VMI, Texas A&M, USCGA, USMMA,” Vinai wrote. “There were nine institutions joined this time. The party had been postponed since Christmas due to [the] COVID-19 situation. We had a great time!” See Photo 5.

Vincent Sava retired from Federal Civil Service on Sept. 1, 2020. He worked for 19 years at the Defense POW/MIA Accounting Agency (DPAA) in Hawaii, the sole government agency charged with the worldwide forensic recovery and identification of missing service members. A forensic anthropologist by profession, Vince served as the quality assurance manager for the DPAA Laboratory System, as well as a project manager for many other projects over the years. He established and maintained the standard operating procedures for all scientific processes in the laboratory and was directly responsible for the lab achieving its first international forensic accreditations in human identification, archaeology, odontology, aircraft wreckage analysis, and bone isotope analysis, among others. Most importantly, Vince was instrumental in the forensic identification and return to their families of over 2,000 American and Allied service members. He is also a retired fellow in the American Academy of Forensic Sciences and has authored or co-authored numerous scientific publications. Vince retired to Northfield, Vt., where his son is a member of the NU Class of 2022.

### CLASS OF 1981

Ron Peters (#6) met up with fellow Cadets men’s hockey alum **Gerard McEleney** '15 (#9) for some golf at the Loxahatchee Club in Jupiter, Fla.

### CLASS OF 1983

The Secretary of the Navy presented **Karen (Rowe) Broadmeadow** with the Distinguished Public Service Award, the Navy’s highest award for civilians, for exceptional public service to the United States Marine Corps and the Department of the Navy. Karen was honored with the award for 36 years of dedicated support to marines, sailors, and their families and the Navy Marine Corps Relief Society.

In March, **Steve Cullinane** '81, **Dave Masison**, and **Dave Mikkonen** took advantage of some beautiful weather and spent a day ice fishing on Baxter Lake, N.H. See Photo 6

### CLASS OF 1990

Congratulations are due to newly promoted **Maj. Gen. Doug Stitt**, director of military personnel management in the Army G-1. See Photo 7

### CLASS OF 2000

**Anthony Pasquale** has been promoted to Colonel in the Air National Guard. Currently stationed at Joint Base Andrews in Maryland, he is serving as the Special Operations Division Chief. See Photo 8

**Class of 2000**

The president of Southwestern University in Georgetown, Tex., presented the Martha Diaz Hurtado College-Town Award to abstract artist **Norma Clark M’00** for her contributions to the university and to the Georgetown community. Norma has exhibited broadly in Atlanta, Ga., and in Texas, including a commission for the City of Georgetown entitled *Preserving History*. Quoted in an earlier article for Southwestern University when her paintings were featured in the exhibition *Celebrating 50 Years of Black Excellence*, Clark said, “Creating art for me is to look beyond what can visually be seen, to communicate a powerful image on canvas that reveals more than what is immediately apparent.” Her work can be seen at [www.normalclarkart.com](http://www.normalclarkart.com). *See Photo 9*

**CLASS OF 2003**

In March, **Jake Sotiriadis** participated in the panel discussion “*US Foreign Policy and the Future of Intractable Conflicts*” at the Horasis Extraordinary Meeting on the United States of America: Rebuilding Trust. Horasis is a global visions community committed to inspiring the future, providing a unique platform for companies from emerging and developed markets to globalize their organizations. *See Photo 10*

**Class of 2005**

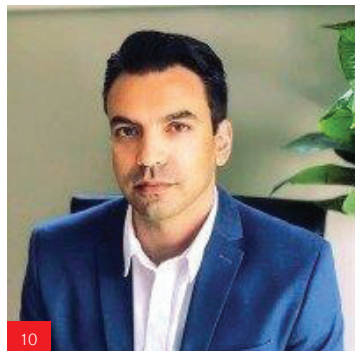
**Myra Mathis Flynn** and her husband Phil Wills of Pasadena, Calif., welcomed Avalon Mathis Wills on Dec. 28, 2020. NU Dean of Students, Martha Mathias is thrilled to be a grandmother! *See Photo 11*

**Class of 2006**

In February, The Aerospace Corporation honored **Stephen Blanchette** as the recipient of its 40th Annual Robert H. Herndon Black Image Award. The award honors the legacy of Robert H. Herndon, a pioneering Black engineer at The Aerospace Corporation, by recognizing employees for their outstanding work in support of the corporation’s mission, laudable humanitarian efforts, and distinguished personal achievements.

**CLASS OF 2008**

**Michael Russell, DSc.** and Norwich MMH ’08 was elected president of the Princeton Battlefield Society in Princeton, N.J., in February. The society is dedicated to the preservation, protection, and promotion of the Princeton Battlefield and its history. Its mission advances the heritage of the January 3, 1777, American Revolution battle where Gen. George Washington and his forces secured the culminating victory of the “ten crucial days” campaign of 1776–77 that changed the course of the war for American independence. *See Photo 12*

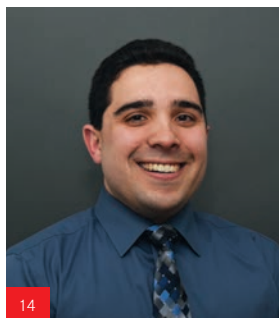


9. Norma Clark '00  
 10. Jake Sotiriadis  
 11. Avalon Mathis Wills  
 12. Michael Russell '08

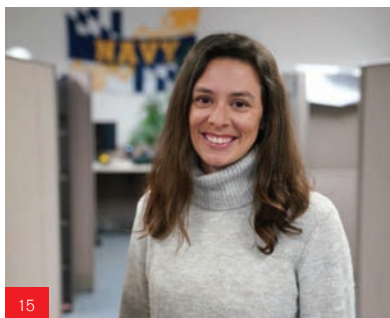




13



14



15

13. Chuck Davis M'09 14. Daniel J. Gosselin, '11 P.E. 15. Molly Bergren '18

## Class of 2009

**Chuck Davis M'09 MSIA**, CISSP-ISSAP is senior director of cybersecurity at Hikvision, a global company with more than 40,000 employees and 59 branch offices and subsidiaries around the world. *Security Magazine*, partnering with (ISC)<sup>2</sup>, the world's leading cybersecurity professional organization, named Chuck one of 12 Top Cybersecurity Leaders of 2021. Individuals were chosen based upon their leadership qualities and the overall positive impact that their cybersecurity projects, programs, or departments have had on their shareholders, organizations, colleagues, and the general public. *See Photo 13*

**Suzanne M. Lutz M'09** was promoted to director of development operations at Robert F. Kennedy Human Rights in New York City, where she oversees the development operations for the organization after attaining her Certified Fundraising Executive Certificate.

## Class of 2011

**Daniel J. Gosselin, P.E.**, was recently promoted to senior project engineer at Barton

& Loguidice, a northeastern region engineering, planning, environmental, and landscape architecture firm. Daniel earned his B.S. in civil and environmental engineering at NU, minoring in construction engineering management. Based in Albany, N.Y., Daniel is a member of the firm's transportation practice area. *See Photo 14*

## Class of 2012

Port St. Lucie, Fla., hired **Stanley L. Fidge M'12, MSIA-UPE** as its first IT security manager back in May 2012. He led the implementation of a comprehensive enterprise-wide cybersecurity program covering 17+ municipal departments with over 1,050 employees. Stanley credits his master's studies in Information Assurance for the program's success. He has since been promoted to Port St. Lucie's first information security officer.

**Bryce Barros '12** recently relocated from Los Angeles, Calif., to Washington, D.C., for his new position as China affairs analyst at the Alliance for Securing Democracy at the German Marshall Fund of the United States. In this position, he examines how democracies can build resilience against

malign influence backed by the People's Republic of China and the Chinese Communist Party.

## Class of 2018

In March, **Molly Bergren** represented Naval Facilities Engineering Systems Command (NAVFAC) Washington for Engineers Week. She serves at Naval Support Activity (NSA) Washington in Washington, D.C. As the Tanks and Spills Program Manager, Molly is responsible for the compliance of all facility fuel tanks at NSA Washington. Keeping the tanks up to date and in compliance not only guarantees safety of those working around them, but keeps missions that rely on generators, heating oil, or backup power running without interruption. She is also responsible for the routine monthly inspection of the tanks. Molly says she advocates for people who are interested in changing the world to explore an education in engineering. "I think young people should consider engineering as a career because it is a great way to apply science." She added, "While studying biology, I learned about a lot of theories and concepts.

When I transitioned to engineering, the lessons became about how to apply those theories to real-world scenarios. An engineering background opens doors to be able to interact with the world smartly and responsibly." *See Photo 15*



Boothe Blakeman '52 of Blandon, Pa., enjoys an NU Admission packet sent to his granddaughter. Boothe says he and his family enjoyed looking through the material and comparing the old campus and programs with Norwich today, seeing which buildings he could identify.

# KREITZBERG LIBRARY REACHES BEYOND ITS WALLS

*From rare books to online databases, the library's dynamic resources help students and faculty stay current*

BY MIKE NASON '69

**K**reitzberg Library has served students, faculty, and other patrons since it opened in 1993. Its construction was largely underwritten by the generous gift of Fred '57 and Barbara Kreitzberg. During the university's early years in Northfield, the library was first located in the original Jackman Hall. It then moved to old Dodge Hall and later to Dewey Hall before moving into the Carnegie Library front and center on the Upper Parade in 1908. One of five libraries in Vermont financed by the Andrew Carnegie Foundation, it was subsequently renamed the Henry Prescott Chaplin Memorial Library, in appreciation of a large contribution by the Norwich trustee in 1953.

As Norwich grew and expanded its academic offerings, so too did demands on the library. Kreitzberg was planned and built to accommodate the current and anticipated requirements of the time. Even so, expanding academic programs necessitated a major renovation in 2015. Today, the library encompasses 55,000 square feet over five floors, in addition to a mezzanine level and a basement. The library houses some 230,000 books and periodicals; the university archives; a rare books room; reading rooms; multi-purpose rooms for classes, meetings, and group projects; individual study spaces, computer stations, and printers; and administrative offices, not to mention the first-floor Daily Grind Café and Academic Achievement Center and Counseling and Wellness Center offices on the 4th floor.

The library's Archives and Special

Collections include written and photographic records of the university, rare books related to military history, and personal papers of Norwich graduates, faculty, and other figures with a Norwich connection.

While Kreitzberg Library's appearance and purpose are much the same as academic and public libraries, *how* it supports Norwich students and faculty differs considerably, says Greg Sauer, executive director of the library, archives, and Sullivan Museum and History Center.

"While our holdings of actual books, archives, and special collections are important to us, the library's reach goes far beyond its walls," Sauer says. "Today's academic libraries are gateways or portals to digitized information and databases located theoretically anywhere."

With a single university account, students can access vast amounts of information from sources the library purchases in subscriptions for resources and research. In recent years, a significant portion of the library's budget has shifted from buying books and periodicals to paying for access to these digital sources.

"In my four years at Norwich, I have not found a more helpful resource than the Kreitzberg Library," says recent graduate Eli Hollingsworth '21, a studies in war and peace major. "As a student, I have written many papers, and the library has been a vital part of my achieving success in those papers."

In 2019, before the coronavirus restricted movement on campus,

228,000 people walked through the doors of the library. During the same timeframe, there were 822,000 page views from digitized sources beyond the walls of the library, demonstrating how Norwich's library is currently used.

When new majors or programs are added, a slice of the price tag includes additional library resources to support faculty and students delving into those fields. Library staff are challenged to stay current, know what's available, and help students find what they need.

Today's Kreitzberg Library is anything but static. It remains an important resource helping Norwich stay current and relevant in a fast-moving, ever-changing world. It's like the heart—sometimes noticed, sometimes not, but always beating, keeping the rest of the body vital and functioning.

As alumni and friends, you are invited to take an interest in the library. Join the Friends of the Kreitzberg Library, which advocates for the library, supports the library's professional staff, and finances unprogrammed projects. The group also sponsors the annual Faculty Scholarship Celebration, provides cash awards for outstanding student research, and hosts lectures, exhibits, and symposia. To join, visit [alumni.norwich.edu/KreitzbergLibraryMembership](http://alumni.norwich.edu/KreitzbergLibraryMembership). ■

---

Gardner "Mike" Nason '69 is president of the Friends of the Kreitzberg Library. Library staff members Rachel Goldenberg, Gail Wiese, and Claire Veach contributed to this article.

## ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from January 15, 2021 to April 7, 2021.

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).

1944 Marilyn Burhoe, 95, 2/21/2021,

Widow of John M. Burhoe '44

1947 Thaddeus Buczko, 95, 3/7/2021

1949 Frank Goddard, 93, 2/21/2021

1950 David A. Hicks, 92, 1/24/2021

1951 Clayton B. Hammond, 94, 1/27/2021

1951 Joseph Larocco, 97, 1/21/2021

1951 Marilyn Whitney, 80, 2/21/2021,

Wife of Conrad D. Whitney '51

1952 Barbara Gullans Brady, 89,

1/31/2021, Vermont College,

Widow of James Brady '54

1952 George W. Dickson, 93, 3/1/2021

1953 Charles H. Auer, 91, 1/2/2021

1953 Donald W. Pulsifer, 88, 1/20/2021

1954 Elizabeth B. Brown, 88, 1/13/2021,

Wife of Edward M. Brown, '54, mother of Timothy H. Brown, '80, and grandmother of Seth A. Brown, '12

1955 Noel Desch, 88, 1/27/2021

1956 Stephen P. Wnuk, 87, 3/12/2021

1957 John J. Clark, 85, 2/1/2021, Father

of Kathleen (Clark) Patterson '83 & father-in-law of Robert Patterson '83

1958 Edda V. Carbone, 84, 3/3/2021,

Widow of Anthony Carbone '58

1958 Donald T. Wescott, 86, 2/8/2021

1959 Dailyn D. Boudreau, 81, 1/13/2021,

Vermont College

1960 Anna VanWyck Botelho, 80,

1/2/2021, Vermont College

1960 Ralph J. Michael, 81, 12/28/2020

1962 Walter F. Bleiler, 82, 1/31/2021

1963 David A. Cohen, 80, 1/12/2021

1964 John D. MacBain, 80, 3/28/2021

1965 George T. Hildebrant, 78, 2/6/2021

1967 Linda Kisloski, 75, 9/2/2020,

Wife of Richard J. Kisloski '67

1968 Joanne Pepe, 76, 12/28/2020,

Wife of John A. Pepe '68

1968 Nicholas J. Sharr, 75, 2/7/2021

1969 Alfred M. Earle, 74, 1/23/2021

1969 Carlene J. Moyer, 74, 1/6/2021,

Wife of Laurence A. Moyer '69

1969 Robert J. Watson, 73, 1/19/2021

1971 Paul A. Fredette, 71, 3/13/2021

1973 Scott W. Davis, 69, 2/3/2021

1975 Carol Denton Richards, 71,

Vermont College

1976 Gloria Raskosky, 98, 3/20/2021,

Mother of Alejandro J. Raskosky '76

and grandmother of Sophia Raskosky '24

1977 Karen S. Daffner, 65, 1/15/2021

1977 James Van Splunder, 98, 2/28/2021,

Father of Timothy W. Van Splunder '77

1979 Steven M. Paen, 64, 1/11/2021

1982 Francis X. Messina, 61, 2/21/2021

1982 Sompoth Peaiyoung, 61, 1/3/2021,

Vermont College

1984 Elizabeth "Betsy" Clark, 85,

2/22/2021, Vermont College Masters

1984 Bruce R. Kellum, 60, 1/1/2021

1987 Robert M. Hampe, 56, 1/12/2021

1988 Jeannette T. Stebbins, 65, 2/5/2021,

Vermont College

1989 Todd A. Dickie, 54, 1/30/2021

1991 Michael Donahue M'91, 77,

12/15/2020, Vermont College

1998 Gerald D. Evans, Jr., 50, 1/3/2021,

CGCS

2001 Amy M. Veilleux, 41, 2/6/2021

2022 Jeet Patel, 20, 3/28/21



## The Harmon Memorial Wall

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

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



NYC alumni gathered to welcome Class of 2021 graduates at the Brooklyn Botanical Gardens.



## NY CLUB NEWS

# NEW GRAD EVENTS WELCOME CLASS OF 2021

**A**s the Class of 2021 bid farewell to the Hill following commencement in May, most were eager to start the next chapter in their lives. Carrying their diplomas and memories of their time at Norwich, our newest alumni hit the road to find that some of our NU Clubs were ready to welcome them with open arms.

The NU Club of New York City hosted an event on May 15th called “Grads in the Garden.” Alumni, families, and friends from the New York City area welcomed the new Norwich alumni at the Brooklyn Botanical Gardens for a tour and picnic, while taking in the cherry blossoms. Host and club officer Diedrich Holtkamp ’08 summed it up. “What better way to congratulate and welcome our graduates for their fine academic achievements and ascension to the alumni ranks than to enjoy a beautiful afternoon lunch touring the iconic Brooklyn Botanical Gardens,” he said. “It was also the perfect kick start to get our club members back together in person for the first time in months, and a great opportunity for our grads to meet other New York City alumni and understand that they

are a part of the Norwich family and community. Together. Forever.”

On June 8th, the NU Club of Connecticut held a New Alumni Welcome Reception. Hosted by club officer Mike Wilhelm ’98 at the restaurant Butchers & Bakers in Farmington, Conn., club members came together to welcome new alumni into the fold. “Welcoming our new alumni to the next step in their Norwich career is one of the most enjoyable moments,” he said, addressing the recent graduates. “We have watched you grow and now receive your degree and do wonderful things for our country, no matter what path you took. It’s time for our new alumni to meet our older alumni and start a new duty in our Norwich family, taking care of those who shall follow.”

Norwich Forever!



**STEPHANIE  
SNELL**

*Assistant Director,  
Alumni & Family  
Engagement*

A black and white photograph of Bob Hope in academic regalia, including a black cap and a dark gown with a white collar. He is standing at a wooden podium, holding a sword in his right hand. He is looking to the right of the frame. In the background, there is a large megaphone and a microphone on the podium. The setting appears to be outdoors, possibly on a stage or in a large hall.

**FLASHBACK**

## 1975 COMMENCEMENT

Film star and comedian Bob Hope holds a presentation sword during Commencement celebrations at Norwich in May 1975. The Hollywood icon flew in by private jet to give the day's graduation address. "I remember one of the great lines Bob Hope used that day," recalls Burt Mullen, a longtime friend of Norwich and former student, who helped arrange the funnyman's visit. "They fired the cannons, and he stepped up to the microphone looking startled—that look he had—and he said, 'Are we at war with New Hampshire?'" Mullen and Hope later became fast friends. "We laughed all the time. When we were together, we never stopped laughing."

Photograph by Homer E. Smith



NORWICH UNIVERSITY®

HOMECOMING

★ 2021 ★

## WELCOMING YOU BACK TO THE HILL!

September 23-26, 2021

**We are dusting off the red carpet to welcome the Norwich family back to campus this fall!**

Among the many reasons to revel is the chance to honor reunion class years ending in 0 and 5 plus those in the class years ending in 1 and 6. It will be double the fun as we celebrate twice as many classes!

And for those who are unable to attend in-person, many events will be available virtually.

**Registration opens on Thursday, July 1, 2021.**

**For all the details, visit [alumni.norwich.edu/Homecoming](https://alumni.norwich.edu/Homecoming)**

### Homecoming 2021 Highlights:

#### THURSDAY, SEPTEMBER 23

- Legacy of Learning: NU Women Kicking Glass
- Athletic Hall of Fame Induction for class years ending in 0 and 5
- Class of 2022 Networking Social with Alumni

#### FRIDAY, SEPTEMBER 24

- Alumni Dog River Run
- Joe Sabol Golf Tournament
- Dedication of the Valor Tribute
- Harmon Memorial Wall Ceremony
- Corps of Cadets Review with Retreat
- Class reunions for years ending in 0 and 5

#### SATURDAY, SEPTEMBER 25

- Legacy Families Breakfast
- Alumni Parade
- Food Trucks and 14th Star Beer Garden
- Partridge Society Impact Luncheon
- NU Cadets Football vs. Endicott College
- Class reunions for years ending in 1 and 6

#### SUNDAY, SEPTEMBER 26

- Athletic Hall of Fame Induction for class years ending in 1 and 6

Follow us on <https://www.facebook.com/NorwichUniversityAlumni>





Office of Development and Alumni Relations  
Norwich University  
158 Harmon Drive  
Northfield, Vermont 05663

Port of San Diego Harbor Police Chief Mark Stainbrook '91.  
(See story on p. 26.) Photograph by Rob Hammer '04

