

Vermont History Center, Barre



Vermont Historical Society, Barre, Civil War exhibit, 2014. S&L designed the exhibit, the interpretive graphics, the large banner display case and produced the large images from period prints.

(below) Vermont Historical Society, Barre, 2012, S&L designed this exhibit including the wall partitions and built-in cases as part of the renovations of the Spaulding High School into the Vermont History Center.



Hartford Southbound Visitor Center



The Hartford Visitor Center. The lobby was turned over by the architects with no display fixtures. S&L designed the steel and wood displays along with the graphics to reflect the railroad history theme.

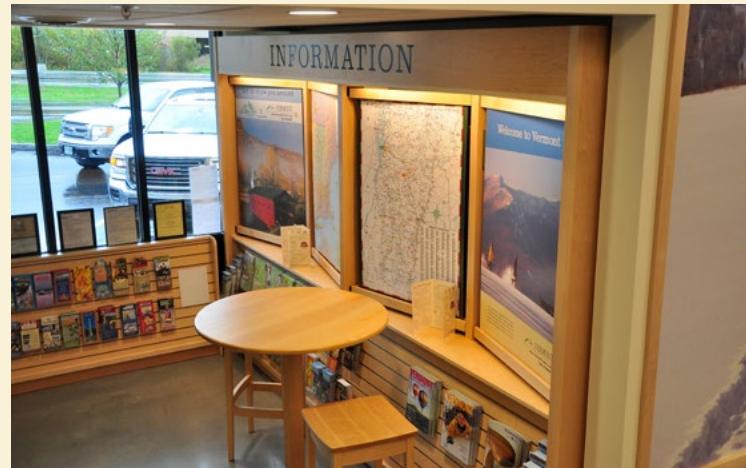


Bennington Welcome Center



S&L consulted with the architects on the display fixtures and room layout. We also designed the exhibit on the archaeological excavations carried out before the new highway construction at the site for the Vermont State Division for Historic Preservation.

Vermont Travelers Service Center at Maplewood



The Vermont Information Center Division developed a public-private partnership with Wayne Lamberton and Randy LaGue of Maplewood Convenience Stores of Berlin in 2016. Shadows & Light designed and contracted the building of the display fixtures and art directed and produced the large murals in the facility.



Williston Southbound Visitor Center



Vermont Vietnam Veterans Memorial, Interpretive Exhibits Sharon, Vermont



Southeast Vermont State Welcome Center, Guilford 2019 Display Renovation

BEFORE



AFTER



BEFORE



AFTER

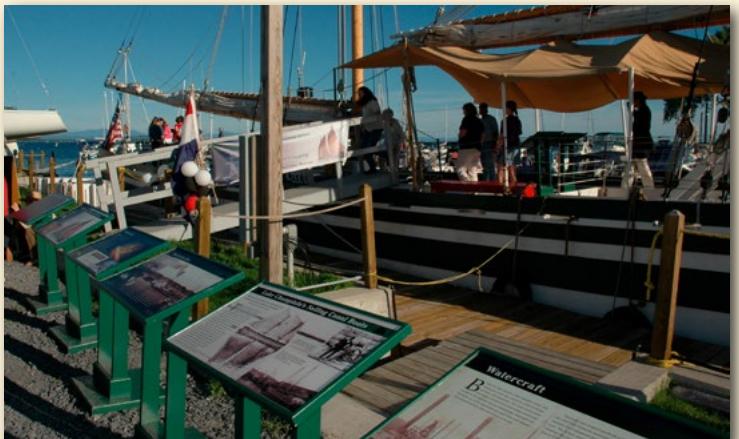
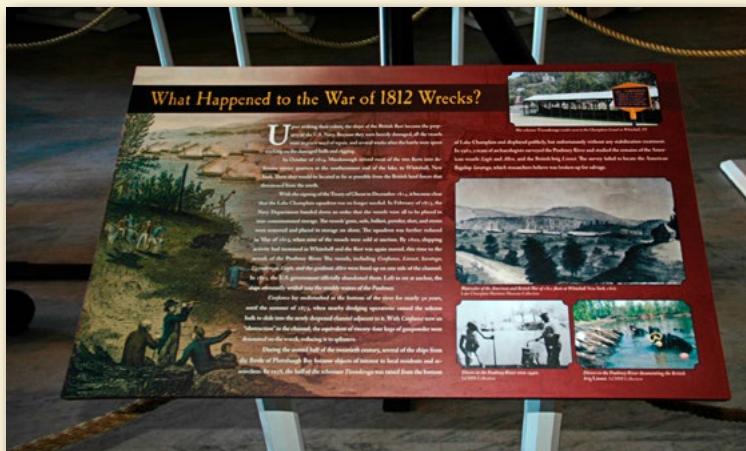


Vermont Information Center Division is in the process of updating the state visitor centers with S&L.

Lake Champlain Maritime Museum



S&LD has done special projects for LCMM since 1997. Shown above are elements from the 2009 Lake Champlain Quadricentennial exhibit at the Burlington International Airport and Main Street Landing. Below are examples of various exterior exhibit graphics designed by S&L.



Vermont State House: The Road to Recognition



This interpretive display was built to house artifacts that the Vermont Abenaki gave to the State of Vermont upon State recognition in the early 2010s.

Vermont State House: Civil War Displays

VERMONT GOVERNMENT DOES "ITS FULL DUTY"



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DURING THE FOUR YEARS OF CIVIL WAR, the Legislature met here each year for five weeks in October and November. As in times of peace, lawmakers dealt with the routine business of running the state, passing acts relating to roads, taxes, schools, corporations, and regulating fishing. But much of its time was spent on matters of war, and scores of war-related acts and resolutions were discussed and enacted. Subjects included soldier pay, bounty payments to encourage enlistments, purchasing weapons, and aiding needy soldier families.

1862 Taking office in 1862, Governor Frederick W. Allen told his cabinet that "the war's end if not by her, her last dollar is expended and will never fatten her look back, but will press forward until it is over." That year the Legislature passed the Emancipation Proclamation. Another thanked the people of Philadelphia for "kind brotherly attention bestowed upon the soldiers of this State while passing through that city."



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1863 Governor John Gregory Smith of St. Albans took office in 1863 and immediately proposed a state tax ensuring that soldiers in the field would have the right to vote. Money was appropriated to help create a national cemetery at Gettysburg, where Lincoln was about to deliver his famous Gettysburg Address. The legislature made official Vermont's state seal, with its symbolic buck's head, "a symbol of strength and young freedom and unity." As blacks were allowed to serve in the Union army for the first time, the Legislature resolved that Congress should give equal pay to all soldiers. It also instructed Congress to make packages sent to soldiers to travel at the same rate as books.



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TIMELINE

1850s Meeting in the 1853 State House which stood on this site, and was destroyed by fire in 1857, Vermont's anti-slavery legislators strengthened Vermont's reputation as a bastion of human freedom. As Congress struggled with slavery, allowing its westward expansion, Vermont's legislators sent resolution after resolution to Congress opposing it. Congress did little in opposition. Votes were cast here opposing the fugitive slave law, the Compromise of 1850, the Missouri Compromise, and the District of Columbia, and to the interstate trade in slaves.

1864 Welcoming the Legislature to Montpelier in 1864, Governor Smith noted that one in every four Vermonters had served. "Such is the proud record which we may make in this great war against the domination of slavery," said the governor, "...a record attesting her devotion to the great and cardinal principles of a free government, that no man shall be compelled to do what he deems wrong."

On November 17, 1864, a soldier's reenactment was held in the House of Representatives.

Present, and much honored, was George Stannard, still recovering from the loss of an arm in battle near Richmond, home to lead the re-enactment. The new governor, Paul Dillingham, summarized Vermont's war record, noting that number of men who had served, and the nine million dollars cost of supplies used. "This is a bright and glorious record for Vermont. And such soldiers, too! Bravest



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1859 When John Brown raided the federal arsenal at Harper's Ferry, Virginia, Vermont legislators meeting for the first time in this new State House approved a resolution relating to the recent raid in Virginia. "Stating that Vermont 'adheres with renewed confidence to the principles that have ever distinguished her people, but that she decries the extension of slavery and denounces the glaring wrong of permitting the extension of slavery...'"

1861 Governor Erastus Fairbanks, Vermont's first war governor, began the nation's war effort by calling the legislature into special session on April 15, 1861, in St. Johnsbury home, Fairbanks had assured Abraham Lincoln that Vermont would do its "Full Duty" in the beginning conflict.

During the 1861 fall session, the Legislature approved a resolution informing the president that while Vermont was happy to furnish troops for the national defense, none were to be used "in the arrest of return of fugitive slave to their masters."

"When I die, it will be enough if they wrap me in the old flag, and write on my grave stone: 'He once commanded the First Vermont Brigade.'"

Brig. General Lewis Addison Grant, speaking to veterans at the State House in 1878



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1866

Soldier reunions took place in the State House for more than 40 years. Col. Stephen Thomas, a House member when the war began and later commander of the Eighth Vermont, said of the Vermont war dead, "They are nobly interred in the soil of their native state. They need no eulogy for it is written in letters of living light."

Peter Washburn, Vermont Civil War adjutant general, administered the oath of office in Woodstock. He told the 1864 reunion, "The record of every regiment is a record of honor, and the record of Vermont has obtained for it a name which shall be imperishable in history."



"When I saw these old flags, I thought...I never commanded troops in whom I had as much confidence as those of this gallant State."

General Philip Sheridan upon seeing the flags displayed in these cases in 1867.

The State House in the Civil War



In this 1859 State House, Vermont's glorious, agonizing Civil War history abides. The state's war effort officially began here with the special legislative session of April 1861. To this building, in 1865, after four years of conflict, came the flags of the state's batteries and regiments.



(Above) Interpretive panels for the painting *The Battle of Cedar Creek* by Julian Scott, in the Cedar Creek Room.

Left and top, design sketches for *The State House in the Civil War* case (next page).





Above are the completed flag cases in the exhibit. On the left is the history of events at the State House in the Civil War. On the right is an introduction to the contributions of Vermonters in the war. The goal was to pay homage to Vermont sacrifices and remember the flags that were once in these cases (but were removed for preservation purposes) in as vibrant and three-dimensional manner as possible. The cases were unlit and we designed a modern LED lighting system. The flags shown are digital reproductions.

Vermont Historical Society, Montpelier



S&L designed the curving wall and graphics to accommodate the Paul Sample mural moved from the National Life Group Home Office.

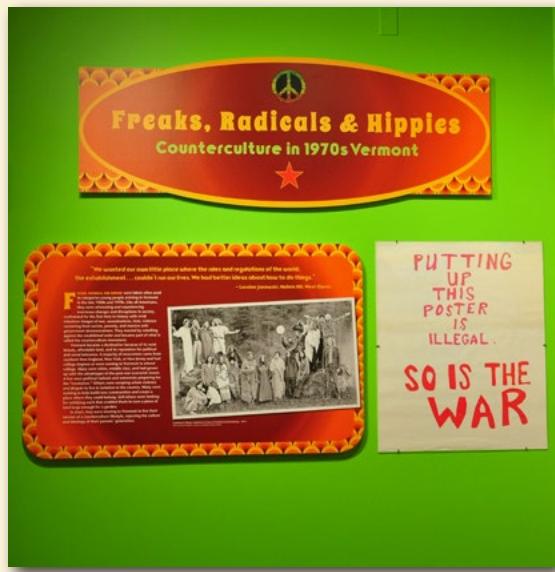


S&L has worked for the Vermont Historical Society since the early 2000s on a variety projects featuring the *Freedom and Unity* exhibit in the Pavilion Building in Montpelier. In the early 2010s, S&L designed exhibit spaces and exhibits for the Vermont History Center in Barre.



Vermont History Center, Barre

Freaks, Radicals & Hippies



This exhibit gave us the opportunity to use bold shapes and colors. Geodesic dome theater.



Note iPad oral history station center.



Clemmons Family Farm at the Flynn Tarrant Gallery

The Intrepid Couple

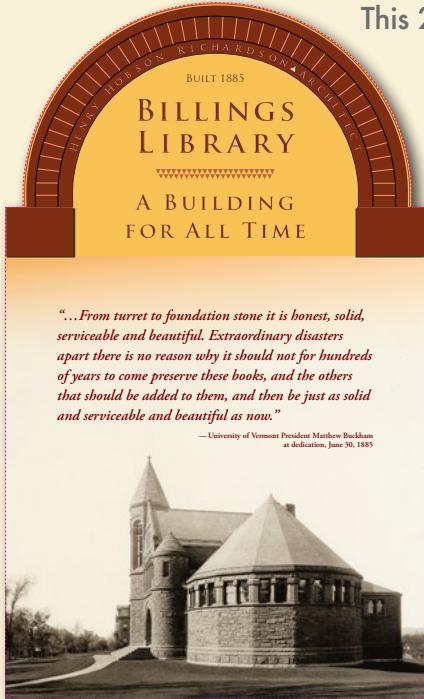


The *Intrepid Couple* highlights the travels and African Art collection of Dr. Jack and Lydia Clemons. It appeared at the Tarrant Gallery at the Flynn Theatre and has now been adapted for the art galleries at the Clemmons Family Farm cultural center.

University of Vermont: History of the Billings Library



This 2018 exhibit celebrates the history of the Billings Library after its renovation.



"...From turret to foundation stone it is honest, solid, serviceable and beautiful. Extraordinary disasters apart there is no reason why it should not for hundreds of years to come preserve these books, and the others that should be added to them, and then be just as solid and serviceable and beautiful as now."

—University of Vermont President Matthew Buckham at dedication, June 30, 1885

H. H. RICHARDSON'S PERFECT WORK OF ART

University of Vermont President Matthew Buckham and donor Frederick Billings selected Henry Hobson Richardson as the architect to build the "unique, graceful and impressive" library that Billings wanted. H. H. Richardson was one of America's leading architects, renowned for developing a uniquely American style that came to be called Richardsonian Romanesque. Richardson used elements from the past in new ways and was particularly inspired by medieval buildings in Britain, France, Spain and Italy. Some of his most well-known buildings include Trinity Church in Boston, City Hall in Albany, New York, and Sever and Austin Halls at Harvard University in Cambridge, Massachusetts.

When Richardson signed the commission to build the University of Vermont library in 1883, he had completed three small public libraries. Billings recommended Richardson's Worcester Memorial Library in Worcester, Massachusetts as the model for the Vermont project. The result of Billings' library is unique, especially with regard to color, ornamentation, and building in what might be called a Gothic manner. Architectural historian Michael Fayed calls the interior of Billings Library "powerful, and it is unique, with both medieval and early American influences, that more pleased Frederick Billings."

The Billings Library is acknowledged by all—and by the architect himself—to be one of the finest representations of the spirit of Romanesque architecture in the country. Its effect, both in detail and in the general harmony of the whole, is that of a perfect work of art.

—Architectural Record, July 1, 1885

Left: The original section of the Billings Library, built in 1883, is distinguished by reddish-brown stone masonry, as can be seen in this view of the main entrance. The main entrance is flanked by two towers, each topped with a conical roof. The building has a prominent gabled roof with decorative stonework.

Middle: The interior of the Billings Library, featuring a large arched opening that looks into the main reading room. The ceiling is decorated with intricate carvings and paintings.

Right: A detailed architectural drawing of the Billings Library's floor plan, showing the layout of the rooms, including the Main Reading Room, Reference Room, and Auditorium.

Bottom: A view of the interior of the Billings Library, showing the ornate ceiling and walls. A small inset shows a detail of the ceiling.

Bottom Right: A photograph of the exterior of the Billings Library, showing its distinctive Gothic Revival architecture with its stone walls, arched windows, and decorative stonework.

Norwich University, Sullivan Museum and History Center



We created the introductory interior exhibits and conceived and designed the brick kiosk.

National Life Group 170th Anniversary Exhibit



This project involved constructing and styling free-standing wall modules that coordinated with the decor of the National Life lobby along with interpretation of their artifact, photographic and ephemera collection.

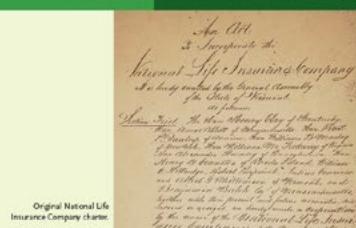




The exhibit was designed to educate company employees and agents from around the country that came to the Vermont and Texas offices to celebrate the anniversary. The Texas displays featured a subset of the home office graphics.



PRESIDENTS WILLIAM C. KITTREDGE 1849-1851



JULIUS Y. DEWEY, M.D. 1851-1877



November 13, 1848 Company founders Benjamin Balch, Joseph B. Danforth, Dr. Julius Y. Dewey, Homer W. Heaton, Timothy Redfield and Paul Dillingham chartered under the name, "National Life Insurance Company of the United States."

1849 Company locates in Montpelier, has first board meeting, bylaws and table of rates are adopted, officers elected, first company prospectus issued.

William C. Kittredge is named as President and Julius Dewey, M.D. is named as first Medical Director.

1850 Company moves to its first home at 27 State Street in office space leased from Vermont Mutual Fire Insurance.

Benjamin Balch is dismissed and Roger S. Howard is elected secretary.

First policies issued in Vermont, New Hampshire, New York, Massachusetts, Illinois, Ohio and Canada.

First claim: Rowland Allen of Ferrisburgh, Vermont dies in San Diego, on his way to the California Gold Rush.

1851 Dr. Julius Y. Dewey is elected President. New by-laws are adopted. First policies issued in Maine and Wisconsin.

Insurance in force is 401 Whole Life policies with a total face of \$498,400.

and 381 Term with a total face of \$279,950.

1852 George W. Reed is elected secretary.

Charter is amended to allow more diversified investment options.

1853 First General Agency opens in Montreal, Quebec.

First policy issued in Michigan.

1855 Second Home Office building located at 110 State Street.

First policies issued in Virginia and Pennsylvania.

1856 First policy issued in Connecticut.

1858 Charter is amended; company becomes National Life Insurance Company, "of the United States" is removed from name.

First policy issued in New Jersey.

Early advertisement for The National Life Insurance Company

1860 Third Home Office building occupied at 116 State Street, where it remained for thirteen years.

First policy issued in Minnesota.

1861 Charles Dewey, son of Dr. Dewey, begins to appear in company records at age 44.

Civil War begins. Company feels war will be short so insureds are allowed to serve in the military for a 2% extra premium.

First policy issued in Rhode Island.

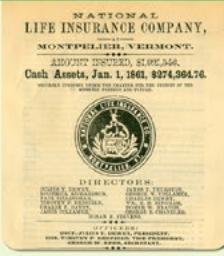
1863 First policy issued in Washington DC.

1865 First policies issued in Iowa and Colorado.

1866 First policies issued in Tennessee and Indiana.

1867 First policy issued in Maryland.

1873 Fourth Home Office building located at 110 State Street in space rented from Vermont Mutual.



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1848

1853 Insurance in force: \$1 million

1860 Insurance in force: \$2 million

1870 Insurance in force: \$5 million
Assets: \$1 million

The Early Days



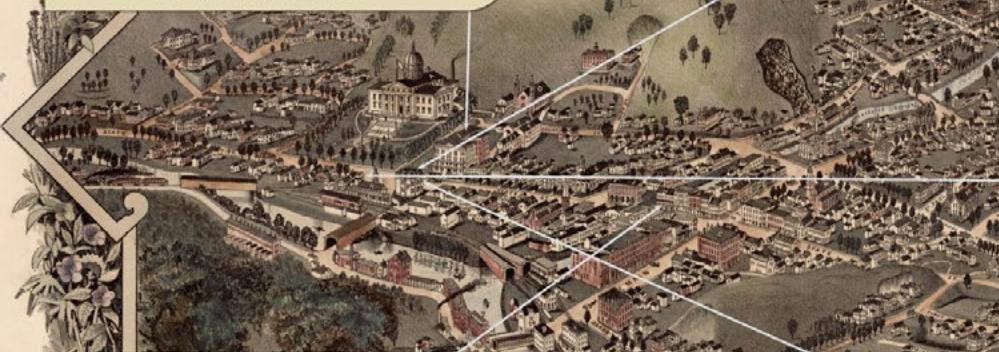
1848 Founding, Pavilion Hotel, 109 State Street

When razed, bricks from the fireplace were obtained and used in the 1970 construction of the Hopkins Guest House.



1855 Home Office #2 110 State Street
(replaced by 1884 with Home Office #4)

2



1860 Home Office #3 116 State Street

Purchased in 1860, the company used two rooms of this house as its Third Home Office.

3



1850 Home Office #1 27 State Street

The Ellis Block still stands. National Life rented one room.



1873 Home Office #4 110 State Street

The Home Office was a portion of this building rented from Vermont Mutual.

4

CHARLES DEWEY 1877-1901



First attempt by corporate raiders to hostile takeover of National Life. Court fails when raiders failed to file in the frame specified in the bylaws. Second raid on National Life is tried, but it was prevented by issuing the directors.

Julius Y. Dewey, M.D. dies and is buried in Mount Cemetery in view of the current Office.

Anna Dinnick is hired as the first female employee in the Home Office.

Benjamin Balch dies in Newburyport, Mass. His many attempts to obtain ownership of the company since his firing in 1850 fail.

Daniel Baldwin, owner of Policy #1, dies buried in Green Mount Cemetery in view of the current Home Office.

Home Office staff includes President,

President's Secretary, Assistant Secretary, Medical Director and three clerks.

Tag line "The Best Insurance in the World" first appears.

1900 Company celebrates 50th anniversary. 100 agents who sold more than \$100,000 in the previous year are invited to the Home Office.

Agents' Association organized with George H. Olmsted of Ohio as the first President.

1891 Fifth Home Office building is located at 116 State Street. There are 20 employees.

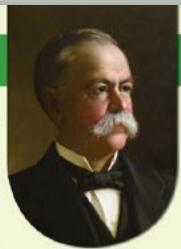
1892 First known year that National Life calendars are issued.

1894 Tag line "Old, Tried, True" first appears.

1897 Actuary Joseph A. DeBoer elected director and secretary.

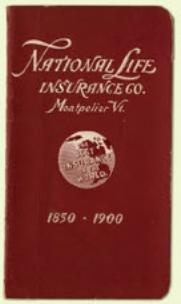


JAMES C. HOUGHTON 1901-1902



1901 James C. Houghton is elected President.

1902 James C. Houghton dies in Italy.



1876 Assets: \$2 million

1882 Insurance in force: \$10 million

1888 Assets: \$5 million

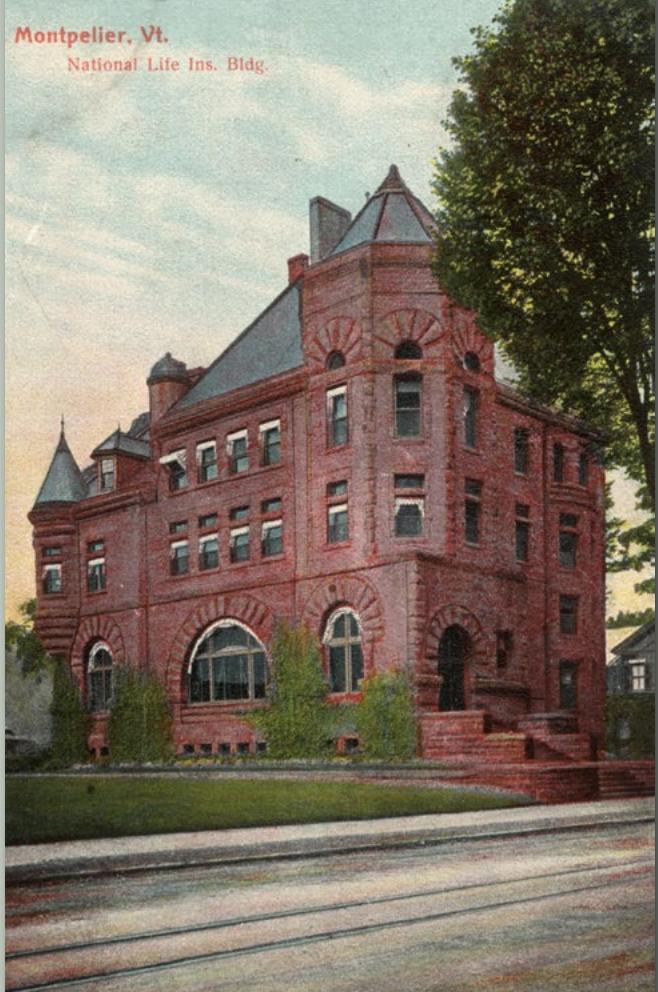
1891 Insurance in force: \$50 million

1901 Insurance in force: \$100 million

The Home Offices

Montpelier, Vt.

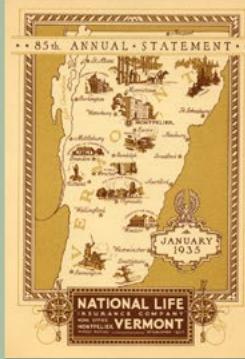
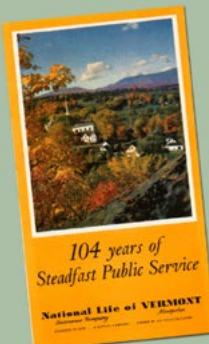
National Life Ins. Bldg.



Our Vermont Roots

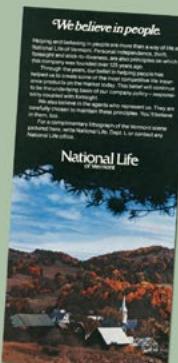
Montpelier, Vermont, is where a group of 19th century capitalists envisioned building a company to sell life insurance in every corner of the still-expanding nation. And so the state has always claimed a prominent place in National Life's story of itself.

The rolling hills, the scenic villages and the grand views from the home office have been our calling card. "A Mutual Company, founded in 1850, 'as solid as the granite hills of Vermont,'" we proclaimed in *The Saturday Evening Post* at a time when we didn't acknowledge that we were actually chartered two years earlier.



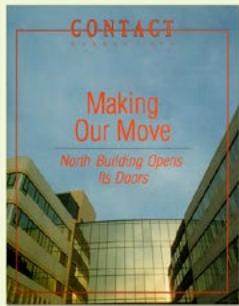
Photographs of the scenic countryside outside the home office walls were used in advertising and marketing. Calendars have traditionally been a favorite item to give away. And they often carried images of Vermont scenes.

But even as the company was intent to take advantage of its home state and its reputation as the home of Revolutionary War firebrands and later solid working people, National Life was also determined to make itself a national brand. It was emphasized by the founders in the company's very name, and it was buried in the foundation of its current corporate headquarters, where soil from every state and two territories was placed at the time the building was constructed.



FRED BERTRAND 1987-1997

1987 Attorney Fred Bertrand becomes President and CEO.
1988 The New Davis Building is completed after two years of construction. Pension Department moves and occupies the entire third floor.



1987 Insurance in force: \$25 billion

PATRICK WELCH 1997-2002

1996 National Life website goes live.

Board of Directors reaffirms its plan to remain in Vermont.
1997 Pat Welch becomes the new CEO. He makes it clear the company needs to make some dramatic changes in order to survive and prosper.

1998 New "triangle" corporate logo is adopted. The triangles signify the full merging of National Life with LSW.

1992 Downtown Montpelier floods after an ice jam blocks the Winooski River. The next morning, National Life donates \$250,000 to help flood victims.

1993 Eileen von Gal is the first woman to be appointed as Treasurer.

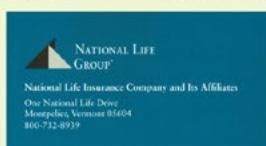
1995 New corporate logo and tag line introduced: "With you, wherever the road may lead."

National Life announces the acquisition of majority interest in Life Insurance Company of the Southwest.

1999 National Life Holding Company becomes the entity at the highest level of National Life Group. "National Life Group" logo first appears.

National Life purchases the remaining one third of LSW.

2000 "National Life Group" is added to the stacked triangle logo.



2000 Assets: \$9.6 billion
Insurance in force: \$40 billion

2005 Insurance in force: \$52 billion

TOM MACLEAY 2003-2009

All mainframe computer operations are moved offsite. National Life

Vermont mainframe system is turned off.

2002 Pat Welch announces his resignation to become President of CIGNA Health Care.

2003 Tom MacLeay returns as new Chief Executive Officer.

2004 Information systems are outsourced.

Historical archives portion of the National Life Vermont website is activated.

2006 Bronze plaque in honor of four National Life agents lost in World War II is dedicated at a meeting of the General Agents.

"National Life of Vermont" sign is removed from the building to be replaced by the new logo and "National Life Group."

2008 Tom MacLeay and Governor Jim Douglas flip the switch and turn on the largest solar array in Vermont on the roof of National Life.

418 panels provide 75,000 kilowatt-hour per year.

National Life Group launches eWeekly online and stops printing paper copies.

2009 Mehran Assadi becomes CEO with Tom MacLeay as Chairman of the Board.

The Home Office building is awarded LEED environmental certification.

2010 CEO Mehran Assadi announces new corporate logo program for the entire National Life Group, except for

New biomass wood chip plant comes on line and begins to heat the Home Office half and reducing the building's carbon twelve woodstoves.

2011 LSW Home Office moves from Millennium Tower in Dallas.

A major effort is made to consolidate logos into one. At least ten were in use.

Former Vermont Governor James

CEO Mehran Assadi introduces the

"To bring peace of mind to everyone we touch"



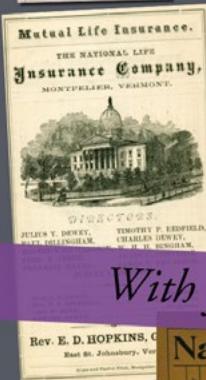
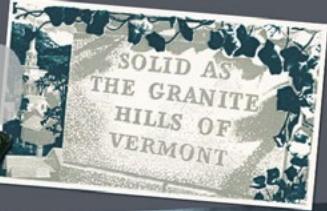
170 Years of Marketing Our Values

Old. Tried. True.

THE BEST INSURANCE IN THE WORLD



SOLID AS THE GRANITE HILLS OF VERMONT



With you, wherever the road may lead

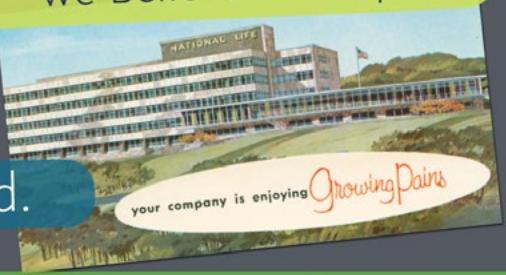
Experience Life®



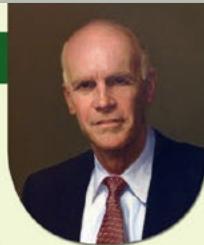
Do good. Be good. Make good.



We Believe in People



To bring peace of mind to everyone we touch

**MERHAN ASSADI**

2012 The company rolls out its first national public relations campaign in over 60 years. "LifeChanger of the Year" recognizes educators who are making a positive and lasting difference in the lives of students.

2013 NLG hits a new sales record on Dec. 5 and every new sale through the end of the year sets another new record.

Massive ice storm hits Dallas.

2014 A 500 kilowatt, 2,000 panel solar array is installed on four acres of National Life property off Northfield St. just south of the Home Office. The array provides 15% of the company's power needs.



2009–

2015 eWeekly ends and is replaced by *The Weekly*. www.NationalLifeGroup.com website goes live. Granite sign is installed at the entrance to the complex with National Life name and logo.

2016 CEO Mehran Assadi is featured on the cover and in the new book *CAUSE!* by Jackie and Kevin Freiberg. The book focuses on the success of mission-driven companies.

"Dear World"

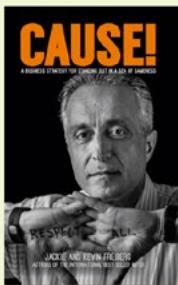
portraits campaign launched. Employees have words and sayings written on their bodies to illustrate their thoughts and goals in life.

National Life rolls out Main Streets Across America. The campaign highlights the company's Main Street brand and Main Street values.

Kim Goodman and Carol A. Carlson join the Board of Directors. For the first time in company history, three women sit on the board.

New record set for both life and annuity flow sales.

Company is 18th largest in the U.S. in terms of sales.



2017 CEO Mehran Assadi announces the sale of Sentinel Asset Management to Touchstone Investments.

The Paul Sample mural, which was donated to Vermont Historical Society, opens to the public at the Pavilion Building in Montpelier.

Tom MacLeay steps down as Chairman of the Board and is replaced by CEO Mehran Assadi.

The Paul Sample mural, *Salute to Vermont*, reinstalled at Vermont Historical Society in Montpelier.**2014** Insurance in force: \$83 billion**2015** Insurance in force: \$93 billion**2016** Insurance in force: \$105 billion**2017** Assets: \$30.2 billion
Insurance in force: \$120 billion

Mission Driven Marketing



Some of the best marketing never mentions the products a company sells. That's the kind of marketing National Life has frequently practiced in recent years. The LifeChanger of the Year program celebrates educators and the tireless work they do to help us guide our children into adulthood. The Do Good Fest raises money for cancer patients. Volunteers from National Life fan out to our communities to provide company-paid labor to nonprofits from food banks to senior centers.

National Life celebrates all of that because it reflects well on the company. But it's also because the company is driven by its mission to do good in the world and wants to celebrate it. Philanthropy and commitment to community are a key part of being a purpose-filled company. Sharing it with the world through marketing aligns the company with its long history of helping individuals improve their lives.



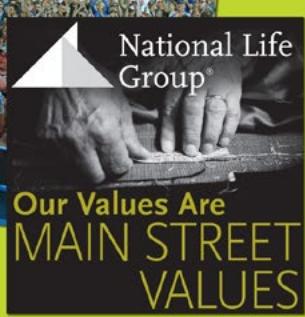
Tom MacLeay, National Life CEO at the time, helped to dedicate a cancer treatment center at Community Hospital in Montpelier. Also pictured: Martha Trembley Oates, National Life Vice President; Judy Tanguay, Senator Patrick Leahy and his wife Marcelle; Jeanette Lefebvre, National Life Vice President Diane Goff.



(left) Diane Fornara and Mike Wheeler were among employees who participated in Do Good Fest. In March they joined other National Life employees to help build a food bank.

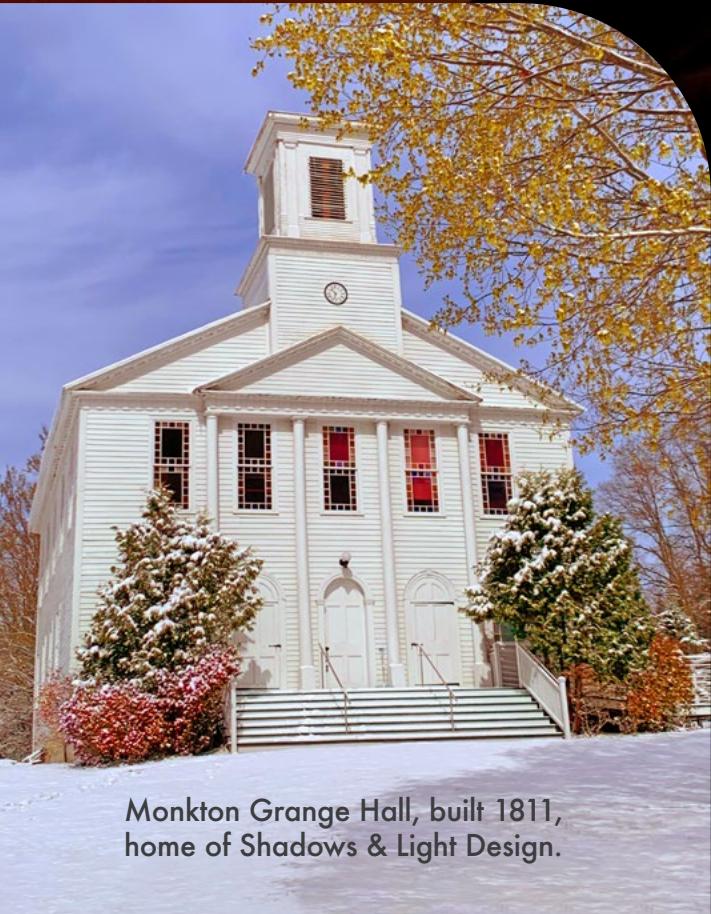
(right) Employees volunteer at the North Texas Food Bank.

(below) The crowd cheers Gustav at the 2017 Do Good Fest on the Vermont campus lawns.



Aurora Borealis at Monkton Grange
November 2004. Photo by Eric Bessette

SHADOWS & LIGHT DESIGN



Monkton Grange Hall, built 1811,
home of Shadows & Light Design.



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