Presidential Search Profile

158 Harmon Drive, Northfield, Vermont
PRESIDENTIAL SEARCH

Norwich University, the oldest Senior Military College in the country, invites inquiries, nominations and applications for the position of President. The University offers a unique learning environment that combines the discipline and resilience of a military education with a challenging liberal arts and professional education. Celebrating the bicentennial of its founding in 1819, Norwich remains committed to its distinctive history and mission, preparing students to become critical thinkers, exceptional doers and future leaders.

Norwich's unique four-year residential student body, housed at the Northfield, Vermont campus, comprises two distinct, but interconnected, student populations. The two lifestyles, the Corps of Cadets and the civilian lifestyle, are guided by a common set of core values, providing a unique and synergistic experience. The undergraduate program has grown substantially in the last decade and now stands at 2,400 students, of whom 1,600 constitute the Corp of Cadets. In addition to the undergraduate, largely residential, population in Northfield, Norwich also offers robust graduate and continuing education programs. The University has expanded its impact by educating students through robust substantial online bachelor's and master's degree programs, as well as certificate programs. Inclusive of all student populations and program delivery modes is the deep commitment of Norwich to preparing students to think as well as to execute, building on the vision of its founder, Captain Aldridge Partridge, to combine broad-based liberal arts studies with experiential learning and career-oriented programs.

The University has seen a period of significant growth and expansion and several highly successful comprehensive campaigns under the long and extremely accomplished leadership of President Richard W. Schneider, RADM, USCGR (Ret.). Norwich's balanced budget and notable $200+ million endowment position the University to advance its distinctive mission as it strives to makes this exceptional educational experience affordable to students.

Building upon its proud history of innovation and leadership in higher education, Norwich University seeks an experienced and innovative individual to lead the University into its third century. Reporting to the Board of Trustees, the next President will balance Norwich's rich history and distinctive identity as a military institution as s/he guides the development of graduates of high integrity who are innovative, critical and creative thinkers. It is important that the next President be cognizant of the skills and aptitudes that are shaping the future world of work, particularly in areas of technology, automation and artificial intelligence, and ensure that Norwich graduates are well prepared to embrace these changes. Additionally, the President will embrace the collegiality of the campus community and be an active and engaged member of the Norwich and Northfield community and surrounding area. The next President of Norwich is expected to take office June 1, 2020.

The first portion of this document provides potential candidates with an overview of the priorities and expectations for the new President. Additional information about the University follows.
PRIORITIES FOR THE NEXT PRESIDENT OF NORWICH UNIVERSITY

The key priorities for the next President of the University are overlapping and synergistic, and include:

Competitiveness and Innovation in an Evolving Higher Education Marketplace

Norwich is a unique institution with a powerful footprint as the oldest private Senior Military College in the country and a deep and abiding commitment to developing leaders who are steeped in the tradition of service to others before self. Norwich graduates have helped to build the nation, and that abiding and strong commitment to service and country are its raison d'être. All students, faculty and staff live by the Norwich University guiding values and honor code, which are a source of great pride and strength of the University alumni.

The next President of the University will maintain and enhance Norwich’s strong presence and educational relevance in a rapidly-changing higher education environment in New England and nationally. Maintaining the distinctiveness of the hybrid military model, the President will foster the development of new market opportunities and new programs that will differentiate and distinguish Norwich from other universities and military institutions, keeping pace with rapid changes in the workforce and strengthening the institution’s recognition as a transformational agent of change in higher education, while staying true to the University’s history of producing citizen-soldiers.

Financial Acumen, Fundraising and External Relations

Key to long-term institutional sustainability is a solid financial foundation. With keen financial acumen and the skilled use of data to inform decision making, the President will work in tandem with the Board of Trustees and the senior leadership team to continue to strengthen the institution’s finances. Paramount is keeping affordability front and center while holding to financial stability. The President needs to find creative ways of leveraging partnerships to help alleviate institutional costs and student fees, hence, reducing operating costs through a multi-faceted approach of securing grants, as well as partnering with the private and public sector entities. Although the University will successfully conclude a $110-million campaign soon, in these challenging times, high-achieving independent universities rely upon a healthy endowment and a cycle of successful comprehensive campaigns to maintain their momentum. Clearly, fundraising must be a principal focus of the President’s attention.

The growth and reputation of the institution have had a positive impact on the economic, cultural and social welfare of central Vermont and the entire state. There are opportunities to strengthen and expand relationships with industry, government and the Vermont National Guard. These ties will provide Norwich with the critical insights into skills that industry experts and governmental and military officials are seeking and will open pathways to employment opportunities for students. This can be done by supporting project-based learning experiences for students with local and regional industry and state government, as well as building applied research and service opportunities for students and faculty members. Essentially, strengthening opportunities for internship and job placement for students and galvanizing the strong alumni base employed in many of these sectors will only help to strengthen innovation and create talent pipelines while building visibility and external support for the University.

Enrollment Management and Growth

Norwich’s new President will benefit from the strong foundation already established in the range of programs offered: undergraduate and graduate programs, traditional aged and adult student populations, face-to-face, hybrid and online, as well as study abroad and international partnerships and exchanges. For example, since 1992, total undergraduate enrollment has increased by over 25% to approximately 2,400, and enrollment in the Corps of Cadets has grown by 50% to over 1,600 students. Undergraduate student selectivity has shown an increase in average SAT scores and the institution has become more competitive with the percentage of applicants accepted decreasing from 93% to 68.7%. The undergraduate program at Norwich University is now comprised of five colleges offering 39 undergraduate majors, six of which are degree completion programs offered online.

The President will need to prioritize efforts to work closely with the Board of Trustees and senior staff to identify, advocate for, and implement optimal enrollment goals for the range of student populations served and for the range of programs offered both on- and off-campus, while continually assessing the quality, strength and relevance of these various initiatives. There are opportunities to grow and expand the program offerings for online programs, particularly in the area of graduate online programs and certificates. What is essential is an integrated approach to the expansion of the array of programs offered by Norwich University. Increasing enrollment should be tied to relevance, flexibility and affordability, all while trying to attract students with strong academic foundations.

By establishing short- and long-term enrollment goals, the President and Board of Trustees will need to bear in mind the effect that an increased student body would have on the capacity of the physical plant, faculty and staff workload, and budgetary resources. Better use of the Northfield campus during the summer session, expanded use of currently available off-campus study locations, as well as the development of new “remote” campuses will require strong leadership and careful management. Furthermore, managed growth must also be accompanied by increased program offerings and standards, and the development of assessment models that will ensure the highest quality and timely returns for the students and the University.
Diversity, Internationalization and Campus Culture

The population of Norwich University has grown in numbers and complexity since the introduction of female students and civilians in 1974. The Norwich community represents a diverse array of populations, all of whom will benefit from the development of a culture shaped by intercultural agility and competence. Attention should be paid to increasing diversification and strengthening gender parity of the faculty and administration to better reflect the diverse student body. Strengthening international linkages and partnerships and continuing to support study abroad initiatives are essential in producing well-rounded graduates who are interculturally proficient and who are internationally engaged as global ambassadors.

With regard to campus culture, while the hybrid civilian/military ethos is a defining feature of the University, the Norwich student today is both of traditional age and adult, in class and online, on the athletics fields and in other activities; consequently, it is important to balance the culture of the Corps to hold to traditional values while creating a vibrant learning community for all. With an intimate understanding of both lifestyles, the next President will foster the development of opportunities to better integrate Corps and civilian experiences in ways that foster a culture of one Norwich that is inclusive and respectful of all.

Technology

Technology continues to be a major enabler for any organization, and it remains a high priority for Norwich University. In a period of dynamic growth and constantly evolving technologies, the President will recognize the centrality of technology to the University’s operational and academic effectiveness, both on campus and online. Ensuring appropriate financial and human resources for use in courses, course delivery, research and administration, accessibility and compliance, and cohesive communications will also contribute to students’ nimble and skilled use of advancing technologies for living and working in the 21st century.

As an organization with residential and online students, study away students and remote campuses, Norwich has technology requirements that are diverse and continually evolving. An enterprise- wide approach and vision are needed to meet the evolving and diverse technology needs. The next President will need to innovate and prioritize in an ever-changing and increasingly costly technology environment.

EXPECTATIONS AND HIGHLY VALUED QUALIFICATIONS AND EXPERIENCE

The next President will bring demonstrated success in senior-level leadership that includes management of a substantial and complex organization along with a deep understanding of, and respect for, military culture and interest in academic leadership in a military environment.

In addition, the Board of Trustees and the Presidential Search Committee highly desire:

- Prior military service;
- An earned terminal degree;
- An understanding of the issues affecting higher education institutions (e.g., access and affordability, innovation, change management, and the importance of enrollment management in a tuition-driven budget environment); and
- The ability to build successful connections with external constituencies and partners, including donor relations and fundraising.

Also highly valued are:

- Effectiveness working collectively in a shared governance environment;
- Keen financial acumen and entrepreneurialism in generating and using resources strategically;
- Demonstrated success in leading and implementing a strategic plan, and related changes;
- Skills to sustain the vital role that the University plays in the community and the region;
- A global perspective rooted in experience;
- Attentiveness to diversity and equity in creating a genuinely inclusive work and learning environment;
- Genuine collegiality, accessibility, open-mindedness, thoughtfulness and holistic thinking; and
- Creativity, innovativeness, nimbleness and flexibility, without sacrificing attentiveness to detail.

INFORMATION ABOUT THE HISTORY, STRUCTURE AND FUNCTIONING OF THE UNIVERSITY

Location

Nestled in the Green Mountains of central Vermont, Norwich University is located less than 20 minutes from the state capital of Montpelier and a few hours’ drive from Boston, New York and Montreal. Rural but not remote, the scenic Northfield campus is community oriented and home to students from 50 states and 25 countries. The natural environs of the campus offer a wide range of outdoor activities throughout the year. Norwich also plays an important role in Northfield, Central Vermont and the state more broadly, providing economic impact through employee salaries and construction projects, as well as its investment in green technology. The cultural and social welfare of the community and central Vermont region is enhanced through the University’s investments in lectures, symposium, theatre and the arts, as well as the Sullivan Museum and History Center, a Smithsonian® affiliate.

Norwich’s Distinctive History

Founded in 1819 by Captain Alden Partridge, Norwich is deeply steeped in traditions of service to country and to others before
The mission of Norwich University is:

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.

In pursuit of this mission, Norwich is guided by a series of values that give all students, faculty, and staff a common denominator, an agreed-upon set of expectations; these values help to form a very close bond among students, faculty, staff, and alumni. A full description is available at http://www.norwich.edu/about/1210-guiding-values.

Norwich also has the distinction of being the birthplace of the Reserve Officers’ Training Corps (ROTC). Partridge’s founding vision for rigorous academics combined with the structured military lifestyle was the foundation for the creation of ROTC. As the birthplace of ROTC, Norwich houses all four branches of the United States Department of Defense military services: Army, Navy, Marines and Air Force. Cadets seeking commissions in the United States Coast Guard can pursue a commission through a special program called the Direct Commission Selected School (DCSS) or by attending Officer Candidate School after graduation.

**Campus Facilities**

In the late 1800’s, Norwich University consisted of two imposing structures on “The Hill”: Jackman and Dodge Halls. Today, the campus comprises 53 buildings with additional construction and renovation underway as part of the Forging the Future $110-million, five-year bicentennial campaign, culminating in September 2019.

The Kreitzberg Library, a full-service academic library containing more than 140,000 print books and about 300 printed periodical titles, is a selective depository for federal government publications. The Norwich University Archives and Special Collections include rare books and primary and unique source materials relating to military history, the history of Norwich University, and the history of Vermont. In addition, the Sullivan Museum and History Center has also been recognized as a Smithsonian® Affiliate.

In recent years, Norwich has made substantial additions to the physical plant, including the library, campus center, museum, athletics facilities and residence halls. Renovations to enhance the teaching and learning experience are taking place in a number of academic facilities, including the North, Dewey and Ainsworth Halls. Mack Hall and the CoLaboratory Building are two recently completed state-of-the-art buildings.

Norwich is committed to campus sustainability and reducing energy, resource, and water usage. A $6.5-million investment in the biomass plant has significantly reduced dependence on fossil fuel and will save the University $1 million this year.
**Governance**

Norwich University is governed by its Board of Trustees, the President of the University, and the President’s leadership team. The Board of Trustees at Norwich is a deeply committed and active group that serves not only as an overseer of the University, but also as a participant in the decision-making and policy-making processes, steering and guiding Norwich into the future. Consisting of 30 men and women, the trustees are alumni and non-alumni military, business, and educational leaders. The President is a member of the Board of Trustees and, as the University’s CEO, is responsible for the educational and business processes of the University. As a Major General in the Vermont State Militia and leader of the institution, the President is in uniform at all times in the conduct of official University business, maintaining the Army grooming standards of the Vermont State Militia.

The President’s senior leadership team is charged with carrying out the direction set by the President and managing all areas of the University, including academics, student life, development, alumni relations, marketing, communications, facilities and business initiatives. In recent years, the position of provost and dean of the faculty has evolved from a vice president of academic affairs structure to the broader scope of a provost who has gradually assumed responsibility for other areas of internal operations, including student life, enrollment management, information technology services and facilities.

Shared governance and consensus building are defining features of Norwich’s culture. The Faculty Senate of Norwich University is the governance body of the 164 full-time and 221 part-time faculty. Its purview includes, but is not limited to, curriculum, academic standards, policies and procedures, and any other matters that affect institutional decision making, goal setting and resource allocation. The Staff Council is the representative body for the University’s 430 full-time and 68 part-time staff members.

Norwich University also enjoys the support of the Board of Fellows (BOF). Founded in 1975, the BOF is comprised of over 80 alumni and friends of the institution who have an abiding interest in the enrichment of the academic programs at Norwich. The BOF works through a variety of committees to provide support to the colleges within the University.

**Finances**

The institution’s current operating budget is more than $104 million. The total amount of student financial aid awarded was over $56 million this past year with 99% of undergraduate students receiving some form of financial aid. The average institutional aid awarded per undergraduate student is over $25,000. The University provides 204 endowed student scholarships amounting to more than $4 million per year. Approximately 77% of graduate students receive financial aid with over $1 million total institutional aid awarded this past year.

The University owns 1,229 acres, of which 359 acres are utilized for campus operations. Norwich has spent $85 million on new construction, building renovations and upgrades over the past five years.

The University is nearing completion of a highly successful $110-million bicentennial campaign. The campaign funds are allocated to include 20% for operating support, 6% for scholarships, and 65% for brick and mortar. The institution’s endowment currently stands at $217 million.

**Strategic Plan**

Emerging from a multi-year inclusive process, the *Norwich after Next (NUaN)* comprehensive University Strategic Plan is designed to advance excellence in academics and student life and to improve the national brand and financial security. The Plan (2018 –2035) is focused on the following institutional priorities:

- Expand enrollment to better serve the nation and world;
- Enhance financial sustainability;
- Strengthen the student experience and University brand as the highest-quality Senior Military College;
- Transform the organization into one characterized by extreme flexibility, high demand, and affordability; and
- Significantly develop study abroad and study away programs.

**Academic Program**

Norwich University is a vibrant educational institution that offers a transformative educational experience for its campus-based students and rigorous online programming for distance learners. Accredited by the New England Commission of Higher Education (NECHE), Norwich successfully submitted a 5th-year interim report in 2015 and is preparing for its 10-year re-affirmation visit in April 2020.

The institution has four interdisciplinary Centers of Academic Excellence – the Center for Advanced Computing and Digital Forensics, the Center for Global Resilience and Security, the Leadership and Change Institute, and the Peace and War Center – all of which complement the University’s academic programs administered through the following five colleges:

The **College of Liberal Arts** represents the largest unit of faculty and students on campus. Created in 2012, and combining the Humanities and Social Sciences departments, the five departments within the College provide a comprehensive education that prepares students to think critically and creatively, express themselves effectively in oral and written forms, and develop lifelong skills of analysis and inquiry.

The **College of Science and Mathematics** is comprised of six departments with a variety of major- and minor-degree programs: Biology; Chemistry & Biochemistry; Environmental Science; Mathematics, Physics, and Health & Human Performance. In
addition to the traditional classroom and laboratory, students have the opportunity to participate in undergraduate research projects and frequently present their research at state, regional and national conferences.

The College of Professional Schools is composed of the School of Architecture + Art, the School of Business and Management, the David Crawford School of Engineering, and the School of Nursing. These programs are distinguished by strong conceptual foundations combined with applied learning that is necessary for tackling real-world challenges. The College positions students to engage the problems of our era and build the industries, systems, processes, machines and structures for the next century.

The College of Graduate and Continuing Studies offers six bachelor’s degree completion programs, 12 master’s degrees, and four certificate programs. Delivered online by Norwich faculty, these programs from across the disciplines are designed to accommodate the schedules and lifestyles of active-duty military members, working adults and lifelong learners. Course enrollments are capped to foster engagement with faculty and among students from diverse professional and cultural backgrounds. Students are required to attend a week-long residency on campus for master’s degrees. The College also recently launched Norwich Pro(SM), providing certificate programs for professional and continuing education online.

The College of National Services is comprised of the Reserve Officers’ Training Corps (ROTC) programs at Norwich: Air Force Aerospace Studies, Army Military Science, and Naval Science. Each department has its own chair and staff, and is run independently according to the needs and administration of the service branch. The position of Dean of the College is rotated through the service branches. ROTC programs exist to commission well-educated officers into the Army, Air Force, Navy and Marines in sufficient numbers to meet the requirements of these services. Participation in ROTC, including military training exercises and physical training, is an integral part of the Corps leadership experience at Norwich. The programs provide an understanding of the principles of military, aerospace and naval science; develop comprehension of associated professional knowledge; build attitudes of integrity, honor, and individual responsibility; and encourage appreciation of national security requirements. Cadets study leadership, ethics, troop-leading skills and a broad array of military service-related courses. All students may participate in ROTC classes without an obligation to serve in the Armed Services.

In addition to the five colleges, Norwich is home to the Norwich University Applied Research Institutes (NUARI), a separate 501(c) (3) non-profit, research and development corporation founded in 2002. NUARI’s mission is to serve the national public interest through the study of critical national issues; and to serve as a national education center for counter-terrorism and cybercrime education and training. NUARI is currently engaged in a number of research projects in the areas of cyber security, defense technologies, energy resilience, and learning technologies.
Norwich University exercises persistent control over NUARI through the appointment of its directors on its governance board. The President of Norwich serves as Vice Chairman of the Board of Directors of NUARI.

Faculty
Norwich has an engaged faculty dedicated to the success of students and active in scholarly endeavors. Of the 164 full-time faculty members, 72% hold terminal degrees in their fields. They are committed to developing in students not only mastery in the discipline, but also critical thinking for leadership in a rapidly changing world.

The laws of the State of Vermont authorize the President of the University to appoint members of the faculty with honorary military rank in the Vermont State Militia. Like the President, full-time faculty wear the uniform in the conduct of their official University duties, maintaining the Army grooming standards of the Vermont State Militia.”

Students and Student Life
For more than 25 years, cadets and civilian students have shared the same campus at Norwich University, creating one of the most distinctive college cultures in the nation. The total on-campus student population is about 2,400, with approximately 1,600 students in the Corps of Cadets (292 are women), 672 civilian residential students (297 are women), and 270 commuter students (141 are women). Close to 1,800 students are enrolled in online graduate and continuing education initiatives.

Among the undergraduate students, approximately 55% of students come from states outside of New England and more than 80 students are international. Increased selectivity in recent years reflects an increase in standardized test scores and student achievements among entering students. In addition, 87% of incoming students are former high-school athletes, many of whom go on to play on one of Norwich’s intercollegiate athletic teams. The University hosts 18 varsity sports teams that compete in NCAA Division III, as well as the Division II Men’s Rugby Team and the Division I Women’s Rugby team. A variety of sports clubs and numerous intramural sports opportunities are also offered.

As one of the nation’s six US Title X Senior Military Colleges, Norwich serves as an institution of choice both for students entering the Corps of Cadets and for civilian students, drawn not only to accredited and nationally-recognized academic programs and sports in a small and supportive community, but also to the University’s guiding values and the integrity and structure they provide. Of the approximately two-thirds of the student body who comprise the Corps of Cadets, about one half to two-thirds will seek commission.

The Corps of Cadets prepares all students to become competent and responsible citizens. During Corps leadership training, cadets confront daily challenges that define their character as future leaders. They gain the practical experience, knowledge and strength of character to try, no matter what obstacles they face. Cadets learn to take responsibility for their actions and support their comrades in pursuit of a common goal. Those who rise to the mental and physical challenge of life as a cadet are rewarded with useful life skills, self-confidence and self-discipline.

Civilian students live and learn as part of a distinctive collegiate environment that combines a tradition of service and leadership development with a commitment to innovation and scholastic achievement. One of the nation’s foremost leadership laboratories, this structured but dynamic environment prepares civilian students for both academic achievement and success in a competitive global environment where different lifestyles often intersect.

Civilian and Corps students work together in the classroom, on the athletic fields and in the campus center, learning and benefitting from one another. Graduates of Norwich make a difference in the world as leaders of business, government and the military.

Alumni
Norwich has more than 26,000 living alumni, 18,000 of whom are undergraduate alumni, and over 8,000 of whom are alumni from the College of Graduate and Continuing Education.

Norwich University is enriched by the good works and success of University alumni as well as their tireless engagement on University boards that include the Board of Trustees, the Board of Fellows, the Alumni Association Board of Directors, Friends of Kreitzberg Library, Friends of Sullivan Museum, and the Athletic Association. In addition to serving as class agents and club officers, they also support student recruitment. Their many contributions of time, talent and resources make a significant impact on the capabilities of the University and opportunities for Norwich students. Alumni are deeply engaged and committed to the institution and demonstrate their love and loyalty through service and support.

PROcedures FOR Nomination AND APPLICATION
This search is being assisted by Academic Search, Inc. Applications should consist of: (1) a detailed cover letter addressing the expectations of the position; (2) a current curriculum vitae (CV); and (3) a list of five professional references with contact information and a note explaining the candidate’s working relationship with each. References will not be contacted without explicit permission from the candidate and at a later date. Nominations and applications should be sent electronically to NorwichPresident@academic-search.com.

The position will remain open until filled, but only applications received by Thursday, September 12, 2019 can be assured full consideration. Nominators and prospective candidates may also arrange a confidential discussion about this opportunity with Andrea Warren Hamos at awh@academic-search.com or Maya Ranchod Kirkhope at mrk@academic-search.com.