



NORWICH
UNIVERSITY

2021 Norwich Annual Report





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 27 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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NORWICH UNIVERSITY
SHOULDER • *to* • SHOULDER
INTO OUR THIRD CENTURY

If the past year has proven anything, it is that the Norwich community takes “the impossible” and makes it very much possible. In June 2020, we set out to raise \$9 million in new commitments for our *Shoulder-to-Shoulder* fundraising initiative. Twelve months later, we ended the fiscal year with a remarkable \$10,576,457. As we all navigated a global pandemic—and Norwich adjusted to remote teaching, a period of mandatory dormitory quarantine for students, and a new president—this achievement could have been deemed implausible. Instead, the Norwich family stepped forward, empowering the university to not only meet its fundraising goal but to exceed it.

As Norwich looks ahead, it is crucial to build on our foundation of excellence. In the words of Dr. Mark Anarumo, our 24th president, we must “innovate or perish.” We must take bold, forward-thinking action to keep pace with current and future needs. This requires ensuring that the academic experience remains innovative, relevant, and affordable, and that Norwich graduates have the technical savvy and cultural acumen to thrive in all industries, whether the military, government, business, or service sectors. The challenges and opportunities of the 21st century might look different from those when Norwich was founded in 1819, but our mission remains the same: shaping the highest caliber of leaders and global citizens.

That is why our *Shoulder-to-Shoulder* fundraising initiative is paramount to our continued success. Launched last October, *Shoulder-to-Shoulder* aims to raise \$28 million by May 2023 to make Norwich more affordable and keep it on the cutting edge. As of May 31, 2021, we are at \$12,497,700 and off to a strong start, yet the work continues. *Shoulder-to-Shoulder* represents how each and every one of our gifts adds up to something spectacular. Whether you are a brand-new alumnus or graduated four decades ago—or you are a student, parent, faculty or staff member, or community partner—your participation lifts us into our third century of distinction.

In the following pages you will find stories of committed Norwich supporters who have invested in *Shoulder-to-Shoulder*, bolstering its five priorities: the Norwich Fund, Scholarships, Technology Endowment, Academic Enhancement, and Planned Giving. Among these priorities, our focus is on the Norwich Fund, which provides flexible resources to address the university’s most urgent needs. I hope you are inspired by these examples of generosity in service to our next generation and our nation.

On behalf of us all at Norwich, thank you once again for your partnership and your continued commitment. By standing *Shoulder-to-Shoulder*, we will continue to exceed expectations and blaze new trails for our students, country, and world.

Norwich Forever!

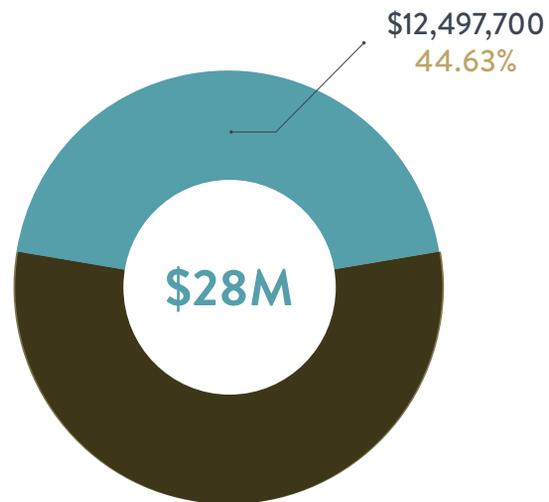
Alan DeForest '75

Chair, Norwich University Board of Trustees



The Shoulder- to-Shoulder Initiative

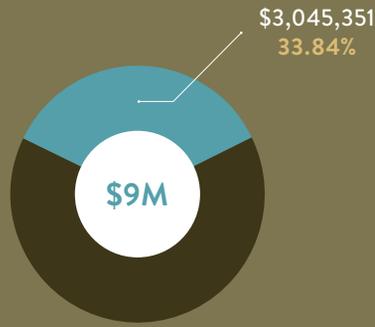
GOAL: \$28M BY MAY 31, 2023



PROGRESS AS OF MAY 31, 2021

- GIFTS RECEIVED
- GOAL REMAINING

SHOULDER-TO-SHOULDER PRIORITIES



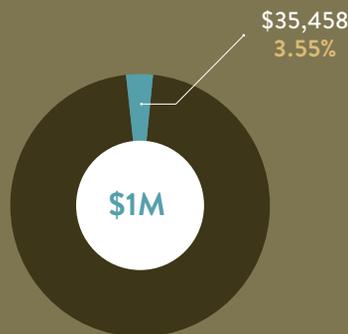
THE NORWICH FUND

Provides the university with the flexibility to address its top priorities, funding everything from core operations to innovative opportunities and strategic initiatives.



SCHOLARSHIPS

Helps alleviate the cost of a Norwich education in order to attract and retain the most deserving students.



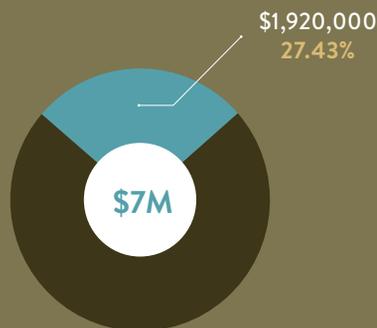
TECHNOLOGY ENDOWMENT

A reservoir of support to maintain and update campus technology and provide access to top-of-the-line systems and equipment.



ACADEMIC ENHANCEMENT

Enables hands-on experiential learning opportunities that take students out of the classroom and into the world.



PLANNED GIVING

Whether through gifts of bequests, annuities or trusts, planned gifts provide a reliable and thoughtful source of support that nurtures the university's future.

Advancing the NU Military Writers' Symposium

A recent gift from the Pritzker Military Foundation aims to support the annual event in perpetuity

BY BETH LUBERECKI

The Norwich University Military Writers' Symposium is the only program of its kind at an American university and a much-anticipated annual event on campus. The colloquium brings together authors and experts in the fields of military history, intelligence, and current affairs to share their perspectives and insight about crucial global concerns while engaging with Norwich students and the public.

Col. (IL) Jennifer N. Pritzker, IL ARNG (Ret.) wants to ensure that the Military Writers' Symposium continues for years to come. That's why the former Board of Trustees member made a recent pledge through the Pritzker Military Foundation, which she founded and leads, to support the symposium.

The \$650,000 commitment includes a \$150,000 gift to cover immediate operating expenses for the symposium, plus a \$500,000 contribution to the symposium's endowed fund. The Pritzker Military Foundation also established a \$500,000 matching gift challenge to grow the endowment to support the event in perpetuity.

"One of the great assets of the symposium is that emerging and established writers in the military field come to Norwich and interact directly with students," Col. Pritzker says. "What could be more valuable to an undergraduate than to have this kind of contact with a professional writer or scholar?"

By including a challenge grant in her gift, she hopes to get others in the Norwich community involved in supporting the seminal event. "The \$500,000 challenge grant will allow everyone to par-

ticipate in this meaningful effort through their own contributions,” she says. “Together, we can all ensure that this symposium continues to promote and engage military writers, and for students to benefit from this most valuable experience.”

Norwich has through 2025 to meet the \$500,000 matching gift challenge. Should the university achieve this goal, the Pritzker Military Foundation’s gift to the symposium will total \$1.15 million.

“Col. Pritzker’s gift is really a testament to her confidence in Norwich and her passion for our mission, and how she really wants us to have skin in the game and be self-empowered,” says Lindsay Budnik, an assistant vice president of development for Norwich. “She wants this event to go on forever.”

The symposium’s endowment has been renamed the Carlo D’Este ’58 Military Writers’ Endowment to honor the legacy of the late Carlo D’Este ’58, who co-founded the symposium in 1996. Following a distinguished Army career, the retired colonel became a renowned military historian and author. He received the 2011 Pritzker Military Library Literature Award for Lifetime Achievement in Military Writing.

“He was a giant in military history writing, and he wrote the definitive works, at least from my perspective and others’, on Churchill and Patton,” says Prof. Travis Morris, PhD, director of the NU Peace and War Center and executive director of the Military Writers’ Symposium.

Over the years, the symposium has focused on topics ranging from weaponizing water to PTSD to the future of warfare and cybersecurity. A highlight of

the event includes the presentation of the William E. Colby Award, given annually to the author of a first solo work of fiction or nonfiction that has made a major contribution to the understanding of military history, intelligence operations, or international affairs.

This year, the 2021 Norwich University Military Writers’ Symposium will examine the Arctic and the power struggle occurring there. For Morris, the ability for students to learn about these kinds of relevant issues from subject-matter experts helps students prepare for their careers after Norwich.

“For 200 years, we’ve been putting leaders in every segment of the military and government and corporations,” Morris says. “We know that students who are here now will be at the tip of the spear of some of the world’s greatest challenges. The symposium is a mechanism that ensures that future leaders are properly prepared to be successful in facing challenges, and Col. Pritzker’s gift really protects this unique event. No matter what happens at Norwich financially, there will always be an opportunity to have a Military Writers’ Symposium.”

Col. Pritzker has a long history of bold philanthropic support of Norwich University. In April 2013, she committed \$25 million to Norwich’s *Forging the Future* fundraising campaign celebrating the university’s 2019 Bicentennial. It was the university’s largest-ever financial gift. Pritzker, who retired from the U.S. Army in March 2001 after almost three decades of service, is a trustee emerita at Norwich and has been honored with her own stair on the university’s Bicentennial Stairs. In addition to her role at

the Pritzker Military Foundation, she serves as president and CEO of TAWANI Enterprises, Inc. and president of the TAWANI Foundation. “I’ve long been a champion of Norwich and all that it seeks to accomplish,” she says. “Through my foundations and the Pritzker Military Museum & Library, I have sought to help the public understand the importance of the relationship between the military and the society it serves. Norwich University is the perfect partner in this endeavor as the country’s oldest private military college. We share a strong interest in expanding awareness of military affairs and the role of the military in our country and around the world.”

“Col. Pritzker has given so much and is so renowned,” Budnik says. “And this most recent gift is just the latest of what she has done for Norwich. It ... speaks to her ethos of giving, which is remarkable, because it will outlive all of us.”

“Operating a university entails a range of challenges, from creating consistently fresh learning styles to balancing budgets and managing faculty time and resources,” Pritzker says. “The work of a military-focused institution, in particular, is incredibly important. By supporting Norwich, I’m able to help educate a diverse student body of America’s future leaders, advance understanding of military history, and have an impact on who we are as a country.”

To learn more about supporting the Carlo D’Este ’58 Military Writers’ Endowment, visit alumni.norwich.edu/deste.

“Attending Norwich has been a key point in my success going forward. The discipline, the structure, the routine, the energy to take on tough challenges—all of that was embedded in me during my four years there.”

—DAVID PIERCE '85





Photo by Aram Boghosian

Resilient Leadership

David Pierce '85 knows the value of flexibility to keep pace in a changing and unpredictable business climate

As a senior executive for Boston Scientific, David Pierce '85 saw that the shut-downs, tie-ups, plunging sales, and spiraling uncertainties caused by the coronavirus pandemic presented not only an object lesson in managing through a crisis but also an opportunity to see beyond challenges to future opportunities.

Pierce adopted the practical strategy of splitting his team in two. One focused on troubleshooting daily operations, the other on the future: How could their business unit emerge better, stronger, and together? “What are we learning today that we can apply later?” he asked.

The same philosophy informs his donations to the Norwich Fund, which gives the added gift of flexibility to keep pace in a changing and unpredictable world.

Such unencumbered financial gifts, Pierce says, are crucial when the university is faced with “having to do things tomorrow that they hadn’t thought about yesterday as every organization discovered in 2020 and 2021. They have to have the ability to pivot—fast, because the world is changing so fast.”

The son of a mailman and a nurse, Pierce grew up with his five siblings on Boston’s North Shore. He attended Nor-

wich on an Army ROTC scholarship, where his education on the Hill delivered “the structure and the discipline that allowed me to be successful,” he says.

After his military service, Pierce was working for Airborne Express in Houston, when Boston Scientific came calling. Thirty years ago, the company was relatively small and privately held. Today, it is an international giant with 30,000 employees worldwide and \$12 billion in annual sales. Pierce serves as the executive vice president and president of the company’s MedSurg division, where he oversees endoscopy, gastroenterology, and urology product lines, as well as corporate marketing and sales.

Pierce joined the Norwich Board of Trustees in 2020. He gives back by helping guide his alma mater forward. “The school has done a remarkable job of staying current, in understanding the demands not only of the military but also of government service and private industry,” he says.

“When you walk out of Norwich, whether you’re military or civilian ... you walk out of there having experienced four years of academic rigor, and social and intellectual rigor, as well. You’re a different person.”

A Cherished Alma Mater

As a partner, friend, and alumna, Amy Dunn Veilleux '01 & M'07 exemplified the best of Norwich. A new scholarship in her name will help students access the Norwich education she so valued.

Whenever there was a Norwich event in the Boston area, Amy Dunn Veilleux '01 & M'07 was likely there, enthusiastically waving the Class of 2001 flag. Earning her bachelor's in criminal justice and master's in justice administration from Norwich, Amy went on to have a career as a TSA inspector. Over the course of two decades, she maintained a deep connection with her alma mater and an appreciation for her Norwich education.

"Amy truly loved Norwich," says her husband, Ed Veilleux. "She checked out multiple schools, and she said that within 15 minutes of starting to walk the campus that Norwich was where she wanted to go. She just loved the whole feel of it. She always said that some of the best times of her life were at the school."

"Amy was the perfect example of what a Norwich graduate could be," says friend and classmate Liz Kennedy '01, who serves as vice president of development and alumni relations for Norwich. "She kept in touch. She lived our values. She went to events in her local area. She contributed annually. That's what we ask of our graduates, and she is a perfect example."

Now other students will have the chance to follow in her footsteps and have their own memorable experiences at Nor-

wich University. After Amy passed away in early 2021, Kennedy and some other classmates, with Ed Veilleux's support, set out to establish the Amy Dunn Veilleux '01 Drill Team Scholarship in her memory. The scholarship will be awarded each year to a member of the Norwich University Regimental Drill Team, of which Amy had been a proud and valued member.

The initial goal is to raise \$50,000 to endow the scholarship in perpetuity. "Especially in a time like today, I believe that the world needs more Norwich graduates," Kennedy says. "This is a way to make that possible and to honor Amy's legacy at the same time. It's an investment in the next leaders we [send] out into the world."

Ed says his late wife, who had modest means as a student, would appreciate these efforts. "She was able to go to school because of other alums paying it forward," he says. "After she graduated, she always donated to the school what she could. She always wanted to help other kids who needed it the most."

For more information, visit www.givecampus.com/schools/NorwichUniversity/the-amy-dunn-veilleux-01-scholarship

Photo by Aram Boghosian



“Four months after her passing, I’m still getting text messages and emails from her Norwich classmates making sure I’m OK. That’s the type of bond [Amy] developed with her classmates—that they’re still checking up on me.”

—ED VEILLEUX, WIDOWER
OF AMY DUNN VEILLEUX '01





A Life Well Lived

A distinguished jurist, veteran, and philanthropist, Thaddeus Buczko '47 created educational opportunities for future generations

When Pamela Buczko Rapp attended her 50th high school reunion, she was approached by two classmates who wanted to talk with her about her uncle, Thaddeus Buczko '47. "They came up to me and said, 'You can't imagine what your uncle did for me,'" Rapp recalls.

That's not the only time she has heard such a statement. "He was so humble, and I have been caught off guard so many times with what he has done for people," she says. "I can't even tell you what a generous person he was."

Norwich was one of the institutions that benefited from the generosity of Buczko, who passed away at age 95 in March. Over his long career of public service, the much-respected judge and World War II and Korean War veteran gifted almost \$2 million to Norwich, supporting the Norwich University Military Writers' Symposium, establishing the Buczko Family Scholarship and Judge Thaddeus Buczko '47 Scholarship, and contributing \$1.6 million in funding for the Thaddeus Buczko '47 Cybersecurity War Room in Mack Hall.

"I think Norwich was the stepping-stone to what he envisioned his future would be," Rapp says. "I believe that Norwich gave him the opportunity to do what he wanted to do, and he was paying it back because he truly had fulfilled the goals he set for himself in life."

Laurie J. LaMothe, senior philanthropy advisor for development at Norwich, worked with Buczko on his philanthropic efforts for almost nine years. "He dedicated his life to the Commonwealth of Massachusetts, his college, his church, and his many nieces, nephews, great-nieces, and great-nephews," she says. "From a Norwich perspective, he was the quintessential citizen-solider and lived the ethos of our institution. He said God gave him a lot, and he turned about and gave it back to the people and things he loved. Norwich was second only to his family." In 1996, Norwich recognized him with an honorary degree.

Rapp says her uncle's work ethic and commitment to education were inspired by his hardworking Polish immigrant parents. And now his legacy will help other Norwich students achieve their own goals.

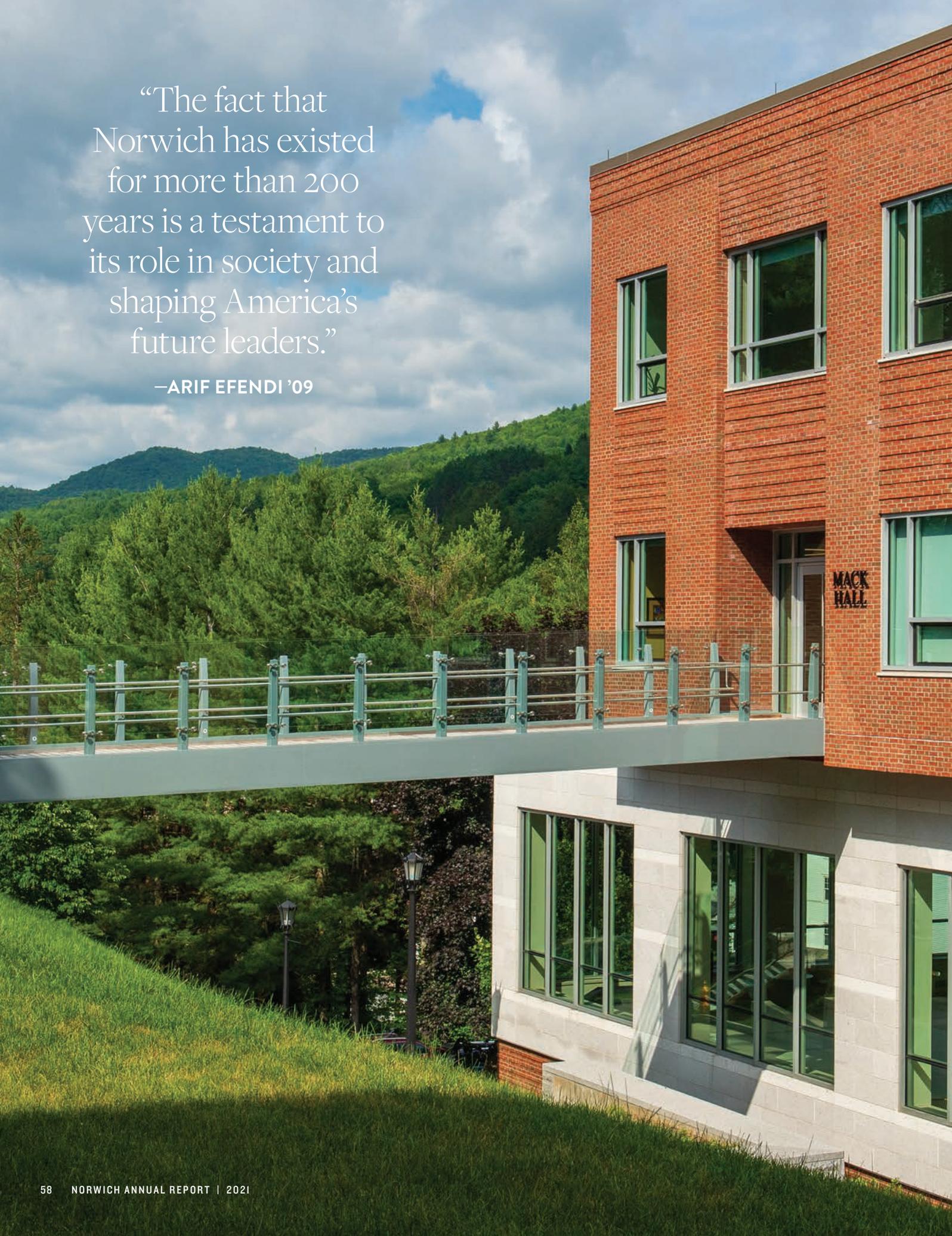
"I just think he wanted to provide an opportunity for anyone who wanted the military plus an education," Rapp says. "He holds a very special place in my heart, and I'm so glad that other kids are going to have the opportunity to go to college through his gifts."

"Ted was the kind of guy who makes Norwich what Norwich is about," LaMothe says. "He was a great man, and if you can learn anything from Ted, it's to live like he did."

Photo by Mark Collier

“The fact that
Norwich has existed
for more than 200
years is a testament to
its role in society and
shaping America’s
future leaders.”

—ARIF EFENDI '09





Staying at the Forefront

Grateful for his life-changing experience at Norwich, Arif Efendi '09 has given back and continues to support the university's Technology Endowment

Arif Efendi '09 remembers how challenging his first several months as a Norwich University student were. But he remains grateful for that experience. "It took me out of my comfort zone and really tested me as person," he says. "It taught me a lot of life lessons, and I appreciate the basic simple things in life even to this day because of Norwich."

Near the mid-point of his Norwich experience, he decided he wasn't going to commission into the military. So he began focusing on his interests in business, seizing opportunities to visit and learn from Vermont companies, such as Ben & Jerry's and Magic Hat Brewing, during the course of his studies. After graduating, he went on to work in investment banking, his family's commodities business, and in the sports and entertainment sectors.

Efendi, who lives in London, has made it a point to give back to Norwich in gratitude for the impact the university has had on him. "I just think it's an important facet for any organization, individual, or entrepreneur," he says. "If you can help causes or institutions that have helped develop you as a person, then why not?"

Efendi made a gift to the university's Bicentennial campaign to name the atrium in Mack Hall in honor of Frank Vanecek, who was dean of the School of Business and Management while Efendi was a student and is now a senior vice president. "Prof. Vanecek was always supportive," Efendi says. "He always lent an ear and was always, for me, a voice of pragmatism. I felt like he was a father figure that I could



always go to and share my feelings with. I credit Prof. Vanecek in playing a big part in making sure I finished what I started [at Norwich]."

Efendi also makes a monthly \$500 gift to support Norwich's Technology Endowment. "I think Norwich, being a military institution, should be at the forefront of technological innovation," he says. "It's a different proposition now [from] when I was first at Norwich, when the idea of war was sending feet on the ground. Now most of it seems as if it's all tech- and cyber-related. So if I was to support anything at Norwich, making sure [it's] at the forefront of technological innovation and education is my go-to. My ultimate goal is to make more money and support the Technology Endowment even more."

Photo by Sally McCay (left) and courtesy Arif Efendi '09 (above)

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

ASSETS	2020	2021
Cash and Cash Equivalents	\$7,725	\$19,953
Pledges, Accounts and Loans Receivable, Net	\$23,472	\$24,545
Investments	\$209,146	\$328,087
Land, Buildings and Equipment	\$180,070	\$173,827
Bond Funds on Deposit with Trustee	\$0	\$0
Other Assets	\$23,914	\$22,029
TOTAL ASSETS	\$444,327	\$568,441
LIABILITIES	2020	2021
Accounts Payable and Accrued Expenses	\$8,096	\$10,974
Notes and Bonds Payable	\$77,546	\$74,559
Other Liabilities	\$32,685	\$26,070
TOTAL LIABILITIES	\$118,327	\$111,603
NET ASSETS	\$326,000	\$456,838

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

OPERATING ACTIVITIES	2020	2021
Other Income	\$4,141	\$1,620
Tuition Fees, Room and Board, and Other Ed. Programs	\$84,256	\$79,919
Non-Education and Auxiliary Programs	\$1,012	\$644
Contributions and Grants Used in Operations	\$8,165	\$18,420
Endowment Spending and Investment Income	\$10,442	\$10,803
TOTAL OPERATING REVENUES AND SUPPORT	\$108,016	\$111,406
Operating Expenses	\$102,398	\$107,716
Change in Net Assets from Operating Activities	\$5,618	\$3,690
NON-OPERATING ACTIVITIES	2020	2021
Endowment Investments Return Net of Spending Used to Support Operation	(\$3,038)	\$110,508
Other Non-Operating Activities	(\$6,864)	\$9,679
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	(\$9,902)	\$120,187
TOTAL CHANGE IN NET ASSETS	(\$4,284)	\$123,877

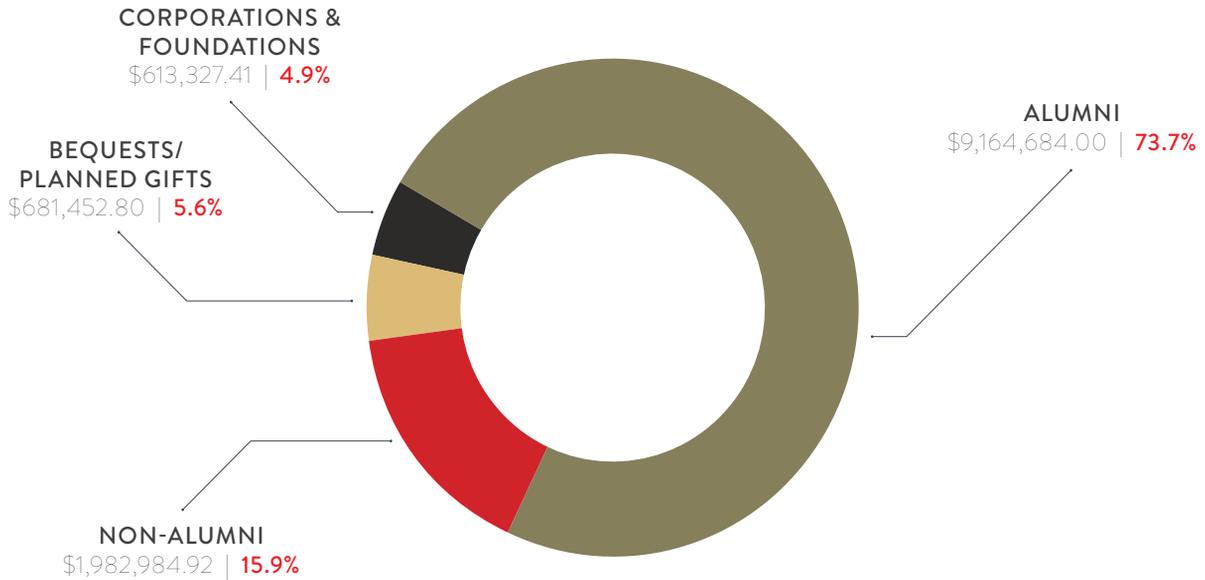
*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2021 ANNUAL REPORT STATISTICS

FY21 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$12,442,449.60



FY21 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

<i>Shoulder-to-Shoulder</i>	\$4,681,765.65	37.6%
<i>Forging the Future</i>	\$1,057,683.90	8.5%
<i>Norwich Forever!</i>	\$257,650.00	2.1%
<i>Bearing the Torch</i>	\$1,114.20	0.01%
Restricted Annual Giving	\$757,872.25	6.1%
Other Restricted	\$536,133.14	4.3%
TOTAL RESTRICTED	\$7,292,219.14	58.6%

UNRESTRICTED GIFTS

<i>Forging the Future</i>	\$2,792,060.52	22.5%
<i>Shoulder-to-Shoulder</i>	\$2,289,940.94	18.4%
<i>Norwich Forever!</i>	\$40,059.00	0.3%
<i>Bearing the Torch</i>	\$1,250.00	0.01%
Other Unrestricted	\$26,920.00	0.2%
TOTAL UNRESTRICTED	\$5,150,230.46	41.4%

TOTAL GIFTS

\$12,442,449.60
(100%)



Photo by Sally McCay



DALRYMPLE HALL



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