

THE 2018 NORWICH

ANNUAL REPORT



NORWICH
UNIVERSITY



B... TO

ALDEN PARTRIDGE

1811-1881
FOUNDER OF THE AMERICAN
LITERARY SCIENTIFIC AND
MILITARY ACADEMY AND
NORWICH UNIVERSITY IN
VT. DIED EARLY DEVOTED
TO HIS AND COUNTRY TO
THE CAUSE OF MILITARY AND
SCIENTIFIC EDUCATION AND
THE DEVELOPMENT OF A
CIVIL SERVICE

Our Mission Statement

“To give our youth an education that shall be American in character—to enable them to act as well as to think—to execute as well as to conceive—to tolerate all opinions when reason is left free to combat them—to make moral, patriotic, efficient, and useful citizens, and to qualify them for all those high responsibilities resting upon a citizen of this free republic.”

ADOPTED 1843

BOARD OF TRUSTEES

The Board of Trustees at Norwich is an active group that serves not only as an overseer of the university, but also sets the policies that will steer and guide Norwich into the future. The Board of Trustees currently consists of 29 men and women, each of whom brings a unique life experience to the process. Trustees are both alumni and non-alumni; military, business, and educational leaders. Their experiences help them set the vision by which to form the military and civilian leaders of tomorrow.

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E. Tarry Polidor '64 & H'05

Jennifer N. Pritzker H'07

Gary F. Terry '81 & P'10

Elizabeth C. Veach VC'92

Virginia G. Watkin H'86

Lawrence E. Wesneski '70

Gail Andrews Whelan



Dear Members of the Norwich Family,

The lofty words of our mission have stood the test of time—and will carry us forward into our third century. In one short year, we will celebrate together the 200th anniversary of our great university.

This report heralds the culmination of the *Forging the Future* campaign's overarching themes of service, transformation, leadership, legacy, and, finally, distinction.

What sets a Norwich student apart from the crowd? What makes our graduates like no other? What makes our alumni distinct?

From our beginnings, when Captain Alden Partridge established what was then called the American Literary, Scientific, and Military Academy, our university offered students a unique opportunity to pursue an education that would be broad, sensible, flexible, and visionary. Today these guiding tenets provide our students with a curriculum that prepares them to be active, engaged, and useful citizens for the betterment of themselves, our country, and the world. These principles remain as relevant today as they were in 1819.

Using our mission as our guide, we continue our work to give students the tools they need for academic success. We are focused on strengthening their college experience—both within our campus and beyond. We persist in making a Norwich education affordable and accessible by practicing disciplined fiscal responsibility and supplying support from our generous alumni and friends. By refining, innovating, and adding new programs and initiatives, we continue to challenge our students' intellect with a rigorous curriculum and, consequently, see our enrollment expanding to reflect an interconnected, global community of learners. We also look for ways to lead—in our curriculum, in our cadet training, and in our business partnerships, which further sustains our enterprise. Alert to the need for continuous evolution, we strive to ensure that Norwich stays fiscally sound, relevant, nimble, and innovative. The Norwich motto—I Will Try!—means we will persevere and excel in all we do.

In the coming year, we look forward to seeing all of you at one of the many Bicentennial Year of Distinction events at Norwich and around the country, as we take stock, build even greater momentum as an institution, and celebrate our rich and unique history as we prepare for Norwich's third century of service—together.

Norwich Forever!

A handwritten signature in black ink that reads "Alan F. DeForest". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Alan DeForest '75 & P'01

CHAIRMAN, BOARD OF TRUSTEES

Do You Believe in the Power of a Norwich Education?

Last year, nearly 50% of the faculty and staff – people like Paul and Rachel – made a gift back to Norwich. If you believe in the power of a Norwich education, join them and make your annual gift to the Norwich Fund.

“During training, we challenge cadets to step up and invest in their future. It is rewarding work to see the transformation our students undergo during their four years on the Hill. We give back to demonstrate we believe in our work and our students’ commitment to becoming better citizen soldiers.”

—SSG Paul ('13) and SSG Rachel ('16) Putney



Husband and wife, Paul and Rachel Putney, are both Army Veterans and Norwich graduates who work in the Office of the Commandant mentoring and training our cadets.



Contact the Class Giving Office to Make Your Gift

alumni.norwich.edu/givenow
802-485-2754 • nuclassgiving@norwich.edu

STATEMENTS OF FINANCIAL POSITION: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

ASSETS	2017	2018
Cash and Cash Equivalents	\$19,913	\$9,851
Pledges, Accounts and Loans Receivable, Net	\$35,941	\$31,721
Investments	\$209,015	\$217,770
Land, Buildings, and Equipment	\$146,502	\$167,979
Bond Funds on Deposit with Trustee	\$2,740	\$601
Other Assets	\$28,555	\$22,191
TOTAL ASSETS	\$442,666	\$450,113
LIABILITIES	2017	2018
Accounts Payable and Accrued Expenses	\$13,400	\$11,439
Notes and Bonds Payable	\$86,436	\$82,667
Other Liabilities	\$33,045	\$28,048
TOTAL LIABILITIES	\$132,881	\$122,154
NET ASSETS	\$309,785	\$327,959

STATEMENTS OF ACTIVITIES: 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

OPERATING ACTIVITIES	2017	2018
Other Income	\$3,246	\$3,717
Tuition Fees, Room and Board and Other Ed. Programs	\$85,498	\$85,938
Non-Education and Auxiliary Programs	\$953	\$995
Contributions and Grants Used in Operations	\$8,228	\$6,991
Endowment Spending and Investment Income	\$10,036	\$10,155
TOTAL OPERATING REVENUES AND SUPPORT	\$107,961	\$107,796
Operating Expenses	\$102,921	\$102,905
Change in Net Assets from Operating Activities	\$5,040	\$4,891
NON-OPERATING ACTIVITIES	2017	2018
Endowment Investments Return Net of Spending Used to Support Operation	\$12,272	\$8,468
Other Non-Operating Activities	\$2,983	\$4,815
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$15,255	\$13,283
TOTAL CHANGE IN NET ASSETS	\$20,295	\$18,174

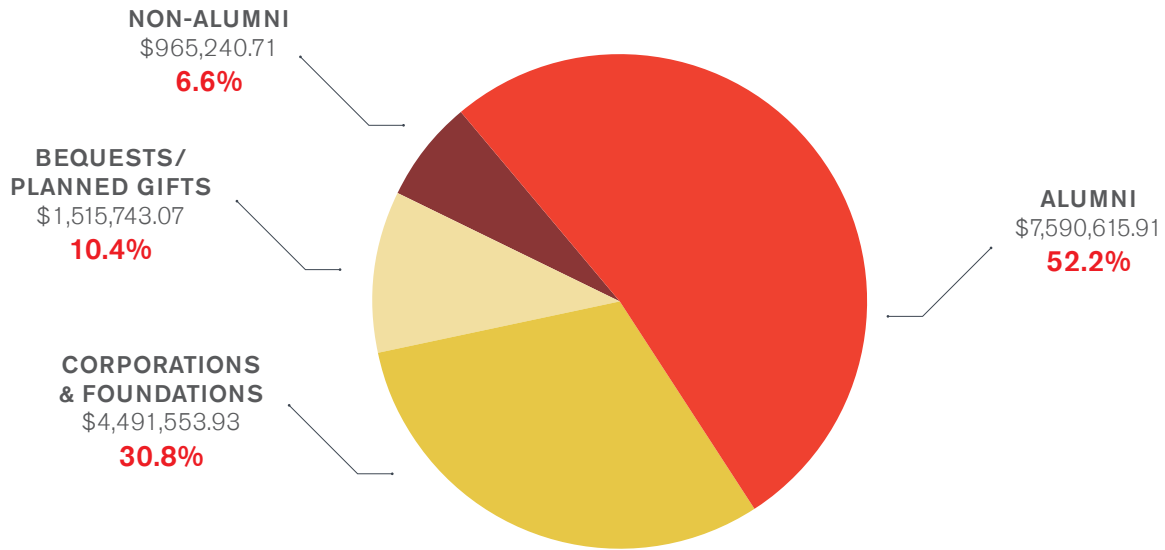
*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2018 ANNUAL REPORT STATISTICS

FY18 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$14,563,152.72



FY18 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

Forging the Future	\$4,074,461.09	27.98%
Norwich Forever!	\$170,049.98	1.17%
Bearing the Torch	\$98,018.13	0.67%
Restricted Annual Giving	\$585,005.94	4.02%
Other Restricted	\$238,692.95	1.64%
TOTAL RESTRICTED	\$5,191,228.09	35.65%

UNRESTRICTED GIFTS

Forging the Future	\$8,920,919.55	61.26%
Norwich Forever!	\$310,561.42	2.13%
Bearing the Torch	\$101,358.87	0.7%
Other Unrestricted	\$39,084.00	0.27%
TOTAL UNRESTRICTED	\$9,371,924.63	64.35%
TOTAL GIFTS	\$14,563,152.72	100%

2018 MILESTONES & TALKING POINTS

GROWING ENROLLMENT



Nearly **800 first-year students** enter the Class of 2022. Total campus enrollment is at full capacity—**2,400 students**.

The College of Graduate and Continuing Studies continues to expand graduate program offerings and develop new professional certification courses, programs, and micro-courses in collaboration with industry and military partners—and enhance NU's portfolio of lifelong learning programming.

Fall 2018: NU's first expeditionary Corps of Cadet study abroad program begins its **European Union/NATO semester program** in Paris, Brussels, and Strasbourg. The cohort model of Corps students studying abroad enables the intake of additional students on campus.



IMPROVING THE STUDENT EXPERIENCE

Thanks in part to the five-year \$100M *Forging the Future* campaign, by 2019 many academic classrooms and residences on the Norwich campus will have undergone extensive renovations or be the product of new construction, creating a modern, flexible hub for active, engaged learning and life experiences.



The **Norwich University Corps of Cadets restructures** to provide more direct level leadership opportunities for cadets, an essential and critical attribute of their Corps of Cadets experience and preparation for real-world success.



Student retention and success is bolstered via a recently expanded **Academic Achievement Center** and wellness initiatives.

2018 MILESTONES & TALKING POINTS

STAYING AFFORDABLE

Norwich launches a trial income-share agreement to offer a new pathway to pay for college. **“In many cases, the college degree remains a prerequisite for social and economic mobility—but rising costs and questions about affordability often lead students to underinvest in their higher education or not finish their degree program,”** Tonio DeSorrento, co-founder and CEO of NU income-share partner Vemo Education, says. **“Income share agreements can address this challenge, supporting college-going aspiration among the students who can benefit the most from higher education.”**

Norwich receives **\$3.58 million** from the **National Science Foundation** as part of an ongoing “Scholarship for Service” grant. In exchange for scholarship money, NU computer security and information assurance majors commit to work for the federal government following graduation.

BUSINESS PARTNERSHIPS

Japan’s Allied Telesis partners with the Norwich University Applied Research Institutes (NUARI). Leveraging NUARI’s DECIDE® Platform, Allied Telesis establishes the Allied Telesis Cybersecurity Laboratory, a state-of-the-art penetration testing module.



Working in the new **\$1.6M War Room in Mack Hall**, Norwich cybersecurity majors will help the State of Vermont oversee digital security. “There’s all kinds of attacks coming into the state network 24 hours a day, seven days a week, and right now we’re not staffed for that type of around-the-clock coverage,” Vt. Agency of Digital Services Secretary John Quinn tells WCAX TV.

EMBRACING INNOVATION



650 students in the Class of 2022 participate in an integrated mobile computing initiative and receive iPads to integrate the device and applications into coursework, enhance learning, and make course material more portable and accessible.

NU faculty and students in the School of Architecture + Art and the David Crawford School of Engineering continue to design and build **innovative, sustainable micro-houses** to address Vermont’s affordable housing challenge.

Norwich engineering students **win NASA’s 2018 BIG Idea Challenge**, designing a novel prototype for an inflatable solar array to power a future Mars colony.





STRATEGY: THE FUTURE NORWICH

NORWICH UNIVERSITY AFTER NEXT

In an era of hyper social change, increasing competition in higher education, and escalating financial costs, how will Norwich stay as strong, viable, and relevant as it is today in the decades to come? An executive summary of the university's new, 15-year strategic plan:

Norwich University has nearly completed a 200-year journey. As we prepare to celebrate our Bicentennial, we find ourselves in a place of strength, stability, and confidence. Norwich profoundly impacts the lives of its students, faculty, staff, and alumni. And they, in turn, continue to make remarkable differences in our communities, our country, and our world.

Despite these positive achievements, some of the greatest challenges in our history may lie ahead in the immediate future. Hyper societal change and education industry crises are challenging universities like never before, Norwich among them. As we celebrate our legacy and Bicentennial in 2019, we must plan for the next stage of our journey, our third century.

Three years ago, Norwich began work on a future-looking strategic plan. We were able to reach into our deep pool of talented staff, faculty, and alumni to enlist our sharpest minds and most experienced leaders in higher education, business, and technology. The product of their work-in-progress, the Norwich University after Next (NUaN) Strategic Plan, prepares us to navigate, in a methodical and increasingly bold manner, the challenges of our third century and in particular, the challenges of the next 15 years. We are well-equipped to face those issues, as innovation and survival are elements of our Norwich DNA.

The plan articulates necessary action around four key areas:

1. **Expand enrollments to better serve the nation and the world.**
2. **Enhance financial sustainability for the traditional campus.**
3. **Strengthen the student experience and the Norwich brand as the nation's preeminent senior military institution.**
4. **Transform the organization into one known for its extreme flexibility, high demand, and affordability.**

Expanded Enrollments

If our founder Capt. Alden Partridge were with us at this current place on our journey and if he were to assess the future, what would be

his advice? We believe he would observe that the world needs more Norwich leaders and that he would suggest we find ways to prepare and graduate more of them. We believe he would see and take advantage of the opportunities we have to financially strengthen our university, while providing greater impact across the globe. Selective expansion is warranted and healthy to begin to realize our founder's vision of sharing the American System of Education with all of higher education to strengthen our institution financially and to better serve the nation and the world.

Our goal includes educating more students (Corps of Cadets and civilian), both traditional-age and adult learners, degree and non-degree, in more parts of the world, online, and in a hybrid format, while maintaining the cardinal features of a Norwich University education—commitment to academic excellence, experiential learning, and engaged teaching-learning exchanges.

Enhanced Financial Stability

It is our fiduciary responsibility to past and future generations of our constituents to endow and improve the Corps and civilian campus residential experience. Our goals in achieving permanent educational and financial stability include building an "endowment equivalent" of well over half a billion dollars by 2035. The first step of this plan is to build an organization more capable of achieving a trajectory to reach this band of outcomes, primarily by employing strategies of revenue expansion on campus and through the online College of Graduate and Continuing Studies. Norwich must have a bigger financial footprint.

Strengthened Student Experience and Brand

We must strengthen the student experience (academic and co-curricular), the Norwich

brand, and the value proposition to both employers and prospective students across an increased number of pathways. As directed by the Trustees, we will protect the mission—the integrity and distinctive experience of the Corps and civilians on campus. This is the soul of Norwich, and its identity and purpose cannot be lost through financially motivated expansion. We will strengthen our brand first and foremost by implementing strategies that better generate our desired outcomes in each pathway we construct. The nation will recognize us as prominent in critical areas of national need. We will focus on program expansion and new business group activities in such areas.

Transformed Organization

Transforming Norwich into a university characterized by its extreme flexibility, high demand, and affordability insulates it from sweeping societal changes and keeps us relevant, nimble, and sustainable. We will use them as "guidelines" to filter the desirability of the strategies chosen. We will establish a cycle of planning and innovation. We will teach our organization to be nimble. In summary, we will build a flexible and innovative organizational culture and set of operating procedures. In closing, all four themes are highly interdependent. Improvements in one significantly affect the others. As such, there exists a synergy and force-multiplier effect with every strategy employed.

We invite our all of our alumni to stay connected with the Norwich community, to remain ambassadors of this great institution, to continue to serve as change agents in the world, and to share your financial support and insight to deftly steer Norwich through the challenges ahead so that it remains in the vanguard of higher education institutions.



NORWICH
UNIVERSITY

ABOUT THIS REPORT

This annual report acknowledges gifts from our alumni, students, parents, friends, faculty, staff, corporations, foundations, and other organizations received by Norwich University between June 1, 2017 and May 31, 2018. The names that appear under each class year reflect gifts of cash, securities, and other appreciated assets, matching gifts, planned gifts, and in-kind contributions. For more information on making a gift to Norwich, visit our website at alumni.norwich.edu, email development@norwich.edu, or telephone the Development and Alumni Relations Office at (802) 485-2300.

The names of donors and board volunteers who passed away during the 2017 fiscal year appear as “(Deceased).”

The report is compiled by the staff of the Development and Alumni Relations Office. The utmost care has been taken in preparing this report. Occasionally, however, errors do occur. We apologize if this has happened and ask that you notify us with any inaccuracies or omissions. Please contact Corey Touchette at (802) 485-2115 or email ctouchet@norwich.edu if you have any questions or would like to order extra copies.

THE PARTRIDGE SOCIETY MEMBERSHIP

The mission of the Partridge Society is to encourage alumni, parents, and friends of Norwich University to help the University achieve its financial goals and to formally recognize those who do so. There are four categories of Partridge Society membership: Annual Members contribute annual gifts of \$1,000 or more during the University's fiscal year; Lifetime Members, Generals, and Chairman's Diamond Club Members have cumulative giving of \$20,000, \$50,000, or \$1,000,000 respectively or more; Garrison Associates Members have consecutive giving for five or more years; and members of the 1819 Circle have made a planned or deferred gift to the University.

The following list(s) acknowledges and celebrates gifts received and memberships as of May 31, 2018. Gifts received and memberships granted after May 31, 2018 will appear in the FY2018–2019 Annual Report.

CHAIRMAN'S DIAMOND CLUB MEMBERS, GENERALS, AND LIFETIME MEMBERS

CHAIRMAN'S SIX DIAMOND

(\$10,000,000 or more)

COL (IL) Jennifer Natalya Pritzker, ILARNG
(Ret.) H'07

Corporations & Foundations

Pritzker Military Foundation

CHAIRMAN'S FIVE DIAMOND

(\$8,000,000 - \$9,999,999)

Mr. & Mrs. Robert B. Mack '64 & H'06

CHAIRMAN'S FOUR DIAMOND

(\$6,000,000 - \$7,999,999)

Peter '65 & Marlene '66 Dalrymple
Mr. & Mrs. Fred C. Kreitzberg '57 & H'94

CHAIRMAN'S THREE DIAMOND

(\$4,000,000 - \$5,999,999)

Anne Bartoletto W'52

CHAIRMAN'S TWO DIAMOND

(\$2,000,000 - \$3,999,999)

Paul '59 & Joanne Carrara
Lawrence '80 & Nanine Costa
David C. Crawford '52 & H'93
Harvey '68 & Jeanne DeMovick
Philip '73 & Peg Soucy
J. Fred Weintz, Jr. '47 & H'01

Corporations & Foundations

Kreitzberg Family Foundation
National Science Foundation
Sodexo
Worldwide Language Resources

CHAIRMAN'S ONE DIAMOND

(\$1,000,000 - \$1,999,999)

The Honorable Thaddeus Buczko '47 & H'96
Allen '71 & Kate Doyle
Mr. & Mrs. John L. Drew
Ann Hale W'55
The Haynes Family
Mr. & Mrs. Joel A. Kobert '65

Pat Mapes W'59

Mr. & Mrs. Joseph A. Milano, Jr. '66
& H'03, '66

Al Moskal '67 & P'95
Barbara L. Richmond W'52

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General Electric
Harbor Lights Foundation
LPD Investments, LTD
Tides Foundation

FIVE-STAR GENERAL

(\$750,000 - \$999,999)

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P'86 & G'21

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E. Tarry '64, H'05 & Pat Polidor
Rol '50, H'90 & Dori Reiter
Mrs. Karen Steele W'59 & P'95
Roderic & Patricia Vitty P'89
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Kresge Foundation
Northfield Savings Bank
U.S. Department of Education

FOUR-STAR GENERAL

(\$500,000 - \$749,000)

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George '61, H'12 & Bridget Donovan
Sue Francis W'60
Mr. & Mrs. Robert M. Johnson '60 & H'63
Mr. & Mrs. Rupert Johnson
Mark '59 & Polly Kisiel
Mr. & Mrs. John Malloy, Jr. '90
Mr. & Mrs. Philip R. Marsilius '43 & H'68
Mr. & Mrs. Douglas M. McCracken '70

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ExxonMobil Education Foundation
The George F. & Sybil H. Fuller Foundation
Mack Foundation
Temperform Corporation
Vermont Social & Rehab Service

THREE-STAR GENERAL

(\$250,000 - \$499,999)

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Edwin '51 & Thelma '51 Beyerl P'75 & G'04
Dave '61 & Roz Carlson
Bonnie Chouinard
Sandra T. Cochrane W'60
Carole Crosby W'63
Dr. & Mrs. Kevin D. Crowley '70
Alan '75 & Cynthia '75 DeForest P'01
Mr. & Mrs. Harold P. Grout '59 & P'84
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Charley '67 & Kathy Holden
JoAnne C. Kennedy W'63 & P'96
William Lasky '69
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Abigail B. Mason
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USCGR (Ret.)
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John '69 & Virginia '69 Stabile, II
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USA (Ret.) '59 & H'91
Stephen G. Toomey '71
Dudley H. Willis '64

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Dana Foundation
Digital Equipment Corporation
Follett Higher Education Group
Gridiron Club & Foundation
Haynes Family Foundation
Jephson Educational Trust
LeCroy Corporation
National Life Group
National Security Agency
ROSOKA Software
TAWANI Enterprises, Inc.

TWO-STAR GENERAL

(\$100,000 - \$249,999)

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 Anonymous
 Thomas Atwood '53
 Bruce K. Battel '66
 Paul '69 & RoseAnn Beaudoin
 Frederic '58, H'91 & Elinor '58 Bertrand
 Mr. & Mrs. Maurice Bouchard '58
 John Bride '60 & Mary Eileen Kiniry
 Louis W. Cabot H'61
 Mark '70 & Allyn Callahan
 Robert '61 & Mary Carrara
 Dr. Robert W. Christie '44 & H'72
 Mrs. Sandra H. Clausen W'59
 Robert Crecco '47
 John & Lindsay Dalton
 Andrew '57 & Barbara '58 DeGraw
 LTC Denise M. Donovan, USA (Ret.) '81
 Robert C. Dowdell, Jr. '63
 COL & Mrs. Carl L. Drechsel, USAR (Ret.) '67
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 Ralph W. Dunham '78
 Marcia DuRie W'64
 Dorothy H. Eichorn '43
 Donald Faust (Deceased)
 Don '63 & Anne Fawcett
 Gordon '59 & Mary Fawcett
 Bob '49 & Eleanor '50 Forger P'75
 Bette Frenette P'87 & W'52
 CSM Thomas S. Freudenthal, USA (Ret.) '83
 & MSG Ines M. Montalvo, USA (Ret.) P'08
 R. Rand '61 & Alexandria W. Garbacz
 Alfred S. Gardner '53
 Mr. & Mrs. Gordon G. Garney '60 & '61
 Carlene Gavin W'60
 James '59 & Eileen Geller
 George F. Giering '65
 Richard B. Goldberg '71
 Maxine Grad
 Robert W. Grieve '50
 Robert V. Guptill '68
 Robert Halleck '64
 Mrs. Marilyn C. Hart W'61, H'82 & Family
 Blaine & Robin Hawkins
 Clifford '66 & Doris Heisler
 Priscilla Higgins P'88 & P'90
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 Roger '60 & Susan Kennedy
 Charles H. Kosmaler, Jr. '65
 Dr. A. Ralph Kristeller '50
 Elaine F. Laine W'66
 John S. Lane '50 (Deceased)
 Larry '77 & Kathy Lang
 Dr. Jon H. Larson '63
 Ernest Lausier '68
 COL & Mrs. Reinhard M. Lotz, USA (Ret.) '60
 David '54 & Nina Luce
 George '65 & Julia Lyons
 Roger '60 MacLeod
 Olive T. March '49, W'51 & P'82
 Douglas '66 & Nancy '67 Matthews
 William E. '67, P'95 & Rachel A. McIntosh
 Eleanor McManus W'52
 Barry '68 & Marcia Meinert
 Albert C. Molter, Jr. '66

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 Landers '87 & Jennifer Symes
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 & P'75
 Allen & Elizabeth '92 Veach
 Eugene W. '49 & Grace L. Ward
 Virginia G. Watkin H'86
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 DeForest Agency
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 Starr Foundation
 TD Charitable Foundation
 TDS Telecom
 United Services Auto Associates
 Unlimited Specialties, Inc.
 E.F. Wall & Associates
 Weintz Family Foundation

ONE-STAR GENERAL

(\$50,000 - \$99,999)
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 Anthony '84 & Marietta '84 Agnitti
 Jackie Allen W'60
 Howard '67 & Priscilla '66 Alpert
 Florilla P. Ames '29
 Michael '66 & Susan Anderson
 Drs. Diran & Seta Apelian
 Tefvik Arif P'08
 Doug '64 & Lil Armstrong
 Brian '68 & Sandra Ashe
 Gabriel '61 & Jane Auerbach
 Lawrence E. Bailey '65
 Dale '70 & Marty Barber
 Frederick '63 & Mary '59 Bashara
 Philipp '86 & M'14 & Kimberly '87 Baumann
 Mr. & Mrs. Bruce R. Beaney '67
 Patricia E. Beck W'58
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