



Celebrating 50 years of NU Trailblazers!

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Building Resiliency: Michele Turner M'12



Michele Turner began her foray into business recovery in 1993 when she filled in for a colleague on maternity leave. Her immediate interest in systems and processes led her supervisors to say, “Since you have so much to say, why don’t you take over this area?” Since then, she’s become a pioneer in the field.

Business recovery is the process of maintaining or reestablishing continuity following a natural or human-induced disaster. At the start of her career, most businesses didn’t understand the need for such services. “What they did know was that they wanted you to fix their systems,” Michele said. She gained competencies in systems configuration, mainframes, and a host of other technical areas because she saw that employers wanted someone familiar with the technical side. “It just grew from there.”

Michele’s career has led her down many paths in the areas of governance, risk, and compliance. She worked as a consultant, spent time with Washington Mutual, worked at Microsoft where she founded its Operational Risk Organization, and at Amazon where she developed their global business resilience.

In 2012 Michele earned her Master of Science in Business Continuity at Norwich. Today, she is the vice president of business continuity for Marriott International. Teams under her include the Global Emergency Response for Marriott properties, Business Continuity Product Management, and Business Continuity Risk Mitigation. In addition, Michele is a course instructor and board director for Disaster Recovery Institute International (DRII), where she was the 2022 DRII Lifetime Achievement Award winner.

Recognizing that the improvements she devised for Fortune 500 companies throughout her career could be applied to various fields and life situations, Michele wrote [*Lessons Learned: Short Stories of Continuity and Resilience*](#). The book describes a methodology called PARSE (Prepare, Assess, Remediate, Sustain, and Examine).

“Sometimes it can feel like you are the only one dealing with a certain problem, and you may not know how to tackle it,” Michele said. “I wanted to make sure I documented certain things from a personal and professional perspective so if others are going through challenges, they know they are not alone.”

For the full interview with Michele, visit <https://online.norwich.edu/online/student-experience/student-stories/michele-turner>

Attend a Women Kicking Glass Event.

- Sunday, May 5, 2024 - [Women Kicking Glass Boston High Tea](#)
- Saturday, May 18, 2024 - [Women Kicking Glass So. California Gathering](#), Los Angeles, CA
- Sunday, June 23, 2024 - [Washington DC Women Kicking Glass Reception](#), Military Women's Memorial, Arlington, VA
- Friday, September 20, 2024 - [Women Kicking Glass Gala](#), Plumley Armory, Norwich



Women Kicking Glass Pop-Up Store – April 26-May 13

Show your pride in Norwich's trailblazing women with special, limited-edition merchandise featuring the Women Kicking Glass logo.

Watch for more info later this week!