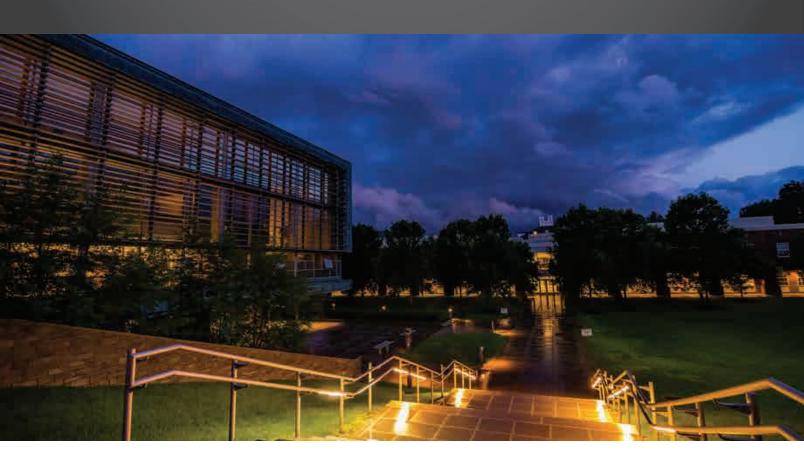


Expect Challenge. Achieve Distinction.



2014–2015 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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Gail Andrews Whelan



"Norwich's impact on me was so great as to be incalculable, and is the reason I remain so passionate about the school."

Gordon R. Sullivan '59
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, a list of donors, financial statements, and perhaps most important, information about the *Forging the Future* campaign and bicentennial commemoration. I hope you will take time to read it, as it bears witness to the profound impact of the Norwich family on our communities and our country.

This fall marks the beginning of our Year of Transformation: the second in a series of five bicentennial themes leading up to our 200th anniversary in 2019. Throughout the year, in a variety of ways, we will be celebrating how Norwich transforms lives. If you have engaged with Norwich by volunteering, making a donation, or contributing to our institution in myriad other ways, you have participated in Norwich's timeless legacy of transformation.

I am a product of the transformative power of a Norwich education. Norwich's impact on me was so great as to be incalculable, and is the reason I remain so passionate about the school. Norwich builds character by teaching values: honor, integrity, service, teamwork, self-discipline, and perseverance. More than 50 years ago these values molded me into the person I became, and they continue to transform the lives of our students today.

Since the days of Alden Partridge, Norwich University has been in the business of educating and training leaders of character. The campus may change, but our mission of producing citizen-soldiers to build, strengthen, and protect the republic is immutable.

Norwich forever!

Gordon R. Sullivan '59 General, U.S. Army, Retired Chairman, Board of Trustees

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014-2015 ANNUAL REPO

Summer & Fall 2014 News Highlights

Former U.S. Secretary of State Dr. Condaleezza Rice (left) discusses leadership, current global crises, and her own personal journey during a keynote address delivered at the College of Graduate and Continuing Studies residency conference.

A group of Norwich students and staff, sponsored by the Center for Civic Engagement's NUVISIONS Abroad and Rotaract programs, travels to Tanzania on a three-week service-learning trip.

Norwich University launches the "Year of Service," the first of five bicentennial themes leading up to 2019, the 200th anniversary of Norwich's founding. Students, faculty, staff, alumni, and friends around the world participate.

At Homecoming, Norwich University announces it has raised \$55 million toward its five-year, \$100 million comprehensive fundraising campaign known as *Forging the Future*.

Norwich's College of Graduate and Continuing Studies' online Master of Science in Information Security & Assurance program is ranked seventh in a report compiled by TheBestSchools.org.

The Sullivan Museum and History Center becomes a Smithsonian Institution Affiliate, the first such affiliation in the state of Vermont. U.S. Sen. Patrick Leahy (D-VT) attends the unveiling.

In fall sports highlights: Football finishes 7-4 and makes its sixth straight postseason appearance; Women's Cross Country wins its first GNAC Championship by one point, while the men are runners-up by one point; Women's Rugby is undefeated in the NWRC, while the men upset Coast Guard en route to a 7-3-1 record; and Men's Soccer advances to the GNAC Tournament Championship.

Norwich University Applied Research Institutes is awarded \$2.3 million by FEMA to help better prepare the country to defend itself against cyberattacks and intrusions.

A two-day Grand Strategy/U.S. Leadership Conference is held at Norwich, featuring 28 delegates and a keynote by General Martin Dempsey, Chairman of the Joint Chiefs of Staff. The event coincides with the founding of the Norwich University Peace and War Center.

Former U.S. Secretary of State and retired four-star U.S. Army General Colin L. Powell (left) observes Veterans Day at Norwich University and delivers the fall 2014 Todd Lecture in Shapiro Field House.

Norwich University receives a \$125,000 grant from the George I. Alden Trust to support technology upgrades during the renovation of the Kreitzberg Library.

Ground is broken on the \$6.5 million Kreitzberg Library renovation project, which includes expanded space for the Counseling and the Academic Achievement centers, a cyber café, and areas for collaboration among faculty and students.

Norwich University's student-designed and -built Delta T-90 Solar House wins the Vermont Chapter of the American Institute of Architects 2014 People's Choice Award.

The Vermont Genetics Network renews an ongoing grant for biomedical research at Norwich University, awarding more than \$700,000 for the 2014–15 academic year.

WNUB, Norwich University's community radio station, introduces a live stream that allows listeners from across the globe to tune in to Dog River Radio.

A group of students, faculty, and staff travels to the Philippines over winter break to work alongside local citizens in efforts to rebuild in the wake of Super Typhoon Haiyan.

The University opens its spring Todd Lecture Series with a talk titled "National Security Implications of Climate Change," presented by former Army Chief of Staff, General Gordon R. Sullivan '59.

In winter sports highlights: Men's Swimming wins the GNAC and places third at New Englands; Men's Hockey wins the ECAC-East regular-season title and makes its sixth straight NCAA Tournament appearance; and Women's Ice Hockey wins its sixth ECAC-East Tournament title and makes its fifth NCAA Division III Frozen Four appearance.

Norwich University continues its spring Todd Lecture Series with a talk titled "Report from the International Space Station," presented by decorated NASA astronaut, Col Michael E. Fossum, USAFR (Ret.).

Norwich University's Shock Platoon places second overall in the Annual Mardi Gras Drill Competition, besting teams from King's Point, USC, and West Point, among others.

Norwich celebrates the 20th anniversary of the William E. Colby Military Writers' Symposium and hosts "Cyber Warfare and Privacy: How Do We Keep the Balance Between the Rights of Citizens and the Security of the Nation?"

Norwich University is designated one of six centers of cybersecurity training for the U.S. Army Reserve for the purpose of preparing the next generation of cybersecurity professionals.

Norwich University's football program announces it will join the New England Women's and Men's Athletic Conference in fall 2017, renewing rivalries with Coast Guard, Springfield, and King's Point.

A team of Norwich students is recognized by the New England Office of the U.S. Environmental Protection Agency with an Environmental Merit Award for the Delta T-90 Solar House.

In spring sports highlights: Men's Tennis wins its first-ever GNAC-North division crown and reaches the GNAC Championship match for the first time in program history; Men's Lacrosse senior Andrew Bracy leads NCAA Division III in face-off winning percentage, earning First Team All-GNAC honors; Baseball's LaShawn Thomas '17 earns GNAC First Team All-Conference honors; and Women's Rugby wins the CRC Sevens.

Norwich helps celebrate the 99th anniversary of the Reserve Officers' Training Corps and Junior ROTC by hosting a 5K fun-run event, part of a worldwide attempt at breaking a Guinness world record.

Norwich is awarded a \$20,000 grant from TD Charitable Foundation to fund the development of affordable, alternative-energy, Vermont-based housing.

Norwich receives a grant for \$55,675 from the National Science Foundation (with support from the NSA) to lead a weeklong summer camp on cybersecurity for rising high school juniors and seniors.

Online business education and career guide, Top Management Degrees, places Norwich in the top 50 schools for online master's degrees in public administration.

Former U.S. Senator Elizabeth Dole delivers the 2015 commencement address, and BrigGen Raymond Descheneaux, USMCR '87, (right) delivers the joint services commissioning address.



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Each February, Norwich cadets serve as escorts for residents of Mayo Healthcare at its annual Valentine's Day Ball. It is but one example of the many meaningful ways Norwich students engage with the Central Vermont community.

Photo: Mark Collier

STATEMENTS OF FINANCIAL POSITION

2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)

ASSETS Cash and cash equivalents Pledges, Accounts and Loans Receivable, Net Investments Land, Buildings and Equipment Bond Funds on Deposit with Trustee Other Assets	2014 \$24,272 \$44,051 \$206,074 \$140,219 \$5,126 \$16,374	2015* \$36,190 \$47,205 \$208,796 \$139,991 \$2,557 \$16,295
TOTAL ASSETS	\$436,116	\$451,034
LIABILITIES Accounts Payable and Accrued Expenses Notes and Bonds Payable Other Liabilities	2014 \$9,278 \$104,173 \$31,432	2015 \$11,606 \$99,764 \$35,162
TOTAL LIABILITIES	\$144,883	\$146,532
NET ASSETS	\$291,233	\$304,502

STATEMENTS OF ACTIVITIES

2-YEAR COMPARATIVE SUMMARY (IN THOUSANDS)

OPERATING ACTIVITIES Other Income Tuition Fees, Room and Board and Other Ed. Programs Non-Education and Auxiliary Programs Contributions and Grants Used in Operations Endowment Spending and Investment Income	2014 \$2,724 \$79,079 \$1,138 \$7,189 \$8,239	2015* \$2,692 \$80,769 \$1,595 \$7,441 \$8,740
TOTAL OPERATING REVENUES AND SUPPORT	\$98,369	\$101,237
Operating Expenses Change in Net Assets from Operating Activities	\$95,257 \$3,112	\$98,099 \$3,138
NON-OPERATING ACTIVITIES Endowment Investments Return Net of Spending Used to Support Operation Other Non-Operating Activities	2014 \$21,314 \$25,930	2015 \$1,573 \$8,556
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$47,244	\$10,129
TOTAL CHANGE IN NET ASSETS	\$50,356	\$13,267

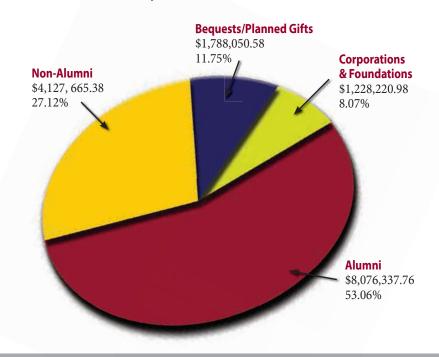
^{*}Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2015 ANNUAL REPORT STATISTICS

FY15 GIFTS BY SOURCE

Gifts by Source Total: \$15,220,274.70



FY15 GIFTS BY CAMPAIGN

Restricted Gifts

Forging the Future	\$3,541,469.36	23.27%
Bearing the Torch	\$1,448,309.42	9.51%
Norwich Forever!	\$162,987.31	1.07%
Norwich Leadership	\$175,000.00	1.15%
Restricted Annual Giving	\$304,465.97	2.00%
Other Restricted	\$276,497.34	1.82%
TOTAL RESTRICTED	\$5,908,729.40	38.82%

FY15 GIFTS BY CAMPAIGN

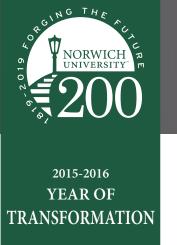
Unrestricted Gifts

Forging the Future	\$8,809,686.14	57.88%
Bearing the Torch	\$386,832.65	2.54%
Norwich Forever!	\$110,388.19	0.73%
Designated to Department	\$4,638.32	0.03%
TOTAL UNRESTRICTED	\$9,311,545.30	61.18%
TOTAL GIFTS	\$15,220,274.70	100.00%



Norwich athletic teams are a large part of the Central Vermont scene. Throughout the school year, residents of Northfield and the surrounding area travel to Norwich to join the university community in cheering on the Cadets.

Photo: Mark Collier



INSIDE THE "SIT ROOM"

Thanks to Norwich Alumni, DC Policy Trip
Transforms NU Students' Political Worldview

n March, a group of Norwich students traveled to Washington, D.C., for an intensive public-policy immersion experience. After weeks of classroom preparation and following a succession of meetings with high-ranking officials, the students were cleared into the White House Situation Room, where, acting as an expanded version of the National Security Council, they were tasked with managing a simulated crisis of international proportions.

Half the country just woke up to no electrical power.

The scenario: A coordinated cyberattack against the United States had left the Eastern Seaboard grid compromised, along with widespread outages in the Rocky Mountain states and most of California. "This attack paralyzed two cornerstones critical to all levels of U.S. activity and organization: energy and cyberspace," says Michael Penn '16, who served in the roles of U.S. cybersecurity coordinator and special assistant to the president. Moreover, Penn says, "simple utilities—heating, cooling, refrigeration—needed to sustain life, were also crippled."

Andrew Ennis '15, acting as secretary of energy, quickly got to work. On a normal day, the energy secretary regulates the energy sector and develops policies for new-energy technology, energy education, and energy-grid systems, including nuclear power plants. The energy secretary also helps coordinate with industry partners on response during emergencies. During the 18-hour simulation, Ennis managed recovery efforts between public- and private-energy providers, and collected situation reports, all in preparation to brief the president on "the extent of the damage and the projected timetable for recovering from the attack."

Out of the Classroom: Experiential Learning

The simulation was part of a Norwich D.C. Policy Week capstone event, the culminating exercise of a course titled "U.S. Security Policy and the Private Sector" led by Political Science Professor Dart Thalman. In the classroom, Thalman familiarized his students with national-security policy and the roles of public- and private-sector leaders during times of crisis. In advance of the exercise, each student was assigned his or her role as an official in a government organization and spent weeks preparing for the simulation. But lectures can only take you so far.

College of Liberal Arts Dean Andrea Talentino says that when you're at a distance it's easy to say things are black and white, right and wrong, good or bad. "But when you're there, and learn firsthand the different interests and competing needs that decision-makers need to balance, it opens up your eyes to all that is simultaneously exciting, complex, and weighty about leadership."

To that end, Thalman says the simulation was "quite sobering and challenging for even the best-prepared students."

Showtime in the "Sit Room"

In the days leading up to the simulation, the students visited institutions and participated in meetings with officials, including a rare face-to-face with Senate Majority Leader Mitch McConnell. Several NU alumni working in national-security operations and policy development also volunteered their time and insider connections to enrich the students' experience.

Then, on Thursday after a long day on Capitol Hill, the group proceeded to the White House where they met the organizers, including Cheri Caddy '90, then-National Security Council director for cybersecurity policy; Caddy had arranged for their access to the West Wing and served as their White House escort.

In a 30-minute meeting in the Situation Room (known to staff as the "Sit Room"), they were briefed on the parameters of the crisis, then moved next door to the Eisenhower Executive Office Building, where they spent the next several hours preparing their report for a briefing the next day. Friday morning, they headed to the Booz Allen Hamilton headquarters for more preparations. The briefing began at noon.

Mike McConnell, a retired Navy vice admiral and former director of both National Intelligence and the National Security Agency, portrayed the president of the United States.



In Washington, D.C., in March, Norwich public-policy students played the roles of high-ranking government officials in an 18-hour simulated crisis. They began in the White House Situation Room before moving to the Cordell Hull Room (above) in the historic Eisenhower Executive Office Building, part of the White House complex.

"Admiral McConnell grilled the students on all aspects of the crisis," says Caddy, who now works for the Department of Defense. "He quickly got the students to focus in on the facts of the situation, and separate out speculation. 'What you know, what you don't know, and what you think—these are critical to keep separate,' he instructed, challenging them to think about the downstream impacts of their recommendations. What response would deter the adversary? What response would help de-escalate the crisis? What could we expect the counterresponse to be, from both adversaries and allies? 'It's not easy,' Admiral McConnell concluded. 'Whatever you decide, there are consequences. Only history will judge whether you got it right or wrong. There are no right answers here."

Reflecting on the experience, Andrew Ennis says he will never forget the "surreal" feeling of being in the Situation Room. "I never imagined that, as a kid who grew up in a small rural town, I would be sitting in the same chairs where some of the greatest leaders of the free world do important and difficult work during our nation's most trying times."

Michael Penn sums up his overall experience as "amazing, astonishing, remarkable, and wonderful," saying it served "as great motivation as I aspire to help our country on the same level as those who have filled these chairs in the past." •

"I never imagined that, as a kid who grew up in a small rural town, I would be sitting in the same chairs where some of the greatest leaders of the free world do important and difficult work during our nation's most trying times."

- Andrew Ennis '15

CALL TO ACTION: Why We Do It

March 2015 represented the second year of D.C. Policy Week, and its success has spurred Norwich faculty sponsors and alumni volunteers to make it an annual program. It takes a small army, including support from the CoLA Board of Fellows Committee and the NUAA Board, to make the event happen. NUAA Board member and then-White House staffer Cheri Caddy '90 took the students on a tour of the West Wing and Oval Office—areas not accessible to the general public. Jon Allen '94, of the NU Board of Fellows, arranged for Admiral McConnell to act as president during the simulation. NU alumni served as expert mentors and advisors along the way

Board of Fellows member Tony Johnson '94, the D.C. coordinator for the event, says it's important for him to stay involved because Norwich transformed him into the person he is today. "If you love Norwich like I do, you should understand that giving your time and energy to help Norwich students reach their full potential is important to the entire community."

Fellow Chuck Nettleship '85 & M'03, who identified the simulation topic and connected the group with many top experts, stresses the importance of adding value to students' experiential learning. "I challenge Norwich alumni to consider giving their time, knowledge, or resources to mentor our undergraduates and recent graduates."

The students also got face time with Army LTG Mark Bowman '78 and BG Frank Muth '86. Bowman heads the Joint Staff J6. "He's basically in charge of our military's eyes and ears," Johnson says. Muth leads the U.S. Army Quadrennial Defense Review Office, which plans how the Army will execute its mission requirements.

Most alumni participants have supported the program for both of the past two years, and plan to support the program in the future. See thenorwich record.com for a full list of participating alumni.

To get involved in future D.C. trips, contact Tony Johnson '94: tonyjdc@icloud.com.

Professor Thalman's policy students weren't the only Norwich group in D.C. during spring break. Criminal justice instructor David Orrick and students from the NU Criminal Justice Student Association visited the nation's capital, taking tours of the DEA, FBI, DHS, and other law-enforcement organizations. Board of Fellows Members Scott Shelton '97, Clem Hourican '84, Barbara Foreman M'04, and past board member Ed Oberti '82 were instrumental in making this happen.



Transforming Space,



2014-2015 ANNUAL REPORT

The Kreitzberg Library Renovation:

The First Forging The Future Campaign Project Completed

hroughout the summer, the buzzing of sanders, saws, drills, and cement mixers reverberated on all six levels of the Kreitzberg Library. Meanwhile, library staff and volunteers worked feverishly, moving stacks of books back and forth from one floor to another, to another, to allow for the demolition and construction to proceed unimpeded. Finally, and without ceremony or fanfare, the long sheet of brown paper protecting Norwich's elegant, gold-leaf mission statement came down, and the doors to a new, improved Kreitzberg library opened.

Once inside the spacious new entryway, any feelings of ambivalence one might have had about the nine-month-long, \$6.8 million renovation project instantly disappear. From the cathedral ceiling overhead to the Old South Barracks bricks below, the impact of the transformation is immediate and stunning. Gone is the staid atmosphere; on every floor, an abundance of natural light and wide open space beckons one to sit, stay, and relax.

But an improved setting is only the tip of the iceberg. The new Kreitzberg received a complete overhaul from top to bottom, such that its former interior configuration is almost indiscernible. And what is truly remarkable is that all of these improvements and upgrades were accomplished without having to reduce the number of volumes in the library's book collection.

Right: The spiral staircase that formerly led from the fourth to the fifth floor has been removed and the hole in the floor filled in. What remains is a lovely circular meeting room with attractive display cases and recessed lighting in the ceiling that changes color!

According to Library Director Greg Sauer, the renovation has reclaimed significant amounts of square footage, optimally repurposed space, and made the building exponentially more open and welcoming. "The Kreitzberg Library was already busy and well-used, but these upgrades have transformed our building into an even more active space for interactive learning and socializing."

The New, Improved Kreitzberg Library

The way information is accessed and shared has changed dramatically since the Kreitzberg Library was designed more than 25 years ago. Through enhanced technology and more flexible spaces and furniture, the renovated library now features state-of-the art tools for sharing information. The new Kreitzberg is busy, bright, open, and student-focused, yet has preserved quiet spaces for peaceful reflection.

Capacity: By reclaiming and restructuring space, the total student seating capacity in the library has increased by 80 percent. In addition, the types and distribution of furniture include many more upholstered chairs and couches, open tables, and group-study rooms.



Transforming Learning

It's all in the details

Group-Study Rooms: The number of group-study rooms has significantly increased, from two to eleven, and they now allow students to connect multiple devices. These private spaces are available to all for meetings, interactive learning, and tutoring.

Enhanced Technology: A key goal of the renovation was upgrading and leveraging technology. Thanks in part to a \$125,000 grant from the George I. Alden Trust, Internet speed and data capacity in the library is now the fastest on campus! In addition, group-study rooms and open areas have tools for sharing screens, and there are 16 new computers connected to printers for student use.

Café: The northeast corner of the first floor (formerly the circulation desk) is now a café where the entire campus community can purchase snacks and beverages.

New Instruction Spaces: The renovation introduces two large instruction rooms on either end of the Mezzanine to be used by faculty and staff for teaching specialized classes. The south pod space features wireless technology for team-based

learning, while the north pod space offers ultimate flexibility. These rooms will serve as a testing ground to help determine the types of instructional spaces that will occupy the yet-to-be-designed Mack Hall.

Single-Service-Point Library Help

Desk: The circulation and reference desks have been consolidated into a single-service point in front of the grand stairway. Students and faculty can get research help, pick up reserve and interlibrary loan items, and check out materials at one convenient location.

Improved Space for Counseling and the Academic Achievement Center:

The fourth floor has undergone a significant transformation, having been opened up as a hub for collaborative learning. In addition, more adequate office, tutoring, and testing spaces for the Academic Achievement Center have been added, as well as a centralized waiting area and offices for the Counseling Center.

Expanded University Archives: On

the fifth floor, a second reading room has been added to the Archives to accommodate more space for students, staff, and faculty to study the collections.

For more on the Kreitzberg Library renovation, visit academics.norwich.edu/library/category/renovation-news. Or better yet, visit in person!

Left: Library patrons will be delighted to know that the Old South Barracks bricks have been preserved and protected, and are now located just inside the library's main entrance. Beneath the NU plaque is a time capsule that was buried when the building was first dedicated in 1993.







A Special Ehank-Gou and

THIS ANNUAL REPORT

acknowledges gifts from our alumni, students, parents, friends, faculty, staff, corporations, foundations, and other organizations received by Norwich University between June 1, 2014 and May 31, 2015.

The names that appear under each class year reflect gifts of cash, securities, and other appreciated assets, matching gifts, planned gifts, and inkind contributions. For more information on making a gift to Norwich, visit our website at alumni.norwich.edu, email development@norwich.edu, or telephone the Development and Alumni Relations Office at (802) 485-2300.

The names of contributors and board volunteers who passed away during the 2015 fiscal year appear as "(Deceased)." In addition, gifts made in memory of members of the Norwich family appear in the section titled "Memorial Gifts."

The report is compiled by the staff of the Development and Alumni Relations Office. The utmost care has been taken in preparing this report. Occasionally, however, errors do occur. We apologize if this has happened and ask that you notify us with any inaccuracies or omissions. Please contact Chrissie Eastman '90 at (802) 485-2307 or email ceastman@norwich.edu if you have any questions or would like to order extra copies.

THE PARTRIDGE SOCIETY MEMBERSHIP

The mission of the Partridge Society is to encourage alumni, parents, and friends of Norwich University to help the University achieve its financial goals and to formally recognize those who do so. There are four categories of Partridge Society membership: Annual Members contribute annual gifts of \$1,000 or more during the University's fiscal year; Lifetime Members, Generals, and Chairman's Diamond Club Members have cumulative giving of \$20,000 or more; Garrison Associates Members have consecutive giving for five or more years; and members of the 1819 Circle have made a planned or deferred gift to the University.

CHAIRMAN'S SIX DIAMOND

(\$10,000,000 or more)

COL (IL) Jennifer Natalya Pritzker, ILARNG (Ret.) H'07

CHAIRMAN'S FOUR DIAMOND

(\$6,000,000-\$7,999,999)

Mr. & Mrs. Fred C. Kreitzberg '57 & H'94 Mr. & Mrs. Robert B. Mack '64 & H'06

CHAIRMAN'S THREE DIAMOND (\$4,000,000-\$5,999,999)

A. J. '52 & H'09 (Deceased) & Anne Bartoletto

CHAIRMAN'S TWO DIAMOND

(\$2,000,000-\$3,999,999)

Lawrence Costa '80 David C. Crawford '52 & H'93 Peter '65 & Marlene '66 Dalrymple J. Fred Weintz, Jr. '47 & H'01

CHAIRMAN'S ONE DIAMOND

(\$1,000,000-\$1,999,999)

Paul '59 & Joanne Carrara Harvey '68 & Jeanne DeMovick Allen '71 & Kate Doyle Mr. & Mrs. John L. Drew The Haynes Family Pier '59 & H'90 & Pat Mapes Donald '52 & Barbara Richmond Philip '73 & Peg Soucy

FIVE-STAR GENERAL

(\$750,000-\$999,999)

The Honorable Thaddeus Buczko '47 & H'96 Bruce Joseph '59 (Deceased) & Ann Norcross Mr. & Mrs. Edward E. Steele '59 & P'95

FOUR-STAR GENERAL

(\$500,000-\$749,999)

Jack '57 & Lona Abare P'87 George '61 & H'12 & Bridget Donovan Dick '60 & Sue Francis Harry '55 & Ann Hale Mr. & Mrs. Robert M. Johnson '60 & H'63 Mark '59 & Polly Kisiel

Mr. & Mrs. Joel A. Kobert '65 Mr. & Mrs. John Malloy, Jr. '90 Mr. & Mrs. Philip R. Marsilius '43 & H'68 Mr. & Mrs. Joseph A. Milano, Jr. '66, '66 & H'03 Al '67 & Stephanie Moskal P'95 E. Tarry '64 & H'05 & Pat Polidor Rol '50 & H'90 & Dori Reiter Roderic & Patricia Vitty P'89

THREE-STAR GENERAL (\$250,000-\$499,999)

Anonymous Daniel & Nancy Archuleta Edwin '51 & Thelma '51 Beyerl P'75 Dave '61 & Roz Carlson Charlie '63 & Carole Crosby Dr. & Mrs. Kevin D. Crowlev '70 Arthur O. Davidson, Jr. '52 Mr. & Mrs. Harold P. Grout '59 & P'84 Carl '62 & Elizabeth '63 Guerreri Charley '67 & Kathy Holden Jo-Anne C. Kennedy W'63 & P'96 Bob & Lou Ellen MacDonald P'06 Mr. & Mrs. Douglas M. McCracken '70 Robert A. Parkin '59 Mary Jo Segal W'60 GEN Gordon '59 & H'91 & Miriam (Deceased) Sullivan, USA (Ret.) Stephen G. Toomey '71

TWO-STAR GENERAL

(\$100,000-\$249,999)

H.R.H. Prince Abdulrahman Al Faisal P'93 Mr. & Mrs. Arthur W. Anderson '60 Paul R. Andrews '73 Anonymous Thomas Atwood '53 Paul '69 & RoseAnn Beaudoin Frederic '58 & H'91 & Elinor '58 Bertrand Patricia Bixby-McHugo W'45 Mr. & Mrs. Maurice Bouchard '58 John Bride '60 Mr. & Mrs. Lawrence J. Budnick, Jr. '64 & P'86 Louis W. Cabot H'61 Mark '70 & Allyn Callahan Robert Carrara '61 Barry & Bonnie Chouinard

Mrs. Sandra H. Clausen W'59 Robert '47 & Danielle Crecco Alan '75 & Cynthia '75 DeForest P'01 Andrew '57 & Barbara '58 DeGraw LTC Denise M. Donovan, USA (Ret.) '81 Robert C. Dowdell, Jr. '63 Mr. & Mrs. John W. Dreyer '59 Mr. & Mrs. William DuRie '64 Dorothy H. Eichorn '43 Don '63 & Anne Fawcett Gordon '59 & Mary Fawcett Bob '49 & Eleanor '50 Forger P'75 Bette Frenette P'87 & W'52 Mr. & Mrs. Gordon G. Garney '60 & '61 Carlene Gavin W'60 George F. Giering '65 Robert '50 & Shirley (Deceased) Grieve Robert V. Guptill '68 Clifford '66 & Doris Heisler COL Guy '60 & Robin Huntley, USA (Ret.) Charles H. Kosmaler, Jr. '65 Dr. A. Ralph Kristeller '50 Rudolph '66 & Elaine Laine Larry '77 & Kathy Lang Ernest Lausier '68 David '54 & Nina Luce Olive March '49, W'51 & P'82 Abigail B. Mason Douglas '66 & Nancy '67 Matthews Marion McDermott W'41 William '67 & Rachel McIntosh P'95 Eleanor McManus W'52 Barry '68 & Marcia Meinerth Albert C. Molter, Jr. '66 Jack '55 & Rosemarie Okonski Dr. Jeff Papows '76 & H'98 Joanne Holbrook Patton Maj Gen & Mrs. John S. Patton, USAF (Ret.) H'96 Rodney '51 & Ann Peterson Anthony '64 & Barbara Reale Christopher Righter '60 Mr. & Mrs. Stephen Sabol RADM & Mrs. Richard W. Schneider, USCGR (Ret.) Richard (Deceased) & Irene Shea Winslow T. Shearman '56 Gregory A. Simeone

Dr. Robert W. Christie '44 & H'72

Acknowledgment of Gour Support.

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MG & Mrs. W. Russell Todd, USA (Ret.) '50, P'75, H'75 & H'93

Lucia Underhill '66, W'66 & P'96 (Deceased) Allen & Elizabeth '92 Veach Eugene '49 & Grace Ward Virginia G. Watkin H'86 Linda Weller W'63 (Deceased)

Mr. & Mrs. Lawrence E. Wesneski '70 Gail A. Whelan

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Robert & Vicky Young P'00

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(\$50,000-\$99,999)

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Doug '64 & Lil Armstrong Brian '68 & Sandra Ashe Gabriel '61 & Jane Auerbach Lawrence '65 & Jacqueline (Deceased) Bailey

Dale '70 & Marty Barber

Bruce K. Battel '66 Mr. & Mrs. Bruce R. Beaney '67

Allan F. Beck '43

Mr. & Mrs. Larry H. Becker '61 Bill '68 & Debbie Blackwood

Mrs. Andrew T. Boggs W'44

Donna J. Brownell

COL & Mrs. Charles A. Brox, Jr., USAR (Ret.) '57 & P'85

Vivian S. Bryan P'70 (Deceased)

Drs. Gary '63 & Sharon Confessore

Bette Crowley W'56 John A. Dalton

Tom '59 & Mary Ellen Decker Carole Donnelly W'54

COL & Mrs. William A. Dow, USA (Ret.) '61

COL & Mrs. Carl L. Drechsel, USAR (Ret.) '67

Ralph W. Dunham '78

Donald Faust

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Edward '79 & Susan Giannattasio

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Dana B. Gould '63 Maxine Grad

Bradford Greason '50

Luther & Sally Hackett

Robert Halleck '64

Mrs. Marilyn C. Hart W'61 & H'82 & Family

Blaine & Robin Hawkins

Walter '45 & Edith Henry

COL & Mrs. David A. Hicks, USA (Ret.) '50

Priscilla Higgins P'88 & P'90

Calvin Hosmer, III '55

Stephen Jones '71

John S. Lane '50

Robert S. Lappin '51 & H'00

Dr. & Mrs. Jon H. Larson '63

William Lasky '69

Judith P. Lavin W'50

Rosalie Lea W'50 (Deceased)

Mr. & Mrs. James J. Levesque, Jr. '64

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COL & Mrs. Reinhard M. Lotz, USA (Ret.) '60

John W. Luce '50 Joseph E. MacLeod '84

Roger '60 & Janet MacLeod

John '64 & Katie Manchester

Harry Marsden

Timothy Mellon

LTC Radcliffe '58 (Deceased)

& Mrs. Frances Mitchell, Jr., USAR (Ret.)

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Dorothy Oliver

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L. Virginia Parkin

Daniel J. Paul

David M. Paul, Jr.

Keith '89 & Stephanie Pfromer

Mr. & Mrs. George H. Philley '64

Henry '59 & Meg Pierpan William C. Pollock '64

Allen Potter '58

A. Graham '68 & Louise Powers

Mr. & Mrs. E. Miles Prentice, III

Bob '59 & Pat Reath

Mary Rudd '84 & M'06

Tom '69 & Carolyn Rumney Bill '62 & Tay '62 Sawyer

Ed '66 & Nancy Shyloski

Judith Skillings W'59

Walter '57 & Suzanne Smith

Mr. & Mrs. Kendrick Snyder P'07

William Steele '59

Marylou & Bob Sullivan '69

Roland '51 & Carolyn Swift

Jim Taylor '68

Mr. & Mrs. William H. Thomas, Jr. '67

Mark Thompson '79 & P'13

Jim & Carol (Decker) '84 Trihy

Joseph C. Urciuoli '68

Mr. & Mrs. Jekabs P. Vittands '60

David '74 & Georgina Warren

Alan H. Weiss

George Wey '56

Patricia Whaley P'74 & P'76

H. Edward '58 (Deceased) & Pat Whitney

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(\$20,000-\$49,999)

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Phil '66 & Jane '66 Ackley

Mr. & Mrs. Charles R. Aimi '59

COL & Mrs. G. Robert Akam, USA (Ret.) '58

Frank '58 & Emille Allen

John '60 & Jackie Allen

Jon '94 & Amy Allen

Howard '67 & Priscilla '66 Alpert

COL & Mrs. Michael Anastasio, USA (Ret.) '67

Michael '66 & Susan Anderson

Anonymous

Dr. & Dr. Diran Apelian

Howard L. Bacon '44

Roy '65 & Joanne '88 Bair

Keith '80 & Susan '80 Barrett P'06 & P'08

David '59 & Helen Barrington P'98

Frederick '63 & Mary '59 Bashara

Bill '63 & Shirley Baumann

Philipp '86 & M'14 & Kimberly '87

Baumann

Elaine Beal W'59

Mr. & Mrs. Edward H. Behie '59

Frvin Bell

Steven J. Bergholtz '84

LCDR R. John Bigelow, USN (Ret.) '89

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Walter '62 & Bonnie Bleiler, Jr.

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& Ms. Anita Porter

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Keith Breslauer

BG Leo A. Brooks, Jr., USA (Ret.)

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Shawn '70 & M'03 & Helen Bryan

Judy Bryant '59 & W'59

Mr. & Mrs. Paul C. Bucknam, Jr. '52 & '53

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Craig W. Butterfield '55

Cheri Caddy '90

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Dr. Anthony Caprio '60

Mrs. Anthony J. Carbone W'58 & P'88

Bobby Carroll '97

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Jane Cervenka P'79

Charles Chevalier

Dr. Michael '61 (Deceased) & Barbara Cleary Constance M. Collins '47 & W'44

Gifford Combs

Clement R. Confessore '58 David J. Conrad '57

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Richard M. Donofrio '59

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Scott '85 & Mary Ellen Dow

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Mr. & Mrs. William T. Edgett '51 (Deceased)

Jonas W. Ek '86 Dr. & Mrs. David Erick Elkowitz '89

William S. English '58

Jay Evans '70

James '87 & Cynthia '88 Fagan Danial '84 & Sasha Faizullabhoy

Brad Faxon '60

Symbol Key:

G - Grandparent

H - Honorary Degree

M - Master's Degree

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Ann Turner H'01

Richard A. Pender

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(\$10,000 or more)

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& Ms. Anita Porter

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Paul '59 & Joanne Carrara

Lawrence Costa '80

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Scott Davidson

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Ethel G. Foy P'65

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Charles V. Krylo, Jr. '63

Eileen Lait W'50

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MG & Mrs. W. Russell Todd, USA (Ret.) '50, P'75, H'75 & H'93

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George Wey '56

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Bobby Carroll '97

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Barry & Bonnie Chouinard

Drs. Gary '63 & Sharon Confessore

Justin '91 & Corine Connors

Allen H. Court '64

Geoffrey C. Dawe '84

Carole Donnelly W'54

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Phil Down '70

Kevin '87 & Kirsten Dwyer

COL Roger C. Franklin, USA (Ret.) '60

Steven Gagner '03

Mr. & Mrs. Robert E. Garrison

James '59 & Eileen Geller

Roberta F. Haney '79

Clifford '66 & Doris Heisler

Cilliola do & Dolls Heislei

H. Douglas '71 & Margaret Hinkle P'99

Robert & Donna Johnston

Jack '74 & Carol '73 Keefe

Col & Mrs. Shaun Kelleher, USAF '84

Kassidy E. Kelly

Tristan M. Kelly

Krenar Komoni '06

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Steven & Susan (Garrison) Liming

Mr. & Mrs. Charles Lockard

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Mr. & Mrs. David Lozier, Esq. '91 John '64 & Katie Manchester

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Barry '68 & Marcia Meinerth

Stanford & Alice Mohr

Albert C. Molter, Jr. '66

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Gen & Mrs. Richard I. Neal, USMC (Ret.)

Mr. & Mrs. Leonard N. Palmer '63

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Joanne Holbrook Patton

Keith '89 & Stephanie Pfromer

Allen Potter '58

A. Graham '68 & Louise Powers

Robert '65 & Dorothy Priestley

Dr. & Mrs. John S. Reever '64

Mr. & Mrs. Thomas S. Reynolds '87

Tom '69 & Carolyn Rumney

David E. Sargent '57

Salvatore Simeone '44

Cyrus '90 & Michelle Sinor

Walter '57 & Suzanne Smith

Mr. & Mrs. Kendrick Snyder P'07

Ronald L. Souders '69

Frank John Sposato (Deceased)

Mr. & Mrs. William H. Thomas, Jr. '67

Jim & Carol (Decker) '84 Trihy David Westerman

James Whaley P'16

COL Conrad '51 & Marilyn Whitney, USA (Ret.) Robert '69 & Elizabeth Williams P'11

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(\$2,500-\$4,999)

David '87 & Kimberly Abare

Anthony '84 & Marietta '84 Agnitti

Alan Anderson M'09

Anonymous

Theodore A. Arcidi '82

Dale Armstrong '88

Robert '90 & Andrea Arone

Brian '68 & Sandra Ashe

Roy '65 & Joanne '88 Bair

Frederick '63 & Mary '59 Bashara

COL & Mrs. Robert J. Bedell, USA (Ret.) '70

Bill '68 & Debbie Blackwood

Robert Bleimeister

David B. Blodgett '65

Lowell '57 & Ellen Brooks, Jr.

Lowell 57 & Ellen Brooks,

Cheri Caddy '90

Dr. Anthony Caprio '60

LTC & Mrs. Robert S. Chilton, Jr., ARNG (Ret.) '73

Thomas J. Clarke '90 & M'14

Rollins '69 & Patricia Collins

John F. Coyle '63

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David '87 & Melissa DeVeau

James '89 & Gloria DiGiacomo

Daniel Evans '87

Danial '84 & Sasha Faizullabhoy Bob '49 & Eleanor '50 Forger P'75

Rod Fox

Mr. & Mrs. John D. Fritz '74

W - Widow

Leigh '79 & Cynthia Gammie

Mr. & Mrs. Gordon G. Garney '60 & '61

Brendan '69 & Joan Garvin

John '86 & Maureen Gatti

Al '86 & Kim Gobeille P'18

Mr. & Mrs. Jeffrey Hannon '86 Paul '75 & Elizabeth '75 Harms

William '64 & Susanne '63 Harrigan

COL Guy '60 & Robin Huntley, USA (Ret.)

Mr. & Mrs. Kenneth R. Johnston '82

Chris '83 & Martha Kristian

Blair '84 & Barbara Lavoie

Stephen Lewkowicz '73

Robert O. Lindefield '86

Kevin '77 & Kate Mercadante P'12

Ted '68 & Martha Miller

CAPT & Mrs. Christopher C. Misner,

USN '90 & M'06 Dr. Donald '57 & Ann Morton

John K. Mulligan '72

LTC & Mrs. James E. Mullin, USA (Ret.) '65

Mr. & Mrs. Anthony A. Nickas '82

COL & Mrs. Charles J. O'Brien, USA (Ret.) '63

Katherine Zorzy O'Gorman '83

Joseph Ojile

Lynn Olmsted '63

Phyllis D. Paige '75

Maj Gen & Mrs. John S. Patton,

USAF (Ret.) H'96 Greg '67 & Kathy Peterson P'92

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Walter '84 & Linda Pianka Craig '69 & Nancy Piers

Elizabeth Kennedy '01 &

Logan Potskowski '02

Mr. & Mrs. William Robinson '65

Mr. & Mrs. Peter S. Romano '60

Shelia R. Rysz W'67

Roger '61 & Nancy Samia

Gordon '57 & Marilyn Shepardson

Herbert '54 & Nancy Steele

Edward Stephens, III '66

Philip '81 & Julie '93 Susmann

Arthur Thompson H'92 (Deceased)

C. J. "Skip" Udell '60

John '64 & Jiannina Van Lund Frederick '67 & Linda VanAlstyne

COL Charles Viall, USA (Ret.) '64 &

Maureen Viall, SES

Dudley H. Willis '64 Richard & Lauren '84 & M'12 Wobby

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(\$1,000-\$2,499)

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Phil '66 & Jane '66 Ackley

COL & Mrs. G. Robert Akam, USA (Ret.) '58 COL Bob Akam '85 & COL Melissa

Sturgeon, USA

Ethan '69 & Ellen '69 Allen

Frank '58 & Emille Allen

Jon '94 & Amy Allen

Symbol Key: G - Grandparent H - Honorary Degree M - Master's Degree P - Parent

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