

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

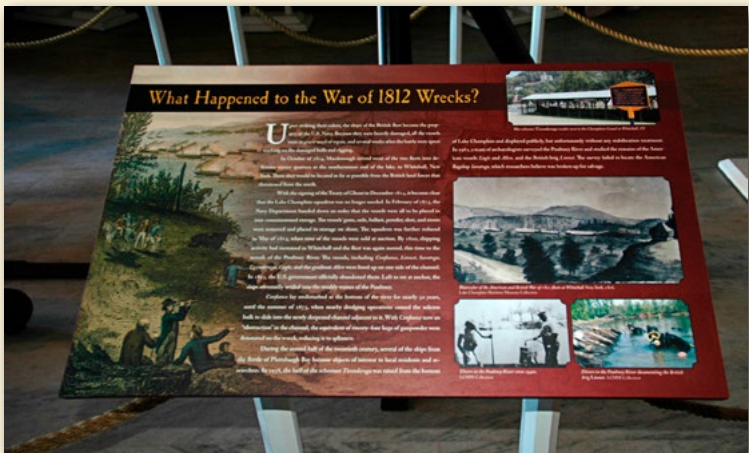


Vermont Information Center Division is in the process of updating the state visitor centers with S&L.

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"

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.

TIMELINE

1850s Meeting in the 1853 State House which stood on this site, and was destroyed by fire in 1857, Vermont's senators and representatives strengthened Vermont's reputation as a bastion of human freedom. As Congress struggled with slavery, allowing its westward expansion, Vermont's legislature sent resolutions after resolution to the state's Congressional delegation in opposition. Votes were cast here opposing the fugitive slave laws, the Compromise of 1850, the Missouri Compromise, slavery in the District of Columbia, and to the interstate trade in slaves.

1859 When John Brown raided the federal arsenal at Harper's Ferry, Virginia, Vermont legislators approved a resolution relating to "the recent events in Virginia." Stating that Vermont "adheres with renewed confidence to the principles that have ever distinguished her people, lawmakers declared that "these events demonstrate the glaring wrong of permitting the extension slavery..."

1861 Governor Erastus Fairbanks, Vermont's first war governor, began the state's war effort by calling the legislature into special session in April 1861. Earlier, from his 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."

1862 Taking office in 1862, Governor Frederick Holbrook of Brattleboro told soldiers that until the war's end "Vermont will never falter nor look back, but will press forward until it need be, her last dollar is expended and her last son falls." That year the Legislature passed a resolution in support of the Emancipation Proclamation. Another thanked the people of Philadelphia for "kind brotherly attentions bestowed upon the soldiers of this State while passing through that city..."

1863 Governor John Gregory Smith of St. Albans took office in 1863 and the legislature passed a law ensuring that soldiers in the field would have the right to vote. Money was appropriated to help create the national cemetery at Gettysburg, where Lincoln was about to deliver his Gettysburg Address. The legislature made official Vermont's state seal, with its idyllic scene, buck's head, shield and acorn, and the motto "Freedom and Unity." As blacks were allowed to serve in the Union armies for the first time, the Legislature resolved that Congress should give equal pay to all soldiers. It also instructed Congress to allow packages sent to soldiers to travel at the same postal rate as books.

1864 Welcoming the Legislature to Montpelier in 1864, Governor Smith reported that one of every nine Vermonters had served. "Such is the proud record which Vermont has made 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 will be imperishable and enduring as time itself."

1865 With the war in its final weeks, another special session convened in Montpelier on March 9, 1865, to ratify the Thirteenth Amendment of the U.S. Constitution, abolishing slavery. A 100 gun salute was fired in celebration on the State House lawn. In October 1865, with the war ended, the nation's attention was focused on reconstructing the defeated South. The Legislature resolved that in "the States lately in rebellion" the power of the Federal Government "should be exercised to secure equal rights, without respect to color, to all citizens residing in those States, including herein the right of elective franchise." In his first message to the Legislature, the new governor, Paul Dillingham, summarized Vermont's war record, noting the number of men who served and died, and the one million dollar cost of Vermont's war effort. "This is a bright and glorious record for Vermont. And such soldiers, too! Bravest among the brave; none better ever adorned the history of the nation. We owe to these noble men, living and dead, an imperishable debt of gratitude, love and honor." Dillingham's son Edwin had been killed a year previous in the Battle of Winchester.

1866 Soldier reunions took place in the State House for more than 40 years. Addressing former soldiers here in 1866, Col. Stephen Thomas, a House member when the war began and later commander of the Eighth Vermont, said of the Vermont war dead, "Their memory is the apples of gold in pictures of silver. They need no eulogy for it is written in letters of living light."

Peter Vazhburn, Vermont Civil War adjutant general, had administered the war from an office in Woodstock. He told the 1866 reunion, "The record of every regiment is a record of honor, and...the gallant soldiers of Vermont have obtained for it a name which shall be imperishable in history."





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






"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 unfolds. 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.

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(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.

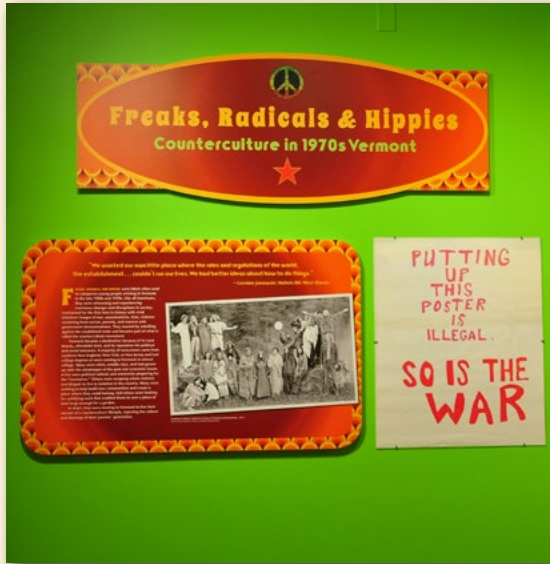


S&L has worked for the Vermont Historical Society since the early 2000s on a variety of projects featuring the *Freedom and Unity* exhibit in the Pavilion Building in Montpelier. In the early 2010s, S&L designed exhibit spaces and exhibits for the Vermont History Center in Barre.



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

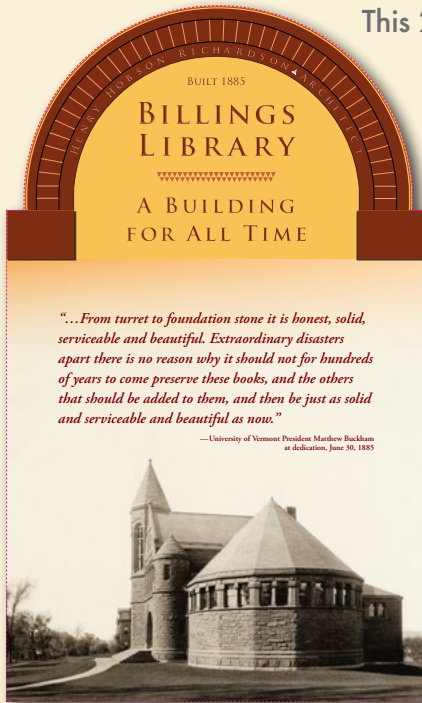


The Intrepid Couple highlights the travels and African Art collection of Dr. Jack and Lydia Clemmons. It appeared at the Tarrant Gallery at the Flynn Theatre and has now be adapted for the art galleries at the Clemmons Family Farm cultural center.

University of Vermont: History of the Billings Library



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



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



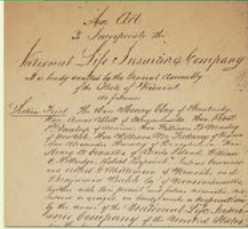
This project involved constructing and styling free-standing wall modules that coordinated with the decor of the National Life lobby along with interpretation of their artifact, photographic and ephemera collection.





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.





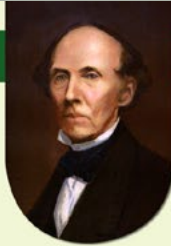
Original National Life Insurance Company charter.

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.



Early advertisement for The National Life Insurance Company.

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 \$479,950.

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 annual report featuring the Vermont state coat-of-arms in the company logo.

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 25% 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.

Top: Daniel Baldwin
Left: Emily Baldwin

1848

1853

Insurance in force: \$1 million

1860

Insurance in force: \$2 million

1870

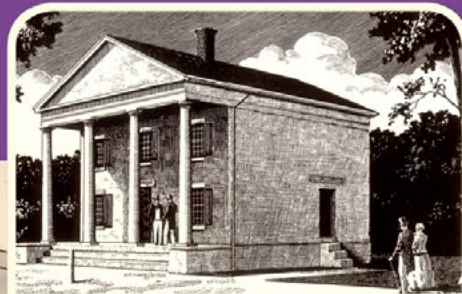
Insurance in force: \$5 million
Assets: \$1 million

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.

1



1873 Home Office #4 110 State Street

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

4

Montpelier
COUNTY SEAT
WASHINGTON COUNTY
& CAPITAL OF
VERMONT.
1884.

HARLES DEWEY 1877-1901

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

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

Anna Dimick is hired as the first female employee in the Home Office. Benjamin Balch dies in Newburyport. His many attempts to obtain ownership of company since his firing in 1850.

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

Home Office staff includes President, President, Secretary, Assistant Secretary, et, Medical Director and three clerks.

is, first policy holder. beneficiary of Policy #1.



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.

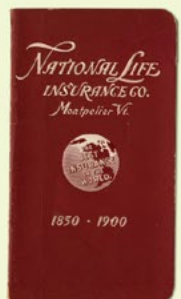
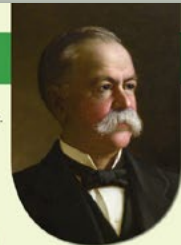


JAMES C. HOUGHTON 1901-1902

1901 James C. Houghton is elected President. 1902 James C. Houghton dies in Italy.



(above) Detail of circa 1918 ink blotter for use with fountain pens, with company logo. (left) First known calendar. National Life calendars have become highly collectible. (right) This logo makes a bold claim for a young insurance company.



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

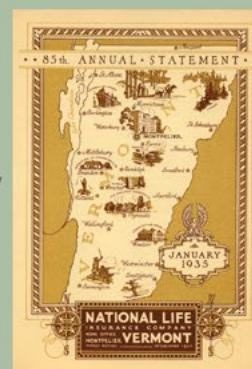
Montpelier, Vt.
National Life Ins. Bldg.



Our Vermont Roots

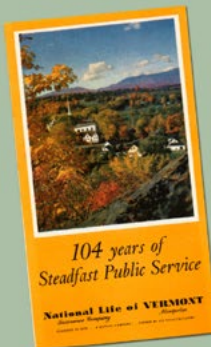
Montpelier, Vermont, is where a group of 19th century capitalists envisioned building a company to sell life insurance in every corner of the still-expanding nation. And so the state has always claimed a prominent place in National Life's story of itself.

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.



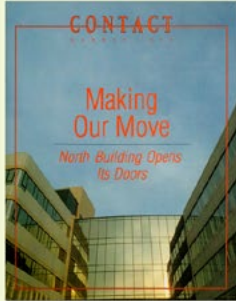
Photographs of the scenic countryside outside the home office walls were used in advertising and marketing. Calendars have traditionally been a favorite item to give away. And they often carried images of Vermont scenes.

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.



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.

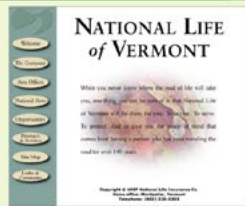
1995 New corporate logo and tag line introduced: "With you, wherever the road may lead."

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



1987 Insurance in force: \$25 billion

PATRICK WELCH 1997-2002



National Life website from 1997:

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



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.

Vermont mainframe system is turned off.

2002 Pat Welch announces his resignation to become President of CICNA 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.

2005 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-hours per year.

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

TOM MACLEAY 2003-2009

2001 Tom MacLeay retires as President and COO.

World Trade Center and Pentagon terrorist attack. CEO Pat Welch keeps the company open. Only one person insured by National Life lost their life in the attacks.

All mainframe computer operations are moved offsite. National Life

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 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

Former Vermont Governor James

CEO Mehran Assadi introduces the

"To bring peace of mind to everyone



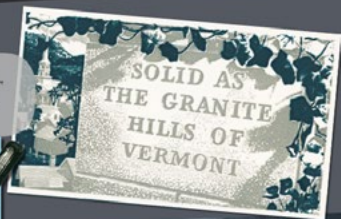
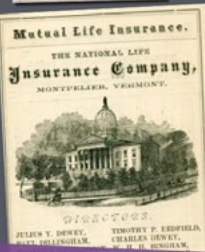
2010 Insurance in force: \$52 billion

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

Rev. E. D. HOPKINS, C.

National Life Insurance Company

Experience Life®



Do good. Be good. Make good.



FREE CANCER PATIENT FUND

We Believe in People



To bring peace of mind to everyone we touch



MEHRAN 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 Freilberg. The book focuses on the success of mission-driven companies.

"Dear World"

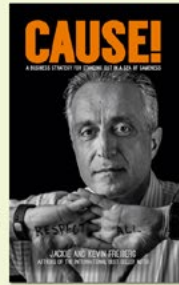
portraits campaign: launched. Employees have words and sayings written on their bodies to illustrate their thoughts and goals in life.

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



National Life sponsors the LifeChanger of the Year educator award, the Do Good Fest, and the Do Good Award.

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.

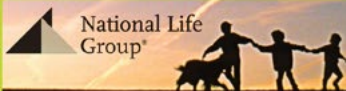
National Life celebrates all of that because it reflects well on the company. But it's also because the company is driven by its mission to do good in the world and wants to celebrate it. Philanthropy and commitment to community are a key part of being a purpose-filled company. Sharing it with the world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



Tom MacLeay, National Life's CEO at the time, helped to dedicate a cancer treatment center at Central Vermont Medical Center. Also pictured: Martha Townsend Coates, MacLeay's CMO, CEO Judy D'Amico, Senator Patrick Leahy and his wife Marlene, National Life Vice President Chris Gault.



Jeffy Davis, National Life's CEO at the time, and his wife were among employees who participated in Do Good Fest in which they wrote personal messages to the world on their skin. (Right) Employees volunteer at the North Texas Food Bank. (Below) The crowd cheers Guster at the very Do Good Fest on the National Life campus lawn.



National Life Group

Do good. Be good. Make good.
Learn more at NationalLife.com



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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