

The Future of Leadership p. 12 | Corruption & the Russian Army p. 14 | **Cape Ann Innkeeper Brad Pierce '72 p. 30** | Kryptos: A Comic p. 16

A College That Changes Lives p. 20 | **NU-VC Marriages p. 36** | Colby Winner: *The Hardest Place* p. 10 | **Flashback: Vermont College p. 48**

NORWICH RECORD

THE MAGAZINE OF NORWICH UNIVERSITY

SUMMER 2022

BUSINESS INSIDER

Keith Gelinas '84 of Amazon Web Services

p. 26



EXPOSURE





SACRED OATH

Navy and Marine Corps officers from the Class of 2022 participate in branch Commissioning ceremonies in Plumley Armory on April 30.

Photo by Nancie Battaglia

Contents

FEATURES

P. 16 KRYPTOS

A comic by Capt. Katie Hathaway '12 wins over the Army Mad Scientist Laboratory

P. 20 A COLLEGE THAT CHANGES LIVES

The impact of a Norwich education

P. 26 BUSINESS INSIDER

Keith Gelinias '84 of Amazon Web Services on the industrial cloud, Amazon leadership principles, and how to manage people

P. 30 THERE'S ALWAYS ROOM AT THE INN

The long, jovial career of Gloucester innkeeper Brad Pierce '72



DEPARTMENTS

P. 4 V/R LETTERS FROM OUR READERS

P. 5 QUOTED

P. 6 THE PRESIDENT'S VIEW

P. 8 NEWS FROM THE HILL

P. 10 MILITARY HISTORY

Afghanistan book wins the 2022 Colby Award



“SPEED MATTERS IN BUSINESS, ESPECIALLY THE BUSINESS THAT WE’RE IN.”

—AMAZON WEB SERVICES’ KEITH GELINAS ’84

CONNECT

- P. 36 PURSUITS
Turning old clothes into hugs
- P. 38 LIVES
A lifetime of love
- P. 41 CLASS NOTES
- P. 45 PARTRIDGE SOCIETY
- P. 46 ALUMNI NEWS
- P. 46 ROLL OF HONOR
- P. 47 WHY I GIVE
- P. 48 FLASHBACK
- P. 50 SHOULDER-TO-SHOULDER UPDATE



- P. 10 PROFILE
Moscow-born senior Mikhail Verenov ’22 rejects Russia’s war
- P. 12 INSIGHT
The future of leadership
- P. 14 ESSAY
Corruption in Russia and the war in Ukraine

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Cover photo by Rob Strong

V/R

LETTERS

FROM OUR READERS

I so enjoy getting the *Norwich Record* to keep up with goings-on at the university. But here's the problem, and I am sure most of your alumni readers from about 1970 and older can also relate. A lot of the articles have little contrast between the print color and the background and are a very small font size. For example, the "President's View" column on page 6: It's gray print with a font of about 6. I had to use a magnifying glass to get through the article. And the Harold "Doc" Martin article on page 19: dark gray print on light gray background ... are you kidding?!

Ask your grandparents to read the *Record* and get their comments. I'm sure there are a lot of donors from these old alumni, grumbling like me, about the readability of the *Record*. The content of the *Record* is absolutely superb, while the readability is very poor at best. I'm asking for some consideration on this in future editions.

Take care and have a great summer.

HARLOW BROWN '66

Received the latest *Norwich Record*, and, I must say, it is right at the top of all the *Records* I have ever read in my many decades of being "proud as hell" of Norwich. Your entire staff now knows the real meaning of "I Will Try."

With great humility, I remain,
RAYMOND BOUCHARD '66
Member of the Old Guard



Photo by Nancie Battaglia

Here's another vignette of General Harmon's time at Norwich and in central Vermont: During Christmas vacation 1961, I was employed stocking shelves in the Montpelier state liquor store. Late one afternoon before Christmas, I was in the rear of the store loading a handcart with boxes of liquor to move to the shelves in the front of the store. You almost couldn't keep up with sales.

Suddenly I heard a deep rasping voice out front that I instantly recognized. It was Gen. Harmon, and he said to the clerk, "What do you have for good scotch whiskey? I need a bottle for my brother-in-law and one for the janitor."

"Well, we have Johnny Walker Red Label and Green Label," the clerk replied.

"What's the difference?" Harmon asked.

The clerk said, "Well, the Red Label has been aged for eight years, and the Green Label for twelve years."

Now I didn't personally know the Dewey Hall janitor, but I knew that his brother-in-law was the general's chief of staff, Col. Wells.

So Gen. Harmon says, "I'll have a bottle of Green Label for the janitor and a bottle of Red Label for my brother-in-law."

I had a hard time to keep from laughing out loud, as I didn't want to embarrass myself or the general.

I graduated as a member of the Class of 1966. However, I started with the Class of 1964, which is why I was on Christmas vacation in 1961.

WHITNEY MAXFIELD '66

The story of Sean O'Brien is an inspiration to the Boston students. ("How CEO Sean O'Brien Built a Better Workplace," pp. 32-37, Spring 2022 issue.) During their winter break at the restaurant, he had jobs to offer seniors.

JOSEPH MILANO '66
President, Union Oyster House

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CORRECTIONS

A feature on international students in our Spring 2022 issue misspelled the name of international studies major Ching Hsu '22. A profile of Vice President of Diversity, Equity, and Inclusion Julia Bernard, PhD misspelled the last name of NU alum and Amazon Web Services practice manager Keith Gelinias '84. We regret the errors.

“Honestly, I couldn’t stop smiling ... I’ve never been more happy in my life.”

—North Adams, Mass., criminal justice major Stephan Briggs ’22 on receiving his Norwich diploma at Commencement, April 30.

“Not all advice is good advice, graduates ... It is imperative that you stay true to yourself, no matter what.”

—U.S. Army Capt. Deshauna Barber, a motivational speaker and former 2016 Miss USA, giving the Commencement address to the Class of 2022.

“It had begun. My soul left my body because I understood.”

—Ukrainian student and first-year rook Rodion Pedyuk ’25 speaking to ABC television news affiliate Channel 22 on April 27, recalling the moment he learned Russia had invaded Ukraine.

QUOTED

“

THEY WON’T CARE HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE.”

—U.S. Army Maj. Gen. Douglas Stitt ’90 sharing advice with officers in the Class of 2022 during a keynote address at NU’s Joint Commissioning Ceremony on April 30.

”

“EVER SINCE I WAS A STUDENT OF ENGINEERING IN MY HOME COUNTRY, VENEZUELA, NASA PROJECTS LOOKED IMPOSSIBLE TO REACH FOR ME, BUT NOW AFTER GETTING FUNDING FROM NASA, IT IS LIKE A DREAM COMING TRUE.”

—Assistant Professor of Mechanical Engineering Carolina Payares-Asprino, PhD, commenting on her recent research grant award to study welding stress on stainless steel.

“Don’t be afraid to work in a different area for a couple of years. ... Learn how technology is being used. It’s eye-opening and it’s exciting.”

—Volkswagen Group of Chattanooga Operations CIO Knut Halles speaking to student team participants in the NU School of Business’s Amazon Web Services Business Challenge.

“Who’s ready to dance?!”

—Men’s lacrosse head coach Neal Anderson addressing players and fans after the Cadets won the Great Northeast Athletic Conference championship to advance to the NCCA Division III tournament.

ADAPT ... OR PERISH

H.G. Wells famously wrote in 1945 one of my favorite quotes: “Adapt or perish, now as ever, is nature’s inexorable imperative.”

Wells was of course the author of many classics, including *The Time Machine*, *The Island of Doctor Moreau*, *The Invisible Man*, and *The War of the Worlds*. Many are unaware these works were produced in the late 1890s; Wells was clearly a visionary and a futurist in addition to a master storyteller. In fact, he predicted and wrote about the advent of tanks, aircraft, nuclear weapons, space travel, television, satellite communications, and what we now know as the internet. He was well ahead of his time in every way and a passionate believer that those incapable of adaptation would be left behind and, in some cases, not survive in a world of rapid change.

We have seen these concepts written about in all fields: From biology to business to military sciences, the key to survival is adaptation. In nature, it is often not the largest, strongest, fastest, or even the most intelligent that thrive. Instead, nature tends to favor that which can best adapt and evolve in response to environment and circumstances. Failure to adapt leads to extinction.

This same concept can be applied to organizations. Businesses that do not respond with agility to changing markets and customer expectations do not survive. The field of higher education is no different; institutions that allow themselves to stagnate will fail in serving their students and alumni and will slip into irrelevance quickly. We must ensure this does not happen at Norwich.

Over our long and storied history, Norwich has experienced periods of growth...and periods of contraction. Fortunately, our academic offerings have evolved to meet the demands of our nation to ensure our students graduate as “moral, patriotic, and useful” citizens. Norwich has done very well since our creation, especially through the past generation of learners. But we must not be satisfied. We must recognize status quo as the enemy of greatness.

To achieve this greatness, we are taking steps to bring more agility and adaptability to our Norwich institutional culture. We are moving quickly to make up for time lost during the multiple crises of the past two years. Although we emerged from the COVID pandemic stronger than we entered, we had to offer stability during a very disruptive time and thus slowed some change initiatives. While we remain steadfast in our commitment to increase agility and adaptability, we must make changes thoughtfully.

We are quickly recovering from that lost time and are making great progress. Subsets of our university are completing restructures to ensure future relevance and higher levels of performance. Our strategic partnerships are expanding significantly, both internationally and domestically. Perhaps most critically, we are working through the completion of the new strategic plan, which will provide the framework for our operations over the next five years. The plan will enter the execution phase in October 2022 and incorporates input from faculty, staff, and students across the res-

idential campus; our entire online learning community; alumni from all years; and, of course, our Board of Trustees.

The new strategic plan will prioritize enhanced student success, removal of obstacles to internal collaboration, creation of relevant and future-focused programming, improved fiscal stewardship, and the establishment of Norwich as *The National Leadership University*. The plan will ensure Norwich will not only survive, but thrive, in the face of rapid change and fierce competition in higher education.

Of course, the people who make up our university community are the ones who will make the plan come to life. Our talented faculty and staff are fiercely devoted to Norwich and are ready for the challenge. Of course, we must acknowledge that we are all building on the amazing work and service of our predecessors. Norwich was incredibly fortunate to have a highly effective leadership team in place consistently for multiple decades. This team left us a gift we must not squander. We will honor their great work by using it as the platform from which to launch Norwich into the next era of greatness.

The new leadership team is in place and ready to launch. To ensure success and become a more efficient organization, we recently began operations under a four “principal deputy” model. There is still a Presidential Cabinet with very high performing leaders serving critical roles, but we want them leading their teams toward excellence and innovation and not sitting in meetings or buried in administrivia. The four principal deputies will ensure our university moves forward with agility and refinement and will enable the rest of the cabinet. Please allow me to introduce you to the four amazing leaders filling these roles.

First, we are incredibly fortunate to have received my new “second in command,” Karen Gaines, PhD, an extraordinary scientist and administrator, as our new Provost and Dean of the Faculty. Karen comes to us from Embry-Riddle Aeronautical University in Florida and is already working hard to ensure that a Norwich education is relevant not just now, but well into the future. Karen also brings a wide network of relationships that we will leverage to create new opportunities at Norwich.

The third-ranking officer in our university is our new Commandant and Vice President of Student Affairs William McCollough '91, Colonel USMC (Ret.). Bill is not only a highly decorated Marine combat officer with broad experience overseas and here at home,



Photo by Mark Collier

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but a distinguished Norwich alum. I heard loud and clear the desire of our alumni to have a Norwich graduate in the Commandant position, and in Bill McCollough we have found the perfect leader at the perfect time for Norwich. In Bill we have hired an alum who knows how to lead and how to foster a collaborative environment. To ensure the entire student community has an elevated experience, Bill will oversee not just the Corps of Cadets but also students in our civilian lifestyle. We are so excited to welcome Bill back to The Hill; please trust me when I say he is ready to go!

We are also very pleased to welcome our new Senior Vice President and Chief of Staff, Danielle Pelczarski, a distinguished 30-year Naval Reserve Captain and logistics officer (now retired), who comes to us from the California State University Maritime Academy, where she served as the deputy commandant. Danielle is also a seasoned marketing and communications executive and co-founder and chief operating officer of an e-commerce startup. She has three decades of executive-level experience in brand management and corporate communications, leveraging brands such as BP, Pepsi, Frito-Lay, Gatorade, Delta Air Lines, Nike, Speedo, Coors, Apple, Microsoft, and FedEx. We are all very excited to welcome Danielle to Norwich, where she will leverage her impressive skills not just in marketing and communications, but also as my right hand as we modernize our business practices and improve collaboration across our university.

Finally, the fourth principal deputy is another distinguished Norwich alum, Martin Hanifin '86, who joined us last year as our new Vice President of Administration and Finance. Marty was his class valedictorian at Norwich and went on to earn both an MPA and a law degree from the University of Virginia. An Army veteran, Marty served in the Judge Advocate General's Corps and has extensive experience in higher education. He will help ensure that Norwich's exceptional financial position is preserved and improved despite today's

challenging landscape in higher education.

These leaders, and the other members of the President's Cabinet, are working hard every day to ensure Norwich University is the place we all know it can and should be. We will be fiercely dedicated to student success, will ensure our financial position is durable, and will plant our flag as The National Leadership University. To achieve these goals, we will leverage the things that have always made Norwich exceptional and use that foundation to propel us forward into our next era of greatness.

We will celebrate our past, both recent and from across our over 200 years of existence. But we will not be satisfied. We will fight the status quo, and we will adapt. We will evolve to ensure Norwich and our graduates will be there when our country and the world need us, as we have since our founding. Our alumni demand that level of dedication and effort. And our students certainly deserve it. So we will always be...

Norwich Together, Norwich Forever!



Mark Anarumo, PhD
Maj Gen (VSM)
President
Norwich University

NEWS FROM THE HILL



LAX CHAMPS!

The men's lacrosse team won their third Great Northeastern Athletic Conference championship title after making their fourth consecutive title-game appearance. The Cadets defeated La Salle at Sabine Field to cap a perfect conference season. Competing in the NCAA Division III playoffs, the team won their first-round game, a program first, against Maine Maritime before losing to top-ranked Tufts.



FUN FACT

Veep VIP

U.S. Navy veteran Shanti Sethi '93, the first Indian-American to command a major combat ship, has been appointed as the executive secretary and defense advisor in U.S. Vice President Kamala Harris's office.

5 STORIES TO CATCH ON NORWICH.EDU



Photo by Mark Collier

ALL THAT JAZZ

The Pegasus Players staged a three-night run of *Chicago* in March. The musical was the largest production to date under the guidance of advisor Jeffrey Casey, PhD, an associate professor of theater, who described the show as “a cookie full of arsenic.”



> 1. DC Policy Week

NU students explored the Russia–Ukraine conflict and complex national security and public policy issues while visiting federal agencies during the 2022 Washington, D.C., Policy Week tour. Retired U.S. Air Force Col. Jayson A. Altieri '89, Mary Bati, M'10 of the U.S. State Department, and numerous other NU alumni in the D.C. area helped coordinate the experiential learning immersion.

> 2. All-American

Kyle Merritt '24 from Hope Valley, R.I., became Norwich University's first wrestling All-American in 23 years. Merritt finished seventh among 149-pound weight class competitors in the NCAA Division III national

finals in Cedar Rapids, Iowa, this spring. The rising junior is majoring in criminal justice and minoring in computer crime and forensics and is a member of the Corps of Cadets.

> 3. NYC Ruck Race

Lugging 30- and 35-pound packs through the Big Apple, three teams of NU ROTC cadets dominated the podium at the GORUCK rucksack race in April. NUCC teams took first place in the 50-mile event and first and second place in the 26-mile event. Norwich alumnus and 14-year U.S. Army Special Forces veteran Christopher Petrillo M'17 was an event host.

> 4. Resilient Vermont

Led by the Center for Global Resilience and Security,



NU hosted a conference on climate change resilience, addressing social, environmental, economic, and physical strategies for helping Vermont communities reduce impacts on people, places, and property and recover faster after disasters.

> 5. Transit Shelter

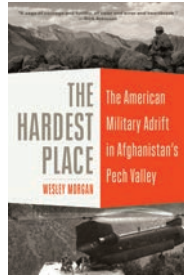
In May, a bus shelter kiosk designed and built by students in the School of Architecture + Art and David Crawford School of Engineering was installed on Depot Square in Northfield. The 16-square-foot steel, fabric-cast concrete, and wood kiosk-style shelter took three years and six semesters to complete, its progress several times interrupted by the coronavirus pandemic.



Photo by Mark Collier

MILITARY HISTORY

Afghanistan Book Wins Colby Award



Journalist Wesley Morgan has won NU's 2022 William E. Colby Award for his book, *The Hardest Place: The American Military Adrift in Afghanistan's Pech Valley* (Random House, 2021). The nonfiction account tells the story of one of the 21st century's most unforgiving battlefields and paints a portrait of the American military that fought there.

Through reporting trips, hundreds of interviews with Americans and Afghans, and documentary research, Morgan writes vividly of large-scale missions gone awry, yearslong hunts for single individuals, and the soldiers, Marines, commandos, and intelligence operatives who cycle through, along with several who return again and again to the same slowly evolving fight.

Morgan first visited the Pech in 2010, while he was a 19-year-old college student at Princeton, embedding with military units as a freelancer. The Pech and its tributary, the Korengal, had become emblematic of the war, but Morgan found that few of the troops fighting there could explain why their remote outposts had been built. In *The Hardest Place*, he unravels the history those troops didn't know, captures the culture and reality of the war through both American and Afghan eyes, and reports on the snowballing American missteps that made each unit's job harder than the last as storied outfits like Marines, paratroopers, Rangers, Green Berets, and SEALs all took their turn.

"I'm excited to receive this award for military and intelligence coverage, since using the lens of Kunar province's Pech Valley to illustrate how those two subjects blended together at key points during the 20-year U.S. war in the Afghan east was one of my goals with *The Hardest Place*," Morgan said. "It's also an honor to join the company of past award recipients, including an Army Ranger who served in Kunar, Paul Scharre; a Marine Harrier pilot who flew missions over the Pech, Michael Franzak; Bing West, who covered the war in the Pech and the Korengal; and Karl Marlantes, whose Vietnam novel *Matterhorn* I read just before my first trip to the Pech and was reminded of when the battalion commander in the valley turned out to be reading it as well."

Now in its 23rd year, the Colby Award is presented annually to a first-time author of a book-length work of fiction or nonfiction that has made a major contribution to the understanding of military history, intelligence operations, or international affairs. Winners receive a \$5,000 honorarium provided through the generosity of the Chicago-based Pritzker Military Foundation, on behalf of the Pritzker Military Museum & Library.

Morgan will receive his award at the Norwich University Military Writers' Symposium, Oct. 12–13, 2022. ■

PROFILE

MIKHAIL VERENOV '22

The recent graduate, who was born in Moscow, reflects on the Russian invasion of Ukraine

BY MATTHEW CROWLEY

In March, as the Russian war in Ukraine began to escalate, Mikhail Verenov '22, a Moscow-born Norwich senior, felt horror in his stomach then dread in his mailbox.

The 24-year-old international studies major said he's always opposed Vladimir Putin, voting against him in Russia's 2012 presidential election and getting carted off in handcuffs during one anti-Putin protest. Verenov said he watched in horror as Putin sent troops into Ukraine and the conflict escalated.

Then, the letter came, drafting him into the Russian army.

"It's a death sentence," he said of the missive in a March interview. "If I go back there, I'm done."

The civilian student has lived in the United States for eight years and has an F-1 student visa, which expired when he graduated in May. He has a finance job lined up and hopes to land an H1-B visa, a permission granted to specialty workers with bachelor's degrees. He said he'd like to stay in the States and earn his green card.

"As long as I stay in the States, as long as I stay outside of Russia, [the Russian government] can't touch me," he said. "As soon as I get back there, on the border, they put me in one of their military trucks and ship me off to the training course. And after a couple of weeks of the training, I get shipped off to Ukraine."

Verenov, who came to America in 2014 with his mother after she divorced his father and married an American, said he never wanted this war and that many other Russians don't, either. His mother, like him, is horrified.

“There are millions of people who are against this war,” he said. “Only the brainwashed Soviets that have gotten their information from the state media ... are convinced that this is the right way to do it. ... Wars are terrible. Nobody wins.”

Verenov said his life is still largely in Russia. His father, step-mother, stepbrother, and grandmothers are there. So are his investments—many in U.S. companies. He said his portfolio’s value crashed as many companies exited Russia.

Verenov said he’s tried talking to his family at home, using Tor, an open-source software enabling anonymous communication. But he said he still talks in code in case the conversations leak. A newly enacted censorship law in Russia means anyone who publicly contradicts the Russian government’s narrative, calling the conflict an “invasion” or “war” and not a “special operation,” for example, can face up to 15 years in prison.

Everyone in Russia, Verenov said, fears for their safety. And, he said, his mother and Russian-born girlfriend face backlash.

Verenov said his girlfriend, who’s studying for a masters, in France, is getting scoffed at, harassed, and denied jobs in her field (marketing and public relations) simply because of her nationality. Verenov said people have also looked askance at his mother, asking her how she (and presumably other Russians) could have allowed the conflict to happen.

Verenov said he’d been spared disdain at Norwich. He said fellow students and professors supported him swiftly and thoroughly, checking in and chatting with him, and that the Counseling and Wellness Center offered a safe place to talk.

He said he couldn’t afford to give a lot of money to support the Ukrainians, but has tried to show support in other ways, attending the March 2 Echo Taps on the Upper Parade Ground.

“I stood there feeling absolutely lost,” he said. “There’s an empty hole in every one of us. ... No apology can right the wrongs that people allowed this man to do. ... I can’t shake that feeling that I’m at fault here, I’m the pariah.” ■

ATHLETICS

Varsity Rifle Team Returns

Norwich will be the fourth senior military college to offer the sport

BY DEREK DUNNING

Cadets Athletics will add a varsity rifle team starting this winter.

The return of NCAA rifle at NU will bring the university’s varsity sport total to 22 and marks the second addition in recent months, following news of the return of varsity golf.

NU has intermittently offered varsity rifle dating back to 1915. The 2004–05 season marked the last that a Cadets rifle team competed under the varsity banner.

“Rifle has a rich history at Norwich University, and we’re pleased to bring it back this winter,” said Ed Hockenbury, NU Director of Athletics. “Rifle is an excellent fit for our university’s culture, and we are proud to add it to the wide variety of athletic opportunities available to our students.

“In bringing back the program, I appreciate the support from Mike Hourigan,

along with the local shooting community. We are especially grateful to the Baroffio family—Jack, Penny, and Bruce—for allowing us to practice and compete at the Northfield Junior Shooting Facility.”

Norwich has enjoyed considerable success on the rifle range, placing fourth at the NCAA Championships in 2000 and 1993. Emily Caruso ’00 is a two-time Olympian and won the NCAA individual air rifle national championship in 1998. She now serves as an assistant coach for the Ohio State rifle team.

Norwich also hosted the 1999 NCAA Men’s and Women’s Rifle National Championship in Northfield.

Norwich will be just the fourth NCAA Division III school to sponsor varsity rifle and the 30th overall between all divisions. Coast Guard, MIT, and John Jay College of

Criminal Justice are the only Division III schools to sponsor the sport.

NU will be the fourth senior military college to field a varsity rifle team, joining The Citadel, VMI, and University of North Georgia. The Cadets will also join four of the five federal service academies in sponsoring rifle, with Army, Navy, Air Force, and the Coast Guard all fielding teams.

Norwich expects to name a head coach for the program in the near future. The sport is coed, with men and women competing against each other in the same events. The Cadets team will train and compete at Baroffio’s Rifle Range in Northfield. ■



INSIGHT

LEADING IN THE FUTURE

*As the future grows ever more digital,
leadership will need to be more human*

BY M. PELIN KOHN, PHD

*The author is the founding director of
the new Center for Leadership at Norwich.*

Innovation starts with imagination. As others have said, “anything one man can imagine other men can make real.”

It seems only a matter of time before the world embraces even more technological innovations that herald profound changes in society—from circular economies, brain nets, and space commerce to sensor-embedded clothing, a global empathy index, or an artificial intelligence-only web. The acceleration in innovation will offer numerous social, economic, and business opportunities for everyone.

But how will the leaders of tomorrow effectively manage these opportunities for their organizations, business, and society?

I see several critical skillsets the future will demand from its leaders. First, they will need technological, collective, and cultural intelligence. In addition, they will need foresight and the ability to think critically and strategically. They will also need to be more careful in creating a bet-

ter world using technology. Protecting their leadership values of courage, ethics, social purpose, and a global mindset will be more important than ever.

While there is some overlap with the skills demanded of successful leaders today, a different future requires leaders with different abilities. There will be many opportunities for them, but with one condition: The future of leadership will be all about leading people and data. By this I mean they will need the ability to understand and interpret data, so that they can create a vision based on that information. Leveraging these skills will allow them to not only become better managers but to create a better leadership model for the people, organizations, and communities they guide. This is especially important when dealing with uncertainty, and there is nothing more uncertain than the future. The leaders of tomorrow will therefore need to understand the systematic patterns that underlie and shape their spheres of influence and the world to build a leadership strategy based on the patterns learned from data.

Will understanding data and technology be enough for future leaders to be unique? Unfortunately, no. Numerous other qualifications will be required. The best-kept secret is that the more digital the world gets in the future, the more *human* leadership will need to be. It may seem counter-intuitive that future leaders will need to be adept at technology while also focusing more on human capital, but it is not.

The pace of future technological innovation will be rapid and relentless. But future leaders should not be distracted by this, because human needs will not change simultaneously. Our need for safety, belonging, and protection remains the same today as it was a million years ago. The same will be true in the future: As professionals, we

will seek the same “human” support from our leaders that we do today and have in the past, especially when uncertainty is our new reality.

Virtually all leadership is judged by analyzing the outcome, but leadership is a process not a result. The future of leadership, therefore, will need to be more collective. In other words, it will have to be more inclusive. The future brings great opportunity to individuals who have developed skills independent from their race, gender, and country or culture of origin. These individuals as leaders who can focus on others as well as themselves will move us toward more global intelligence. Leadership in the future will require us to bring people together, listen to them, and include them in the leadership process, regardless of their social and cultural backgrounds. The ability to understand cultural backgrounds and bring people together will be essential. More important will be the ability to connect people to work toward and achieve a meaningful purpose.

Future leaders will also need global intelligence. Technology makes our world ever smaller and more connected. Future leaders will need to be increasingly globally focused as the connections between people around the world become even more commonplace.

So much about the future is uncertain. Leaders will need strategic intelligence, or foresight, to understand, define, and lead in the future. They must use the past to predict the future, an elusive skill also known as foresight.

Acquiring it is a daunting task. Leading in the future will also be a challenge. Thankfully the future of leadership and leadership studies at Norwich is very bright. Recently, faculty, staff, and leaders have worked to position Norwich as one of

“ The future of leadership will be all about leading people and data ”

the most important actors in writing the story of the future of leadership through the creation of new academic leadership programs, including a new leadership major, minor, and accelerated master’s degree.

Focusing on the development of human capital, our new leadership center will aim to foster foresight and critical and strategic thinking skills in our students to prepare them as the campus, community, national, and world leaders of tomorrow. Our university and graduates will be ready to lead, whatever the future brings. ■

Leadership expert Pelin Kohn earned a PhD in leadership (administration and planning) from Middle East Technical University in Ankara, Turkey, and is a former Fulbright scholar and executive coach. She has worked with global CEOs, middle managers, and fledgling leaders to improve their leadership, and companies such as Bosch, Turkish Airlines, Liberty Insurance, British Petroleum, Hyundai, and Ford.

ESSAY

CORRUPTION IN RUSSIA AND THE WAR IN UKRAINE

Shoddy clothes. Cheap tires. Missing tank armor. The Russian army battles the endemic corruption of its own country

BY LASHA TCHANTOURIDZÉ, PHD

The author is a professor and director of the graduate programs in diplomacy and international relations in NU's online College of Graduate and Continuing Studies and a Davis Center associate at Harvard.

After the dissolution of the Soviet Union, high-level commercial crime and corruption replaced the social controls previously held by the communist party of the Soviet Union. In the 1990s, during the Yeltsin years, corruption became ubiquitous in Russia. Under Vladimir Putin, it has become institutionalized. The war in Ukraine has made it clear how much corruption has affected the Russian security and military forces: many of the shortcomings and failures of the Russian intelligence and military in Ukraine can only be attributed to corrupt officials and practices in the Russian state.

Two weeks after the opening of the Ukraine campaign, a top-level intelligence leader was detained in Moscow: three-star general Sergey Beseda, the head of the intelligence service within Russia's counterintelligence agency FSB (the Federal Security Service), the main successor of the Soviet KGB. The idea of operating an intelligence department within a counterintelligence agency was put into practice by Vladimir Putin, who in the later 1990s held the post of FSB director. Putin created this department to operate specifically in post-Soviet countries, like Ukraine and Georgia, in order to cultivate pro-Russian policies and develop networks of spies, subversive groups, and militants. Beseda's small department in time transformed into FSB's Fifth Service with 150 officers in charge of its various operations. After Russia annexed Crimea in 2014, Ukraine became its top assignment. The goal: the work done by FSB's Fifth Service was supposed to guarantee the Russian military's takeover of Ukraine in three to four days. The Fifth Service was reportedly given more than a billion dollars for this task—a huge sum in Russia. As we now know, the FSB had nothing of the sort prepared in Ukraine, while the Russian forces invading Ukraine in February clearly expected a quick victory. The enormous budget allocated to the FSB for this task was embezzled, hence the arrest of Sergey Beseda and his deputy, Anatoly Bolyukh.

There are several sources that are collecting information about the Russian operations in Ukraine, specifically to prosecute war crimes when the time is right, but they are also discovering and reporting how widespread corruption in Russia contributes to the

Russian failure in Ukraine. Bellingcat, a Europe-based investigative journalism group, reports in English. A Russian investigative group, agentura.ru, banned in Russia, specializes in intelligence and counterintelligence services. Another Russian group headed by Ruslan Leviev specializes in the Russian military. On May 17, Leviev was “arrested” in absentia by Russian authorities; he is now in hiding. Ukrainian security and military services also collect information related to corrupt practices in Russia, and parts of it are made publicly available in Ukrainian and Russian languages.

Many have noticed how some Russian tanks tend to burn ferociously when modern anti-tank weapons hit them. Catastrophic tank destructions are not linked with corruption per se—the T-72 has a serious design defect—but the Russian tank crews are suffering from more than design defects. Experts have noticed how some destroyed T-72 tanks are missing the middle layer of the front armor. The T-72 glacis armor is supposed to have three layers: two rolled-steel plates with a type of thick fiberglass material in the middle. There is a discussion currently among Russian military observers whether the fiberglass portion of the glacis armor was never installed in at least some T-72 tanks, or whether they were blown away when the tanks exploded. The argument of the middle armor plates being blown away is a plausible explanation. Yet, these are large thick plates that shouldn't vanish without trace even when blasted.

Other iconic images of the Russian war in Ukraine include Russian military vehicles being towed away by Ukrainian tractors. Some of these salvaged hulks have been tanks and armored personnel carriers, undamaged but stranded and abandoned because they ran out of fuel. Others have been wheeled vehicles, such as armored personnel carriers, infantry fighting vehicles, self-propelled guns and artillery vehicles, and trucks. Many of these have been abandoned because they got stuck in the mud during the snowmelt and spring rains. But why could not they drive through the Ukrainian mud? Russian state TV channels frequently broadcast shows demonstrating how the Russian military and off-road vehicles are the best in the world. The thing is, those demonstration vehicles are mounted with expensive Michelin tires, while the vehicles in Ukraine are equipped with cheap Chinese-manufactured tires, most of them not suited for mud and snow. The price difference between the premium Michelin tires and Chinese knock-offs is significant. The funds that were “saved” most likely ended up in the pockets of the tire contractors and defense officials who approved the deal. Incidentally, the list of the defense contractors in Russia is classified secret information.

The state of the personal equipment of the Russian soldiers, their clothing, food, and the medical kit has been so glaringly poor that it even outraged those who are supporting the Kremlin's war in Ukraine. An instructor from Russia's special forces university has described in great detail how the medical supplies given to Russian soldiers were utterly useless. In February and March, several Russian soldiers died of hypothermia in the field even though it was not very cold; their clothing was extremely bad, and their heating

equipment never showed up. Many Russian soldiers have been forced to forage for food and rob stores and civilians because they have been so poorly supplied. From February through April, those fighting in northern and northeastern Ukraine had to ditch their army boots and acquire rubber boots to try to keep their feet dry. In Russia, civilian relatives of those fighting in Ukraine held fundraising events to purchase personal protection equipment for their loved ones, because the equipment supplied to them by the Ministry of Defense was useless or missing the essential parts. For instance, it has been reported more than once that the body armor jackets given to them lacked armor plates.

It is not that the Russian government does not spend money on all the essentials that are necessary for the Russian army. Since 2014, when Russia embarked on the Ukraine conquest project, enormous amounts have been spent to make the Russian army well-supplied and ready for the war to come. The reports were duly delivered to the Kremlin, informing President Putin that everything was fine and ready. Now Mr. Putin has found out that most of those reports have been false. Has he been surprised by it? Probably not, because he knows the levels of corruption in Russia very well—after all, he has promoted corruption in the country through his associated oligarchs. However, all this brings up an even more important dilemma for the Kremlin—that of Russia's nuclear armament. As the world has learned since February, Moscow is ready for a nuclear war, and Russia can destroy the United States, the West, and even the entire world if necessary. But is it ready? Most of those 4,000 or so non-treaty nuclear warheads that the Russian government is proud to have been manufactured after the dissolution of the Soviet Union, i.e., during the reign of corruption in Russia. Nuclear warheads need gold, beryllium, and other special metals to work. They have been manufactured by people who believed they were assembling deterrence weapons, that is, the weapons that were not supposed to actually be deployed in battle. If Russian manufacturers and defense contractors steal and shortchange the military equipment that will be used in combat at some point (Russia has fought at least one military conflict every decade since the founding of the Russian state in 1613), would not those who manufactured the weapons that were never supposed to be used be tempted to steal a little gold in the process? No doubt, this realization has dawned upon those in the Kremlin who were threatening the world with a nuclear war. A very bad prospect if one launches nuclear warheads and they turn out to be duds—the response may not leave anyone around to negotiate peace. ■

POLICY EXPERT

Russia foreign policy analyst Lasha Tchantouridzé, PhD, serves on the advisory board of the John and Mary Frances Patton Peace and War Center at Norwich



PRITZKER
MILITARY
FOUNDATION

PRITZKER CHALLENGE

2021-2025

The Pritzker Military Foundation, on behalf of the Pritzker Military Museum & Library, has posed a \$500,000 matching gift challenge through 2025 to grow the Carlo D'Este '58 Military Writers' Endowment.

Should Norwich meet this challenge, the endowment will reach over \$1,000,000, thus generating enough income annually to fund the Norwich University Military Writers' Symposium in perpetuity.

The Carlo D'Este '58 Military Writers' Endowment honors the legacy of beloved symposium co-founder Carlo D'Este, and supports the operating costs of the symposium.



To make a gift please
scan the QR code:



To learn more, contact:
Laurie LaMothe at
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KRYPTOS

WHAT MIGHT THE
FUTURE NATURE OF
WARFARE LOOK LIKE?
A COMIC BY FORMER ARMY
CAPT. KATIE HATHAWAY '12
WINS OVER THE ARMY MAD
SCIENTIST LABORATORY

"Our world is so complex right now," says Katie Hathaway '12 speaking by video chat from Georgia. The first woman to command a U.S. Army tank company, Hathaway is currently studying for her master of science degree in global technology and development in the School for the Future of Innovation in Society at ASU. Before she left the Army in April, she won a contest by the U.S. Army Mad Scientist Laboratory (a real organization) to creatively comment on the operational environment and changing character of warfare. Her story, *Kryptos*, addresses the compounding effects of climate change, misinformation, disinformation, and other forces. "Climate change is more than just, *It's hot outside*," she says. "It's a compounding effect. It's cascading, and it increases the complexity of any problem you have. If you add climate change to it, you just created like a hundred more problems. I was really trying to get after that showing the refugee group, mass migrations ... and misinformation and disinformation and how we deal with it and don't deal with it."

"Tech is just this huge race, a constant competition of who can use tech in a new way to gain a new advantage."*

Kryptos. A hidden dystopic world bursting with chaos, competition, and conflict. Trust and truth are hard to find, while cooperation and empathy are practically nonexistent. Extraction technologies brought innovations to artificial intelligence and machine learning leading to major advancements in bioengineering

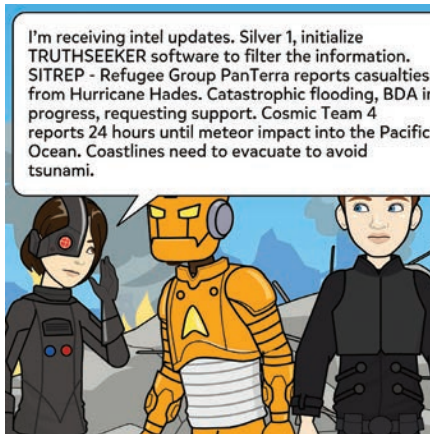


"We can build all this tech, but physical stuff that has been around for thousands of years, like smoke, is still a problem for a lot of tech."*

and human-machine teaming. The uncontrollable progress of extraction technologies came at a cost for Kryptos, physically changing its environment for its trillions of inhabitants. Bravo Team is on a mission once again, currently maneuvering North along Axis Justice.



"Ocular enhancements are one of the potential military-use cases of machines physically integrated with the human body to augment and enhance human performance over the next 30 years."†

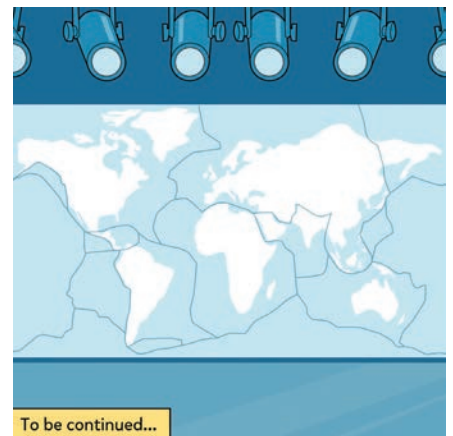
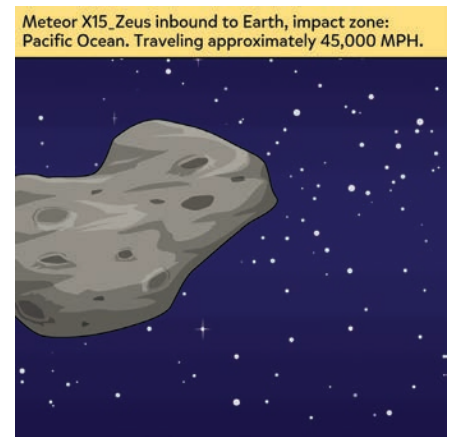
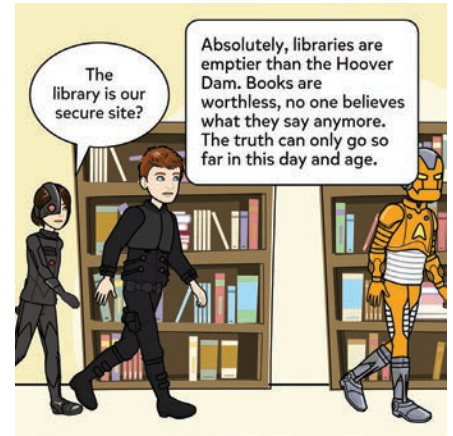


"State and non-state actors and super-empowered individuals will seek to overwhelm target populations through a firehose of disinformation operations, using false (partially or wholly) and mis-contextualized information, effectively burying the truth in a sea of falsehoods."†

"Our adversaries are exploring ways to achieve cyber and electronic dominance on the battlefield."†

*Katie Hathaway †Army Mad Scientist Laboratory

"Virality trumps veracity—if something trends, it makes an impact, affecting viewers' opinions—regardless of whether or not it is true."



"The brain develops cognitive biases to manage extensive information. These biases lead humans to draw false conclusions and ignore conflicting data."





A College That Changes Lives

Recent graduate Raf Ribeiro '22
reflects on the impact of
a Norwich education

PHOTOGRAPHY *by* NANCIE BATTAGLIA
TEXT *by* SEAN MARKEY



It's the last Saturday in April—graduation and commissioning day for the Class of 2022. As rites of passage go, nearly a trifecta. Photographer Nancie Battaglia and I are due to stop by Raf Ribeiro's '22 Wilson Hall barracks for a brief photo session. Ribeiro texts early in morning to ask if we can delay our get-together 20 minutes. He and his roommate/rook buddy/good friend, Jacob McGrail '22, want to tidy up a bit more. When we arrive,

Ribeiro and McGrail greet us in white Class A uniform trousers with suspenders over matching black Ranger Company T-shirts. Tall and fit as Buckingham Palace guards but with smiles as wide as the Upper Parade ground, they usher us inside and prop open the door with a sandbag named "Patrick." Ribeiro pushes a broom across the floor one last time, then buttons up his navy-blue tunic, gamely dressing for the camera on this, his last day as a Norwich

senior and member of the Corps of Cadets.

Ribeiro is a first-generation American. He was born in Florida but grew up in Vermont, the son of a French-Canadian doctor and a Brazilian father. A biology major who speaks three languages (English, French, and Portuguese), Ribeiro plans to attend medical school like his mother one day. But first, he will commission into the U.S. Army as a second lieutenant, heading to Fort Benning, Ga., for his Infantry Basic



Officer Leadership Course in June.

“How has Norwich changed you?” I put the question to Ribeiro earlier that week. The introspective senior says it’s something he has asked himself often. “It’s been a life-changing experience,” he reflects. “I learned a lot about myself and how much I love to pursue challenges that might seem way beyond my reach.” The list is long, from athletics to his major to Ranger Company. As a sophomore, Ribeiro enlisted in the Vermont National Guard, motivated by his sense of gratitude for being a first-generation American and the privilege he

Señor McGrail
#2 Señora R&F

310





felt to grow up in this country. “I felt like it was my duty to be the first one in the family as an American to be in military.”

Over the course of his four years at Norwich, Ribeiro learned many things, among them the finer points of character and discipline. “You’re the sum of your friends,” he says, citing the familiar axiom. “Your character is the sum of the character of the other people you hang out with.” Ribeiro says he’s also grown “to understand that your daily habits and your daily routine are imperative to your success or your failure. If you have habits where you’re not pushing yourself or you’re not structuring your day towards what you want to do, then you’re not going to get anywhere.” His goal is to constantly improve, to be better tomorrow than he is today. His drive is not for personal glory, but a desire to help others. “The better you are, the better prepared you are to help.”

I ask the 22-year-old where his preternatural wisdom comes from. “I’m not going

to give myself any of that credit,” he demurs, saying (implausibly) that he’s never been naturally good at anything. “I just listen. I’m a sponge, and I listen to everyone—I don’t care who you are. I will listen and I will think about it. I think that’s an important skill for everyone, and it’s overlooked. A lot of people don’t listen. A lot of people are entrenched in their own beliefs from their own experiences. And that’s just not how it works if you want to truly learn. That’s my key—I just want to learn.” ■



A black and white portrait of Keith Gelinas, a middle-aged man with short, light-colored hair, smiling slightly. He is wearing a dark suit jacket over a checkered button-down shirt. A small American flag pin is visible on his lapel. The background is a plain, light-colored wall. A solid blue vertical bar is on the left side of the image.

**Keith Gelinas '84 of
Amazon Web Services
on the industrial cloud,
Amazon leadership principles,
and staying humble**

INTERVIEW BY SEAN MARKEY
PHOTOGRAPHY BY ROB STRONG

Keith Gelinas '84 thought he'd make the Air Force a career after graduation. "I just loved what I was doing in the military," he says. At the time, he was serving as a missile launch officer in the 91st Strategic Missile Wing (The Roughriders) stationed at Minot Air Force Base in North Dakota. But five years in, with a new MBA under his belt, he reached an inflection point. "I started to take a step back and thought wow, there's this whole world out there that I can have an influence on with what I've learned in the military." Gelinas began his corporate career "carrying a bag" as a regional field sales rep for Federal Mogul Corporation, the Michigan-based multibillion-dollar car parts manufacturer. He moved up the ranks to regional and general sales manager, eventually overseeing a staff of 36 and \$120 million in annual sales. And that was just the beginning. In the ensuing decades, the globe-trotting father of four charted a highly successful career as a Chicago-based sales and marketing executive for automotive, heavy industry, manufacturing, and satellite companies as well as a venture capital-funded software startup. Insights from his experience could fill a graduate seminar at Wharton. In 2019, he joined Amazon Web Services (AWS), the cloud computing arm of Amazon, as a senior practice manager helping companies like Volkswagen, Honda, Hyundai, General Motors, and Harman Kardon implement cloud computing solutions. The Norwich University School of Business Board of Fellows member and Athletic Hall of Fame cross country runner sat down with the *Record* during a recent campus visit to share insights on his career, working at AWS, and why speed matters in business.

At Amazon Web Services, one of your projects centers on building an industrial cloud for the automotive industry. Can you elaborate?

We have a very good partnership with Volkswagen. Volkswagen's CIO, Martin Hoffmann, challenged the brand to be on the leading edge of digitalizing production for an automotive company. Certainly, transforming production is a key output, but the real goal is to be able to leverage data from production and turn that into a

"Software as a Service" (SaaS) business. In order to achieve its goal of leveraging the data, VW needed to implement a digital production platform into its 126 plants around the globe. The digital production platform allows plant managers to go out to the cloud, grab a software application, bring it to the plant's production floor, and then customize it for their operations within the plant. That could be driving a robotic arm on the floor of the plant, for example. Or it could be something else, like predictive maintenance on machines that run in the plants. When do I have to fix those machines before it becomes a major problem?

At AWS, we work backwards from our customers' business needs and develop mechanisms to outline how we'll achieve those goals: What are we trying to accomplish? Over what time period? What resources do we need? What funding do we need? I led the effort in writing the narrative on taking the digital production platform, bringing it into a cloud computing industrial cloud environment, and extending it to the rest of the automotive industry, other OEMs [original equipment manufacturers] and tier-one suppliers. Once implemented, it allows automakers like VW to make better-informed decisions, to pivot on the line and change the production flow of their vehicles if needed.

Do you share the view that in the era of machine learning, data is the oil—you can't have good AI or machine learning without abundant data?

Absolutely. The data is the backbone that makes all of this technology work. It's the reason why we do what we do at a company like AWS. It's also what drives the result. You need the data to feed into a data lake, or a centralized repository that allows you to store all your structured and unstructured data at any scale. You have to have the data first before you can run an analytics layer or a machine learning layer on top of it. So what we talk about often is filling the data lake—taking data from all the points of a company, whether that's manufacturing data, finance data, human resources data and filling the data lake with all of that information, then running applications on top of it to make informed business decisions.

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Early on, the thing that I had to get used to the most is that every single week that you work at Amazon, you're learning something new.
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Is AWS different from other companies you've worked for?

I've never worked at any company quite like AWS. It takes a while to understand how AWS thinks, up and down the organization, and about the way that it approaches its business. There are a lot of what we call "mechanisms," or programs, that we use to move the business forward. Those mechanisms are always evolving—there are always things being added to them. So, early on, I realized that every single day that you work at AWS, you're learning something new. This is what makes the work fulfilling; you're constantly learning, building new technologies, and working alongside customers who are changing their businesses through the cloud.

AWS actively recruits military veterans, and you've mentioned that you mentor three such recent hires. Why are veterans sought after at AWS?

The discipline, the work ethic, the ability to get in there and roll up your sleeves—you can't be successful in the military without those attributes, and those are some of the same attributes that make people successful at AWS, as well. At AWS, we call some of these attributes Leadership Principles.

Can you talk about those?

We hold ourselves and each other accountable for demonstrating the Leadership Principles through our actions every day. Our Leadership Principles describe how AWS does business, how leaders lead, and how we keep the customer at the center of our decisions.

One of the leadership principles, *Learn and be Curious*, really has a lot to do with what drives you internally to want to be smarter tomorrow than you are today. It never stops. I don't care if you're 40, 50 years old. At AWS, you're learning something every day. It's about striving to continually improve yourself, finding new opportunities and exploring ways to act on them.

Another leadership principle, *Ownership*, is rooted in the same values that Norwich instilled in me. When you raise your hand and you say that you're going to take something on, you need to own it. You own the responsibility to deliver and don't sit

“You can't set an objective that's so ridiculous that people know they're never going to achieve it.”

back saying, “That's not my job.” Similarly, our *Bias for Action* leadership principle challenges us to take calculated risks to achieve our goals.

Ultimately, it's about leveraging these skills every day to innovate for our customers.

What's your management philosophy?

You've led hundreds over the course of your career, sometimes building national sales and marketing teams from scratch. How do you think about it?

I've read a lot of leadership books, a lot of management books, but overall my management philosophy is pretty simple. Number one, I believe that you lead from the front. If you want to motivate a team of people to be high performers, you set the bar for them. You demonstrate to them what leadership and successful management looks like. You show them rather than try to tell them. I've

worked for some really, really good people, and I've worked for some people I probably wouldn't care to work for again. But the ones who were the good leaders, I always can look back and point to the fact that they set a great example. There were things they did that you wanted to emulate. In my mind, that's probably the key part of being a good manager and being a good leader.

I also think that you have to set expectations and deliverables that are both realistic and challenging. You can't set an objective that's so ridiculous that people know they're never going to achieve it. I think that's demoralizing. But you also have to share your vision of how you think the organization can move from its current spot to a better one. When you sit down and take the time with somebody to explain how and why you think they can get there, then all of a sudden you see the light bulbs turn on. You see the wheels start turning, “Oh, yeah. Okay. I see that now. I think we can get there.”

The other area, which is an intangible but so important, is empathy. I think we take a lot for granted in the world we live in today, and we forget that everybody has a story. Everybody, at some point, is struggling a little bit; whether that's personally, with their family, with their job and trying to understand what they have to deliver, maybe it's physically. I think it's so important to try to connect with your employees. It gets hard when you start to become a manager who has a responsibility for a lot of people. It's hard to find that time to communicate. You really, really have to make the effort. It's not easy. But, I've learned from people who have been really good at it—you can feel a connection when they're talking to you that they truly do care.

Parting question—any life lessons to share?

Growing up, I spent a lot of time with my grandparents and other family members who were successful people. They had a tremendously positive impact on my life. The thing I learned from them was that we all have a choice of who we spend our time with. We can spend time with people who are uplifting and fulfilling and challenge us to be better human beings, be better than what we are today, or we can spend time with people who are contentious and see the

glass as half empty. Number two, and the next part of that, is pay it back. Be generous with your time. This is why I do what I do today, in giving time to the Board of Fellows for the School of Business. I can trace these leadership skills all the way back to conversations I had with my grandfather when I was probably 15 years old. I learned those things at an early age. I know that without those influential people in my life, I would not be where I am today, and so I want to pay that back. I want to give that to this generation of kids who are growing up and try to help them be successful in their careers.

Third—and it's a hard one, I have a family and four children—you can really get caught up in your business career and all the other things around you and then forget that you've got a family, who you also have the opportunity to be a role model for. I hear people say, "Oh, family first, family first." You have to put that into action. You have to be conscious of doing what's right for your family, and sometimes making a sacrifice that you don't want to. Maybe that's even in turning down a promotion opportunity, because it's just not the right thing for your family.

The last thing is, and it's one word, and that's humility. I try very hard to have humility and realize that there are a lot of people out there who are a heck of a lot smarter than me. I try to listen to those people and also realize that I'm just one person trying to do the best I can. That doesn't make me better than anybody else. ■

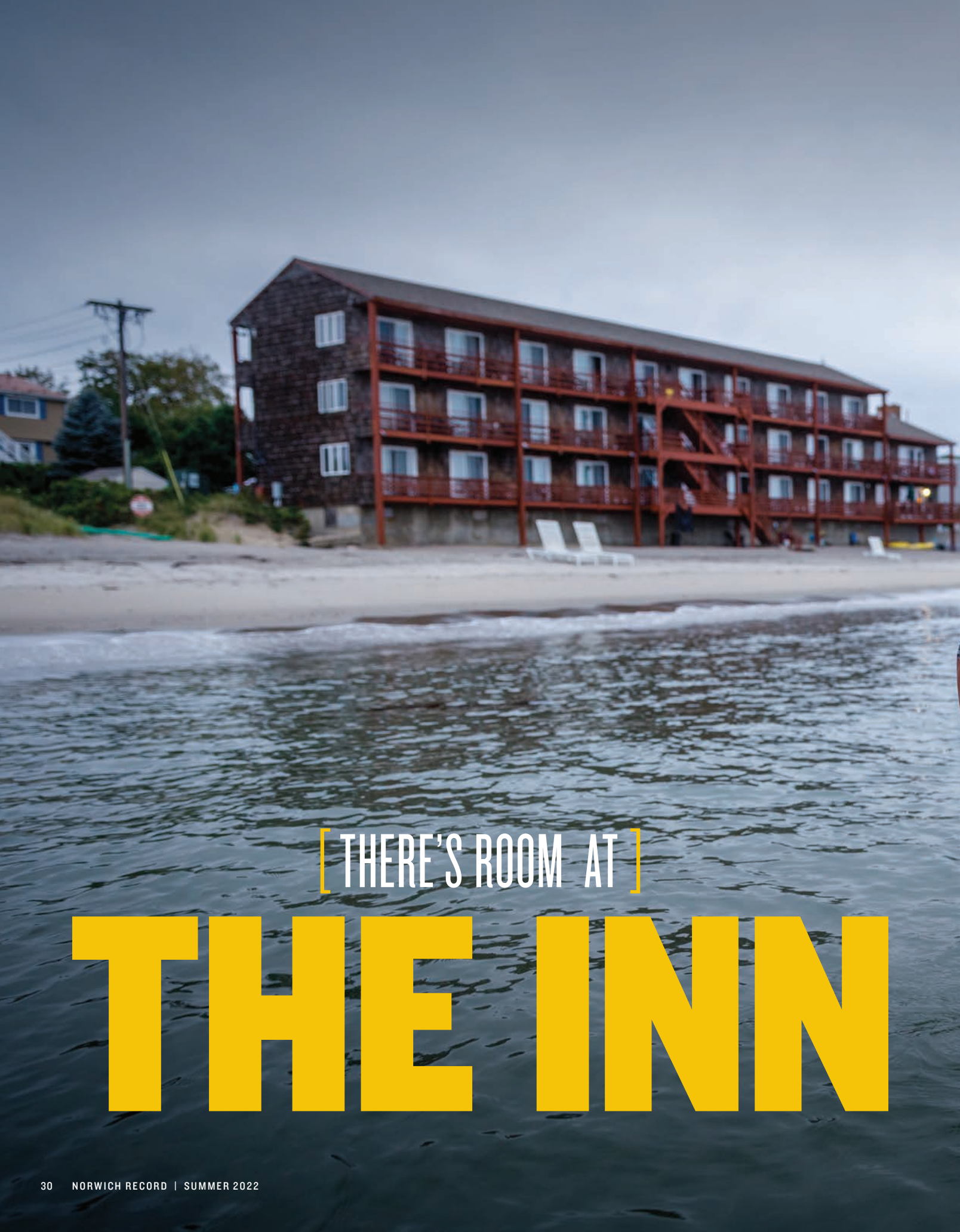
Interview condensed and edited for content, length, and clarity.



“

I think we take for granted in the world we live in today that everybody has a story. Everybody, at some point, is struggling a little bit

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[THERE'S ROOM AT]

THE INN

A photograph of Brad Pierce, an older man with white hair, wearing a plaid shirt and khaki pants, standing in shallow water. In the background, there is a row of houses along a beach under an overcast sky.

ENDLESS SUMMER

Brad Pierce stands in the front yard of the Cape Ann Motor Inn in Gloucester, Mass., the "Other Cape."

The long, welcoming career of Gloucester innkeeper Brad Pierce '72

[STORY BY]

CYNTHIA HENDRICKSON

[PHOTOGRAPHS BY]

JASON GROW

You can't get any closer to the ocean than here.

The Cape Ann Motor Inn has a Gloucester, Mass., address. Yet it sits perfectly on Long Beach, a breathtaking mile-long expanse of white sandy seashore stretching from Gloucester to Rockport. This is the Bay State's other cape, Cape Ann. Not as famous as Cape Cod, but just as, if not more, sublime. As the North Shore real estate mavens say, "Location, location, location." What could be better than waking up to the susurrant of ocean waves and watching the sun rise over the cerulean Atlantic? Perhaps sharing it with loved ones—year after year. For generations. And having this family-run business take care of you. For 47 years ... and counting.

Brad Pierce '72 has served as the welcoming proprietor of the Cape Ann Motor Inn since 1973. Doesn't seem possible, given his youthful appearance, sharp wit, and easygoing personality. "I lost my class ring in the ocean here and six years later, at the age of 23, I was the innkeeper."

Pierce always knew he wanted to be in the hospitality business. He entered Norwich during the Vietnam era, but due to his allergies, which eventually turned into asthma, he couldn't go into the service. Fresh off the Hill with a business degree, Pierce applied for positions at hotels north of Boston. His future business partner was building what would become the Cape Ann Motor Inn when he received Pierce's application. But the Holiday Inn in Peabody got him first.

"I walked [in] ... said my spiel, and the young lady at the front desk whispered to the innkeeper 'Hire him! Hire him.' He did, and I ended up marrying her." Pierce laughs. (So does a parrot named Bert. Loudly. But we'll get to her in a bit). "Three months later I was her boss, three months after that I was her boss's boss. Within nine months, I was maître d' in the lounge on weekends, assistant night auditor, and desk manager. All within nine months."

Soon after, Pierce was approached by the owner of the Cape Ann Motor Inn. He told Pierce that his current innkeeper could no longer fulfill his obligations. Seems like he had robbed a bank and was in jail. Pierce was satisfied working at the Holiday Inn. But his future business partner enticed him by offering \$100 more a week, a company car, and a penthouse. Pierce talked it over with his fiancée. It was enough of a promotion that the two could get married. Offer accepted.

The Cape Ann Motor Inn has 31 rooms along with a honeymoon suite. All rooms face the ocean with views of Thatcher Island and its spectacular twin lighthouses less than two miles away. In the evening, blue balcony lights illuminate the beach and ocean, creating a stunning ambiance.

When he first started at the Cape Ann Motor Inn, Pierce used to empty the rubbish, fill the soda machine, handle the payroll and bookkeeping, fold towels, and do pretty much everything. Eventually he hired someone to assist him; chambermaids followed, and now he has a staff of 18 people. When she was young, Pierce brought his daughter, Loran Caputo, into the business. She now serves as his assistant innkeeper. "Loran," Brad remarks proudly, "brought me into the 21st century—with [Facebook], Expedia, social media, TripAdvisor, and all of that. We even have a beach cam to see what the ocean looks like, for surfers—[it's a] huge surfing beach. I'm still here every day checking things out, paying some bills, looking at scheduling and making some observations. Still putting in 30 hours a week."

You can't beat the view from Pierce's place.

* * *

"I could write a book about the guests—including celebrities—that have stayed here," Pierce chuckles. Bert laughs.

Once, Pierce heard a voice asking if they had any vacancies. He looked up to



FAMILY BUSINESS

Brad Pierce '72 and his daughter Loran Caputo make guests at the Cape Ann Motor Inn feel at home.

see the lanky actor Sam Elliott and his signature walrus mustache staring down at him. The inn was full, but Brad got Elliot a room somewhere else. They were also sold out when Paul Newman called and needed a room. Pierce's desk clerk asked why Pierce wasn't finding a room for Paul Newman. Pierce didn't know it was him!

Ben Vereen—the Tony Award-winning actor, dancer, and singer—dated a woman from Cape Ann, so he stayed a lot. Once there was a lobby full of people and, as



Vereen was leaving, he shouted out, “Yo, Brad, you’re the reason I learned how to dance!” Pierce bellowed back, “You owe me for that.” The lobby guests were astounded.

Chita Rivera—another Broadway star, who played Anita in *West Side Story*—made Brad carry her luggage all the way to the third floor.

Singer Brian Hyland, who sold a million records with the 1960 hit “Itsy Bitsy Teenie Weenie Yellow Polka Dot Bikini,” was also a guest.

Many of the Stanley Cup-winning Boston Bruins frequented the inn. When Pierce’s daughter was in first grade, Bobby Orr signed an autograph for her. Loran brought it to school for show-and-tell and sold it for a dollar. A childhood autograph Brad had saved from Red Sox great Carl Yastrzemski met the same fate, selling at show-and-tell for another buck.

* * *

Time to introduce Bert. Bert is an African gray parrot that was a “gift” from Pierce’s partner, who named the bird after his boat, the *Bertram*. Pierce thought Bert was male until 12 years after the parrot took up residence at the inn, when they found an egg in his cage. Turns out he’s a she. So her name was changed to Roberta.

If you ask, “How you doing?” Bert will reply, “How *you* doing?” Sometimes when Pierce gets a coffee, she’ll tell him to “Get back to work.” If you’re a smoker, and you

“Seems like Pierce was destined to run the Cape Ann Motor Inn. He always has a story to tell, an observation to share, and a hand to reach out to anyone in need.”

breathe on her, she'll start making loud coughing/choking noises.

Not surprisingly, Bert gets her share of Christmas cards.

* * *

Encounters with the occasional expired whale washed ashore or unwelcome guests like a shark are to be expected. But a torpedo?

“One washed up here,” Pierce recalls. “We had to have the neighborhood evacuated and the entire area roped off. Specialists arrived, and one of these ‘experts’ went over to it, kicked it, turned back around, and hollered, ‘It’s OK.’ Thank goodness they left it to the professionals.”

Another time, a family of six showed up in a 16-foot Boston Whaler. “We found them sleeping under a tarp,” Pierce says. “The parents were so proud. Said they sold everything they had and bought this Whaler with plans to travel from Maine to Fort Lauderdale through New England waterways. We tried to convince them that they wouldn’t make it. We took the four little kids every morning inside the inn for hot chocolate, cookies, let them watch TV. We called the Coast Guard to investigate. They inspected the boat—the Whaler had running lights, life preservers, etc. It was a legal vessel. Nothing these Coast Guard guys could do except inform their stations all along the coast that the group was coming. I said, ‘This just isn’t right.’ Then I called the *Gloucester Times* and told them the story. A reporter and photographer showed up and took pictures. They had a picture of me looking out from the balcony with the title, ‘Innkeeper Says They’re All Going to Die.’”

The boat had needed minor repairs, and when those were completed, the family tried to depart. At the outset, they ran into some waves and couldn’t move. Pierce rolled up his pants and threw the boat a rope to get back in. The first wave got Pierce up to his chin, but he managed to pull the family safely into shore and finally convince them

to get bus passes and go back to Maine.

It’s rarely a good idea to overindulge, especially when traveling. Pierce recalls the time a guest on the third floor had too much to drink. She called the front desk to say that the Germans were in one of the rooms. “They know I’m here, and they know I know them,” she told Pierce, insisting he come up to her room. Pierce went upstairs and pointed out that the room she was referring to was Henry’s room. Henry was one of the winter residents, who would sometimes stay at the inn during the off season. Standing outside Henry’s room, the female guest told Pierce, “I know they’re in there.” Pierce knocked on the door. “You have to picture this,” he laughs, recalling the story. “Henry comes to the door, his hair is all over the place, he is half asleep, he’s tying up his bathrobe. He says, ‘What?’ I turned to the woman and said, ‘See? It’s Henry.’ With a straight face, Henry looks at me and says, ‘Brad, you can check in as many nuts as you want into this motel but don’t feel obligated to bring them all up and introduce them to me.’ He slammed the door in my face.”

* * *

An electric trolley was built in the late 1800s to bring visitors from Gloucester to Long Beach. A pavilion was erected on Long Beach in 1895. Inside was a restaurant, dance hall, bowling alley, and a vaudeville theater. It burned down twice—once in 1909 and again in 1965.

In the lobby of the inn, Pierce keeps a postcard of the pavilion. He laughs when he shares this story: “When the pavilion burned down in 1965, and the Rockport fire chief (it was his favorite place) arrived at the scene, one of the firefighters had to point something out to him. ‘Chief, I realize that you were in a hurry to get here, but you never put your pants on.’ He had boots, a jacket, and a helmet—but he forgot to put his pants on.” Brad laughs again, but not Bert. Napping, perhaps?

Times change, as does entertainment.

Once, Pierce learned that people were driving into town and asking directions to the inn only to be sent to the wrong place. He decided to create some publicity for the inn. "I started hosting bikini contests," Pierce explains. "My judges were the Gloucester mayor, Rockport town selectmen, and the Gloucester city clerk. Oh, and Mike Costello, who was head of the Cape Ann Chamber at that time. One crowd was close to 6,000 people. We gave away 8,000 tubes of Sea & Ski suntan lotion that we got as a promotion. And 55 cases of Miller beer. It was broadcasted live on WMEX, a popular radio station at the time."

For the sake of equal opportunity, there had to be a "Macho Man" contest, too. "It didn't go as well," Pierce recalls. "One male contestant dropped his bathing suit, and we had to escort him off the property. He didn't win. Didn't even get an honorable mention."

Pierce has a deadpan sense of humor, if you haven't noticed.

* * *

Service over self. Always.

Pierce has been a member of the Cape Ann Rotary Club for 43 years. The only member with perfect attendance, as a matter of fact. The Club's motto is *Service Over Self*, a principle Pierce lives by. He has also served as the president of the Cape Ann Chamber of Commerce and as a founding member of the North of Boston Tourism Council. But his real passion is helping others, a mission shared by his daughter. Loran is actively involved with Pathways for Children, a provider of education and childcare programs in Gloucester, serving

on the board that organizes the nonprofit's annual banquet, which has raised over \$200,000. Pierce wouldn't miss a Pathways holiday party. He takes photos of the children with Santa, gives each of them a photo within days, and there can be up to 300 kids!

For the past seven years, Pierce and his local Rotary Club, together with Rotaries from 46 other districts, have hosted a "Polar Plunge to Fight Polio" event on the last weekend of February. More than 400 people gather for the privilege of running into the frigid Atlantic at the same time. "The national anthem is played, then we all sing to the song 'We are the World,'" Pierce says. "Either the Gloucester mayor or Sen. Bruce Tarr yells the 'Go!' and the plunge starts. Bill Gates matches everything we make. The 2021 swim ... put us over the million-dollar mark."

Winters can be tough around here, and lots of people can end up in undesirable circumstances. The inn is open all winter for long-term rentals. "We rent rooms by the month in the winter. Someone needs a place to stay—wife throws him out, other issues. If the person staying here gets an invite back home after three nights, I give them their money back for the other 27 days. We always help people out. Our policy now is that if it is below freezing and someone calls to say a person is on the streets, we ask [that person] to send them over. It's the right thing to do." Pierce also contacts a local homeless shelter to let them know that there is room at the inn.

* * *

The Cape Ann Motor Inn is a warm, wel-

coming place. The moment one enters the lobby, feels the sea breeze, smells the coffee, and hears the person behind the front desk ask cheerily, "How can I help you?" even the most stressed-out person has to sigh and relax.

"Nice people have been coming here for many years," Pierce says. "Before guests check out, they make a reservation for the following year. Same time, same week. Because they consider us family. We have 8,000 guests here a year. So, multiply by 46, 47 [years] ... I've met a lot of nice people."

Pierce smiles and reflects on where he is personally at this stage of his life. "I'm at a point where I walk down the beach and back once a year. The last couple of years I've strolled down the beach and people will say, 'Oh my God, he's still alive.'" *He's not that old!* "Geez, you know Grammy used to work for him. They know me in the neighborhood."

Everybody knows Pierce and Lindsay, his marvelous wife. Seems like Pierce was destined to run the Cape Ann Motor Inn. He always has a story to tell, an observation to share, and a hand to reach out to anyone in need.

A guest listened the entire time Pierce shared his anecdotes. When he was finished, she stood up and thanked Pierce for his storytelling. She started to walk away, then turned back with a smile.

"You really should write a book." ■

Jack "Brad" Pierce '72 will celebrate his 50th Class Reunion during Homecoming 2022. This story first appeared in *The Other Cape*.

"Before guests check out, they make a reservation for the following year. Same time, same week. Because they consider us family."

CON- NECT





Photos by Mark Collier

PURSUIITS

Turning Old Clothes Into Hugs

Kimberly Hess '01 sews quilts to remember the fallen

There are many ways to mark milestones in life, to remember loved ones who have passed away, to honor the fallen. Kimberly Hess '01 does it with quilts.

It was a hobby initially, a challenge she'd set herself. Hess graduated from Norwich early. Her friends were still in college; she was working. "I was bored," she says. "I got crafty, and thought I'd try to make a quilt."

Fast forward a decade: Hess was on maternity leave in 2011 with her second child, when she learned that her classmate and rook buddy, Navy SEAL Brian Robert Bill '01, had been killed in action in Afghanistan. She reached out to his family, told them whatever they did to honor their son, she wanted to be a part of it. Hess joined the board of the Brian R. Bill Memorial Golf Tournament. She made a quilt. It was auctioned at the inaugural tournament, which

has since become an annual event.

The following year, she spoke with Brian's mother about the heart-rending task of disposing of her son's effects. Hess asked if some of Brian's clothes might be entrusted to her. Hess made five quilts for Brian's family. They had the effect she'd hoped for. "It's like wrapping yourself in a hug," she reflects.

Hess was soon approached by other classmates. One asked her to make a quilt for her children, out of her grandmother's nightgowns. Another asked for a milestone quilt for her son, who was joining the military.

Hess says it is both humbling and inspiring to be offered this "small window into someone else's life, and to get to rework it into something beautiful." She says she realized that it was a unique service she could offer to other Norwich alumni. "I feel

certain they have boxes packed away, boxed up memories that I could turn into a practical item that can be used and displayed, to regularly speak [to] memories of our time on the Hill."

She says her intention is to donate 10 percent of the proceeds from every quilt she makes to Norwich via the Brian R. Bill Scholarship Fund.

—Ellen Bartlett

With the support of Norwich and Bill's parents, the Brian R. Bill Scholarship Fund has raised \$1.4 million to date. Proceeds support scholarships for Norwich students. Readers interested in turning memories into quilts can reach Kimberly Hess '01 at hesskimberlyl@gmail.com.



Norwich cadets with their dates on the dance floor at the Junior Week Ball in May 1966.
Photo by Roger T. Conant, courtesy NU Archives

LIVES

A Lifetime of Love

A look at marriages between Norwich University and Vermont College alumni that have lasted for half a century

BY BETH LUBERECKI

During the 1960s, many male students at Norwich searching for love or maybe just a date didn't have to look much farther than neighboring all-female Vermont College. The two schools, which merged in 1972, maintained a relationship that produced numerous marriages, many of which have lasted 50-plus years.

We spoke with some of those longtime couples to find out what it was like to attend all-male and female schools in that time

period, the finer points of dating, how the major world events and upheaval of the 1960s impacted their lives and relationships, and the secrets of success that have helped their marriages go the distance.

Setting the Scene: "It was a different time and different place," Bill O'Brien '64 says. "You had very young people who were 21, 22 years of age coming of age very, very quickly with the threat of being separated and going to war. In 1963 and '64, you had young boys going to military school and

young ladies going to an all-girls school 10 miles apart from one another. There was a lot of chemistry in between that."

Dating life centered around organized events like mixers, ski trips, and casual get-togethers. "This was a period of time when boys could not come in except into a certain area of the front hall of the girls' dormitory to pick you up," Carol (Lauria) Nichols VC '64 recalls.

Phil '66 and Jane Ackley VC '66 met at a mixer between the schools. "One of the

“Words about love and longevity and forever really hit home when you don’t have that person anymore.”

advantages of being at Norwich was we had very tight social groups,” Phil says. “So we always had people to do things with.”

Meeting Due to Mischief: Several couples met at a dinner held between the two schools to smooth things out after the infamous panty raid of 1963. “I sat down, I looked across the table, and I saw this young lady with dark hair and big brown eyes,” Bill O’Brien recalls. “And that was the ball game; that was love at first sight.”

He never learned her name that night, but a friend, Steve Cerjan ’64, helped him track down Kay (Alderfer) O’Brien VC’64. “I guess I was intrigued by him as well, and I was surprised when he called for a date two weeks later,” she says. The two were married in 1965 and headed back to Germany, where Bill was commissioned.

Harold “Buzz” Nichols ’64 also met future wife Carol at that dinner. “And the rest is history,” Carol says. The couple were married in July 1967 after Harold returned from a tour of duty in Vietnam.

A Time of Turmoil: In November 1963, students on both campuses learned of the assassination of President John F. Kennedy. “I can remember exactly where I was when President Kennedy got shot,” Carol says. “I can remember being on the bottom of the stairwell, and an economics teacher at the top of the stairwell told me what happened.”

The U.S. involvement in the Vietnam War began picking up steam in the 1960s, and Norwich students—and the women they’d married or planned to—knew that uncertain times lay ahead. “Everybody was

definitely concerned about it,” Kay O’Brien says. “It impacted everyone at Norwich and Vermont College, and especially at Norwich. They had a lot of friends that they knew who went to Vietnam and didn’t make it back. I think that it was not as carefree a time as some of the college kids have now.”

Colin McArthur ’65 was stationed in Vietnam for the year of 1968. “It was a bad year,” he says. “Those of us getting commissioned, I guess we didn’t realize at the time how much of an impact that war was going to have. But it impacted all of us. We lost four guys in our class—and we had a small class.”

The College Connection: Colin McArthur met Carol (Dreyer) McArthur VC’64 through friends, and the two have been married since 1966, though Colin admits he might have jeopardized that in their early days. “We had dated when I was a junior and then Carol graduated,” Colin says. “And I was the bad guy, because I didn’t show up at her graduation. I think we all thought that was the end of that relationship. But we finally got back together later in the year before I graduated. And then she came to my graduation.”

College “made us who we are because that’s where we met each other,” says Phil Ackley, who’s been married to Jane since 1967. “While you’re learning to be an adult and you have a relationship with this young woman and she sees the start of that growth ... this is something that doesn’t exist as much today. That whole transition I think is a real bonding force, and Jane had the advantage of seeing it over the course of

two years.”

“As you get older, the very fact that you have all that prior connection and events kind of helps your later years work better,” Carol Nichols says. “It’s a good foundation to build on.”

Annmarie (Watson) Alexander-Kramer VC ’66 found love for the second time at a Norwich homecoming event, when she ran into Arthur Kramer ’66. (Her first marriage to Raymond J. Alexander ’66 ended in divorce in 1975.) Annmarie and Arthur were married from 2000 until he passed away in 2021. “Our marriage was very happy,” she says. “We had many great years.”

She’s been a certified wedding officiant for more than two decades, and Arthur would often travel around New England with her to her various engagements. “Words about love and longevity and forever really hit home when you don’t have that person anymore,” she reflects. “But Artie always enjoyed going and always encouraged me to keep doing it.”

Married for the Long Haul: When you’ve been married for more than 50 years, you must be doing something right. “For better or for worse, marriage has its ups and downs,” Jane Ackley says. “It’s a lot of work, but it’s worth it.”

“A lot of it boils down to respect for the individual,” Bill O’Brien says. “You can never lose respect for the individual, and you have to grow together.” ■

Have a related reflection to share with *Record* readers? Send letters to record@norwich.edu.

Blended Gifts



“Norwich taught me organization, endurance, discipline, leadership, resourcefulness, honesty, integrity, determination, traditional values, and love of country.

“Susan and I believe America needs Norwich graduates now more than ever! That’s why we are donating both today and after we are gone. We are proud of Norwich. We are blessed to be able to support her and encourage others to lend their support to our great alma mater.”

—Michael G. Anderson '66



Mike and Susan made a **blended gift** (part cash and part gift from their will) to Norwich to reach their philanthropic goal this year.



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Norwichgiftplans.org

SWIMMING HOLE, c. 1920
Engineering summer school students enjoy a diving tower they constructed on the Dog River.
Photo courtesy Norwich University Archives



Class Notes

Class of 1969

John Mulhern shared news that the Class of 1969 held a mini reunion in Naples, Fla., in March. “Hard to believe it’s been 53 years since our graduation. There were lots of tales told that brought smiles to all of us old cadets.” See *Photo 1*.



Left to right: Class of 1969 friends Phil Renison, Doug Eagan, Peter Johnson, Ed Hackman, John Mulhern, Brendan Garvin, Ken Howell, Dick Laferte, and Tom Smelstor.

Class of 1972

Brad Pierce, proprietor of the Cape Ann Motor Inn in Gloucester, Mass., since 1973 plans to return to the Hill for Homecoming 2022, where he’ll be inducted into The Old Guard. See a profile of Brad on p. 30 of this issue.

Kent Stoddard and **David J. Herbert ’76** were recently elected officers of Sphinx Shriners of Newington, Conn., which celebrates its 100th anniversary this year. The chapter is part of Shriners International, a fraternal organization that seeks to serve others through its philanthropy, Shriners Hospitals for Children, an international healthcare system providing specialty pediatric care for children without regard to the ability of the family to pay. Kent, who was elected as treasurer for Sphinx Shriners for the third time, will celebrate his 50th Class Reunion at Homecoming 2022. David, who now serves as secretary for the Shriners chapter, attended his 45th Class Reunion in September 2021. See *Photo 2*.

Class of 1987 and 1990

In February, MG **Mike Natali ’87** and Rear Admiral **Kevin Jones ’90** participated in the 2022 U.S. Africa Command Chiefs of Defense Conference in Rome, Italy. The conference brought in senior military leaders from 35 African nations and leadership from across the U.S. Interagency with a focus on strengthening strategic partnerships. Mike currently serves as the assistant adjutant general—Army for the New York National Guard, while Kevin is the director of logistics for U.S. Africa Command in Stuttgart, Germany.

Class of 1990

After a 19-month COVID assignment as a specialized case investigator with the Epidemic Intelligence Unit of the Massachusetts Community Tracing Collaborative, **Carole Appleton** has joined the Montachusett Public Health Network serving Central Massachusetts communities.

Class of 1993

Rob Clark was recently elected to serve a four-year term as a director of the Garand Collectors Association, a worldwide organization that aims to “exchange information and expand knowledge of the U.S. rifle, caliber .30, M1; to preserve and publicize the history of the rifle and its inventor John C. Garand; to assist and encourage new collectors; to assist authors

ALUMNI MEET-UPS

Five proud Hill alumni send greetings from Tinker Air Force Base in Oklahoma. The fearsome fivesome include 552 ACG Commander, Col. **Kenneth Voigt ’99**; Lt. Col. **Brian Dickinson ’05**; Capt. **Stephanie Pamlenyi ’15**; 1st Lt. **Alex Desa ’18**; and 2nd Lt. **Nicholas Schalek ’20**.



Emerald Coast, Fla., alumni gathered at Props Craft Brewery and Taproom in Fort Walton Beach for food, beverages, and camaraderie. Living the good life were **Vinnie Ramirez ’81**, **Jim Colins ’81**, **Mary Bates ’83**, **Gregory Valloch ’83**, **Larry Bates ’84**, **Skip Day ’84**, **Seth Junkins ’84**, **Rob Connell ’93**, **Amanda Armstrong ’04**, and **Anders Hedberg ’06**.



Left to right: Vinnie Ramirez ’81, Amanda Armstrong ’04, Mary Bates ’83, Larry Bates ’84, Rob Connell ’93, Anders Hedberg ’06, Skip Day ’84, Seth Junkins ’84, Jim Collins ’81, and Gregory Valloch ’83.

Class of 1978

In February, **Gerard Cogliano** retired from civilian service with the United States Coast Guard, following his previous 20-year career with the United States Army. His many career accomplishments include the recently awarded Civilian Commendation Medal. Congratulations, Gerard!



(above) Kent Stoddard '72 and David J. Herbert '76.



3

in writing new reference works; to assist members in their collecting; and to encourage competitive and recreational safe shooting of the rifle.” If anyone in the Norwich community has an interesting story regarding the M1 that they would like to share for possible inclusion in the *Garand Collectors Journal*, please contact Rob at: norwich93@att.net.

Class of 1994

Alec Hastings, a nontraditional student who took advantage of NU’s remote-learning program, has published a memoir about growing up in rural Vermont. His book is entitled, *Cap Pistols, Cardboard Sleds & Seven Rusty Nails*. Alec lives in Randolph, Vt. See Photo 3.

Class of 1996

After graduating from the Hill as a civilian, **Tom Handy** joined the Army and retired after a 20-year career as a military intelligence officer. In January, he was hired as a tech investment editor/writer for Money Map Press. “I owe my current role for the great work [my] Norwich professors provided, as [they] helped me improve my writing.”

Class of 1999

USAF Capt. **Emily Myers** '99 launched a GoFundMe campaign to raise money for veterans while running from the birthplace of Norwich to Northfield. “The idea of running from Norwich, Vt., to Norwich University started off as a personal challenge and then turned into an idea

to help other veterans,” Emily wrote on her GoFundMe website. “As a native of Norwich, Vt., an alumn[ae] of Norwich University, and a veteran, I wanted combine my personal goal with helping other veterans, so I thought the best way to help is to focus locally, in efforts to help a special place.”

Joanna Schmergel and colleagues from the METCO Coordinating Committee in Lincoln, Mass., have published a book, *Downsize for Diversity: How We Raised \$122,000 with a Pickup Truck and a Little Help from Our Friends*. The community nonprofit supports diversity, equity, and inclusion for students in underserved Boston area communities. The book is available on Amazon, Barnes & Noble, Target, and Book

Baby. “Since the book was published, we have pivoted to collecting donations of art and sculpture only and changed our name to Downsize for Diversity ART (Anti-Racist Together). We are now at net sales of \$140,000.” Joanna, an Army veteran and MBA, was profiled in the Winter 2021 issue of the *Record*.

Class of 2000

Dan Corindian is retiring from the United States Air Force after 21 years. “The family and I are moving back home to Sullivan, N.H., after many years ‘on the road.’ We hope to see you all more often!”

Joseph Lynch M’20, a Navy veteran and Pennsylvania Army National Guard officer candidate, is a new



4



5



6



7



8

4. Brandon McFarlane '09 & M'14 (right) and his business partner, Travis Samuels.
 5. Erica Racine '09.
 6. Brenda Rio Brombacher M'13.
 7. Brianna Nova Acheson.
 8. Joseph A. Gallant '20.



9

Left to right: Lt. Col. Charles F. Nettleship IV '85, LTJG John M. Lemay Jr '19, Emma (Nettleship) Lemay '20, Andrea "McPherson" Nettleship VC'84, 1st Lt. Matthew Gendron '19.

councilman for the borough of Jefferson Hills, Pa. He was one of five candidates for the position and was sworn in by Jefferson Hills mayor Carrie Nuss-McCaffrey. His girlfriend, Melissa DeGeorge, and father, Joseph Lynch III, joined him at the ceremony.

Class of 2007

Nashua, N.H., Police officer **Ian Day-Lewis M'07** was recently promoted to the rank of sergeant and will be assigned to the Uniformed Field Operations Bureau.

Class of 2008

Joshua Tipton M'08 has been appointed vice principal at Jefferson Middle School in Oak Ridge, Tenn.

Class of 2009

Brandon McFarlane M'14, co-owner of Zion Growers, plans to convert abandoned grain mills in St. Johnsbury, Vt., into an industrial hemp processing plant, which

will produce building materials, animal bedding, and cardboard. *See Photo 4.*

Erica Racine has joined Alpine Environmental, an industry leader in commercial and residential remediation and abatement services, as a client services administrator. *See Photo 5.*

Michael Hartley M'09 has been selected to lead the transition of his team of transit architectural personnel from Sowinski Sullivan to KCI, a multi-disciplinary engineering firm with offices throughout the U.S. Hartley's team will leverage their expertise in the planning and design of transportation facilities to continue the expansion of KCI's growing transit practice.

Class of 2013

Houston Baptist University in Texas has appointed **Brenda Rios Brombacher M'13** as director of its McNair Center for Entrepreneurship and Free Enterprise. *See Photo 6.*

Class of 2014

Justin Dechen M'14 has joined civil and environmental engineering firm Fuss & O'Neill. Justin will lead water, wastewater, and stormwater projects in the northern New England region, helping to expand the company's services in the area.

Class of 2018

Cullen and Rebecca Acheson are pleased to announce the birth of their daughter, Brianna Nova Acheson. Brianna was born on March 8, 2022 at Howard County General Hospital in Columbia, Md., and is the couple's first child. *See Photo 7.*

Class of 2020

Congratulations to **Emma Nettleship '20** and **LITJG John M. Lemay Jr. '19**, who were married on April 8 in Red Rock Canyon, Las Vegas. Among the Norwich alumni present were father of the bride, Lt. Col. Charles F. Nettleship, IV '85 (Ret.), mother of the bride, Andrea (McPherson) Nettleship VC'84, and 1st Lt. Matthew Gendron '19. *See Photo 9.*

North Carolina National Guard Transportation Platoon Leader and 2nd Lt. **Joseph A. Gallant** recently graduated from police academy and will serve as a patrol officer for the city of Greensboro, N.C. *See Photo 8.*

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

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, 2022, and March 31, 2022.

Four-Star General Members

LTC Eugene W. Ward, USA (Ret.) '49

Three-Star General Members

George '65 & Julia Lyons

Ronald Souders '69

Two-Star General Members

COL & Mrs. Charles A. Brox, Jr.,
USAR (Ret.) '57 & P'85

One-Star General Members

David '81 & Donna Nock

Lifetime Members

Myra J. Biblowit

LTC & Mrs. Brian J. Doyle, USA (Ret.) '94

Kevin '74 & Sally '74 Gorman

Conrad Mihalek '70

Mr. & Mrs. Sean P. O'Brien '90

Robert Omasta '66

Mr. & Mrs. Chuck Pappalardo '87

Mr. & Mrs. Justin R. Simeone '97

Gregg '81 & Beverly Van Citters

1819 Circle Members

Donald Lane '69

ALUMNI NEWS

Alumni & Family Engagement News



The Office of Alumni and Family Engagement would like to congratulate and announce the promotion of Stephanie Snell to the position of director of alumni and family engagement. Stephanie began working at Norwich in 2018 as the office manager for what was then called the Office of Alumni Relations.

Thanks to her dedicated work

ethic, she advanced on to serve as assistant then associate director of alumni and family engagement. Stephanie has played crucial roles over the last several years, including supporting the university's Bicentennial celebration efforts and building the NU Families program for parents and families of current students. Congratulations, Stephanie!

We're also excited to announce a new series of summer events in the years ahead for recent graduates following Commencement. New Grad Receptions will be hosted by NU Clubs and will be scheduled around the United States starting in 2023. Five kickoff events in Boston, Burlington, Chicago, San Antonio, and Washington, D.C., for 2022 have already been planned, with many more in the works for 2023! Supporting and being a resource for new alumni is more important than ever given today's unique career and work environment, and alumni around the world can ensure our graduates are destined for success. Whether for professional networking, hiring, relocating, or finding a welcoming NU community, New Grad Receptions will allow NU Clubs to welcome recent graduates to the alumni family. These events will be open to both undergraduate and graduate alumni. Are you interested in hosting a New Grad Reception? Email us at alumni@norwich.edu.



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

ROLL OF HONOR

The following list reflects notifications of deceased Norwich family members received by the university from January 21, 2022, to May 12, 2022. Full obituaries, when available, can be viewed online at alumni.norwich.edu/obituaries. To inform the university of the passing of a member of the Norwich family, please contact the Alumni Office at (802) 485-2100 or inmemoriam@norwich.edu.

- 1945 Albert D. Worth, 98, 3/23/2022
- 1950 Joseph J. Magnino, 94, 3/6/2022
- 1951 Richard J. O'Dowd, 95, 2/1/2022
- 1951 Conrad D. Whitney, 93, 2/16/2022
- 1952 Joyce (Jeremiason) Belakoff, 89, 4/17/2022, Vermont College
- 1952 John C. Crawford, 92, 4/17/2022
- 1952 Reginald A. LaRosa, 92, 1/20/2022
- 1952 William M. Smart, 91, 3/18/2022
- 1953 John J. Kolatac, 90, 12/17/2021
- 1953 Ann (Cole) MacLaren, 89, 2/20/2022, Vermont College
- 1954 Kathryn (Biever) Maynard, 87, 1/29/2022, Vermont College
- 1954 James Edward T. Reed, 88, 4/21/2022
- 1955 Wilbur H. Edel, 88, 4/26/2022
- 1955 Helen (Bassan) Fine, 86, 3/1/2022, Vermont College
- 1956 Roberta M. Garfield, 58, 4/29/2022, Vermont College
- 1957 Joel P. Dietz, 85, 2/28/2021
- 1957 Richard W. Seavey, 87, 1/20/2022
- 1958 Harold J. Parmelee, 84, 3/25/2022, husband of Sylvia (Hogblom) Parmelee VC'58 and father of Andrea (Parmelee) Shotwell '89
- 1958 Thomas K. Pierce, 84, 3/28/2022
- 1959 Richard F. Guerreri, 84, 4/13/2022
- 1959 Donald T. Janello, 85, 4/30/2022
- 1959 Robert C. Young, 84, 5/2/2022
- 1960 Isabelle (Callahan) Hickey, 81, 2/19/2022, Vermont College
- 1960 H. Eugene Waldenmaier, 83, 3/5/2022
- 1960 Gloria (McQuesten) Washburne, 81, 3/1/2022, Vermont College
- 1960 Suzanne K. Wernett, 82, 3/6/2022
- 1960 Thomas S. Worthley, 82, 3/17/2022
- 1961 John C. Gibbs, 82, 4/4/2022
- 1961 Helen W. Newton, 80, 3/26/2022
- 1961 Robert S. Reynolds, 83, 5/1/2022

- 1962 Edward M. St. Pierre, 83, 12/22/2021
 1962 John P. Woerner, 81, 3/5/2022
 1963 Martha (Brown) Colby, 78,
 3/14/2022, *Vermont College*
 1964 James A. Call, 80, 5/7/2022
 1964 Flora (Howes) Lyon, 77, 2/15/2022,
Vermont College
 1965 Linda Bondeson, 79, 4/6/2022
 1965 Joseph A. Dyson, 79, 3/6/2022
 1965 Thomas J. Hawes, 78, 2/27/2022
 1965 John V. Hurynowicz, 78, 1/6/2022
 1965 Charles H. Kosmaler, 79, 1/22/2022
 1965 Nancy H. Merritt, 75, 11/1/2021,
Vermont College
 1966 Frieda Omasta, 77, 1/15/2022
 1968 Samuel G. Hayward, 76, 2/27/2022
 1970 Dennis T. Diamond, 73, 1/15/2022
 1970 Frank A. Marino, 74, 2/2/2022
 1971 Paul P. Trahan, 73, 4/21/2022
 1972 Lanny A. Hogaboom, 71, 3/1/2022
 1973 Kevin E. Good, 71, 4/6/2022
 1973 Daniel Lee Webb, 69, 3/1/2022
 1978 Mark J. Wilson, 65, 3/7/2022
 1981 Alfred P. Pace, 61, 5/8/2022,
Vermont College
 1984 Phyllis C. Viets, 94, 4/19/2022,
Vermont College
 1988 Bobbie H. Lawson, 89, 4/4/2022,
Vermont College
 1989 Kathy Boudin, 78, 5/1/2022,
Vermont College
 1992 Robert R. Slayton, 70, 3/26/2022,
Vermont College
 1992 Kristopher Westerhuis, 54,
 2/20/2022
 1998 Christopher M. Brooks, 47, 1/22/2022
 1998 Diana M. DeLude, 65, 2/8/2022
 2002 Barbara Kerrane, 43, 4/5/2022,
CGCS
 2002 Tori M. Stitt, 41, 2/16/2022
 2011 Kyle V. Marzeoti, 35, 2/18/2022
 2014 Brennus “Ben” W. Dawson, 45,
 4/15/2022, *CGCS*
 2014 Christopher J. Zolli, 30, 1/12/2022
 2015 Rod D’angelo Torres, 30, 12/22/2021
 2016 Robert M. Renneisen, 75, 2/8/2022,
CGCS



PHILANTHROPY

Why I Give

BY LIAM CARROLL '17, KEVIN HOSIE '17,
 AND BILLY WHALEY '17

This year marks the Class of 2017’s 5th Reunion, and the three of us serve on the Class of 2017 Reunion Committee. We are grateful as we reflect upon the memories and values Norwich has instilled in us. Norwich provided us with more than just an education—it gave us many valuable opportunities, incredible memories, and lifelong friendships. For us, giving back means that Norwich can keep producing world-class leaders by offering a unique experience to deserving students. In honor of our 5th Reunion, we are paying it forward by giving \$10,000 as one unified committee. We hope to inspire future generations of Norwich alumni to do the same. We love our Norwich family, and we want to ensure the legacy continues. We couldn’t be prouder of our alma mater!

The authors are all Partridge Society Annual Members.



VERMONT COLLEGE 1976

Senior nursing majors in the Class of 1976 enjoy a happy moment following the nurses' pinning ceremony at Vermont College Commencement celebrations. This year marks the 50th anniversary of the college's acquisition by Norwich.

Photo by Homer E. Smith courtesy NU Archives



SAVE THE DATE

Norwich University Military Writers' Symposium

ROBOTS RISING:

ARMING ARTIFICIAL INTELLIGENCE

October 12–13, 2022

Norwich University, Northfield, Vt.



**Featuring 2022 Colby Award winner, Wesley Morgan,
for his book *The Hardest Place: The American Military
Adrift in Afghanistan's Pech Valley***

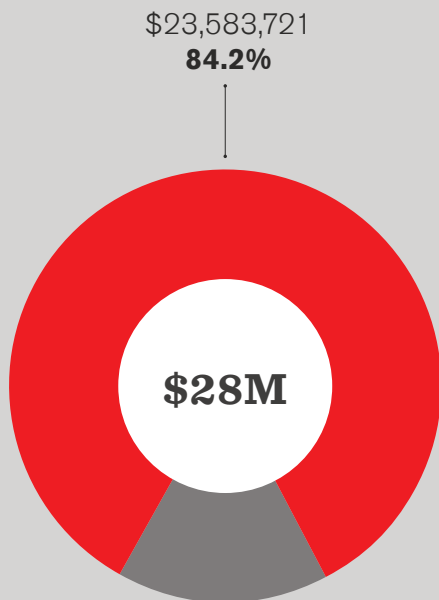


Event details coming soon: norwich.edu/military-writers-symposium
Questions? Contact: peaceandwar@norwich.edu

PROGRESS REPORT

The Shoulder-to-Shoulder Fundraising Initiative

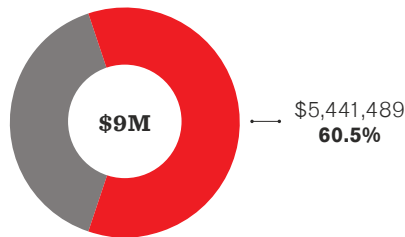
GOAL: \$28M BY MAY 31, 2023



PROGRESS AS OF
MARCH 31, 2022

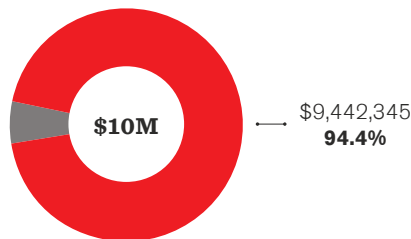
- GIFTS RECEIVED
- GOAL REMAINING

SHOULDER-TO-SHOULDER PRIORITIES



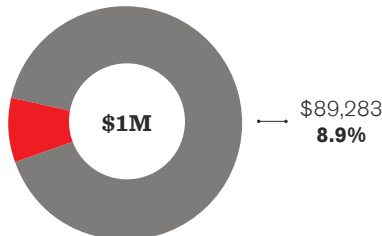
THE NORWICH FUND

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



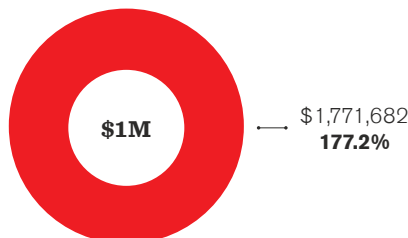
SCHOLARSHIPS

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



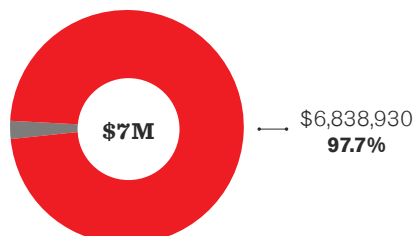
TECHNOLOGY ENDOWMENT

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



ACADEMIC ENHANCEMENT

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



PLANNED GIVING

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