



NORWICH
UNIVERSITY®

Expect Challenge. Achieve Distinction.



2015–2016 Annual Report

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 31 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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*Attributed to Thomas Jefferson



Alan DeForest '75
Chairman of the Board of Trustees

CHAIRMAN'S LETTER

As chairman of the Board of Trustees of Norwich University, I am pleased to present this year's annual report. Within its pages you will find highlights from the past year, financial statements, a list of donors, a student article showcasing an activity of our Peace and War Center, and perhaps most important, information about our bicentennial commemoration and the *Forging the Future* Campaign.

If you have already donated to the campaign, thank you. Your gift is being strategically invested to enhance the student life experience, upgrade facilities, and improve learning. You will be pleased to know that your investment in Norwich is being responsibly managed: Norwich University was recently awarded an "A" by Forbes College Financial Grades—a measure of the fiscal soundness of nearly 900 four-year, private, not-for-profit colleges and universities with at least 500 students. The grades measure financial fitness as determined by nine components broken into three categories: balance sheet strength, operational soundness, and other higher-education-specific health indicators.

This annual report also introduces our Year of Leadership: the third in a series of five bicentennial themes leading up to our 200th anniversary in 2019. Throughout the year, we will be celebrating how Norwich-trained leaders are effecting positive change in the world. I hope you will choose to participate in this celebration by attending one of the many Year of Leadership events happening around the country and by telling us how you lead at bicentennial.norwich.edu/2016-2017-year-of-leadership.

Since the days of Alden Partridge, Norwich University has been in the business of educating and training leaders of character. The campus may evolve, majors may change, and policies may be modified, but our mission of preparing citizen-soldiers to build, strengthen, and protect the Republic is immutable.

Norwich forever!

Alan DeForest '75, P'01 & PM'05
CHAIRMAN, BOARD OF TRUSTEES

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Summer & Fall 2015 News Highlights



Technical improvements made possible by the *Forging the Future Campaign* include increased wireless coverage throughout the dorms and a new virtual lab infrastructure to provide students with access to university resources from their laptops whether on campus or off.

The College of Liberal Arts establishes the Peace and War Center, with Professor Travis Morris as its inaugural director.

Under the auspices of the Center for Civic Engagement, six Norwich students and nine others travel to Tanzania with Rotaract. The group helps the Upendo Mmoja group in Pommerin finish the construction of a residential and vocational training center for 18 orphaned youth. (See photo top left.)

Norwich hosts a free GenCyber@NU summer camp for 20 rising high school juniors and seniors from across the nation for a hands-on, weeklong experience in information assurance and digital forensics.

The newly renovated Kreitzberg Library opens, featuring \$6.5 million in improvements, including \$125,000 in technology upgrades thanks to a grant from the George I. Alden Trust. Student use of the library increases by 20%.

Rook Dining Out, hosted by Jack and Lona Abare '57, celebrates 30 years at the Abare Farm in Northfield, Vt. (See photo left center.)

At Homecoming, Norwich University launches the Year of Transformation and announces it has raised \$72 million toward its five-year, \$100 million fundraising campaign, *Forging the Future*.

Fall Sports Highlights: Football posts a 6-1 record, capturing its third Eastern Collegiate Football Conference title and making its second NCAA Tournament appearance. Men's Cross Country claims its eighth GNAC Championship, placing 7 runners in the top 10. Women's Cross-Country earns USTFCCCA All-Academic team honors for the fourth straight season. Women's Rugby advances to the inaugural National Collegiate Varsity Women's Rugby Association Varsity Cup 15s semifinals before falling to eventual champion Quinnipiac. (See photo bottom left.)

Faculty in the CGCS Master of Science in Leadership Program develop a one-credit, online Principles of Leadership Master Seminar (LD101), a new requirement for all incoming freshmen.

CityLab Berlin expands to engage history and political science students, in addition to Architecture + Art students, in a semester abroad experience.

Cyber-gaming software developed by NUARI is used to test Wall Street's financial sector in the largest ever cybersecurity exercise involving major U.S. banks and regulators.

Norwich University's Todd Lecture Series hosts former U.S. Secretary of State Madeleine Albright as the featured speaker for its annual fall Todd Lecture.

General Mihailo Apostolski Military Academy (Macedonia) finalizes a bilateral exchange agreement with Norwich; the first two Macedonian cadets attend classes on the Hill.

Norwich University's online degree-completion programs grow to five, including Bachelors of Science in Cyber Security, Interdisciplinary Studies, and Management Studies, in addition to Criminal Justice, and Strategic Studies and Defense Analysis.



Winter & Spring 2016 News Highlights

More than 60 Norwich University computer security and information assurance

students support the Santa Clara Police Department and the law enforcement and homeland security functions leading up to and during Super Bowl 50.

Four Norwich cadets travel to Macedonia to work as fellows at a NATO advanced training. See one NUCC cadet's personal account on page 46.

Winter Sports Highlights: Men's Swimming & Diving wins the GNAC Invitational for the fifth straight year and places third at the New England Intercollegiate Swimming & Diving Championships, setting seven school records in the process. Women's Ice Hockey wins its sixth straight NEHC regular season title, improving its all-time league record to 97-3-4. Wrestling earns its third straight National Wrestling Coaches Association All-Academic Top-20 team ranking.

The 21st Colby Military Writers' Symposium, "Going to War: The Cost to Families, Communities, and Nation," examines the harsh realities facing veterans returning from today's wars.

As the birthplace of the Reserve Officers' Training Corps, Norwich University celebrates ROTC's centennial anniversary with a three-day symposium: "Preparing the Next Generation Leaders in a Complex World." The event brings more than 150 VIPs to campus, including representatives from the Australian and Macedonian attachés as well as the Canadian Military Service Academy, to debate, discuss, and celebrate ROTC. Gen. Mark Milley delivers the opening address as part of the Todd Lecture Series. (See photo top right.)

In anticipation of Vermont's 2016 gubernatorial election, Norwich holds a series of town-hall-style forums featuring four candidates for governor. Titled "Vermont's Tomorrow," the assemblies are produced and moderated by students in the College of Liberal Arts.

Longtime Trustee Alan DeForest '75 is named Chairman of the Board of Trustees following the retirement of General Gordon R. Sullivan '59, who steps down after serving on the board since 1995 and as chairman since 2003.

On Saturday, May 14, former Army Chief of Staff Gen. Raymond Odierno delivers the 2016 Commencement address in Shapiro Field House to more than 450 graduating seniors.

In ceremonies over Commencement Weekend, ROTC commissions 127 cadets in a joint commissioning ceremony: 85 Army, 18 Navy, 11 Air Force, and 13 Marine Corps. (See photo right center.)

Twelve students and three faculty members participate in the second of three NUVISIONS Abroad service trips to the rural fishing village of Kawit in the Philippines. In a partnership made possible through the Tawani Foundation, the students participate in two distinct group projects: 1) a Community Health group focused on training locals in CPR, first aid, and other medical knowledge through a train-the-trainer framework; 2) a design/build group focused on the design and construction of a two-story building that will serve as both a birthing center and a multi-purpose space, with the ultimate service of being an emergency evacuation space in the event of extreme weather (typhoons, earthquakes.) (See photo bottom right.)

Photo captions (counterclockwise from top left): Abby Joya '18 hugs an orphaned girl residing at the Upendo Mmoja's residential and vocational training center in Pommerin, Tanzania; Jack Abare '57 addresses the rook class of 2019; Cadet Courtney Sullivan '18 of the women's rugby team stiff-arms an Army opponent; NU student Mark General '19 on an NUVISIONS Abroad trip to the Philippines; a newly commissioned Marine receives his second lieutenant's bars; 39th Army Chief of Staff General Mark Milley delivers a Todd Lecture, which served as the keynote of the ROTC Centennial Symposium.





Named in honor of U.S. Army retired Major General and Norwich President Emeritus W. Russell Todd '50 and his late wife, Carol, the Todd Lecture Series brings revered, provocative, and surprising speakers to campus. This past fall's guest speaker was former U.S. Secretary of State Madeleine K. Albright, who captivated a capacity crowd on November 3 in Plumley Armory.

Photo: Mark Collier

STATEMENTS OF FINANCIAL POSITION 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)		
ASSETS	2015	2016*
Cash and Cash Equivalents	\$36,190	\$30,751
Pledges, Accounts, and Loans Receivable, Net	\$47,205	\$41,120
Investments	\$208,796	\$195,101
Land, Buildings, and Equipment	\$139,991	\$140,226
Bond Funds on Deposit with Trustee	\$2,557	\$2,718
Other Assets	\$15,485	\$17,018
TOTAL ASSETS	\$450,224	\$426,934
LIABILITIES	2015	2016
Accounts Payable and Accrued Expenses	\$11,606	\$9,593
Notes and Bonds Payable	\$98,954	\$90,501
Other Liabilities	\$35,162	\$37,351
TOTAL LIABILITIES	\$145,722	\$137,445
NET ASSETS	\$304,502	\$289,489

STATEMENTS OF ACTIVITIES 2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)		
OPERATING ACTIVITIES	2015	2016*
Other Income	\$2,692	\$2,793
Tuition Fees, Room and Board, and Other Ed. Programs	\$80,769	\$83,092
Non-Education and Auxiliary Programs	\$1,295	\$971
Contributions and Grants Used in Operations	\$7,441	\$7,430
Endowment Spending and Investment Income	\$8,740	\$9,455
TOTAL OPERATING REVENUES AND SUPPORT	\$100,937	\$103,741
Operating Expenses	\$98,003	\$98,837
Change in Net Assets from Operating Activities	\$2,934	\$4,904
NON-OPERATING ACTIVITIES	2015	2016
Endowment Investments Return Net of Spending Used to Support Operation	\$1,573	(\$15,778)
Other Non-Operating Activities	\$8,760	(\$4,139)
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$10,333	(\$19,917)
TOTAL CHANGE IN NET ASSETS	\$13,267	(\$15,013)

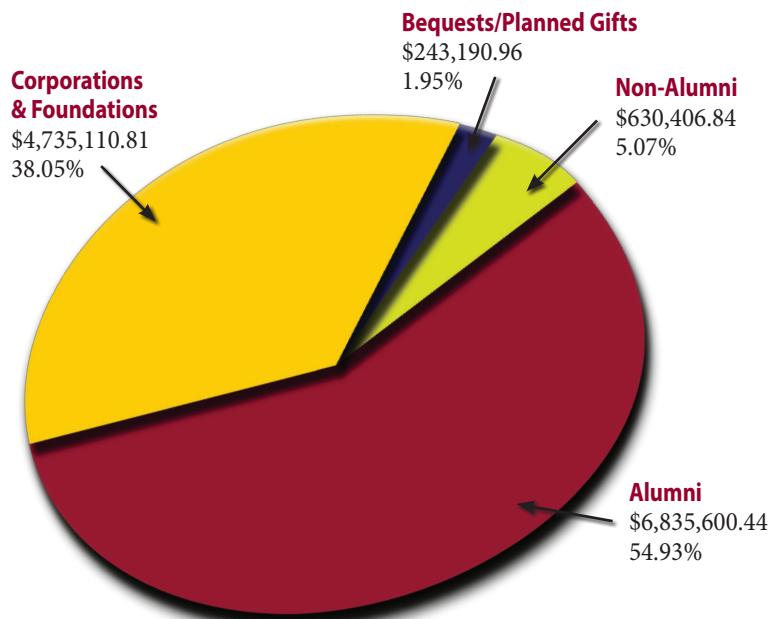
*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2016 ANNUAL REPORT STATISTICS

FY16 GIFTS BY SOURCE

Gifts by Source Total: \$12,444,309.05



FY16 GIFTS BY CAMPAIGN

Restricted Gifts

Forging the Future	\$2,859,044.85	22.97%
Bearing the Torch	\$537,510.56	4.32%
Norwich Forever!	\$137,384.45	1.10%
Norwich Leadership	\$175,000.00	1.41%
Restricted Annual Giving	\$493,453.46	3.97%
Other Restricted	\$288,411.32	2.32%
 TOTAL RESTRICTED	 \$4,490,804.64	 36.09%

FY16 GIFTS BY CAMPAIGN

Unrestricted Gifts

Forging the Future	\$7,666,880.51	61.61%
Bearing the Torch	\$210,804.02	1.69%
Norwich Forever!	\$28,136.72	0.23%
Norwich Leadership	\$19,207.94	0.15%
Designated to Department	\$28,475.22	0.23%
 TOTAL UNRESTRICTED	 \$7,953,504.41	 63.91%
 TOTAL GIFTS	 \$12,444,309.05	 100.00%



Physical training and fitness play a vital role in the well-rounded education of Norwich University students. Whether training for a varsity, club, or intramural team, performing "PT", or enjoying recreational running, swimming, yoga, or aerobic exercise, nearly every Norwich student participates in some form of regular physical activity.

Photo: Mark Collier

JUST JUMP

Norwich Students Represent NATO at Counterterrorism Symposium

By Kendall Manning '16

*O*ver 10 days this past February, Norwich criminal justice professor Travis Morris and four cadets traveled to Macedonia to lead a NATO-sponsored advance training course on counterterrorism. The region that includes Macedonia is one deemed critical by NATO because it is a center for ISIS recruitment. Powerful officials from 15 countries converged to discuss ideas and plans to implement in their respective countries. Morris served as conference director, and the cadets were there not as students, but as professional staff, playing crucial roles in the management of the symposium.

In true Norwich fashion, they rose to the occasion. "People were surprised," Morris remarked. "They kept saying, 'These are undergraduates?' Everyone was impressed by their work ethic, professional decorum, and competency."

Kendall Manning '16 was among the Norwich cadets to represent NATO at the conference. Following is her first-person account of the experience.

It was 5:00 p.m. and you would think that an engineering student could get a basic HP printer to work—but no. Trial and error, mostly error, and of course the directions were in Macedonian. Further distracting me were James, Sam, and Olivia, who were yelling for me to come downstairs. But I stubbornly persisted. What could be more important right then, other than getting the conference programs printed?

The sound of hurried footfalls were followed by a head poking in the door. I needed to get downstairs, pronto. The Macedonian Minister of Defense had chosen to pay an unexpected visit. I slammed the computer shut and flew downstairs, only to find that I was the last person to arrive. A swarm of journalists



Zoran Jolevski, the Macedonian Minister of Defense (center), paid a surprise visit to the NATO conference this past February. Pictured (l-r): Olivia DeSpirito '16, James Verderico '16, Minister Jolevski, Sam DeLong '16, and Kendall Manning '16. The symposium was co-led by the NU Peace and War Center and the Macedonian General Mihailo Apostolski Military Academy in Skopje.

and paparazzi floated in. Minister Zoran Jolevski approached the lectern.

The room quieted to the low din of clicking camera shutters. Minister Jolevski expressed his gratitude and excitement for the events to unfold that week. He said more, but that's the extent of my Macedonian.

Who would think that four college undergrads would be called to participate in a discussion as critical as this one, in a region where the matter is grave, among world leaders? But at Norwich, we defy the odds.

On the first official day of the conference, the dean of the Macedonian General Mihailo Apostolski Military Academy, Col. Dr. Orce Popovski, introduced the proceedings. Professor Travis Morris, director of the Norwich Peace and War Center, gave the first talk on the subject of the current trends of modern terrorism.

In the four days that followed, we heard lectures by professors, professionals, and military leaders from NATO countries including Slovenia, Croatia, Albania, and Bulgaria. Other participating nations included Bosnia, Herzegovina, Montenegro, and Serbia. It was thrilling to see international leaders of all stripes participating in a dialogue so crucial and relevant to our times. The urgency was palpable.

I was on my feet near constantly—it takes a lot of running (not to mention printer troubleshooting) to keep a conference of that scale going. On top of the hustle and bustle, I was preparing to co-mediate a discussion with James Verderico '16 on how to apply the ideas presented at the conference to one's

own country. It was an outstanding opportunity and I wanted to be ready for it. As James and I posed questions and listened to the thoughts of the participants and presenters, I witnessed a sense of community among the delegates.

But it wasn't all work. We took a tour of Ohrid and passed evenings immersed in Macedonian cuisine. Dinners consisted of several courses, starting with an assortment of breads and spreads, followed by anything from soups and Greek salads to heavy meat dishes with thick sauces and incredible flavor. Every meal was accompanied by live, traditional music. To us, it seemed like an extravagant affair, but to the locals, it was an everyday experience.

Our last day was one of the most compelling. The conference was over, but we went to Skopje to visit Macedonia's Military Academy, their equivalent of West Point. It was interesting to see that despite cultural differences, everything from barracks rooms to academic facilities were similar to that of Norwich. The cadets marched like us, dressed like us, and upheld the same principles of honor and discipline.

I never knew that 10 days could play such a significant role in my life, but I learned and developed as a scholar and thinker, and I will carry the lessons forward. All in all, this goes to show that Norwich is a school of opportunities. All you really need to do is look for them, try for them, then jump.

Kendall Manning '16 is a construction management major from Windham, Maine.



200 YEARS OF
LEADERSHIP

Lead and inspire people.

Make the impact of your actions speak louder than your words. Meet the moral challenge of the day. Command greatness. After almost 200 years there are countless stories that highlight the extraordinary actions of thousands of real-world leaders who have graduated from Norwich University. Celebrate their selfless service to others and to our nation and come learn how Norwich will continue to influence the future.

For bicentennial updates visit:
bicentennial.norwich.edu

The Countdown to Our Bicentennial: Coming to a City near YOU!

In celebration of our Year of Leadership, President Richard Schneider and Joel Kobert '65, trustee and chair of the bicentennial campaign, will be hitting the road again this year, visiting alumni, parents, and friends of Norwich all across the country. As we approach Norwich's bicentennial in 2019, there is much to share about the achievements of our students, the work of our faculty and staff, and our progress in the *Forging the Future* Campaign. Please plan on joining us at an event near you:

Tuesday, November 15	Norfolk, VA
Thursday, November 17	Washington, DC
Wednesday, December 7	Portland, ME
Thursday, December 8	Manchester, NH
Tuesday, January 17	Jacksonville, FL
Wednesday, January 18	Orlando, FL
Saturday, January 21	Boca Raton, FL
Wednesday, February 15	Houston, TX
Thursday, February 16	Dallas, TX
Tuesday, March 7	Charlotte, NC
Thursday, March 9	Raleigh, NC
Wednesday, March 22	Buffalo, NY
Thursday, March 23	Rochester, NY
Friday, March 24	Syracuse, NY
Monday, April 3	South Boston, MA
Tuesday, April 4	Providence, RI
Thursday, May 18	New York, NY
Thursday, June 1	Burlington, VT

For event details and to register, visit:
alumni.norwich.edu/leadership

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To order, visit alumni.norwich.edu/merchandise.



Captain Alden Partridge
Bobble Head **\$25.00**



Large Canvas Tote
Bag **\$40.00**



Parade Grounds Exclusive
Bicentennial Coffee
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Bicentennial Vineyard
Vines® Tie **\$55.00**



Bicentennial Vineyard
Vines® Scarf **\$55.00**



Bicentennial
Vineyard Vines®
Belt **\$40.00**



Committee Invites Nominations for the Bicentennial Stairs

Arguably the most enduring landmark of Norwich's Centennial Celebration in 1919 is the Centennial Stairs. Each of the 40 granite steps bears the name of an individual considered by the Centennial planning committee as an important figure in Norwich's history. The stairway serves as a tribute to and daily reminder of the people who contributed to the university's first century. Among those whose names are engraved on the risers are distinguished alumni, faculty, staff, and friends of Norwich University. Located east of Jackman Hall, the Centennial Stairs provide access to the north end of the Upper Parade Ground.

In celebration of Norwich's 200th anniversary, the Bicentennial Stairs will be unveiled in September 2019. When complete, the stairway will connect the southeast corner of the Upper Parade to the Sullivan Museum & History Center entrance.

The Bicentennial Stairs Committee invites alumni and friends of Norwich to submit the names of individuals worthy of being honored on one of the approximately 80 stairs. Alumni and non-alumni who have made a significant contribution to the development and legacy of Norwich University from 1880 through the present day are eligible. The committee will consider how each nominee best exemplifies Norwich University's mission "to make moral, patriotic, efficient, and useful citizens," by serving Norwich, their community, and our country."

Nominations and supporting verification may be submitted online at alumni.norwich.edu/stairsform or by mailing a downloaded form to Norwich University Bicentennial Stairs Committee, Attn. Lauren Frank, 158 Harmon Drive, Northfield, VT 05663.

All nominations must be completed in full and submitted by February 15, 2017.

