

## **WOMEN KICKING GLASS**

#### Email Profile Archive #2

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Fertig-Dykes M'09



**DECEMBER 23, 2023** 

NU WKG, ISSUE #11

#### **Taking Chances: Linnea Peterson '78**



After being accepted to Norwich in the summer of 1974, Linnea Peterson received a call from Colonel John Wadsworth asking if she was interested in joining the Corps of Cadets. "I said, 'sure, I'll do that', though I didn't know what I was getting into until I showed up in August," Lin recalls. The 'aha' moment came at convocation when President Hart said, "After 150 years, Norwich University welcomes four young women into the freshmen class."

Lin found Norwich stressful at first. "It was a double education because you have both academics and the military side." Each year at brought new 'firsts.' Women had never held positions of rank, been platoon leaders, or commanded a company. Lin decided she really liked the military lifestyle. She was elected Class Officer and served on the Honor Committee. In her junior year she was chosen to be a platoon sergeant and in her senior year, a company commander.

She was enrolled in the Air Force ROTC program when she met her future husband, Jim Westberg '76 who was commissioning in the Marine Corps. Lin switched gears and began pursuing Marine officer commissioning. A week after Lin and Jim returned from their honeymoon, she arrived at Marine Officer Candidate School in Quantico,

Virginia with 50 other women. "I realized that was another first, that no women had gone through Marine OCS integrated totally with the men." The physical challenges were harder. Lin dislocated her knee and after rehabilitating, she decided to return to the Air Force where she was commissioned in 1980.

Lin applied to be the woman liaison officer while at Air Force Officer Training School but her squadron commander said he wanted her to apply to be the Wing Commander, which was the top position. When Lin expressed skepticism that she was ready for the job he said, "I've been watching you for six weeks and that's definitely what you should do." "That was a huge confidence builder," Lin says and when she was chosen for the job, she decided she wanted to be that kind of support for other women.

Lin went on to train as an Executive Officer and was assigned to Andersen Air Force Base in Guam, where her husband was stationed. Lin worked in the B-52 maintenance squadron, became a General's Aide and Protocol Officer. From Guam the Westbergs moved to Denver where Jim began a civilian career and Lin worked in an Air Force training squadron as Squadron Commander. She was able to cross train into contracts and became a Contracting Officer working on major systems acquisitions. In 1988, after eight years of service, Lin left active duty to raise her family. She went on to have a career in business and subsequently education.

Lin is proud to be a legacy graduate with five family members who attended Norwich. "I think my military and civilian careers were easy because of my Norwich experience. Self-confidence creates respect. I wasn't born with that; Norwich developed it in me."



**DECEMBER 30, 2023** 

NU WKG, ISSUE #12

## From Cadets to Commanders: The Evolution of Inclusive Leadership

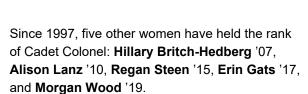


Sarah Patchem '98 Hillary Britch-Hedberg '07

As the oldest private military college in the United States, Norwich University has been a bastion of military education. Following 153 years as an all-male institution, Norwich has undergone a transformative shift in gender dynamics in the last half-century. Among the most significant has been the appointment of six female cadets to the rank of Regimental Commander.

Norwich was among the first senior military colleges to admit women to the Corps of Cadets in 1974, two years ahead of the federal academies. In 1997, when Virginia Military Institute accepted its first women following a Supreme Court order, **Sarah Patchem** '98 became Norwich's first female Cadet Colonel.

The position holds immense prestige, carrying the responsibility of leading the Corps of Cadets and maintaining discipline within the student body. Reflecting on her experience as the highest-ranking cadet, Sarah said, "Change is difficult for organizations, and people react to it in many ways. I did not focus on the negative reactions to the change, though I did learn to acknowledge the diversity of opinions and help move the culture toward the new reality."





Alison Lanz '10

Regan Steen '15



Erin Gats '17

Morgan Wood '19

The appointment of female regimental commanders acknowledges Norwich women's qualifications and leadership skills. Each demonstrated their ability to assume command and lead their peers while breaking barriers and challenging stereotypes. Regan Steen '15 eloquently captured the essence of leading the Corps in saying, "Know going into this position

that not a single one of your decisions will make everyone happy. It will be your responsibility to base all of your decisions on what you truly believe will be best for your fellow cadets and the Corps as a whole."

The accomplishments of the female regimental commanders as students and alumnae make them role models for future generations, inspiring other women to pursue leadership positions within the Corps and beyond. Hillary Britch '07 summarized her experience by saying "Before Norwich, I wasn't much of a risk-taker; if I wasn't sure I would succeed at something, I didn't want to risk doing it. Norwich changed that. Being willing to accept risk and try things I wasn't comfortable with was probably the most important lesson I learned on the Hill."

The legacy of these first female cadet colonels symbolizes a positive shift toward inclusivity at Norwich, a testament to the university's dedication to fostering an environment where all cadets, regardless of gender, can excel and contribute to the university's mission.



**JANUARY 6, 2024** 

NU WKG, ISSUE #13

#### Pioneering NU Women's Athletics: Coach Joan Mussmacher



Norwich University's journey in women's intercollegiate athletics owes much to the dedication and passion of one remarkable individual, Coach Joan Mussmacher, affectionately known as Coach Mush.

Before Norwich University merged with Vermont College in 1972, "VC" offered several club sports to its female student athletes. Among them were softball, basketball, gymnastics, track, cheerleading, and field hockey.



Arriving at Vermont College in 1959 to become the chairperson of the Department of Physical Education, Coach Mussmacher coached the field hockey and basketball teams for 13 years. After the merger with Norwich, she was responsible for establishing women's field hockey and basketball at NU, thus launching Norwich's women's intercollegiate athletic program.

Coach Mussmacher was the Assistant Director of Athletics for Women from 1978-84 and coached four sports. As the head field hockey coach for 13 years, her teams produced several Northeast College Field Hockey Association All-Stars.

She also coached the women's basketball team for two seasons and was an assistant coach for the softball team. In 1989, she re-started the men's tennis program after a 50-year absence, achieving an impressive dual match record of 18-4 over three years.

Respected across the region, Coach Mussmacher represented Vermont at the First National Institute for Girl's and Women's Sports in 1964. In 1970, she received the Service Award from the Vermont Association of Health, Physical Education, and Recreation. In 1990, she was honored with the first ever Norwich University Alumni Association Foundation Award from Vermont College, and in 1994 she was inducted into the Norwich Athletics Hall of Fame.

Retiring in 2000, Coach Mussmacher's love for Norwich University persisted. She could often be found on Sabine Field, volunteering in the Maroon and Gold Athletic Association tent, selling items to raise funds for the athletic programs she held dear.

Coach Joan Mussmacher stands as a trailblazer, shaping the foundation of women's athletics at Norwich University. Her legacy lives on through the thriving sports programs and the countless student-athletes she inspired over the years.



**JANUARY 13, 2024** 

NU WKG, ISSUE #14

#### Finding Her Voice: June Donahue '81



June Donahue and her twin sister Jane, enrolled at Norwich because it was close to their hometown of Graniteville, VT. "I was painfully shy," says June. "Jane was being asked out on dates and I spent the first year thinking I wasn't going to be asked out because I had a perm. Then I realized it was because I didn't talk to anyone." Living on the Montpelier campus and taking classes in Northfield, it took a while for June to venture out of her shell. Her first endeavor was running for—and being elected—Class Vice-President. Eventually, she joined the chorus, Pegasus Players, and became a cheerleader. "That really helped with my self-confidence and willingness to put myself out there."



Following graduation with a BS in psychology, June returned to Norwich as the assistant director of admissions and then as director of student activities. It was while working at Norwich that June met Mike Heston, a Vermont State Police Officer. Mike enlisted in the US Marine Corps and later became an officer in the Vermont Army National Guard. They were married in 1988 and their wedding reception was the first one held in the Milano Ballroom in new Crawford Hall.

Over his 34-year military career, Mike commanded at all levels and in 2014 was promoted to Brigadier General in the Vermont Army National Guard. Mike deployed to Afghanistan in 2003, 2006, and 2011. It was on his second deployment that he told June about the burn pits where everything from garbage, human and medical waste, plastics, batteries and weaponry was torched with jet fuel. By Mike's second deployment, toxic exposure to burn pits was gaining recognition as a health hazard. In 2014 the Burn Pit Registry was established. "Mike always said you only create a registry when you know there is a problem," June said.

Two years after his final deployment, Mike began having extreme back pain followed by significant weight loss. After ten months and approximately 30 visits to numerous doctors, Mike and June went to the Dana Farber Cancer Institute in Boston. There Mike was diagnosed with pancreatic cancer due to exposure to toxins from burn pits. BG Michael Heston passed away on November 14, 2018.

June has devoted her life and career to serving others as an advocate for the less fortunate. She earned a master's degree in leadership & non-profit management from St. Michael's College in 2003. She had been the CEO of Vermont's Chapter of the Make-A-Wish Foundation and CEO of the Vermont Family Network. She also served as the Executive Director of The Chill Foundation, Burton Snowboards' non-profit that supports underserved youth. In her anger and grief, June focused her energy on advocating for burn pit legislation. "In this country we have OSHA regulations against burning toxic materials and yet the rules don't apply to our military overseas," June said.

In 2018, the Department of Veterans Affairs was denying close to 80% of burn pit-related claims because of a lack of evidence linking their conditions with exposures. In 2019, June's powerful testimony before the Vermont Senate Committee on Government Operations resulted in state legislation to raise awareness for doctors and soldiers about the symptoms and illnesses associated with exposure to burn pits.

June then engaged on the national level through TAPS (Tragedy Assistance Program for Survivors). June traveled to Washington DC as part of the TEAM Coalition to support the passing of legislation to expand VA health care and benefits for veterans exposed to burn pits, Agent Orange, and other toxic substances. After a great deal of hard work, the PACT Act was signed into law by President Biden on August 10, 2022. June was in attendance for the White House ceremony. The new law allows veterans to get free medical care and expanded benefits for the numerous illnesses and cancers linked to burn pits and other toxic exposures.

"It's overwhelming," said June. "Mike was not the first and unfortunately, he will not be the last to die from the burn pits, but it does change things for so many others."

Norwich salutes graduates like June (Donahue) Heston '81 for fighting for necessary change to benefit many.

For information on The PACT Act and Veterans' benefits related to toxic exposure, visit <a href="https://www.va.gov/resources/the-pact-act-and-your-va-benefits/">https://www.va.gov/resources/the-pact-act-and-your-va-benefits/</a>



**JANUARY 20, 2024** 

NU WKG, ISSUE #15

#### A Life of Service: Karen Rowe Broadmeadow '83





Karen Rowe's journey of service and leadership began at Vermont College. There she received an associate degree in business management before attending Norwich University, where she not only earned her bachelor's degree in business administration but also found a life partner in classmate John Broadmeadow. "My most enduring memory of Norwich is its sense of community," Karen says. "The camaraderie formed within various communities, including the civilian student population, Dewey Hall residents, and fellow business students, laid the foundation for lasting friendships."

After graduating in 1983, Karen embarked on a career in Human Resource Management. Ten months into her first job at Green Mountain Coffee Roasters, newly minted 2ndLt Broadmeadow was assigned to Okinawa, Japan. As a working military spouse, Karen changed jobs every 2-3 years as her husband's career progressed in the Marine Corps. Employers included Fortune 500 companies, a Historically Black College/ University, and MCI WorldCom's Corporate Employee Relations. In that position, Karen played a pivotal role in investigating ethics and employee relations complaints following the internationally renowned fraud fiasco in 2002. Norwich's emphasis on the Honor Code and ethics served her well in this high-profile position.

Beyond her professional accomplishments, Karen dedicated significant time to volunteer work, supporting service members, their families, and the communities in which she lived. She served on the Board of Directors for the Carlsbad (CA) Education Foundation, chaired the Joint Spouses Conference in Hawaii, and led the 2017 Navy-Marine Corps Ball Committee, raising over \$450,000 for the Navy-Marine Corps Relief Society.

"Being an advocate for military families, especially during wartime, can be a challenge but also offers deep rewards," Karen says. During John's six deployments to Iraq and Afghanistan, she served as his 'partner in command' by helping families through the trials of

separation and offering comfort, support, and guidance during the difficulties associated with combat deployments.

Her dedication did not go unnoticed. In 2020, the Department of Navy recognized Karen with the Distinguished Public Service Award, the highest honor bestowed upon civilians for 'courageous or heroic acts or exceptionally outstanding service.' This prestigious award is a testament to Karen's 38 years of dedication and contributions to military-affiliated organizations.

Karen's service to her alma mater has also been exemplary. She is a former member of the NU Alumni Association, a current member of the Women Kicking Glass Committee, and was recently named the first female chair of the Partridge Society.

Whether connecting with classmates around the country or supporting military families around the world, Karen's commitment to service, leadership, and community remains a



**JANUARY 27, 2024** 

NU WKG, ISSUE #16

## Semper Fi on The Hill: Adrienne Evertson '90 and Meg Reardon '85



Adrienne Evertson '90 (left), a Criminal Justice major from Cincinnati, OH, entered Norwich University with the intent to continue the family legacy of naval service. Led by her grandfather who served in the Navy during WW II, her father is a retired Navy Captain, and her older brother is a naval officer. However, during her sophomore year, Adrienne decided to forge her own path and sought a commission in the United States Marine Corps. She was accepted into the Platoon Leaders Course and went to Officer Candidate School in Quantico, VA in the summer of 1989. Of the eleven Norwich students to attend OCS that summer, she attained the highest performance grade and received the Marine Corps League Award for that achievement.

While at Norwich she was a member of Band Company, a four-year letter athlete in soccer and co-captain her senior year. She was on the swim team and played rugby for two years.

In 1990, Adrienne made history by becoming Norwich's first female to earn a commission as a 2nd Lieutenant in the Marine Corps, standing out among the ten seniors commissioned that spring. Following her 20-year distinguished career in uniform, Adrienne continues to serve the Marine Corps as a Manpower Analyst.



While Adrienne holds the distinction of being the first female cadet to earn a Marine Corps commission, it's important to recognize that the trailblazing spirit extends to **Margaret "Meg" Reardon** '85 (left). An International Studies major from Syosset, NY, Meg went to her local military recruiting station at the conclusion of her sophomore year intending to join the Air Force Reserves. However, she serendipitously enlisted in the Marine Corps Reserves when the Air Force recruiter was unavailable.

In July 1983, before the start of her junior year, Meg found herself enduring Marine Corps boot camp on Parris Island. Upon her return to Norwich that fall, she became the first female to wear the coveted USMC cover on The Hill. In addition to serving our nation, Meg dedicated herself to serving the youth through the public school system.

These two women, whether adorned with a gold bar on the shoulder or stripes on the sleeve, left an indelible mark as trailblazers for their service in the United States Marine Corps, breaking barriers and inspiring future generations.

SEMPER FIDELIS!



**FEBRUARY 3, 2024** 

NU WKG, ISSUE #17

## Norwich Women Securing the Future: Kim Baumann '87 and Cheri Caddy '90

In the ever-evolving landscape of cybersecurity, the contributions of Norwich women have been instrumental in shaping this critical area for the nation through earning key roles in government, industry and academia.

While seeking a Master of Science in Information Assurance, Dr. Jan Buitron M'09, became the first Industry Specific Case Study student because she "wanted the best." Norwich University is one of only a handful of institutions that has been designated a Center of Academic Excellence by the National Security Agency (NSA). It has also been named a Center of Digital Forensics Academic Excellence by the Defense Cyber Crime Center, the Department of Defense's Federal Cyber Center that integrates intelligence information from inform law enforcement, cybersecurity, and national security partners.



Navy Rear Admiral Grace Hopper

Before cybersecurity was even a recognized term, Norwich University became a hub for research and collaboration spanning all aspects of information assurance. In the fall of 1983, U.S. Navy Rear Admiral **Grace Hopper** spoke to a large audience of Norwich students and faculty in Plumley Armory. Admiral Hopper was one of the first leaders in the world to recognize the importance of computer security and the potential vulnerabilities inherent in computer systems. RADM Hopper's commitment to education played a crucial role in nurturing future talent in the field of cybersecurity.



Brig Gen Kim (Jones) Baumann '87

Brig General, **Kim (Jones) Baumann** '87, remembers the impact Admiral Hopper's lecture had on her as a freshman. Kim went on to technical careers in the Air Force and industry, leading one of the Department of Defense's first network warfare units (i.e., cybersecurity) and was a key contributor in establishing USCYBERCOM along the way. Dr. Baumann currently serves as the national chair for a Joint Cybersecurity Task Force.



Cheri Caddy '90

Likewise, Cheri Caddy '90 trained at Norwich for a career in intelligence analysis in the federal government. She quickly moved into roles applying threat intelligence to securing critical and emerging technologies in telecom-munications, satellites, and increasingly networked critical infrastructure. During her 30-year federal career, Cheri has achieved key roles at the nexus of national security, technology, and cyber policy, including serving as the Executive Director of Enduring Security Framework at National Security Agency (NSA), Director for Cyber Policy at the National Security Council, Senior Technical Advisor for Cybersecurity at the Department of Energy, and most recently, the Deputy Assistant National Cyber Director in the White House.

In each of these positions, Cheri has helped Norwich build its role in cybersecurity and created experiences for Norwich cybersecurity students. At NSA, she helped set up student internships and mentored new graduates entering the Agency. She helped shape DoD policy to increase the role of Senior Military Colleges with special focus on supporting the cybersecurity mission. And her favorite role has been to host Norwich students for the past 10 years for "D.C. Policy Week," arranging for visits to the Situation Room at the White House, tours of the West Wing, Oval Office, and Security Operations Center at NSA, and briefings from senior leaders including the Director of NSA, Deputy Director of U.S. Cyber Command, and the "Cyber Czar" at the White House.

Through their trailblazing efforts, Norwich Women have epitomized "running towards the cannon fire"—a skill learned at Norwich!—and have taken on challenging roles in a highly dynamic and critical area of national security. In doing so, Norwich Women have left an indelible mark in safeguarding our digital world and paving the way for future generations of women in technology.



**FEBRUARY 10, 2024** 

**NU WKG, ISSUE #18** 

## Breaking Ice: Norwich Women in Mountain Cold Weather



Norwich University has a legacy of forging paths and breaking barriers, and the women who stepped into the challenging realm of the Mountain Cold Weather (MCW) Unit are no exception. MilLab Thursdays at Norwich held a distinct significance for a select group of female army cadets who chose MCW as their stomping ground.

MCW Company, 1980-1981

Mountain Cold Weather Training Programs, including Norwich's, were founded by WWII veterans of the 10th Mountain Division. **Cathy Hall** '79 was the first woman to join the allmale team on a February bivouac. Her experience was cited in a 1976 article in The Record. "Carrying a 30-pound pack, she climbed Camel's Hump Mountain, a rocky 4,000-foot ascent, with 50 male cadets and officers. Two days and two nights of constant rain, and winds up to 50 miles per hour, made the bivouac one of the toughest on record." Known as a "gutsy kid" who made challenging exercises appear deceptively easy, Cadet Hall laid the foundation for a lineage of Norwich women embracing the demands of MCW.

Tamasine Wood-Creighton '82 joined MCW as a freshman in 1978 along with classmates Mary Collins, Donna Shaw, Amy Griffiths, and Joanne McGovern and Elaine Nadeau '81.

For Tamasine, the challenges of MCW were not just physical but also psychological. "Trusting yourself and trusting the rope were pivotal lessons," she recalls, especially in an exercise that required tying a bowline around her waist and hurling herself off a suspended log to prove the equipment's reliability. As one of the smaller cadets, she often had the role of the being the "victim" during rappelling exercises, descending the MCW tower strapped over the shoulder of a fellow cadet.

Tamasine's most significant MCW achievement was making the Rescue Team and becoming the first woman to earn the prestigious Goat Head award for top Rescue Team Member in her senior year.

The camaraderie forged during MCW training became a defining aspect of the experience. Hiking Camel's Hump, skiing on Paine Mountain, and weekend bivouacs with C-ration meals are cherished memories. The leaders of MCW provided positive guidance, shaping these pioneering female cadets for commissioned life and leadership roles. The ethos of MCW was evident: equality among cadets, each pulling their weight without complaint, focused on accomplishing the mission, learning outdoor skills and developing as leaders. Since being allowed to join, women were, and continue to be, an integral part of MCW.



Today, the tradition lives on, as demonstrated on January 20, 2024, when an all-female MCW team rappelled from the Kreitzberg Arena rafters to deliver the game puck for the Women's Hockey Fight Cancer game. The legacy of these resilient women over the past 50 years is etched in the annals of Norwich University's history, proving that breaking ice was just the beginning of their path to becoming women kicking glass.

Left: MCW women rappel from Kreitzberg
Arena rafters with game puck for the
Women's Hockey Fight Cancer game

Contributions of Norwich alumni to the 10th Mountain Division are highlighted in the documentary

Mission Mt. Mangart.

See more information about the <u>NU MCW Alumni Association</u>, whose mission is in part to financially support the Mountain Cold Weather Company Program.

Records documenting women's history and experience at Norwich are available through the University Archives. https://archives.norwich.edu/



**FEBRUARY 17, 2024** 

NU WKG, ISSUE #19

#### First in Combat: Jana Hurst Raymond '90



"When I was a teenager, I got the bug to fly," says Jana (Hurst) Raymond '90. "My friends and family and even my guidance counselor asked why I would want to do that. I said, 'why not?"

Following high school, Jana attended the University of Kentucky in her hometown of Lexington, KY. While there, she started inquiring about military service. Very few recruiters encouraged her desire to finish her degree and fly. But one Navy recruiter saw her passion and helped Jana apply for a Naval Officer training program called Broadened Opportunity for Office Selection and Training (BOOST). Successful completion of the program guaranteed a full 4-year NROTC scholarship. "If you failed out of BOOST, which had a 50% fail rate, you ended up in the fleet enlisted. Every rate I wanted, from Air Crew to Avionics Electrician to Diver, was closed to women. I ended up going in non-rated, with the assumption that I would finish BOOST and get my scholarship."



Upon graduation a year later, she accepted an NROTC scholarship to attend Norwich University.

"At Norwich, I always felt supported," Jana says.
"When I told Bruce Stewart (Director of
Admissions) I wanted to fly in the Navy, he didn't
look at me like I was crazy. When I told Don
Wallace (Professor of Engineering) I wanted to
double major in math and mechanical engineering,
he told me how I could do it."

In 1990 Jana became Norwich's first woman to commission as a Naval Aviator. After earning her wings of gold, she spent several years in a land-based tactical electronic warfare squadron, VAQ-34, as a back-seater in the F/A-18B combat aircraft. On April 28, 1993, Secretary of Defense Les Aspin announced an end to the Combat Exclusion Policy that prohibited women from serving in aviation-based combat roles. With this policy change, women could enter fighter, bomber and attack helicopter careers for the first time. Jana was among the first to fly in a combat role.

In November 1994, the first twenty-two air wing females deployed on the USS Abraham Lincoln. "They put 500 women on a carrier of 5,000 people. There were reporters and cameras everywhere," Jana recalls. "Some people were very supportive. But there were some who would get in our face and blatantly say awful things and do awful things that were not fair. I just hunkered down and did my job."

Jana completed two tours with VS-29, a torpedo bomber squadron flying S-3B aircraft. After completing her shore tour, she moved to the Naval Reserves, retiring from the Navy in 2012 with a total of 1,000 flight hours and 199 carrier landings.

After the Navy, Jana pivoted to a civilian career in intelligence, working for the US State Department, then the Office of Naval Intelligence, and most recently as Chief of Staff for the National Maritime Intelligence-Integration Office.

Jana's trailblazing career as a Naval aviator was followed by other Norwich women. **Nicole** (deBrauwere) Lewandowski '03, **Michelle Austin** '12, and Lauren (Burns) Lobkowicz '16 among them.

"Women are still in the minority in the Navy," Jana says. "Now I help young people find the support and identity they need to succeed in the workplace. I say to them 'don't let someone else tell you what you can or can't do."

Jana is married to CDR Brian Raymond, USN (Ret), also class of 1990. They have four sons, two are currently enrolled at Norwich. Matthew is NU class of 2025 and James is class of 2027



**FEBRUARY 24, 2024** 

NU WKG, ISSUE #20

# Senior Executive Service: Annette Redmond '83 and Susan Fertig-Dykes M'09



Annette (LaCasse) Redmond '83



Susan Fertig-Dykes M '09

The Senior Executive Service is a cadre of top-level leaders in the U.S. federal government. SES members are flag-officer equivalent civil servants, responsible for leading and implementing government policies and programs. Members of the SES serve in the key positions just below the top Presidential appointees. In addition to the military leaders grown from Norwich University's stock, several graduates have reached SES. Annette (LaCasse) Redmond '83 and Susan Fertig-Dykes M '09, are among Norwich's civilian leader alumni.

Commissioning into the Army from Norwich, Annette Redmond served as a military intelligence officer for over 21 years. She commanded units in Germany during the Cold War, in the Opposing Force at the National Training Center, and in numerous other locations. She was the Joint Chief of Staff's Intelligence Directorate (J-2) and had several deployments including as the Joint Task Force J-2 in Israel. Her military service culminated on Army Staff as the Deputy Chief of Staff's Director of the Army Intelligence Master Plan creating intelligence strategy, force structure and doctrine.

Continuing to serve the nation after military retirement, Annette was selected as the Director of Enterprise Integration & Information on the Joint Staff. She then served as the US Army Intelligence CIO before being recruited to establish the State Department Intelligence Environment. Her final assignment before retiring as an SES Level III (3-star equivalent flag officer) was as the Deputy Assistant Secretary for Intel Policy and Coordination at the US Department of State.

In addition to Norwich, Annette graduated from the National Intelligence University with a Master of Science in Strategic Intelligence. She received numerous awards throughout her career including the coveted National Public Service Award. In 2023, Annette retired as

Norwich University's highest government-ranking female alumna. She is now consulting serving on corporate boards in the national security arena.

A three-time political appointee in the administrations of Ronald Reagan, George H.W. Bush and George W. Bush, **Susan Fertig-Dykes** served as an SES in the Department of Veterans Affairs, and the Department of Agriculture. She then became chief of the Democracy and Governance Division in the Bureau for Europe and Eurasia at the U.S. Agency for International Development (USAID). While there, she pursued key foreign assistance research and a Master of Public Administration degree through Norwich's College of Graduate and Continuing Studies.

Born in the Philippines during WWII, while her father, Claude Fertig, and her uncle Wendell Fertig, were first fighting with the U.S. Army and then later with the guerrillas, Susan acquired a commitment to international work from an early age. Initially studying communications, she spent much of her career engaged in international development work and democracy promotion.

Before her years of government service, she developed a lifelong affiliation with the Institute of Cultural Affairs (ICA). Upon joining her husband, a USAID employee, in the Balkans, Susan worked with ICA training facilitators and led multi-ethnic initiatives in Croatia and Bosnia. While overseas, she joined the staff of World Vision, a faith-based international non-governmental organization (NGO), to increase cooperation between local governments and local NGOs.

In 1999, she returned to the U.S. with World Vision as an international recruiter responsible for staffing overseas programs funded by government grants. Following retirement, Susan volunteered for The Falls Church Anglican church and Norwich's Board of Fellows.

Susan has also been listed as a noteworthy international media and business consultant by Marquis Who's Who.

Ann and Susan are prime examples of the military and civilian leadership expertise that flourishes among Norwich University alumnae.