



NORWICH UNIVERSITY

Expect Challenge. Achieve Distinction.



2013–2014 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 is a diverse body of individuals who serve as stewards of Norwich University. These hardworking visionaries are tasked with establishing policies that steer the University into a greater future. The Board currently comprises 35 men and women—a combination of alumni and non-alumni, as well as military, business, and educational leaders. Drawing upon their collective experience and wisdom, these dedicated servants ensure that Norwich is prepared to educate the next generation of enlightened and useful citizen-soldiers in a world transformed by globalization and technology.

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CHAIRMAN'S LETTER



As chairman of the Board of Trustees of Norwich, I am pleased to present this year's annual report. More than a statement of financials, it is a testament to the extraordinary devotion and formidable loyalty of the Norwich family.

The profound impact of the Norwich family is witnessed every day in the lives of our students—young men and women in whom we are entrusting the future of our great nation. Whether you made a gift, added Norwich to your will, sponsored an event, hosted a sports team in your home, hired a summer intern, or served on a volunteer board or committee, you are making a real difference. Your generosity is transforming our campus and enriching lives one student at a time. Through endowed scholarships, enhanced curricular opportunities, innovative technology, and top-notch campus facilities, we are collectively preparing the next generation of Norwich-trained leaders to build and strengthen the republic.

In 2019 we will celebrate the 200th anniversary of our founding and embark upon our third century of service to our nation. The five years leading up to that milestone will prove critical in securing our University's future. If Norwich is to continue to provide an outstanding teaching and learning environment—one that is worthy of the Norwich legacy—we need every member of the Norwich family to take part. Please join me on this exciting journey as we forge our future to 2019 and beyond.

On behalf of Norwich University, the Board of Trustees, our faculty, and our students, thank you for all you have done, for all you are doing, and for all you will do.

Norwich forever!

A handwritten signature in black ink, appearing to read "Gordon R. Sullivan".

Gordon R. Sullivan '59
GENERAL, U.S. ARMY, RETIRED
CHAIRMAN, BOARD OF TRUSTEES

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Gordon R. Sullivan '59
Chairman of the Board of Trustees



Vision + Resources + Service

CHANGING LIVES,



The “Year of Service,” the first of five bicentennial themes leading up to 2019, celebrates the many ways in which the Norwich family is living our guiding value of Service Before Self. At home and abroad, individually and in groups, and in the public, private, and military sectors, Norwich-led service is changing the lives of people everywhere. And the resources provided by donors—whether from individuals, families, corporations, or foundations—are what make this impact possible.

CHANGING LIVES

One Student at a Time:

The Impact of the Brian R. Bill '01 Memorial Scholarship

We often hear about the ways Norwich alumni have served during their lifetimes, but what about after their lives have ended? For many of us, service ends with death, but for some—like Brian R. Bill, Class of 2001—service continues in spite of it.

Navy Chief Special Warfare Operator (SEAL) Brian R. Bill, USN, served his country courageously and selflessly until he was killed in Afghanistan three weeks before his 32nd birthday. But thanks to the generosity of the Norwich family, the story doesn't end there: Brian's legacy of service will go on indefinitely.

The Brian R. Bill '01 Scholarship Fund, established in 2012 by Brian's family and friends, provides financial assistance to Norwich students who are the sons and daughters of Navy SEALs or those who have served in Special Forces. Cadet Matthew Stannard '15, of Manassas, Va., is the first recipient of the scholarship. A senior, Matthew will commission into the U.S. Navy next May, and considers Brian Bill his role model. He says trying to live up to Bill's values is no easy task. “Learning about him drives me to do everything with honor, courage, commitment, and selfless service to my country, my friends, and my family,” Matthew says.

Each year the scholarship fund increases. A recent event in Brian's hometown of Stamford, Conn., netted \$135,000 from a golf tournament, sold-out dinner, and auction, the latter



of which featured a bottle of Honor Wine that went for a whopping \$9,000. More than 100 golfers participated, and well over 200 people attended the dinner. To date, the annual golf tournament, private donations, and an on-campus winter obstacle course competition—the Brian Bill Memorial Challenge—have raised more than \$369,000 for the endowed fund, the interest from which supports the scholarship.

Bill's mother and stepfather, Patricia and Michael Parry, couldn't be prouder of what their son has been able to accomplish in death because of who he was in life. “Brian was an amazing son who became an even more amazing man and warrior,” his mother says. “When Brian was killed, we knew immediately that we wanted to create a living memorial to him and reached out to NU to establish the scholarship in his name. Brian's time at Norwich was critical in shaping the hero he was, and we are humbled by the love and support we have received in carrying on Brian's legacy.”

For information on contributing to an existing scholarship at Norwich (or establishing a new one), contact: Casey McMorrow cmcmorro@norwich.edu or 802-485-2115

= IMPACT

ONE DONATION AT A TIME

CHANGING LIVES

At Home and Abroad:

The Impact of the Center for Civic Engagement

One of the most widely recognized people on campus, Nicole DiDomenico personifies the Norwich value of Service Before Self. As the director of the Center for Civic Engagement (CCE), DiDomenico is intimately involved in nearly every service project connected with the University. But, as is typical of the finest Norwich leaders, she defers credit for the outstanding work of the CCE to her student volunteers. “I get so much more out of my job than I give,” she insists. “Every time I serve alongside students, I see that not only do they do it with a passion I remember having at that age, but also, they do it with a sense of humor, fun, and lightness—while maintaining the passion. That to me is such a gift.”

Sophomore Jake Apthorpe '17 is one of those impassioned students. A civil engineering major and outside linebacker on the Cadets football team, Jake is attending Norwich on an Air Force ROTC scholarship. As a rook last year, he felt he really didn't have the time to devote to service, but DiDomenico, who first met him through Rotaract, helped him change his mind. “I came to Norwich with no intention of traveling abroad,” Jake says. “Nicole coaxed me into it. She is great at advocating for what she believes in.”

He doesn't regret his decision. If not for Nicole's encouragement, Jake never would have gone to Tanzania last summer to help the residents of Pommerin build a school and an orphanage. Although not new to service, Jake says he experienced firsthand the truth that service isn't one individual helping others, but a team effort empowering others to help themselves. “This is the first time [the citizens of Pommerin] have been empowered, not just aided,” Jake says. “Now they realize what they can accomplish on their own.”

Junior Kacey Cairns '16 of Waterford, Conn., has also fallen under the DiDomenico spell. A physical education major and forward on the Cadets women's soccer team, Kacey coordinates the twice-yearly Norwich Red Cross blood drives. Under her



Nicole DiDomenico, director for the Norwich University Center for Civic Engagement, escorted a group of NU students to Tanzania this past summer to help the residents of the village of Pommerin build a school and an orphanage.

leadership, last fall's drive broke both the NU and Vermont records for most pints collected. “Each pint saves three lives, so we saved 2,500 people,” she says. Kacey, who is attending Norwich on a Brox Family Scholarship and intends to teach adaptive PE one day, is grateful for the opportunity to serve. “I enjoy making other people happy.”

Nicole DiDomenico is quick to point out the critical role donors play in the success of the CCE. “Every project we coordinate—whether clothing drives, the Red Cross blood drive, or NUVISIONS Abroad trips—costs money,” she says. “We absolutely could not have the impact we do without [their] help.”

To learn how you can support the
Center for Civic Engagement, or any of the
Forging the Future priorities,
email development@norwich.edu,
or call 802-485-2300.

Vision + Resources + Service

CHANGING LIVES

Through Diplomacy:

The Impact of Olmsted Foundation–Funded Trips

Cadet Joseph Babitsky has seen the world through a multi-cultural lens. With eastern European lineage on his father’s side and Chinese heritage on his mother’s, he has traveled extensively, especially through Asia. “But,” he says, “never before have I experienced a culture like the one in Turkey.”

It was an awkward restaurant encounter that illuminated that lesson for Joseph. According to Turkish custom, beverages are ordered after the entrees, not before. Unaware of this, the Norwich students led with drink orders. The waiter, who assumed they wouldn’t be ordering food, “quickly became agitated and pointed us toward a café down the road,” Joseph recalls. Moments like this—when a student experiences enlightened understanding—are “at the heart” of the Olmsted Foundation trips, says Norwich Professor Emeritus Eugene Sevi.

On May 18, the professor boarded a plane at JFK International Airport with Joseph and fellow cadets Rikki Feightner, Delaney Welch, and Kyle Hallowell.

The students couldn’t be in better hands: Their guide brings a long and diverse set of experiences to his role as escort for NU’s Olmsted-sponsored military-cultural immersion trips. A former dean of the David Crawford School of Engineering and retired Air National Guard brigadier general, Eugene Sevi radiates a wide-ranging worldview and a deep understanding of international diplomacy.

The Olmsted Foundation is named in honor of 1922 West Point graduate George Olmsted and his wife, Carol. Established in 1959, the Foundation sponsors international graduate-level educations for U.S. military officers—called Olmsted Scholars—and in 2000 launched the Undergraduate Overseas Travel and Cultural Immersion Program. The purpose: to expose undergraduate officers-in-training to the diverse political, economic, cultural, and military issues they will face throughout their military careers. Since NU joined the Olmsted program in 2005, Sevi has accompanied future military officers on trips to Macedonia, El Salvador, Croatia, Senegal, Kazakhstan, Chile, and now Turkey.

At Istanbul Atatürk Airport, the NU contingent is met by U.S. Army Captain Dale Trakas—the first of two Olmsted Scholars they will encounter along the way. In the ensuing days, Trakas introduces them to Istanbul, taking them to Taksim Square, Hagia Sophia, the Blue Mosque, and Topkapi Palace. They also experience the Whirling Dervish Ceremony, tour the Bosphorus by boat, and visit the Princes’ Islands. Within days, they board a bus for a four-hour trip to Turkey’s capital city of Ankara, where they visit the U.S. Embassy; there, they are briefed on U.S.–Turkish relations and receive an overview of Turkish history, economics, and politics. They also visit the Turkish Military and Naval academies. Their Ankara host is Olmsted Scholar LCDR Sara Thomas, a nuclear power officer for the U.S. Navy. From Sara, the cadets learn more about the Olmsted Scholars Program and her experiences in the Navy. “The times spent with LCDR Thomas and CPT Trakas were clearly the most valuable experiences of the trip,” Eugene Sevi says.

The NU cadets also encounter a direct Norwich connection while at the Eastern European Young Water Professionals Conference in Istanbul. Professor Ashok Vaseashta of the Norwich University Applied Research Institutes joins them for dinner and provides an “outstanding overview of the importance of water in international relations,” Eugene reflects.

Pictured (center), Professor Eugene Sevi with (l-r) Norwich Cadets Joseph Babitsky, Delaney Welch, Kyle Hallowell, and Rikki Feightner near Hagia Sophia, Istanbul, Turkey.



= IMPACT

Joseph Babitsky articulates his growing understanding of the complexities of Turkish culture with this statement: “We as a nation cannot make foreign policy concerning any other nation without being completely aware of [their] culture and how our actions may be perceived by them.”

To NU President Richard W. Schneider, Joseph’s words demonstrate the immense value of the Olmsted Foundation-supported trips. “This program helps ensure that Norwich-trained officers have the kind of global perspective that makes them thoughtful and fair leaders in a complicated world climate,” he says. “The Olmsted Foundation is performing a great service, and we are privileged to help them fulfill their mission.”

To learn how your foundation or corporation can support future military and civilian leaders, contact Bridget Wiffin, Director of Corporate and Foundation Relations, at bwiffin@norwich.edu, or 802-485- 2824.



CHANGING LIVES Through Public Service:

The Impact of the Master of Public Administration Program

After three years as the planning and economic development director for West Warwick, R.I., Frederick Presley M’14 felt he was ready to rise to the position of town manager. A married father of three, Presley had more than a decade of government employee experience at the federal, state, and local levels, but he lacked one criterion: a master’s degree.

After enrolling in the Master of Public Administration program at Norwich, he achieved his goal prior to graduation, thus enabling him to put his newly acquired knowledge into practice immediately. “I was deep in the labor negotiation process, and we were studying organization communication,” Presley says. “The habits of authentic communication were especially useful as I had to navigate numerous issues and beliefs in order to get the groups to agree on new contract terms. We were successful in the end, and that would not have been possible without my newfound knowledge.”

Presley’s MPA classmate, Shannon Hough M’14, also wanted to make an impact on her local community. A Navy veteran married to a career-Army husband, with two children in the Marines, Shannon is “extremely interested in local government and politics.” After losing her first bid for mayor in Tomah, Wis., she enrolled in the MPA program, thinking that it might help her chances for election. It did. Today Shannon says her education is helping with issues that come up in her day-to-day operations in her city. “I have a full-time city administrator, and I am able to talk to him on a level that allows me to understand what’s going on and how each decision I make will impact more than just residents, but each level of department in my city.”

To learn how you can support the College of Graduate and Continuing Studies, email development@norwich.edu, call 802-485-2300, or visit graduate.norwich.edu.

Classmates Frederick Presley and Shannon Hough, 2014 graduates of the College of Graduate and Continuing Studies Master of Public Administration Program, are making an impact in local government.



Summer & Fall 2013 News Highlights

The much anticipated return of Sabine Sally ushers in the newly renovated Sabine Field and Haynes Family Stadium, the final projects of the Bearing the Torch initiative.

Norwich University's new mascot, Alden Partridge ("Aldy" for short), makes his debut at Homecoming to the delight of Norwich football fans.

The brand-new woodchip-fueled biomass plant, made possible through the generosity of the Norwich family, begins operation, saving the University \$1 million a year.

Norwich hosts a FIRST® LEGO® League competition for more than 150 schoolchildren—the first ever by a Vermont institution of higher education.

A \$900,000 Vermont Genetics Network grant for biomedical research is renewed for the 2013–2014 school year.

Governor Peter Shumlin tours the student-designed and -built Delta T-90 before it heads to California in October for the 2013 Solar Decathlon, where it receives two prestigious awards.

A CubeSat mini-satellite engineered by NU students for NASA is launched into orbit in November.

An online Bachelor of Science in Criminal Justice program is added to Norwich's College of Graduate and Continuing Studies offerings.



Winter & Spring 2014 News Highlights

Norwich is billed as the top sponsor of the 2014 Army Junior ROTC Academic and Leadership Bowl competition.

NU gains a top national ranking as a military- and veteran-friendly college.

The Civil War installation at the Sullivan Museum and History Center "1864: Some Suffer So Much" is honored as one of the Vermont Civil War Sesquicentennial's 2014 Top-10 Events and Exhibits.

U.S. News & World Report ranks NU's online MBA and bachelor's degree completion programs in the top 20 percent in the nation.

A Hewlett-Packard survey ranks Norwich among the top two schools in the nation in cyber-security education.

Norwich University Applied Research Institutes (NUARI) is awarded a \$9.9 million contract from the U.S. Dept. of Homeland Security to develop technological innovations for cyber-defense.

Norwich University Archives launches its new digital collections website.

NUARI establishes the Institute for the Study of Culture and Language.

The Sullivan Museum and History Center is selected as a Smithsonian Affiliate, the only museum in Northern New England so honored.



Sports Highlights 2013–2014

Football makes its fifth straight postseason appearance, traveling to Springfield College for the ECAC North Atlantic Bowl. Junior running back Al Georgio breaks a 34-year-old school record for rushing touchdowns in a season with 18. Two players are named to the ECFC First Team.

Men's Cross Country finishes third at the 2013 GNAC Championship. Three runners earn GNAC All-Conference honors, while head coach Nick Cooper is named GNAC Coach of the Year.

Women's Cross Country runs to its best finish since 2007 with a fourth-place showing at the 2013 GNAC Championship, led by GNAC Rookie-of-the-Year Chapel Guarnieri. The harriers earn USTFCCCA All-Academic team honors for the second straight season.

Women's Rugby goes undefeated, winning the USA Rugby 7s National Championship and claiming the inaugural ACRA 15s and 7s National Championships.

Men's Soccer reaches the 10-win mark for the eighth straight season, advancing to the GNAC Tournament and ECAC New England Tournament semifinals. Head coach Kyle Dezotell records his 100th career victory at Norwich.

Men's Swimming & Diving wins the GNAC Invitational for the third straight year and places third at the New England Swimming & Diving Championships. Nine Cadets earned All-New England honors.

Women's Basketball finishes the season as GNAC Tournament runners-up, capping a dramatic postseason run which includes upsetting seven-time defending GNAC champion Emmanuel.

Men's Basketball senior Tommy McDonald reaches the 1,000-career-point milestone.

Men's Ice Hockey wins its 16th straight ECAC East regular season title and makes its fifth straight NCAA Tournament appearance. Norwich beats Babson 1-0 while appearing at Citi Frozen Fenway in January.

Women's Ice Hockey captures its fifth ECAC East Tournament title in the last six seasons and makes its fourth NCAA Tournament appearance.

Wrestling achieves its highest New England region ranking since 2008–09. Three grapplers are tabbed NWCA Scholar All-Americans.

Baseball freshman slugger Lashawn Thomas becomes the first Cadet to earn GNAC Rookie-of-the-Year honors since NU joined the conference in 1999. Thomas and sophomore pitcher Billy Whaley are named to the GNAC All-Conference First Team.

Men's Lacrosse senior Ian Mendoza repeats as a GNAC First Team All-Conference selection. Mendoza's 124 career goals rank him second all-time in Norwich scoring.

Women's Lacrosse senior Grace Fitzpatrick concludes a stellar four-year career by being named GNAC Player of the Year. A four-time First Team All-Conference selection, Fitzpatrick is only the second player in program history to score 200 goals.

Softball senior Abby Belcher ties Cody Collins '08 for the most career hits by a Cadet since 2004. Belcher earns GNAC First Team honors for the second straight season after leading Norwich in most offensive categories.

Men's Tennis ties the program record for most wins in a single season (8). Senior Christian Hoskey goes undefeated at No. 2 singles and finishes his career with 32 singles victories.





"After one visit to Norwich and being on campus for only three hours, I found what was missing. I realized I wanted more than a degree. I wanted a school that would develop me morally, mentally, physically and as a leader."

—Regan Steen '15,
2014-2015 NUCC
Regimental Commander,
on why she chose Norwich.

STATEMENTS OF FINANCIAL POSITION

2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

ASSETS	2014	2013
Cash and Cash Equivalents	\$24,272	\$23,239
Pledges, Accounts and Loans Receivable, Net	\$44,051	\$23,431
Investments	\$206,074	\$183,572
Land, Buildings, and Equipment	\$140,219	\$118,790
Bond Funds on Deposit with Trustee	\$5,126	\$1,352
Other Assets	\$16,375	\$13,904
TOTAL ASSETS	\$436,117	\$364,288
LIABILITIES	2014	2013
Accounts Payable and Accrued Expenses	\$9,278	\$9,541
Notes and Bonds Payable	\$104,173	\$82,682
Other Liabilities	\$31,432	\$31,188
TOTAL LIABILITIES	\$144,883	\$123,411
NET ASSETS	\$291,234	\$240,877

STATEMENTS OF ACTIVITIES

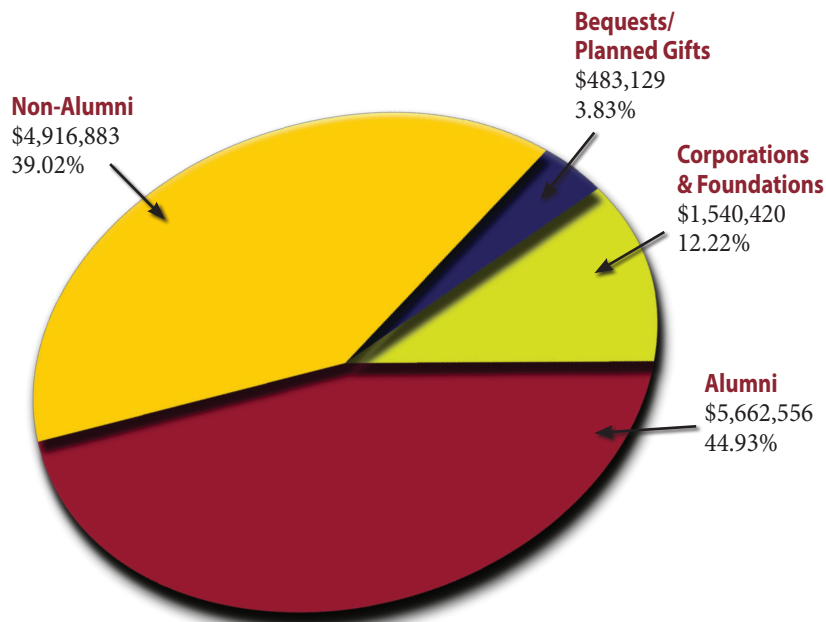
2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)*

OPERATING ACTIVITIES	2014	2013
Other Income	\$2,724	\$2,670
Tuition, Fees, Room and Board, and Other Ed. Programs	\$79,079	\$77,854
Non-Education and Auxiliary Programs	\$1,138	\$1,659
Contributions and Grants Used in Operations	\$7,189	\$6,296
Endowment Spending and Investment Income	\$8,239	\$7,644
TOTAL OPERATING REVENUES AND SUPPORT	\$98,369	\$96,123
Operating Expenses	\$95,257	\$92,773
Change in Net Assets from Operating Activities	\$3,112	\$3,350
NON-OPERATING ACTIVITIES	2014	2013
Endowment Investments Return Net		
of Spending Used to Support Operation	\$21,314	\$22,013
Other Non-Operating Activities	\$25,930	\$7,853
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$47,244	\$29,866
TOTAL CHANGE IN NET ASSETS	\$50,356	\$33,216

*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS
FISCAL YEAR 2014 ANNUAL REPORT STATISTICS

FY14 GIFTS BY SOURCE
Gifts by Source Total: \$12,602,988



FY14 GIFTS BY CAMPAIGN
Restricted Gifts

Forging the Future	\$1,525,218	12.10%
Bearing the Torch	\$1,181,977	9.38%
Norwich Forever! Campaign	\$307,313	2.44%
Norwich Leadership Campaign	\$176,500	1.40%
Restricted Annual Giving	\$229,349	1.82%
Other Restricted	\$474,394	3.76%
TOTAL RESTRICTED	\$3,894,751	30.90%

FY14 GIFTS BY CAMPAIGN
Unrestricted Gifts

Forging the Future	\$8,013,149	63.58%
Bearing the Torch	\$484,154	3.84%
Norwich Forever! Campaign	\$148,176	1.18%
Designated to Department	\$62,758	.50%
TOTAL UNRESTRICTED	\$8,708,237	69.10%

TOTAL GIFTS: \$12,602,988 100.00%



"I was serious about my education. I liked the leadership and structure, and I wanted to be surrounded by people who valued that as well."

—Kacey Cairns, '17
Recipient of the 2014 Outstanding Community Service Award of the Ethan Allen Chapter of the AUS, on why she chose Norwich.

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