

SEARCH PROFILE:

VICE PRESIDENT OF ADMINISTRATION
AND FINANCE



NORWICH™
UNIVERSITY

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Norwich University, the oldest private Senior Military College (SMC) in the country, invites inquiries, nominations, and applications for the position of Vice President of Administration and Finance (VPAF). Norwich seeks an experienced and innovative individual who will embrace the collegiality of the campus community and collaborate on a variety of campus-wide initiatives designed to further its success while honoring the traditions of this robust institution. As the Chief Financial Officer and Treasurer of Norwich University, the Vice President of Administration and Finance will assist in fulfilling the mission of Norwich University by leading all financial activities of the University to include budgeting, cash forecasting, planning, accounting, and investing; directing the preparation of current financial reports and summaries; creating forecasts predicting future financial outcomes; and managing the University's banking and financial institution relationships. The VPAF will take office no later than July 1, 2024.

MISSION AND VALUES

The mission of Norwich University is:

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.

In pursuit of this mission, Norwich is guided by a series of values that give all students, faculty, and staff a common denominator, an agreed-upon set of expectations; these values help to form a very close bond among students, faculty, staff, and alumni. A full description is available at www.norwich.edu/this-is-norwich/mission-values.

NORWICH'S DISTINCTIVE HISTORY

As one of the nation's six US Title X Senior Military Colleges, Norwich University serves as an institution of choice both for students entering the Corps of Cadets and for civilian students, drawn not only to accredited and nationally recognized academic programs and sports in a small and supportive community but also to the University's guiding values and the integrity and structure they provide.

The University offers a unique learning environment that combines the structure and discipline of a military education with a comprehensive liberal arts and professional education. With its distinctive history and mission, Norwich is committed to preparing both civilian students and those in the Corps of Cadets to become critical thinkers as well as capable doers so that, upon graduation, they will be ready to make tangible contributions to their workplaces and to the world at large.

Founded in 1819 by Captain Alden Partridge, Norwich is deeply steeped in traditions of service to country, and to others before self, and of valuing innovation and leading change to reflect the evolving needs of our society. The Norwich model of education gave birth to the Morrill Land Grant Act, which established all land grant schools in the United States. The University's objective is to encourage

students to become stronger and more determined leaders. Captain Partridge's vision focused on the concept of a citizen-soldier, which is still a critical element of the University's culture. Norwich has a number of "firsts" to its credit including being the first private college to teach engineering, reflecting the University's commitment to applied or "practical" learning. Also, in 1974, Norwich was the first military school to admit women to the Corps of Cadets. Very few schools have a legacy as long or as influential as that of Norwich.

Norwich also has the distinction of being the birthplace of the Reserve Officers' Training Corps (ROTC). Partridge's founding vision for rigorous academics combined with the structured military lifestyle was the foundation for the creation of ROTC. As the birthplace of ROTC, Norwich houses all five services of the United States Department of Defense: Army, Navy, Marines, Air Force, and Space Force. Students who are cadets or traditional civilians who are seeking commissions in the United States Coast Guard can pursue a commission through a special program called the Direct Commission Selected School (DCSS) or by attending Officer Candidate School after graduation.

LOCATION

Nestled in the Green Mountains of central Vermont, Norwich University is located less than 20 minutes from the state capital of Montpelier and a few hours' drive from Boston, New York, and Montreal. Rural but not remote, the scenic Northfield campus is community oriented and home to students from 48 states and 38 countries. The natural environs of the campus and the immediate surroundings

offer a wide range of outdoor activities throughout the year. Norwich also plays an important role in Northfield, Central Vermont, and the state more broadly, providing economic impact through employee salaries and construction projects, as well as its programming and investments in green technology and cybersecurity to the State of Vermont.





STUDENTS AND ACADEMICS

For nearly 30 years, cadets and civilian students have shared the same campus at Norwich University, creating one of the most distinctive college cultures in the nation. As of November 2, 2023, the total Norwich University enrollment was 3,173 (531 Graduate students and 2,642 Undergraduate students). The total on-campus degree-seeking Undergraduate student population was 2,002 students with 1,063 in the Corps of Cadets (211 were women), 679 civilian residential students (278 were women), and 260 commuter students (147 were women). As of November 2, 2023, a total of 1,022 students were enrolled in online degree programs or continuing education initiatives.

The Corps of Cadets prepares all students to become competent and responsible citizens, an important aspiration since many members of the Corps will not pursue careers in the military. During Corps leadership training, cadets confront daily challenges that define their character as future leaders. They gain the practical experience, knowledge, and strength of character to try, no matter what obstacles they face. Cadets learn to take responsibility for their actions and support their comrades in pursuit of a common goal. Those who rise to the mental and physical challenge of life as a cadet are rewarded with useful life skills, self-confidence, and self-discipline.

Civilian students live and learn as part of a distinctive collegiate environment that combines a tradition of service and leadership development with a commitment to innovation and scholastic achievement. One of the nation's foremost leadership laboratories, this structured but dynamic environment prepares civilian students for both academic achievement and success in a competitive global environment where different lifestyles often intersect.

Civilian and Corps students work together in the classroom, on the athletic fields, and in the campus center, learning and

benefiting from one another. Graduates of Norwich make a difference in the world as leaders of business, government, and the military. There are currently over 32,000 living alumni, 2,586 of whom donated to the University in FY23.

Accredited by the New England Commission of Higher Education (NECHE), Norwich successfully completed its 10-year accreditation reaffirmation in 2020.

Norwich has an engaged faculty dedicated to the success of students and who are active in scholarly endeavors. They are committed to developing in students not only mastery in the discipline, but also to fostering critical thinking for leadership in a rapidly changing world.

Norwich University offers more than 50 undergraduate degree programs, master's degree programs, graduate certificates, and professional education opportunities through the College of Liberal Arts, College of National Services, College of Professional Schools, College of Science and Mathematics, and College of Graduate and Continuing Studies.

In addition, Norwich is home to the Norwich University Applied Research Institutes (NUARI), a separate 501(c)(3) non-profit, research and development corporation founded in 2002. NUARI's mission is to serve the national public interest through the study of critical national issues and to serve as a national education center for counterterrorism and cybercrime education and training.

The University offers nearly 80 active student clubs, esports teams, and hosts 22 varsity sports but just 21 are in a league or conference that is part of the NCAA. The Men's Rugby Team is a member of the NEWCRC, New England Wide Collegiate Rugby Conference.

FACTS & FIGURES

FALL 2023 TOTAL CAMPUS-BASED POPULATION

Total On-Campus Enrollment: 2,151 including 2,014 degree-seeking Graduate and Undergraduate students

Corps Residential: 1,055
(844 male, 210 female, 1 non-binary)

Corps Commuter: 8
(7 male, 1 female)

Civilian Residential: 679
(400 male, 278 female, 1 non-binary)

Civilian Commuter: 259
(110 male, 147 female, 2 non-binary)

FALL 2023 CAMPUS-BASED POPULATION BY UNDERREPRESENTED MINORITIES

Total: 533

American Indian/
Alaskan Native: 7
(6 male, 1 female)

Asian: 61
(47 male, 14 female)

Black or African American: 95
(68 male, 27 female)

Hispanic & Latino: 199
(124 male, 75 female)

Native Hawaiian and Other
Pacific Islander: 1 (1 female)

Two or More Races: 120
(93 male, 27 female)

Unknown: 50
(31 male, 18 female, 1 non-binary)

INTERNATIONAL STUDENTS

Total International Students,
Scholars & Exchange
Students: 149
(89 male, 59 female, 1 non-binary)

Unique Countries
Represented: 38

NU ONLINE

Master's Degree Programs –
Total Students: 519

Bachelor's Degree Completion
Programs –
Total Students: 503

2023-2024 ATHLETICS

Number of Varsity Sports: 22
(21 are in a league or
conference that is part of the
NCAA; Men's Rugby is a
member of the New England
Wide Collegiate Rugby
Conference)

Number of Varsity Athletes: 589

EMPLOYEES

156 full-time faculty;
248 part-time faculty

580 full-time staff;
279 part-time staff

OPERATIONS

FY24 Annual Operating
Budget: \$113,109,000

Debt (as of 05-31-21):
\$70,809,000

Land Owned by Norwich:

Total acres: 1,230 acres
Total building land and
athletic fields: 63 acres

Value of Endowment
(as of 05-31-23): \$262,930,000

UNIVERSITY LEADERSHIP



Major General Mark Anarumo, PhD, became Norwich's 24th President in June 2020, following his retirement as a Colonel in the United States Air Force. Prior to joining Norwich, President Anarumo most recently served as the director and permanent professor (tenured) for the Center for Character and Leadership Development, United States Air Force Academy, CO, a presidentially appointed position. He began his military career in the U.S. Army, then served 26 years in the U.S. Air Force.

Norwich University is governed by its Board of Trustees, the President of the University, and the President's leadership team. Consisting of 29 men and women, the trustees are alumni and non-alumni military, business, and educational leaders. The President is a member of the Board of Trustees. As a Major General in the Vermont State Militia and leader of the institution, the President rotates between business attire and uniform in the conduct of official University business.

Shared governance and consensus building are defining features of Norwich's culture. The Faculty Senate of Norwich University is the governance body of the 156 full-time and 248 part-time faculty. Its purview includes, but is not limited to, curriculum, academic standards, policies and procedures, and any other matters that affect institutional decision making, goal setting and resource allocation. The Staff Council is the representative body for the University's 580 full-time and 279 part-time staff members, while students are represented by the Student Government Association, which is the student-run, student-elected governing body.

FINANCES

The University's current year annual operating budget is approximately \$113 million. In total (inclusive of financial aid awarded, research grants, contracts, institutes, and other restricted funds), Norwich University is a \$135 million annual economic enterprise. The endowment is currently valued in excess of \$264 million.

In October 2020, Norwich launched its most recent fundraising initiative, called "Shoulder-to-Shoulder," a three-year, \$28 million effort that successfully concluded in December 2022. Shoulder-to-Shoulder aimed to enhance

affordability and keep Norwich on the cutting-edge of academic and experiential learning opportunities. It addressed five priorities: the Norwich Fund, Scholarships, Technology Endowment, Academic Enhancement, and Planned Giving. Among these priorities, the focus was on the Norwich Fund, which provides flexible resources to address the University's most urgent needs. The full campaign goal was achieved early, and the school is currently conducting a feasibility study for its next capital campaign.



THE OPPORTUNITY

Reporting directly to President Anarumo, the Vice President of Administration and Finance (VPAF) serves as the Chief Financial Officer and Treasurer of Norwich University. The VPAF will assist in fulfilling the mission of Norwich University by leading all financial activities of the University to include budgeting, cash forecasting, planning, accounting, and investing; directing the preparation of current financial reports and summaries; creating forecasts predicting future financial outcomes; and managing the University's banking and financial institution relationships. The VPAF will work closely and collaboratively with President Anarumo and fellow senior executive team members on the strategic planning process. It is expected that the VPAF will review current financial planning processes and procedures and suggest improvements to improve the financial efficiency of the University operations, which may include identifying areas in need of reorganization, resourcing, downsizing, or elimination. The VPAF oversees the operations of Financial Affairs, University Budget, Human Resources, Facilities Operations, risk management, and vendor contracting with the following direct reports: Vice President of Facilities, Controller, Director of University Budget, Vice President for Human Resources, and related administrative support staff.

The VPAF will be charged with directing all aspects of accounting operations, policies, and systems, including overseeing all transactions related to general ledger, receivables, payables, payroll, and financial reporting; managing all policies and procedures required to ensure compliance with federal, state, and local financial, insurance, taxation, and property requirements; ensuring all records and reported results comply with generally accepted accounting principles (GAAP) or international financial reporting standards; collaborating with external auditors

to provide information needed for the annual audit as well as developing and coordinating relationships with lending/financial institutions and insurance providers; providing strategic guidance regarding capital financing options to support University growth needs; analyzing the University's financial results with respect to income, trends, costs, and compliance with budgets; and managing University cash flow.

The VPAF leads the University Budget and Finance Committee, serves as primary liaison to the university General Counsel, acts as a liaison with the University Board of Trustees, and serves on university committees, councils, workgroups, or other designated bodies as assigned.

DESIRED EXPERIENCE AND ATTRIBUTES

- Master's Degree in Business Administration, Accounting, or Finance
- Certified Public Accountant designation
- Ten years of experience in financial management
- Recent leadership experience with a budget in excess of \$100 million, preferably in higher education
- A clear and respectful communicator both in writing and orally
- Proficiency in MS Office (Word, Excel, SharePoint, Teams, and Outlook)
- Capacity to travel up to 10% of the time and to perform occasional evening and weekend work



APPLICATIONS, INQUIRIES, AND NOMINATIONS

Norwich University is being assisted by Academic Search. Prospective candidates may arrange a confidential conversation with Senior Consultant Maya Kirkhope using [Bookings](#).

Applications and nominations should be submitted electronically to NorwichVPAF@academicsearch.org. Applications must include a cover letter that addresses the responsibilities and requirements described in this position prospectus and a curriculum vitae. The position will remain open until filled, but only applications received by **January 21, 2024**, can be assured full consideration.

Norwich University is an Equal Opportunity Employer and is committed to providing a positive education and work environment that recognizes and respects the dignity of all students, faculty, and staff. Reasonable accommodations will be made for the known disability of an otherwise qualified applicant. Please contact the Office of Human Resources at nuhr@norwich.edu for assistance. All candidates must be legally eligible to work in the US without sponsorship. A post offer, pre-employment background check will be required of the successful candidate.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Norwich University in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.



Committed to IDENTIFYING
AND DEVELOPING LEADERS
by providing the highest
level of EXECUTIVE
SEARCH to our
higher education
partners.