

Norwich University

2022 Presidential  
Position Paper:

Proud Heritage,  
Infinite Future

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The two years since I assumed the presidency of Norwich University in June 2020 have been among the most challenging in our institution's long and storied history, and certainly of my life. The campus community in 2020 was working through the early stages of a global pandemic while saying farewell to a long serving and successful leader and trying to give the graduating Class of 2020 a meaningful departure. This was not the ideal environment for our institution to face the added stress of welcoming the first new chief executive in almost three decades, and certainly not the circumstances in which I hoped to begin my service as President.

The first year quickly became one of simple survival. As pandemic restrictions limited campus instruction and activities, and strained the mental health of all, every day held new challenges in keeping the school open. Ensuring our students continued their academic and personal growth while keeping our community safe was a constant struggle for balance. Our students and families justly expected value for their cost, while our faculty and staff rightfully asked to be kept safe and have risks reduced to reasonable levels. Every decision was made with great care and thorough coordination, and we kept good faith with our entire community. During the year of extreme difficulty and high demands, Norwich became a national success story for many reasons, especially our handling of mental health challenges associated with quarantine, isolation, and other stressors of living through a public health crisis. We thrived through the adversity in the truest spirit of Norwich University's centuries-old motto: "I Will Try"

Year two was a continued period of tension and challenge, with the added stress of leadership changeover, but again Norwich was a celebrated success. Our classroom environments operated safely with enhanced student interactions, our athletic teams returned to competition, and our students again were able to enjoy the experiential learning model for which Norwich is so well known. Our endowment grew at a level in the top 5% nationally. We said farewell to many long serving leaders and concluded international searches for their replacements. The final members of leadership team that will lead Norwich into the future arrived in summer 2022. We are now entering the phase of recovery, stabilization, and growth. The qualities that have made Norwich a great institution for 203 years are being emphasized to build the next version of our school; faithful to our past, but focused on the future.

## *Faithful to our Past*

We have wandered somewhat from what has defined Norwich to so many who have come to love her. As we begin recovery and resetting processes, we will be working quickly and aggressively to restore and reclaim our identity; this brand reclamation will be a critical effort over the next few years. Norwich has built a sterling reputation over our more than 200 years of existence as a beacon of higher education and a world-renowned producer of leaders. To restore our reputation and reclaim our purpose, we will soon be launching a formal effort to leverage our tremendous legacy through a formal branding and marketing campaign.

During this campaign, we will proudly own our status as a Senior Military College (SMC). We are the original SMC and must be the best. To achieve this status, we must ensure a thriving Corps of Cadets. Our new strategic plan, strategic enrollment plan, and other initiatives will include reference to the phrase “Corps 1400.” As we recover our identity and reinvest in a thriving Corps of Cadets, we will build towards a population of 1,400 members in our Corps, with measurable goals in every academic year recruiting cycle. Through our new enrollment initiatives and marketing programs, we will bring the Corps back to full health.

This does not mean we will devalue our civilian students, or that commuter students will not experience the top-flight education they deserve. We simply can and will have a flourishing residential campus community, where the majority of our residential population are members of our Corps of Cadets. Our civilian students will be supported, resourced, and valued alongside them, and commuter students will have an experience that is superior to that offered by any of our competitor schools.

We will also be transitioning our online programs to full integration with our residential offerings. Our residential students will be able to leverage the flexibility of online courses while completing their degree requirements, and our remote learners at all levels will be made to feel part of the Norwich community of learning at a higher level than ever before.

These four experiences— Corps, civilian, commuters, and virtual— make up our student body. They will move forward not in conflict, but in shared excellence. We will bring the Corps of Cadets back to full health, our civilian students will be valued and supported, commuter students will have a singularly powerful experience, and our virtual learners will be a valued part of Norwich. Each lifestyle represents a unique experience, but together *all* represent our student

body. There is a phrase we have coined for this: Norwich Together. We will move forward in that spirit.

We will also ensure we remain steadfast in our devotion to our mission statement, which remarkably was penned in 1843. It remains among the most elegant and extraordinary in all of higher education. It reads:

“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.”

We will rededicate ourselves to the content of this mission statement. We will also restate clearly that we are a *values-based* institution. And, as stated more thoroughly throughout this paper, we will be very clear that our focus will be on building leaders, in all fields, and in all four of our student lifestyle experiences.

## I. Our Students

Norwich was founded to build a special kind of graduate...from our mission statement, a “moral, patriotic, efficient, and useful citizen.” Over the course of two centuries we have developed alumni who have literally shaped our world. They include the creator of the transcontinental railroad, the highest-ranking U.S. Naval admiral in history, President and Chairman of AT&T, Chief of Staff of the U.S. Army, foreign heads of state, transformative senior leaders in every branch of service both in the United States and in allied nations, professional and Olympic athletes, and heroes both in and out of uniform. Norwich graduates have performed at extraordinarily high levels of achievement for generations. We must now revitalize our institutional culture to ensure we remain dedicated to the creation of graduates ready to serve as agents of positive transformation for our nation and world.

We will accomplish this in part by becoming more student centric. Every member of our university community must internalize that our students are our “why.” Whether in a seat in a classroom, in the virtual learning space, on the athletic field, on the parade ground, or in any

space where Norwich is affecting growth and development, we must never lose sight of the fact the student in that space is why we are here. We will become fiercely committed to student success.

While developing this commitment, we will ensure the methods to deliver our re-energized devotion to student success are relevant to the current generation of learners. Students currently entering college are unlike any previous generation in their learning style, capacity for synthesizing new information, and their desire to be challenged. We must meet their expectations. Other institutions continue to force industrial age techniques on these information age students. We must be better.

The Norwich University community of learning is a celebrated construct. We have been trailblazers in myriad ways. While we should celebrate how and where we are exceptional, we must not allow ourselves to stop evolving. We must move continuously forward to ensure our programs and student experience are contemporary and effective. The application of virtual reality across many academic disciplines, augmented reality in the classroom and in the student experience, leveraging of emerging fields like artificial intelligence, and building the kind of culture where innovation is rewarded and thrives will be hallmarks of our near future. Our student experience will be the envy of higher education.

## II. Our Faculty and Staff

The Norwich we will build is only possible if we attract and retain the best people and ensure they are fully committed to our institution and our students. Many initiatives over the past two years were designed to improve the experience of our employees. It remains my desire that my demonstrated commitment to our faculty and staff will translate into a more positive culture and renewed energy devoted to student success.

While we have much to be proud of related to our successes through the crises of the past two years, my highest point of pride is how we cared for our employees in ways that far surpassed what was happening elsewhere. During the two years of pandemic operations and severe economic downturn, Norwich did not enact layoffs, fully funded all benefits, and funded increases in healthcare deductibles. This all occurred while other institutions included layoffs as

a pandemic response, cut benefits such as retirement matching, and adopted other much more austere policies. During an international health crisis, we honored our commitment to our people.

When inflation spiked to 40-year highs early in 2022, we distributed cost-of-living stipends to all employees, weighted for increased benefit to our most at-risk members. In Fall 2022 we are improving our retirement program to give employees more flexibility on how their money is invested, at no extra cost. For our faculty, we have implemented promotion increment increases, something that had not happened in 23 years, and indexed further increases to protect against future stagnation.

Regarding direct compensation for all employees, upon my arrival I heard very clearly frustrations around noncompetitive compensation and stagnant pay. Through our new budget process, and with full support of our Board of Trustees, we began the process of addressing this challenge. Even while pandemic operations strained our budget, we increased pay scales for our non-exempt employees to ensure they were earning a living wage and committed long-term to Norwich. As the budget was further challenged by reduced residential experiences during mandated physical distancing and classroom size reductions, we implemented a 2% raise for all employees in 2022. We implemented an additional 2% raise for all employees in the current fiscal year, despite severe economic pressures. Through these actions we are clearly demonstrating my dedication to investing in our people.

Of course, the employee experience is not all about pay and benefits. We are also improving culture and ensuring Norwich is a preferred destination for every position. Whether in the classroom or on the athletic field, in the cavalry stables or the weight room, the trade shops or administrative offices, it is my goal that everyone at Norwich loves this school and their job as much as I do. We will build an institutional culture that is second to none.

The entire Norwich University community will build this culture together. We all bear responsibility for the creation and maintenance of our culture, and all will be empowered to do so. The new cabinet was selected as much on their technical competence as their shared perspectives on building thriving and effective teams. We must and will hire and retain the best across all fields, dedicated to our mission and purpose. My ultimate goal is an institution where employees are developed and prepared to succeed anywhere they wish to be, but treated so well at Norwich they do not want to leave. I look forward to taking that journey together in collaboration and partnership.

### III. Our Future

There is no denying the significant and perilous challenges facing higher education. Due to demographic shifts and declining birthrates, fewer students are attending college in the United States. Students and families who are willing to pursue college are now savvy consumers and rightfully demand value from their college choice. The “consumer” of higher education has more power now than at any time in history. In this environment we must be relevant, and we must be excellent, in all ways.

We also must be distinctive. Potential students and their families must find the value proposition of a Norwich education to be peerless. Fortunately, a Norwich degree is already an exceptional credential. Norwich graduates are highly employable and measurably successful, both immediately after graduation and in the years and decades that follow. We will preserve and build upon this reputation.

Our distinctiveness will also leverage our identity as **The National Leadership University**. Our graduates will be ready to lead, immediately. The leadership abilities of our graduates will be advertised and leveraged to ensure all prospective students, employers across all industries, and servicemembers of all branches of uniformed service know the high value of a Norwich graduate. Our legacy is the creation of excellence. Our graduates are difference-makers. Anyone in the world who does not yet understand that will know it soon enough. We will build the leaders of tomorrow.

These qualities are of course what we will prioritize as we serve and educate our students, but will also serve as the foundation of how we will develop our employees. Being a member of the Norwich University community means something; it will soon mean even more. Just as a resilient individual can thrive in adversity, so too can a resilient organization flourish even in the hardest of times. We will build a *culture of resilience*. The world will know our faculty and staff as risk-takers and innovators. Partnering with Norwich will mean forging a partnership that will fight the status quo. We will be the partner sought by sectors and industries who demand excellence.

### *Future Focused*

Norwich University was founded in 1819 to ensure our young nation's military had representation from the population— while other institutions served the children of the elites, Norwich was built to bring education and a service mindset to the families of factory workers, immigrants, and farmers. From that noble beginning, Norwich was established as the first private military college in the country. We are the original of the six senior military colleges. We must reclaim the status of being the best. Our history includes pioneering expansion of Norwich educational philosophies; multiple universities were established using our model and originated by acolytes of our founder, including Clemson University. We are the birthplace of ROTC, from which all branches of our military gain the majority of their officer corps. Norwich has always been and remains devoted to the needs of our nation both now and in the future.

Academically, Norwich has been a leader in exceptional academic offerings for generations. Our faculty continue deliver their courses at the highest level of excellence; we are pedagogically singular. We will continue this excellence as we build and deliver curricula for the next generation of content and learners.

Likewise, our professional staff and coaches constantly assess and modernize their methods to ensure Norwich students receive a world-class experience in all ways. Our new and formalized system of constant review and upgrade will ensure our experience continues to be extraordinary.

From this foundational identity of ensuring our graduates are prepared to excel as leaders in their chosen field, we will be establishing courses and concentrations that will create leaders of the future economy. Through our Applied Research Institutes (NUARI), Centers of Excellence, and academic departments, we will establish programs in emerging areas like machine learning, data analytics, artificial intelligence, quantum engineering, and quantum computing. We will also ensure our students are ready to apply the concepts contained in those areas to all disciplines. Whether using artificial intelligence to create more effective policing strategies, data analytics to build more resilient businesses, machine learning for more affordable medical devices, or quantum computing to protect our cyber networks and national infrastructure, the world will know that a Norwich graduate is ready for the future economy—  
*now.*

These capabilities will also be used to enhance the student experience. Virtual reality and augmented reality systems are being evaluated for adoption in a wide range of daily experiences. Much will be written in the coming years about the “meta-university” which will rely heavily on virtual environments; Norwich will be early to field the newest methods and systems to deliver the most effective experiences in the virtual realm. The generation of learners entering college over the next 10 years is ready to exploit these new technologies. We will provide enhanced experiences in and out of the classroom well before other institutions.

Finally, we will use all tools at our disposal to create for our students, faculty, and staff a campus working climate that will be the envy of higher education. To help achieve this, we will be creating and resourcing a Center for Health and Human Performance for our entire campus community. Through this center’s facilities and programs, our university will enable all to flourish at peak performance; physically, mentally, and emotionally. Upon reception of students in the fall 2022 term, we launched programs to leverage technology for increased individual performance and the development of healthy lifestyles. We will be expanding these programs quickly.

#### IV. Our Partners

Across all sectors of government and industry, Norwich University is a preferred partner. Our students enter the workforce not only ready to work but ready to lead; our faculty are prized colleagues for research and scholarship; our coaches are sought by athletic communities and governing bodies for their expertise and contemporary techniques; and our professional staff members are recognized internationally as the finest instructors in leadership and character development. We will soon eclipse our already strong positions in all areas.

Our Board of Trustees will continue to guide our institution with the vision and refinement for which they are known. Even through the scheduled departures of long serving trustees and the arrivals of new members, counsel from our Board continues to ensure our university is fiscally sound and programmatically relevant. Our Board is among our greatest assets and will help ensure we build the Norwich that will endure for the next 200 years.

### *Military*

Norwich University is celebrated as a top ROTC program every year by multiple credentialing bodies and outlets. In each of the past two years, ROTC scholarships have been increased from U.S. Service departments because they know how severely our nation needs more Norwich officers. Since 2020 our Army ROTC has been ranked the #1 detachment in the nation, and Norwich has been ranked the #2 overall university for ROTC in the United States. We will not be satisfied until we are ranked #1, in every measure.

It is our goal to be the premier commissioning program for all six branches of our armed forces. Our alumni have advanced to the highest levels of leadership in all services for centuries; we claim as our own the highest-ranking Admiral in the history of the U.S. Navy in George Dewey; the 32<sup>nd</sup> Chief of Staff of the U.S. Army Gordon R. Sullivan; and dozens of flag officers in all branches. Among our greatest alums is Grenville Dodge; U.S. Congressman, businessman, founder of modern military intelligence, and the creator of the Transcontinental Railroad. We are the Birthplace of ROTC; while this is a tremendous honor, we must never rest on past laurels. Being the original is something only Norwich can claim. Being the best is something we will earn perpetually.

### *Government*

While Norwich's reputation is rightly celebrated across the uniformed services, our university has also provided elite leaders across non-uniformed sectors of government. From espionage, to cyber, to law enforcement, Norwich University has been an institution of positive transformation across every arena of service. As technological fields create competencies we do not yet appreciate, Norwich will ensure our future workforce is ready to serve and excel.

Our devotion and reputation have led to significant investment by our national government. Starting in 2020, each of the past several appropriation cycles exceeded previous record highs. Financial investment from congressional appropriations is a testament to all that Norwich does well; we are faithful stewards of national treasure and we do not promise what we cannot deliver. Government support is a sacred partnership; we *must* accomplish the things we are funded to achieve. As an institution based on ethics and integrity, we will always use funding responsibly and achieve the results we are tasked to pursue.

### *Our State and Community*

We are also moving into a period of increased effects for our home state of Vermont. In partnership with other institutions of higher education in the Green Mountain State, Norwich will help ensure Vermont's status as a powerhouse in national efforts despite our small size. Recent and near-term efforts in addressing shortfalls in the healthcare workforce is one example of what Norwich will do to ensure Vermont is a place that offers solutions to complex and contemporary problems.

Locally, Norwich will be working closely with our beautiful hometown of Northfield to make our shared community a destination where people want to establish roots. Central Vermont has always been an attractive destination for outdoor enthusiasts and those seeking a truly beautiful place to visit. It is my goal that the communities around Norwich become preferred destinations for entrepreneurs, professionals, and anyone desiring all that is offered by a thriving college town. We can build this environment without losing the quality of the classic and idyllic New England community that defines the greater Northfield area. We will work together to leverage what makes the area so special, while improving quality of life and standard of living for all.

### *Business*

Norwich graduates, whether from our world-famous Corps of Cadets, our thriving civilian lifestyle, or our virtual learning community, are highly sought by all industries. The demand from across all sectors is so profound that we have increased the staffing of our Career and Internship Center to keep up with needs.

The value of a Norwich education will be increasingly celebrated and projected more clearly in our marketing plans. The return on investment of a Norwich degree is profound. We have not accurately projected this value, but will do so moving forward.

Finally, Norwich will be a major player in building the future economy. Our graduates will be well prepared to demonstrate mastery of fields that are just now being created, or in some cases like quantum engineering and quantum computing, still being developed. Many institutions of higher education continue to tell industry what they need. Norwich will instead listen to what businesses say *they* need now and in the future so our graduates will be well postured for success.

### *International Partners*

Norwich University has long developed leaders not just for our nation, but for the global community. Our graduates have served in elected office and uniformed services in every region of the world. Laurentino Cortizo Cohen, Norwich Class of 1974, was elected President of Panama in 2019. Many of the senior generals in the Indonesian defense forces are Norwich graduates, as are many generals in the armed forces of Thailand. A Norwich education has helped shape the world. We must recommit our institution to reclaiming our previous position of global influence.

International partners from our past have noticed where Norwich is headed and have expressed their desire to rebuild partnerships. Additionally, we are negotiating new partnerships with nations representing every region of the world. All have seen what Norwich has done for the development of global leaders and want the Norwich experience to educate and build the foundation of their future.

We also value what our international students offer our residential population. It is Norwich's mission to offer an education that is global in perspective; we are all bettered by our international partnerships. Thus, Norwich will be a willing partner in nation-to-nation endeavors that bring students to our campus from all corners of the globe.

Beyond formal exchange programs, Norwich will be positioned as the preferred commissioning source for partner nations. We are building systems that will allow international cadets to complete a Norwich degree and commission directly into their home nation's military. This arrangement is complex but will undoubtedly create leaders who will literally change the world—as Norwich graduates do.

### *Alumni*

Norwich University alumni are among the most passionate and devoted in the world. Their grit, energy, and creativity have transformed industries. Their leadership skills have led to their advancement to flag officer rank and key senior positions in all services, and in senior civilian posts in every sector of government. Norwich graduates have been outperforming their peers for over 200 years. Our alumni are the reason for our lofty reputation.

We will be leveraging our alumni much more effectively. Many alums have been contacting me directly expressing support, offering assistance, and sharing their time and

resources for the benefit of Norwich. This is the seventh institution of higher education where I have worked as either faculty or as an administrator; the passion of the Norwich alumni base is far beyond that of any previous institution, and the comparison is not even close.

Our alumni will be heavily involved in our strategic direction. Their voices will ensure we build a Norwich of the future that is faithful to our past but devoted to relevance and excellence. I look forward to further harnessing the passion and energy of the world's greatest alumni community.

## V. Business and Financial Operations

### *Post-COVID Fiscal Realities*

Higher education was battered by the COVID-19 pandemic. There is no way or reason to parse words on this fact. Enrollment was severely hampered not just for cohorts of college students living through isolation and remote classes, but for the recruiting cycles schools rely on to build new classes through high school outreach and campus visits. It will take several years to recover from the enrollment effects of the pandemic. Norwich is taking steps now to achieve recovery quickly.

Exacerbating enrollment declines related to the COVID years, 2022 has witnessed some of the worst economic conditions since the housing crash of 2008. Inflation is soaring, cost of living is rising, and the labor market is more challenging than has been experienced in memory. This is a very complicated and challenging time for a university. It is worth stating that higher education is not a business, and institutions should not be run as such. Higher education is better described by a "calling with fiscal realities." Colleges and universities must face these fiscal realities head-on if they are to survive. It is our goal at Norwich to not just survive, but emerge from the current fiscal environment in a stronger position than we enjoyed pre-pandemic.

### *The Recovery Phase*

Norwich will face current realities and challenges head-on. We are extremely fortunate to have grown our endowment significantly from 2020 through early 2022. Even after market

downturns, our endowment remains well above pre-pandemic levels. This affords us tremendous stability in persistently turbulent times.

Our strong endowment performance and workforce stability has allowed us to meet our responsibilities to our students, faculty, and staff without resorting to the fiscal austerity measures adopted by other institutions. In Fall 2022 we are launching a “whole of institution” effort to recover enrollment and build future classes by employing more deliberate and active methods. Current cadets will join the Commandant and his professional staff on recruiting visits to JROTC detachments, Civil Air Patrol units, and high schools with drill teams and marksmanship programs. Our civilian students will visit schools and programs similar to Norwich in terms of academic programs and values-based culture. We will ensure a robust Norwich presence at education conferences, recruiting events, professional consortia, and government affinity events such as the Association of the U.S. Army (AUSA) and Air Force Association (AFA). Through this presence, and associated proactive recruiting efforts, we will reverse COVID-related trends and rebuild our enrollment.

### *Stabilization and Growth*

As our enrollment goals are met, we will continue to advance efforts to become more student-centric. Stated clearly, we must keep the students we enroll. Norwich will be known as an institution that will work in partnership with all who gain acceptance. Students who enter our university will thrive through the college experience, will be exposed to world-class leadership development, will graduate, and will be fully employable upon completion of their chosen field of study.

The need for reformation in our approach to student success is incontrovertible. For the past decade up to and including the current year, retention and graduation rates for Norwich University have been unacceptably low. We will no longer hide from these facts and will be facing them head-on. Our new strategic plan will include clear goals for enrollment, retention over four years, and graduation rates. We will hold ourselves accountable to these goals, and there will be improvements in all areas every year. At the end of the five-year plan, Norwich will be among national leaders in all student performance measures.

Increased performance will extend to our online program offerings as well. We are currently working through a revised pricing model for all online programs with the goal of

making a Norwich degree more accessible for a larger number of students. Special efforts will be applied to reaching more of our military members and their families. Our goal is to be the first choice for online education for active military members, veterans, military family members, and the government sector. We will increase our cost appeal while building on the already strong reputation of our well-established online degree programs.

As we improve enrollment in both our residential and online communities, we will remain mindful of the depressed experience of students who lost instructional, social, and athletic opportunities in high school during the pandemic. We are continuing to build formal systems that will help us identify when a student may be struggling so we can intervene immediately. We have expanded our achievement centers for all academic areas to ensure students can achieve success and continue to support faculty efforts to enhance student performance. Our strategic decisions and associated resourcing will prioritize the achievement of higher levels of success and excellence.

#### *Endowment Performance*

The growth of the Norwich University endowment earned a top 5% national ranking during the pandemic years 2020-2022. This was an extraordinary feat. Our alumni and donors continued to invest in Norwich with confidence and passion. Our Board of Trustees Investment Committee continues to provide financial guidance that achieves high levels of success. We have realized tremendous gains but must always strive to do better.

Professionals in our development office are already working through the specifics of our next capital campaign. Early stages of the process will set fundraising goals and areas of focus. When the campaign is launched, we will be postured to achieve the next level of investment needed to fund Norwich through our next phase of growth and expansion.

To achieve financial growth and earn funding for new capital projects, we will leverage our success in recent federal appropriations cycles by raising the funds to achieve a high margin of excellence in new facilities and programming. We will be bold in envisioning The Norwich of the Future and tireless in earning the resources needed to achieve new levels of exceptionalism.

Through these efforts and more we will achieve a durable financial position. We will stabilize our university's post-pandemic finances and build a foundation strong enough to ensure Norwich thrives in service to our nation and our world well into the future.

## VI. Closing

This position paper conveys my observations of my first two years as president, provides an assessment of the current State of the University, and lays the foundation for our new strategic priorities. These priorities will be fully conveyed in our new strategic plan, which has been drafted with full and collaborative input and will be presented for adoption to our Board of Trustees in October 2022. The plan will not be built as a document of constraint; it instead will be a “living document” that allows us to adapt to changing circumstances. As we all well know, the pace and complexity of change is accelerating. To meet new challenges, we must remain agile; the plan will be structured to allow needed adaptability. The plan will also set performance goals against which we will measure success. These goals will be ambitious but attainable, and we will hold ourselves accountable.

The next five years will be a critical time for Norwich. We must address immediate threats to enrollment and must devote ourselves passionately to enhanced student success, while simultaneously building strategically toward emerging curriculum and facility needs. We have the talent and support to accomplish all this and more.

I have said often during my first two years that our status as a private institution is our greatest asset and greatest threat. Of the five Service Academies and six Senior Military Colleges, we are the only private institution. This means we do not have political appointees influencing our curriculum, student experiences, athletic participation, or human resources decisions. It also means we have no financial safety net. This can be viewed as a quite disconcerting set of circumstances, but we clearly control our own destiny as an institution. We are self-sustaining and thus must always be hungry. Like all others who love Norwich University, I would not have it any other way.

We are facing many challenges. It is certain that more will emerge. Fortunately, there is nothing in front of us or heading our way that cannot be met and overcome by what has always made Norwich so special. I have full faith and confidence in where we are going, and am profoundly grateful to the Norwich students, faculty, staff, supporters, and Board of Trustees for allowing me to serve as President during these turbulent times. I am ready to get to work.

It is time we reach our full potential and build the Norwich University of the 21<sup>st</sup> Century. Our nation and the world need us. We must not fail. I have been told that for too long Norwich has been a giant walking on its knees. It is time to stand up.