



NORWICH
UNIVERSITY

THE **2019**
NORWICH
ANNUAL REPORT



FLIP FOR
Fall 2019
**NORWICH
RECORD**

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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Alan DeForest '75 on the Path Forward

The NU Board of Trustees Chair reflects on the year's successes, the shifting landscape of higher education, and the challenges awaiting our next president

INTERVIEW BY SEAN MARKEY

What's your executive summary of the past year?

We began this year celebrating our 200th anniversary, and there is indeed so much to celebrate. Norwich is financially very stable and strong. Our academic offerings have never been better, and we continue to innovate. We're putting the finishing touches on *Norwich After Next*, our next strategic plan—to say nothing of our incredible Bicentennial, the events of which have been very well received around the country and around the world, quite frankly. The enthusiasm has been amazing. We're finishing up our five-year *Forging the Future* capital campaign, and we expect to get to \$110 million. In fact, we reached our initial

\$100 million goal a year early and decided earlier this year to raise our target by \$10 million. You can see the results not only physically around campus, but also in our enhanced academics and scholarships.

But with all the good that's going on, there is also some risk in the air. President Schneider, as we all know, will be leaving after 28 years of service in June 2020. There is no reason to make a change in our leadership; everything is going well. But he is ready to retire and step down, so a change we're going to make. That bears a lot of risk. Especially at a very critical time in higher education with schools going out of business and many people questioning the value of a higher education and student loans

and the whole affordability aspect, which is a major pillar of our next campaign. So there are a lot of moving parts, a lot of balls in the air. Hopefully, we'll catch them all.

When you look at the higher education landscape today, what do you see?

In a word, change. I see change in an industry that hasn't changed much in many, many years. Higher education is one of the last industries to go through the modernization, the customization of industries. So, I see change, and I see people looking at higher education differently. It's in the political air. There's a practical aspect, too. Students are looking at all of this and saying, "Gee, if I have to walk away with \$50,000 of

debt and I don't have a job, what's the point? I might be better off becoming a plumber or whatever."

Fortunately, Norwich is very well positioned in that regard. We have a job placement rate in excess of 98%, and our average student loans are in the \$30,000 range. We're very well positioned for that kind of practical assessment. So, we feel very good about where we are. But there's a lot of turmoil out there, and you always have the risk of being the baby that's thrown out with the bath water, as well. So we have to constantly distinguish ourselves, and we have to let everyone know that Norwich is different and that Norwich is very value based. We have to make the case not only based on what we believe in, but in our results.

Given the disruption in higher education, how must the university change? What will the future Norwich look like?

We will always be true to our values. That will not change. And the Corps of Cadets being the core of the institution will not change. The value that we bring to the table from an integrity and honesty standpoint, which Gen. Sullivan likes to call the "secret sauce," that will not change.

But a lot of other things will change. Some of the things that we're very focused on in *Norwich After Next*, the university's new strategic plan, is affordability. We don't believe that any student should have to leave Norwich because he or she can't afford it, and we're going to be working very hard to make that happen. We know it's going to require an endowment four times of what we have now. So affordability is paramount.

We also have to be relevant to the workplace and to our customers. Our customers being the students and the parents and the alumni and our faculty and staff, as well. We have to deliver on all of those levels. It's going to be very tricky in this transition. We have to be relevant to the workplace and develop

"We have a job placement rate in excess of 98%, and our average student loans are down in the \$30,000 range."

students who are in demand and keep that 98%-plus job placement rate and that low student loan ratio down. That's a big issue. There is much to do.

And, of course, we need to be flexible going forward. That's the third pillar. We think we know what 2035 is going to look like. But when you get right down to it, the future is always hard to predict. So we need to be flexible. We need to be able to make adjustments and make them in a timely fashion.

Norwich is searching for its next president. What are the challenges of finding the right person to lead the university through such a period of uncertainty?

As you know, Norwich is a very complex organization for a small university. We have the military aspect and civilian students and just that interchange of Corps and civilians, not to mention the alumni base, etc. We are very complicated and the need is to find someone who understands those complexities and can maneuver within all of those constituencies. When Rich Schneider started here, he had a very different university to deal with, and he wasn't even an admiral then. Norwich had tremendous financial challenges at the time. Some even wondered if we would make it, quite frankly. So, his early challenges were very different—chief among them was survival. Now, thanks to his strong leadership over many years, the challenge before

us is excelling and distinguishing ourselves in the marketplace called higher education. We're in great shape to do that.

There are always risks when you change leadership, especially finding that person who understands higher education, military experience, and shared governance with the faculty, which is very unique in this world. You only really see shared governance in universities and basically hospitals, where the medical staff has an awful lot to say about what happens. It's very unique. The next president of Norwich University will inherit a very solid operation but with an awful lot of challenges just because of the nature of higher education these days.

Norwich is now entering its third century of service. How do you see its role as one of the country's senior military colleges going forward?

That is a fairly easy question to answer, because we have to remain true to our roots and that is the birthplace of ROTC. Norwich will be required to train citizen-soldiers going forward. Sometimes that endeavor is more popular than not. It's been easy over the last 20 years or so, because the military has been fairly well regarded through those years. It wasn't always that way. I went to Norwich in the 1970s during the last stages of the Vietnam War, after the war had ended. Attitudes were very, very different then. Yet, we still had an obligation: We still needed to train and develop those citizen-soldiers for this country. You can argue that this country needs citizen-soldiers of integrity more than ever. Norwich will remain an exceptional place to carry out that mission. ■

Interview condensed and edited for length and clarity.

The Love and Legacy of Don Wallace

An engineering professor who demanded excellence from his students, Wallace leaves a \$3M gift to the David Crawford School of Engineering that will impact majors for years to come

BY DIANA WEGGLER



Kindhearted yet demanding, Prof. Donald Wallace—who passed away last year after a 55-year teaching career at Norwich—was legendary for holding his mechanical engineering students to incredibly high standards.

“He knew he was training professional engineers,” says Assistant Professor of Mechanical Engineering Brian Bradke. “In our field, you are teaching students who are going to go out and build bridges and airplanes and things people are going to trust their lives to.”

Stephen Fitzhugh, dean of the David Crawford School of Engineering, agrees. “He had high expectations. He knew he if was tough on [his students], then they would be all right in the work-

ing world—and he was right.”

Now, thanks to a \$3M bequest Wallace left for Norwich, those high expectations will continue in perpetuity.

“Don wanted to ensure that even after he was gone, the quality of the instruction, the professors, and the [engineering] program remained,” says Phil Soucy ’73, vice chair of the Norwich University Board of Trustees and a Wallace protégé. “He could have given it to the university to do with as they wanted—that wasn’t Don.”

Engineering “is what he loved and what he committed his life to,” Soucy says, “and his gift shows it.”

Fitzhugh describes Wallace’s gift as nothing short of transformational, one that will impact the engineering program in profound and lasting ways.

“[It] will appreciably enrich experiential learning in our engineering labs and provide resources to engage visiting professors—both distinguished scholars and practitioners with specialized skills and experience—to mentor students on senior projects, oversee undergraduate research, and even teach some classes,” he says.

Bradke, Wallace’s former faculty colleague, notes that as demanding as Wallace was, every student who complained about him as a teacher came back years later and said he was the best they ever had. “He loved his students and he loved teaching, and this gift—his *legacy*—was the last measure of devotion he could give.”

Fitzhugh adds: “We now have the financial flexibility to attract good engineering students and provide them with the best education we can give them in the spirit of Alden Partridge.”

And that, more than anything, is precisely what Don Wallace wanted.

PROF. DON WALLACE’S \$3M GIFT WILL FUND:

- A \$500,000 renovation and update of the renamed Donald M. Wallace Materials Testing Laboratory, located in the basement of Juckett Hall.
- The Don Wallace Visiting Professorship in Engineering.
- The Don Wallace Scholarship Fund for deserving junior and senior engineering students.

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

ASSETS	2018	2019
Cash and Cash Equivalents	\$9,851	\$2,437
Pledges, Accounts, and Loans Receivable, Net	\$31,721	\$25,273
Investments	\$217,770	\$214,229
Land, Buildings, and Equipment	\$167,979	\$182,583
Bond Funds on Deposit with Trustee	\$601	\$10
Other Assets	\$22,191	\$23,210
TOTAL ASSETS	\$450,113	\$447,742
LIABILITIES	2018	2019
Accounts Payable and Accrued Expenses	\$11,439	\$9,440
Notes and Bonds Payable	\$82,667	\$80,313
Other Liabilities	\$28,048	\$27,705
TOTAL LIABILITIES	\$122,154	\$117,458
NET ASSETS	\$327,959	\$330,284

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

OPERATING ACTIVITIES	2018	2019
Other Income	\$3,717	\$3,591
Tuition Fees, Room and Board, and Other Ed. Programs	\$85,938	\$86,350
Non-Education and Auxiliary Programs	\$995	\$986
Contributions and Grants Used in Operations	\$6,991	\$8,582
Endowment Spending and Investment Income	\$10,155	\$10,222
TOTAL OPERATING REVENUES AND SUPPORT	\$107,796	\$109,731
Operating Expenses	\$102,905	\$104,739
Change in Net Assets from Operating Activities	\$4,891	\$4,992
NON-OPERATING ACTIVITIES	2018	2019
Endowment Investments Return Net of Spending Used to Support Operation	\$8,468	(\$4,121)
Other Non-Operating Activities	\$4,815	\$1,453
TOTAL CHANGE IN NET ASSETS FROM NON-OPERATING ACTIVITIES	\$13,283	(\$2,668)
TOTAL CHANGE IN NET ASSETS	\$18,174	\$2,324

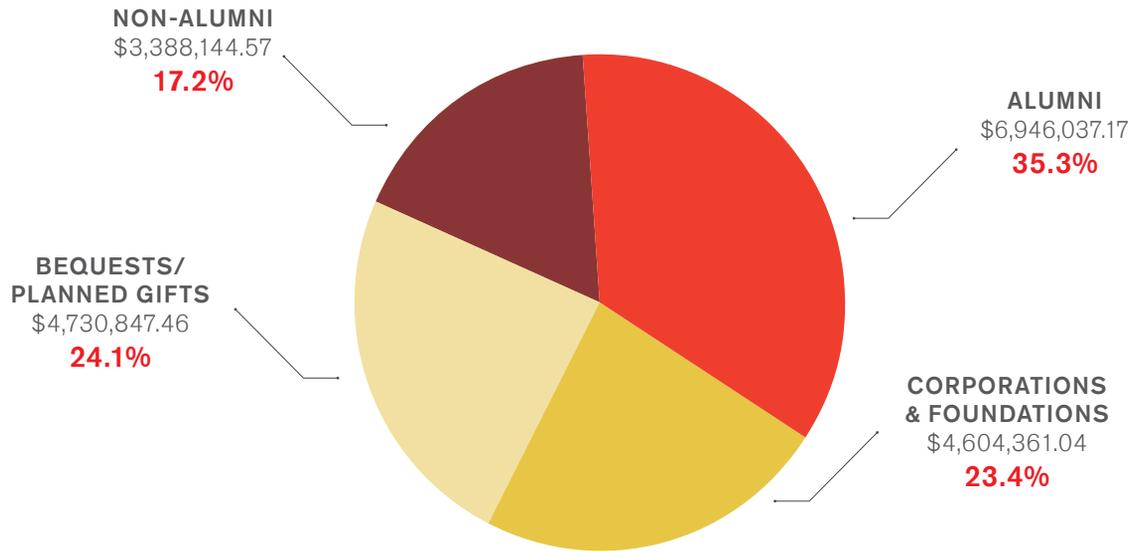
*Represents non-audited results

OFFICE OF DEVELOPMENT & ALUMNI RELATIONS

FISCAL YEAR 2019 ANNUAL REPORT STATISTICS

FY19 GIFTS BY SOURCE

GIFTS BY SOURCE TOTAL: \$19,669,390.24



FY19 GIFTS BY CAMPAIGN

RESTRICTED GIFTS

<i>Forging the Future</i>	\$5,908,817.90	30.04%
<i>Norwich Forever!</i>	\$7,000.00	0.04%
<i>Bearing the Torch</i>	\$4,879.30	0.02%
Restricted Annual Giving	\$585,908.59	2.98%
Other Restricted	\$325,744.72	1.66%
TOTAL RESTRICTED	\$6,832,350.51	34.74%

UNRESTRICTED GIFTS

<i>Forging the Future</i>	\$11,168,348.08	56.78%
<i>Norwich Forever!</i>	\$21,532.60	0.11%
<i>Bearing the Torch</i>	\$16,349.50	0.08%
Other Unrestricted	\$1,630,809.55	8.29%
TOTAL UNRESTRICTED	\$12,837,039.73	65.26%
TOTAL GIFTS	\$19,669,390.24	100%



NORWICH
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ABOUT THIS REPORT

This annual report acknowledges gifts from alumni, students, parents, friends, faculty, staff, corporations, foundations, and other organizations received by Norwich University between June 1, 2018 and May 31, 2019. The names that appear under each class year reflect gifts of cash, securities, and other appreciated assets; matching gifts; planned gifts; and in-kind 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 donors and board volunteers who passed away during the 2019 fiscal year appear as "(Deceased)."

This 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 of any inaccuracies or omissions. Please contact Chrissie Dumas at (802) 485-2307 or cdumas1@norwich.edu if you have any questions or would like to order extra copies.