

# THE LOOKOUT

FALL 2020





Captain Alexandra Hagerty (pictured here with her vessel and on the front cover) shares her story in the feature article on mentoring and networking.

**THE LOOKOUT** is published biannually by the Communications Office of the Seamen's Church Institute (SCI).

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## FROM THE PRESIDENT'S DESK

November is an autumnal month for those of us living in the northern hemisphere—a time of cooler weather, late harvests, and the beginning of the holiday season. Thanksgiving, Christmas, and New Year's Eve celebrations have always been occasions that I associate with family. At the Seamen's Church Institute, these holidays mark the span of time when thousands of knitted and crocheted hats, scarves, and other handmade items find their way into the hands of the seafarers and mariners who crew ships and boats on the Eastern Seaboard and on America's river systems.



For many seafarers and mariners, the holidays are not a time for family gatherings. Instead, Thanksgiving and Christmas, for those who mark these holidays, are simply another day aboard a ship or boat. Shipping is a 24/7 enterprise and has been for centuries—cargo remains in perpetual motion. When many of us conjure images of those at sea we may think of middle-aged men with beards and weather-beaten faces. What we often fail to envision is the face that graces our cover to this edition of *The Lookout*. Alexandra Hagerty, a SUNY Maritime graduate serving aboard the *Cape Washington*, offers a different image of a seafarer and introduces the theme of this issue: Women in maritime.

Of course, women in maritime is nothing new. Most maritime colleges have been coeducational for almost fifty years. In this issue we focus on women in the maritime industry along with the organizations that mentor and support their work; organizations such as WISTA, WIMOs, and Women Offshore. And we celebrate the leadership and insight of Lois Zabrocky, herself a graduate of the United States Merchant Marine Academy.

We have also reserved space to cover significant milestones and happenings within SCI. This year, the Reverend James Kollin marks his twentieth year as a chaplain at our International Seafarers' Center in Port Newark, while the Reverend Kempton Baldrige celebrates his tenth year as chaplain in our Ministry on the Rivers and Gulf program. James, a native Filipino who serves in the Diocese of New Jersey, and Kempton, a Connecticut Yankee, now residing in Paducah, Kentucky, are pillars of our chaplain corps. We welcome aboard our new Director of the Center for Mariner Advocacy (formerly the Center for Seafarer Rights) Philip C. Schifflin, Jr., Esquire. A graduate of the Coast Guard Academy and the Law School of the College of William & Mary, Captain Schifflin joins SCI on November 30th after a thirty-year career with the United States Coast Guard.

This has been a challenging year for the world and our country, for seafarers and mariners, and for SCI. The COVID-19 pandemic remains a threat and the immediate future is unclear. Nevertheless, we give thanks. In particular, I give thanks for the tireless work of the women and men in the maritime industry—for those at sea and on the rivers—while I am safe at home. I give thanks for my colleagues at SCI, my board members, and most of all, for you, our friends, donors, and well-wishers. Without you, we could not continue to live into our mission to protect the safety and well-being of all mariners and to endeavor to make the maritime environment safer. Thank you for your ongoing support of the Seamen's Church Institute!

Most faithfully,

A handwritten signature in black ink that reads "Mark". The signature is stylized and written in a cursive-like font.

The Reverend Mark S. Nestlehatt  
President & Executive Director



**MENTORSHIP, COACHING,  
NETWORKING, SPONSORSHIP**

After completing her Master's in Cognitive Neuroscience and editing grants at CFIN (Center for Functionally Integrative Neuroscience) in Denmark, Captain Alexandra Hagerty, Master Mariner Unlimited, made travel plans to attend the Seatrade Maritime Middle East Conference held biannually in Dubai while on a trip visiting her best friend from New York City. Alex was pleasantly surprised to discover that the Women's International Shipping & Trading Association (WISTA International) had a presence at the conference. She had joined WISTA almost immediately upon earning her Master's from State University of New York Maritime College (SUNY Maritime) in 2012.

In an industry where women represent only 0.6% of officers on more than 100,000 cargo ships worldwide (as per BIMCO), WISTA offers women "an incredible diverse network of executives in the shipping and trading field on whom they can call for referrals, connections, advice or business collaborations." WISTA International and WISTA USA, the latter founded in 1997, each hold annual conferences in various cities in one of their member 52 countries around the world. In 2019, WISTA International President Despina Panayiotou Theodosiou accepted SCI's Silver Bell Award in recognition of WISTA's tremendous impact in support of women in maritime.

"At the Dubai Seatrade conference, I was honored to have been asked to speak on a WISTA panel with a female Emirati captain. The event attendees included 50 women and about 500 men," says Alex. "That was quite an experience! WISTA has facilitated introductions to so many women from across the globe who have grown to become my good friends and trusted colleagues. There was much positive feedback on our discussion."

In addition, Alex applied for and was awarded a WISTA scholarship in pursuit of an Institute of Chartered Shipbrokers (ICS) license. The scholarship supplies mentoring and tutoring along with the cost of the books and the first two of seven classes required for the license. Alex studied her books at sea and downloaded lectures when WIFI was available. Permitted to sit for the class assessments anywhere in the world, she chose London as the location for her first exams last year.

"That was the hardest test I've ever taken besides my Chief Mate exams," says Alex. "You receive a pamphlet with eight essay questions and you have three hours to complete five with pen and paper in hand. I was the only women among 25 men taking the shipbroker exams."

In an extraordinary turn for someone at this stage in her burgeoning career, Alex has already begun mentoring others. In 2018, she founded the 'Alexandra Hagerty Women's Maritime Foundation' awarding partial scholarships annually to a promising female and male high school student in her town of Aspen, Colorado who are interested in attending one of the seven maritime academies in the United States: the U.S. Merchant Marine Academy (Kings Point, NY), State University of New York (SUNY) Maritime College (Throggs Neck, NY), California Maritime Academy (Vallejo, CA), Great Lakes Maritime Academy (Traverse City, MI), Maine Maritime Academy (Castine, ME), Massachusetts Maritime Academy (Buzzards Bay, MA), and Texas A&M Maritime Academy (Galveston, TX). The Foundation is funded entirely through donations.

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**"For anyone who loves the water like I do, being the captain of a ship is a dream job. Having said that, I will add that every job is important on the ship, and that it is not a career for the weak of heart. The ocean will test you."**

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Growing up in New York with a mother who was a nurse and a father who was a NYPD lieutenant, as a teenager Alex was unaware that careers like hers existed. "I talk to students about financial and geographic independence. Cadets from maritime academies can earn six figures upon graduation working six months of the year. You receive health care, retirement options, and you can live anywhere you want. In Colorado, that scenario means the best of both worlds – mountains at home and the sea at work. Another advantage is that nobody stops you from moving up in this industry. It's quite fair. You earn promotions by logging sea time and passing exams.

"For anyone who loves the water like I do, being the captain of a ship is a dream job. Having said that, I will add that every job is important on the ship, and that it is not a career for the weak of heart. The ocean will test you."

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*Pictured left at SCI's 2019 42nd Annual Silver Bell Awards Dinner: SCI Board member Kathy Haines, WISTA International President Despina Panayiotou Theodosiou, SCI Board member Boriana Farrar, and Kate Belmont*





In addition to her work with local high schools, Alex has sponsored two sets of two female cadets on her MARAD ship as part of Crowley's cadet program. For a twenty-day assignment, the women applied the skills they learned in the classroom to the duties of a third mate. Upon completion of their sea project, Alex urged the cadets to make her proud by working hard to become a Chief Engineer or Captain. "Keep it up. There's no point in stopping!"

In the last decade, advice from motivational bestsellers like *Lean In* along with common wisdom have encouraged women to actively seek mentors in the workplace. Senior Vice President and General Counsel at Crowley Maritime Corporation, and WISTA USA President, Parker Harrison would clarify that advice. She draws a distinction between mentoring, coaching, and sponsorship.

"Although I have never had a formal mentor, I have had younger women reach out to me. I am always flattered. However, to be effective, I recommend that a mentoring relationship be constructed with a specific purpose and duration in which a defined challenge is addressed," says Parker.

Career coaching focuses on helping the individual find her own response and path.

"Perhaps the most valuable form of support," says Parker, "is as a sponsor. Opening doors for someone else by looping them into decisions, giving them opportunities to participate in committees or recommending them for positions: it

is important as a leader to be mindful of the possibilities for others."

Like Alex, Parker strongly recommends membership in WISTA as a resource, especially for young women. Parker has been a member since 2004. She recalled a story about a fellow WISTA member and friend who was an attorney at a large law firm in Washington, D.C. One of the senior partners at the firm needed maritime counsel in Nigeria, and wondered aloud how in the world they were going to locate a person with those qualifications. "Actually, because of my participation in WISTA, I knew three-four candidates," her friend told her.

Another time on a break before dinner at one of the WISTA USA conferences, Parker waved to her friends in the lobby, an attorney with a firm in the Netherlands and a CEO of a large ship management firm. She was approaching them to chat before realizing that they were deep in negotiations on a major commercial deal, and not just socializing.

"A lot of business happens at those conferences," says Parker. "You have opportunities to meet and interact with professional women from diverse disciplines and geographic areas whose common ground is the maritime industry."

Sponsorship is equally important on the brown water side of maritime transportation. SCI Chaplain Associate, WISTA and WIMOs member Joy Manthey, has been a captain for more than forty-three years. While employed at Kirby, she made a point of contacting every female mariner within months of their onboarding, and has kept in touch with many of those women over the years.

Several years ago, after delivering a speech at a Maritime Administration's (MARAD) Annual Women on the Water Conference at Kings Point, Joy was approached by Jamie Mattos, a young cadet from California Maritime Academy, seeking help securing an internship in New Orleans. Joy immediately sprung into action with a call to one of her contacts at Canal Barge Company (CBC), Mary McCarthy, to see if they had any need for an intern. Mary is in the Safety and Quality Department, and was about to begin

a significant update to CBC's Operations Policies and Procedures Manual.

"With Jamie's academic focus on maritime policy and administration, Mary knew she'd be a good fit to help the large and time-sensitive project get accomplished by the end of the summer," says Joy. "It was really a win-win for CBC and for Jamie."

## WOMEN IN MARITIME OPERATIONS (WIMOS)

Established in September 2017, WIMOs is a significant networking organization for women working in the maritime industry, particularly in brown water. Western Kentucky Chapter (WKY) President and Vice President of Barge Logistics at Marquette Transportation Company, Whitney Cruse is friends with Kasey Eckstein, executive director of WIMOs and one of the organization's founders. Whitney is instrumental in working with Kasey to start a chapter in her area after identifying a need in the regional maritime community. In existence for just over a year, the WKY Chapter has developed an agenda driven by the interests of local members.

"We focus on four areas: education, social, leadership and charity," says Whitney. There are currently nine companies represented in the WKY Chapter with around seventy-five members. For women working shore side, attending a meeting at an Ingram training center to try line work or at a local farm (Pace Farms) to learn about the farming process, the concerns and issues that can arise, and how the grain is sold to transit in barges were eye-opening experiences. In addition, the Executive Board has hosted several leadership development series that any WIMOs members, regardless of chapter, can attend. Much of this series has been virtually hosted. The chapter's last official meeting in 2019 was held on SCI Paducah's campus. The group participated in a Christmas at Sea packing event with the Rev. Kempton Baldrige.

"We have a lot of exciting things happening! Participation in the organization," says Whitney, "offers members a big picture view of the industry and an opportunity to meet women from other companies. I would strongly encourage women to find a WIMOs chapter in their region and join. These groups are beneficial to individual development and to the inland marine industry as a whole."







10  
years

The Rev'd Kempton D. Baldrige  
Chaplain  
Senior River Chaplain: Ministry  
on the River

Chaplain Kempton Baldrige had served as Rector of All Saints' Episcopal Church in Waterloo, Belgium, for more than ten years when he and his wife began to feel the pull of their home country. When their daughter suffered a season-ending injury playing basketball at Smith College, Kempton began to search in earnest for a stateside position that was challenging, dynamic, and one where he'd best be able to make a difference.

For his application to SCI, Kempton did something unusual: he listed his birthplace, Cincinnati, Ohio at the top of his resume.

"Do you know that was the first question I was asked in the interview?" That question was the beginning of a ten year journey in deckplate ministry which continues to this day.

Each October 1 has become a day when Kempton is reminded of one of his greatest challenges at SCI, the anniversary of Hurricane Joaquin and the sinking of the cargo vessel SS *El Faro* in 2015.

"I was aware a U.S. flagged vessel had gone down with all thirty-three onboard. But I never expected I would be asked to develop the plan for SCI's pastoral response. It soon became clear that there was no 'best practice' and no frame of reference. It had been forty years—the loss of SS *Edmund Fitzgerald* on November 10, 1975—since a U.S. flagged cargo ship had been lost with

all hands. And, in the course of the next few days no less than the retired superintendent of Great Lakes Maritime Academy called to tell his story and offer his heartfelt support.

"But nothing prepares you for a loss of that magnitude. It was humbling to be present and take part and try to help. I've stayed in touch with several *El Faro* families over the years. Strange as it seems, I presided at two weddings of *El Faro* family members and the father of an *El Faro* crew member, an ordained pastor, has since become an SCI Chaplain Associate."

Like Chaplain Kollin in blue water, COVID-19 has posed particular challenges for Chaplain Baldrige on the river. While still available and on call for emergencies, the pandemic has, of necessity, curtailed chaplains' access to vessels and physical presence amongst mariners, all but eliminating what Kempton believes are SCI's best forms of pastoral care.

"Ours is a ministry of presence. Our inability to be onboard vessels and to have a simple one-on-one conversation has been quite a hurdle. We are all working hard to provide the best standard of care, while still following safety protocols. After observing Chaplain Jim Wilkinson in action, (Wilkinson joined SCI in 1997 as its first designated River Chaplain), I realized he'd left some mighty big shoes for me to fill when I started this position. My dream is to expand the reach of our River Chaplains throughout the inland river system such that no mariner feels forgotten or alone."





The Rev'd James Kollin  
Chaplain  
International Seafarers' Center

20  
years

Ordained in the Philippines, Chaplain James Kollin had been practicing youth and social ministry for eight years when he decided to apply for an internship with SCI. Because of his interest in diverse populations and multicultural experiences, he knew that he wanted to diverge from the traditional path toward becoming a local parish priest.

"My plan was to travel to the U.S. for nine months to learn about pastoral care for seafarers, and then apply that knowledge to ministry in my home country," says James.

A year after serving his internship in 1998 and returning to the Philippines, James received a call out of the blue from SCI's President & Executive Director at the time, the Rev. Jean R. Smith. She offered James an opportunity as a full-time chaplain with SCI in Port Newark.

"Jean believed in real world learning. She was a wonderful mentor to me, and I still feel gratitude for her encouragement and support."

James' first major assignment was boarding a ship that had been abandoned due to bankruptcy, and checking on the physical and mental state of the crew. By the time of his arrival, the vessel had been put under arrest by the U.S. Marshals Service. James remembers feeling intimidated and calling Jean before attempting to board.

"She gave me courage. After that initial encounter, I continued to look after the welfare of the crew throughout the process. We provided food, clothing and water as well as counseling."

Through his twenty-year career with SCI, James has performed memorial services and Mass for seafarers away from home. With over a quarter of international seafarers hailing from the Philippines, James is a favorite among many of the seafarers who frequent Port Newark and miss their families during the holidays. He has offered comfort to seafarers detained in hotels who were charged with illegally dumping oil, and visited crew members who had been arrested for drug trafficking.

However, James states that COVID-19, by far, has presented the greatest challenges of his career. Just last week he counseled two seafarers who were finally scheduled to disembark after serving months past their contract. Their tickets home had been purchased and bags packed when they were told that their replacements had tested positive for COVID so they could not leave work.

"The seafarers often tell me that it is not the body that suffers under COVID on the ships, it is the mind. They are coping with overwhelming mental fatigue and high anxiety," says James.

"Every day at SCI is different and engaging. I credit Jean for giving me this opportunity, and SCI for giving me a life of purpose and fulfillment."



Lois K. Zabrocky is President and Chief Executive Officer of International Seaways, Inc., one of the largest tanker companies worldwide with a fleet of thirty-nine vessels including VLCCs, Suezmaxes, Aframax/ LR2, Panamaxs, and MRs. Through a joint venture partnership, the company has ownership interest in two floating storage and offloading service vessels. She is the strategic leader for the company directing and implementing fleet management, goals, plans, regulations, and policies.

Prior to her appointment as CEO, she guided the company through a reorganization process and kept the international division thriving. She oversaw the complete restructuring of the business model and selected the team and roles to craft a lean, successful spin-off company.

Mrs. Zabrocky currently serves on the Board of Directors of Tidewater Inc. and ITOPF Limited, a

leading industry-based, not-for-profit ship pollution response advisor. She is the recipient of the 2019 NAMEPA Marine Environmental Award and has been named the 2020 CMA Commodore. She has been a member of Women’s International Shipping & Trading Association (WISTA) and Connecticut Maritime Association (CMA) since 2000.

Lois began her maritime career sailing as third mate aboard a U.S. flag chemical tanker. She received her Bachelor of Science degree from the United States Merchant Marine Academy, holds a Third Mate’s license and has completed Harvard Business School Strategic Negotiations and Finance for Senior Executives.

1. Who were some important role models for you?

Shipping professionals are very driven and appreciate enthusiastic additions to the team. I have tried to incorporate



a lot that I have learned from mentors and colleagues over the years.

An early boss, Dave Fekishazy, taught me the value of knowing your numbers inside and out when trading ships. Morten Arntzen consistently sought out best practices, and Salvatore Fuca lived to find solutions for the customers. I could go longer as there is so much to learn every day.

Perhaps my most influential role model was Lillian Nicolich, a female economist with the company twenty-five years ago. She was the highest ranking woman at the company, and she supported and befriended me. She showed me that there was a place for me in the company.

She also demonstrated that speaking truth to power is important even when uncomfortable, as is integrity. Lillian, against the popular management sentiment at the time, concluded in an economic study that the company should avoid a dry cargo investment at that point in the cycle. She refused to alter her analysis' conclusion even when pressed to do so. Of course, she was eventually proven right.

## 2. Do you remember your first leadership role? How has your view of leadership evolved over time?

My first major responsibilities involved navigating the ship, and managing the deck crew on a chemical tanker. The role was daunting, and at the same time, empowering.

Leaders need to value the surrounding team and their skills to cultivate mutual respect. One crucial constant is the willingness to strive as greatly as those around you. Certainly most of that experienced deck crew had more knowledge than a twenty-one-year-old third mate, and they were willing to share their expertise with me.

## 3. What is your view on the impact of organizational culture in individual and company performance?

At Seaways, we have a strong performance culture. Even with the whole team working from home, we haven't missed a beat. Seaways' staff takes great pride in their work and everyone wants to make sure they hold up their contribution in good times and tough times. This level of dedication means we can focus on Seaways' success.

## 4. What advice would you give someone who was beginning a career in the maritime industry? How do you hire? What do you seek in a candidate?

The maritime industry is all-consuming. You will become addicted to reading every bit of news on GDP, geopolitics, and trade because it all affects shipping. In a candidate,

we want a person who is smart and intellectually curious. Amongst our thirty office staff, we have ten nationalities. In an international business, this diversity is additive.

### MAKING THE PIE BIGGER

**“We had recurrent cargo movements from the North Sea to the East Coast. Our ships would lose so much time in heavy weather, I wanted to give up the contract. Salvatore Fuca figured out how to make a win-win, convincing the oil company to share the lost time with us. We had a grateful customer, and I learned the power of relationships and successful resolution of problems.”**

## 5. Do you have a specific approach to challenges?

The first step is to evaluate the problem. If everyone at sea and ashore is safe and the environment is preserved, then we can head into resolution. The concept of the Command Center, where the team with critical knowledge gathers, serves well in resolving cyber threats and realizing commercial opportunities as well as addressing typical shipping challenges.

## 6. What is the role of innovation in your work?

We are heading into a period of rapid innovation. We must prioritize decarbonization in shipping. Developing technology, establishing efficacy, understanding the rate of change, and bridging solutions and cost, means that shipping will be a place where research and development is sorely needed.



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## NEW DIRECTOR OF SCI'S CENTER FOR MARINER ADVOCACY: PHILIP C. SCHIFFLIN, JR., ESQ.



"Finding a candidate with a heart for mariners and mission and who possesses a strong legal background in maritime law and policy that spans the brown water, coastwise, and blue water communities was a challenge that seemed impossible at times," according to SCI's Executive Director, the Reverend Mark Nestlehutt. "In Captain Schifflin, we feel we have found the ideal candidate to take the helm of this internationally respected program."

Captain Schifflin retired from the United States Coast Guard in late October 2020, having spent the final eight years of his thirty-year career in Coast Guard District 8. He served progressively as Deputy Commander for Sector New Orleans; Captain of the Port of New Orleans; and Staff Judge Advocate (Senior General Counsel) for Coast Guard District 8. His previous duties included serving on the United States Delegation to the International Maritime Organization (IMO) in London while posted at the Office of Maritime and International Law in Washington. A graduate of the United States Coast Guard Academy and the Law School of the College of William & Mary, Captain Schifflin also completed graduate work at the Eisenhower School for National Security and Resource Strategy.

He succeeds Douglas Stevenson, Esq. who led the Center, then known as the Center for Seafarer Rights, for almost thirty years. Stevenson is internationally known and respected for his work addressing issues of piracy, security and shore leave, abandonment, and stowaways. Stevenson, also a former Coast Guard officer, was most impressed by Schifflin's background, accomplishments and reputation and is excited to assist in his transition from the USCG to SCI.