



Chief Financial Officer and Vice President for Administration and Finance
Norwich University
Northfield, Vermont

THE SEARCH

Norwich University (Norwich), the oldest private Senior Military College (SMC) in the country, seeks a highly collaborative and strategic leader to serve as the next Chief Financial Officer and Vice President for Administration and Finance (CFO/VPAF). Norwich's next CFO/VPAF will be joining a community with new momentum and a desire to innovate and evolve to meet its longstanding mission. With a recently installed President, an emerging University leadership team, and highly dedicated staff, faculty, alumni, and board of trustees, the CFO/VPAF will have the opportunity to collaborate with many forward-thinking campus constituents eager to partner for Norwich to thrive.

Founded in 1819, Norwich stands as a national model of innovation and purpose in higher education, rooted in a 200 plus-year legacy of leadership development and academic rigor. Yet its strength lies not only in tradition, but in the relentless drive to meet the demands of a rapidly evolving world by adapting education to real-world needs while simultaneously holding to its core [mission and Guiding Values](#). Norwich provides a transformative educational experience that is inclusive for all student populations while offering extensive in-person and distance learning programs. Norwich's mission builds on the vision of its founder, [Captain Alden Partridge](#), to combine broad-based liberal arts studies with experiential learning and career-oriented programs.

Reporting directly to Norwich's President, General John Broadmeadow, the CFO/VPAF will have the opportunity to help mobilize and evolve the campus around a new [strategic plan](#) and a renewed commitment to ensure Norwich is on solid financial and operational footing. Norwich seeks a CFO/VPAF who will bring astute strategic abilities to ensure financial stability and cultivate a culture around innovation for cost efficiencies and new revenue. The CFO/VPAF will work closely with Norwich's stakeholders to provide regular data and assessments to seed conversations around pivoting strategies to advance its educational mission while driving thoughtful evolution. With a new ERP system being introduced at Norwich, the CFO/VPAF will capably lead efforts to improve internal systems and infrastructure to meet today's financial challenges and opportunities. The CFO/VPAF will serve as a

strategic thought partner to the leadership team, President, and board of trustees, many of whom have strong financial expertise themselves, to make key investments and ensure a nimble and dynamic enterprise to strengthen Norwich's finances and operations together. Establishing meaningful and productive relationships with the broader community and leadership team will be critical, along with providing capable leadership and management to cultivate Norwich's financial and administrative team around new strategies and best practices.

Norwich University has retained the search firm Isaacson, Miller to assist with this recruitment. Instructions for applying, nominating, and inquiring about the position can be found at the end of this document.

ABOUT NORWICH UNIVERSITY

Norwich is deeply steeped in traditions of service to country, and to others before self, while valuing innovation and leading change to reflect the evolving needs of 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 prepare students for the responsibilities resting on a citizen of the American republic. Captain Partridge's vision focused on the concept of a citizen-soldier, which is still a critical element of the University's culture. Within that culture, Norwich has a long history of providing extensive experiential learning opportunities to prepare students for the workplace and the world. Norwich has several "firsts" to its credit, including being the first private college to teach engineering, reflecting the University's commitment to both the liberal arts and applied or "practical" learning. In 1974, Norwich was one of the first military schools to admit women to the Corps of Cadets.

Norwich has the distinction of being the birthplace of the Reserve Officers' Training Corps (ROTC). Currently Norwich has active ROTC units for Department of Defense military services including the Army, Navy and Marines, Air Force and Space Force. Cadets 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. Many students also join the Vermont National Guard while attending Norwich.

Norwich offers more than 30 undergraduate majors, including six which are degree completion programs. In addition to the largely residential, undergraduate population in Northfield, Norwich offers robust [graduate](#) and [online education programs](#). The University's academic programs are administered through the following four colleges: the [College of Arts and Sciences](#), the [College of Professional Schools](#), [College of Graduate and Continuing Studies](#); and the [College of National Services](#). Accredited by the New England Commission of Higher Education, Norwich successfully completed its 10-year accreditation reaffirmation in 2020 and five-year review in 2025.

Norwich has an engaged faculty who are active in scholarly endeavors and dedicated to student success. Shared governance and consensus building are defining features of Norwich's culture. The Faculty Senate of Norwich University is the governance body of the 143 full-time and 205 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 478 full-time and part-time staff members.

In the late 1800's, Norwich University consisted of two imposing structures on "The Hill": Jackman and Dodge Halls. Today, the campus comprises 53 buildings. In recent years, Norwich has made substantial additions to its physical plant, including a major new academic building, Mack Hall, as well as significant remodels to other academic buildings, Schneider and Dewey Halls, and major upgrades to its main library, student center, museum, residence halls, and athletic facilities. The University has also maintained its commitment to information technology – both for its on-campus classroom and residential experiences, as well as its numerous online degree programs.

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.

Norwich's investment in its academic ecosystem is further demonstrated by the ongoing construction of a new 13,000-square-foot, Cyber Fusion Research and Development Center, funded in part by \$16.4 million in Congressionally Directed Spending. This Center has an estimated completion in spring 2026 that will host cross-disciplinary programs focused on information security and other cutting edge information technology. Already recognized as a National Center of Academic Excellence – Cybersecurity (NCAE-C) institution, this key investment will foster educational and workforce training opportunities in cybersecurity, informational learning, computing, artificial intelligence, machine learning, and real-time decision-making. The Center will host a Security Operations Center, a collaborative work environment, multipurpose meeting and event spaces, classrooms, and various labs to benefit the multiple disciplines integrating their strengths in this comprehensive academic space. The facility further paves the way for Norwich faculty and students, in cooperation with NUARI staff, to explore idea creation in partnership with business, military, and government.

Norwich University is home to [Kreitzberg Arena](#). Established in 1998 and spanning a generous 59,000 square feet, the arena was purposefully designed to meet the needs for a modern intercollegiate hockey and skating venue, enriching the Norwich community's athletic and recreational experiences and serving as a versatile space for a wide array of events. Throughout its history, the arena has enhanced recreational and athletic opportunities for all Norwich community members and provides an attractive, flexible space for various large-scale events. Given its multifunctional use, Norwich continues to seek creative ways to ensure the facility provides year round use for the benefit of the community.

Current Leadership

Lieutenant General John Broadmeadow, United States Marine Corps (Retired) became Norwich's 25th President in May 2024. Prior to his appointment as President, Lt. Gen. Broadmeadow was a member of

the Board of Trustees and consulted in the private sector. He began his military career while at Norwich University, commissioning as a second lieutenant upon his graduation in 1983 and serving until his retirement as the Director of the Marine Corps Staff in 2020. Lt. Gen. Broadmeadow has the distinction of being the senior most Marine Corps graduate in the history of Norwich.

Norwich University is governed by its Board of Trustees, the President of the University, and the President's leadership team. Consisting of 26 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.

Strategic Plan

The Norwich University Strategic Plan 2025-2028 was approved by the Board of Trustees in April 2025 and articulates six strategic goals.

- **Fiscal Stability and Management Modernization:** Centered around the ongoing upgrade to a comprehensive Enterprise Resource Program (ERP), Norwich will preserve its financial health and ensure it is good stewards of the University's resources, to include its people.
- **Academic Program Relevancy and Excellence:** By focusing on maintaining an agile and relevant curriculum, Norwich will deliver distinctive academic programs that prepare graduates to be career ready and useful citizens in a complex world and demonstrate the value of a Norwich education.
- **Student Experience:** Norwich will stay true to who it is and continue to deliver a transformative student experience that develops citizen-leaders ready for the responsibilities inherent in living in a free republic.
- **Enrollment Management:** Centered around its emerging "Start Ready" Enrollment Management Plan, Norwich will achieve enrollment targets through focused recruitment of mission-aligned students and retention efforts.
- **Development and Alumni Engagement:** Norwich greatly values their alumni and those donors who invest in the promise of Norwich as a vital American institution. The University will build a robust culture of engagement and philanthropy to support the Plan and achieve its mission.
- **Online Programs:** Norwich will extend its legacy of online academic excellence through strategic growth in digital education.

Students and Student Life

The total student population in Fall 2025 was 3,030, with 2,042 on campus and 988 in various online programs. Within the on-campus population there were 1,066 students in the Corps of Cadets, 538 Civilian residential students, 248 Civilian commuter students, and 178 non-matriculating students. The on-campus undergraduate population has 729 female students and 1,301 male students. Among the undergraduate students, approximately 48% of students come from states outside of New England and 90 students are international. In addition, 87% of incoming students are former high-school athletes, many of whom go on to play on one of Norwich's intercollegiate athletic teams.

Norwich's on-campus student body is comprised of the Corps of Cadets and Civilian students, both guided by a common set of core values that provide a synergistic student experience. The Corps of Cadets prepares all students to become competent and responsible citizens. During Corps leadership training, Cadets confront daily challenges that define their character as future leaders. They gain 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.

ROLE OF THE CHIEF FINANCIAL OFFICER & VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

The CFO/VPAF is a key strategic partner to University leadership by providing leadership and general management for finance, facilities, human resources, and the budget. The CFO/VPAF is responsible for participating in key campus leadership decisions, including budgetary allocations, to support the strategic plan and promote collaboration and accountability strategies. The CFO/VPAF will work especially close with the Provost, to provide timely academic budgets, and the Vice President for Enrollment Management, for the recruitment and retention of students, working together to shift financial strategies regularly for increased revenue. The CFO/VPAF will work through shared governance processes and serve as a strategic advisor to the President and Board to ensure that Norwich's resources are effectively deployed to best serve its students, faculty, and staff. The CFO/VPAF will strive for excellence in initiating and implementing best practices and innovations across financial and administrative operations.

The CFO/VPAF will lead all financial activities 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, including oversight of the endowment. The CFO/VPAF manages all policies and procedures required to ensure compliance with federal, state, and local financial, insurance, taxation, and property requirements. The CFO/VPAF will also oversee best practices for Human Resources in support of an effective workforce and facilities and capital planning to carry out the University's mission and strategic goals. The CFO/VPAF leads the University's Budget and Finance Committee and is the primary liaison for the Board of Trustees' Budget and Finance, Investment, and Audit committees.

The CFO/VPAF supervises six direct reports - Vice President of Facilities, Controller, University Budget Director, , Administration & Finance Operations Manager, and Director of Human Resources. The CFO/VPAF will also work closely with the Vice President of Information Technology and CIO on important initiatives and determine the best organizational structure moving forward with the President. The CFO/VPAF has responsibility for 181 staff and a budget and financials of approximately \$40 million. The endowment is currently valued in excess of \$300 million.

KEY OPPORTUNITIES AND CHALLENGES

Building upon Norwich's proud history of innovation, service, and leadership in higher education, the CFO/VPAF will address the following opportunities and challenges:

Provide thoughtful financial and operational leadership in support of the strategic plan

The CFO/VPAF will be a strong partner to the President and Norwich's senior leaders to bring vision and strategic thinking financial and operational management. The CFO/VPAF will lead the annual budgeting process, collaborating closely and transparently to set parameters, articulate priorities, and prepare the budget for ultimate approval. The CFO/VPAF will anticipate and provide information and accurate data required for sound decision-making, laying out alternatives, options, and comparisons. They will identify issues and offer new approaches to advance the institution over the short- and long-term in support of institutional goals. While Norwich is steeped in tradition, they are also very open to new ideas for financial stability. The CFO/VPAF will serve as Norwich's resident expert regarding higher education finance, staying abreast of the fluctuations within the complex budgetary landscape shaped by state and federal funding models, enrollment, and broader economic conditions to ensure Norwich remains competitive in an ever-evolving higher education landscape.

Leverage financial and operational resources to grow revenue and reduce costs

Like many institutions of higher education, Norwich is impacted by external financial pressures and shifts within the higher education environment. Always keeping the educational mission top of mind, the CFO/VPAF must uphold financial discipline while enabling strategic investments that support enrollment growth; research, grant, and external partnership activity; and student success. In particular, the CFO/VPAF will partner closely with the Provost to align financial decisions with academic priorities – particularly in areas that differentiate Norwich in the marketplace and maintain positive enrollment patterns. Moreover, the CFO/VPAF will evaluate Norwich's assets to identify opportunities for strategic investment and financial growth, including cultivating partnerships for new revenue and potentially finding new ways to leverage the impressive facilities and spaces of Mack Hall or the [Kreitzberg Arena](#) in those partnerships. Collaborating across campus, the CFO/VPAF will enhance existing and develop new streams of strategic revenue in areas including student recruitment and retention, fundraising and grant support, curricular and co-curricular program delivery, auxiliaries, and external partnerships.

Navigate and build relationships within the Norwich community and beyond

Norwich is a place where trusted relationships are highly valued and the service and educational missions of the institution are at the center of all decision making. The next CFO/VPAF will need to be a visible member of this community and learn about the wide-ranging needs and goals of all constituents. The CFO/VPAF will demonstrate a sincere interest in the academic life of the institution and an appreciation for faculty shared governance. The CFO/VPAF must be a clear communicator and active listener, possessing the approachability and patience to explain complex financial information and communicate

decisions with clarity and care. Importantly, the CFO/VPAF will quickly establish trust and credibility with Norwich's President, leadership team, Board of Trustees, alumni, and the entire campus community as well as external partners including credit agencies, auditors, and community leaders.

Ensure technology and business process improvement for increased effectiveness

In the spirit of continual improvement, the CFO/VPAF will continue efforts to modernize administration processes and infrastructure across the University, identifying opportunities to improve services, increase efficiency, support strategic decision-making, and provide the best learning, teaching, and working environment possible. The CFO/VPAF will strategically leverage technology to move initiatives forward, harnessing data and emerging technologies to improve services and operations that support institutional capacity and impact. The CFO/VPAF will champion data literacy and promote a data-informed culture for decision-making and operations.

Lead, cultivate, and manage a team

The CFO/VPAF will provide leadership and supervision to Norwich's finance and administrative team, many of whom have either served at Norwich for decades and/or are new to Norwich. Human Resources and Facilities have also recently returned to this portfolio. The CFO/VPAF will be expected to support and cultivate their team around best practices, innovation, creativity, and cross-functional interaction, utilizing the institutional knowledge and expertise of seasoned members while also providing mentorship and encouraging professional development, training, and growth for all. The CFO/VPAF will ensure the team is nimble in providing a high level of service to units and departments across Norwich with accurate and timely data and services. The CFO/VPAF will evaluate operations regularly, shifting organizational structure and roles as needed to be successful while also cultivating a divisional culture that can effectively recruit and retain talent. The CFO/VPAF will be a strong leader who can inspire their team and delegate while also having the willingness to take on a multitude of roles to move projects and initiatives forward.

QUALIFICATIONS AND CHARACTERISTICS

The search committee will seek candidates with many of the following experiences and abilities:

- At least 10 years of financial management experience;
- A Bachelor's degree is required; a Master's degree in Business Administration, Accounting, or Finance, or be a Certified Public Accountant, or other equivalent experience is preferred;
- Experience overseeing the development of financial budgets and forecasts, presenting to a variety of audiences, and providing regular updates;
- Exceptional communication and collaboration skills; a high level of transparency;
- A track record of serving as an effective bridge across units to facilitate positive and productive conversations amongst a range of internal and external constituencies;

- Experience interfacing with human resources, training and development, and problem solving. Ability to promote an emphasis on campus' investment in talent development and effective management priorities; support improved recruitment and retention efforts;
- Demonstrated commitment to sustainable financial and operational practices;
- Experience with and/or deep understanding of shared governance;
- Demonstrated ability to lead effective teams;
- Comfortable in a military environment;
- Experienced in change management with the interpersonal skills necessary for success; and
- Leadership experience in higher education, preferred but not required.

COMPENSATION AND LOCATION

The anticipated compensation for this role is \$250,000 - \$325,000, commensurate on experience. University housing of a single-family home is available close to campus, if desired. Norwich also offers a top-tier benefits package.

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 46 states and 33 countries. The natural environs of the campus and the immediate surroundings offer a wide range of outdoor activities throughout the year. The downtown area is also currently being redeveloped by many Norwich alumni and community members. 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 cyber security to the State of Vermont.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/norwich-university/chief-financial-officer-and-vice-president-administration-and>.

Lindsay Gold, Partner
Kahn Lee, Managing Associate
Julia Hochner, Managing Search Coordinator
Isaacson, Miller

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 authorized to work in the United States without requiring immigration sponsorship, including but not limited to non-immigrant visas such as H1B, STEM, or F1, now or in the future. A post offer, pre-employment background check will be required of the successful candidate.

This document has been prepared based on the information provided by Norwich University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Norwich University would supersede any conflicting information in this document.