



# West Point

ASSOCIATION OF GRADUATES

SUBJECT: Chairman's 2018 Annual Report

Fellow Members of the Long Gray Line,

As 2018 draws to a close, I am pleased to report that the West Point Association of Graduates (WPAOG) continues to increase its support to West Point and the Long Gray Line. Our Alumni Support Department has implemented innovative programs to better support our graduates; our Development Department has won national awards for its fundraising efforts; our Communication & Marketing Department has increased the audience for our messages and the number of channels used in their distribution; our Information Technology Department has introduced software to improve our relationship to constituents and protect their data in our records; and our Finance Department has worked diligently to ensure that that we remain financially strong in our support of West Point and the Margin of Excellence programs. Our success is only possible because of your contributions of time, talent, and treasure. Our vision is to be the most highly connected alumni body in the world, and your efforts are making this happen.

Several of our Association's notable accomplishments for 2018 are highlighted below. Each reflects the teamwork and generosity of our volunteer leaders, individual graduates, and professional staff, as well as our teammates at the U.S. Military Academy. WPAOG looks forward to even more growth and accomplishments next year as we celebrate our 150th anniversary (1869-2019) as your alumni association.

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## **Alumni Support**

*Career Services.* In 2018, WPAOG continues its focus on providing enhanced career services to support graduates in their professional transitions. This past August WPAOG hired a Director of Career Services (Miguel Gutierrez '80) and budgeted for the hiring of two Assistant Director of Career Services. WPAOG Career Services has formally partnered with Korn Ferry (an executive search and career counseling firm) to provide all alumni with a new career transition tool that will offer psychometric analysis, AI-based practice interview evaluations, compensation counseling, resume analysis, three career coaching sessions, and other services that leverage Korn Ferry's 70 years of consulting expertise. The WPAOG Career Services team is currently developing partnerships with leading industry sector companies to establish direct pipelines for job seeking alumni to be channeled to for immediate evaluation as a potential hire. The team is also working to develop its own job listings database that alumni can access to view job postings from these partner companies. In addition, the staff continues to manage the Joint-Service Academy Career Services

database, referred to as Service Academy Career Central (SACCentralOnline.com), and support the Service Academy Career Conferences (SACCs), which are held four times per year in coordination with the four other service academy alumni associations. To date, 581 USMA graduates have attended a SACC in 2018. Prior to each SACC, WPAOG Career Services hosts a social gathering for West Point graduates. These gatherings provide opportunities for graduate job seekers to meet with both local graduates as well as graduates representing companies attending the SACC.

*Memorial Support.* West Point Association of Graduates is honored to serve our graduates and their families, and we view our role in assisting with Memorial Services as a crucial one. Since 2008, WPAOG has provided Memorial Service Assistance. In 2018, the Memorial Services team offered support to 100 percent of the families laying a loved one to rest in the West Point Cemetery and had the privilege of supporting 99 percent of them.

*Rockbound Highland Home.* Launched in March 2017, the Rockbound Highland Home programs were designed to welcome graduates back to West Point and to support our graduates' connection with their "Rockbound Highland Home." There are three components: *Grad Insider Tour*, *Grad Pass*, and *Grad Perks*. As its name suggests, the ***Grad Insider Tour*** provides the insider experience: a tour for graduates and their guests of the cadet areas not open to the public, including the Cadet Uniform Factory, Arvin Cadet Physical Development Center, the Mess Hall, and Jefferson Hall. In its yearling year, *Grad Insider Tour* welcomed 267 graduates and 1,024 guests for 171 tours. ***Grad Pass*** eases the process of navigating post security procedures by first providing a secure online form for the required background check, then easing the pass pick-up process. There were 1,893 Grad Pass requests processed as of October 19, 2018. ***Grad Perks*** offers special access to Morale, Welfare, and Recreation facilities and services to graduates with a Grad Pass. In 2018, WPAOG was honored to receive two Gold Awards for the Rockbound Highland Home Program from the Council for the Advancement and Support of Education (CASE). The first award was in Alumni Relations for excellence in "providing returning graduates a first-class experience at their Alma Mater," and the second award was in Alumni Relations Events and Affinity Programs for "creating a meaningful experience for returning graduates."

*Grad Link.* To support our vision to be the most highly connected alumni body in the world, WPAOG launched Grad Link this year. Grad Link uses innovative technology to make social and professional networking easier by combining data from WPAOG's database with your LinkedIn profile. You can easily search for fellow grads based on geographical location, cadet company, graduation year and professional industry. Since officially launching in July 2018, Grad Link now has more than 6,270-plus users, more than 11 percent of the Long Gray Line.

*Selected Activities with Cadet Classes.* In 2018, the Class Ring Memorial Program received 69 West Point rings. To date, 520 rings are a part of this meaningful program. The annual "Ring Melt Ceremony" in Warwick, Rhode Island, was attended by officers in the Class of 2019, as well as by members of WPAOG leadership, USCC leadership, ring donor family members, and other graduates in the New England region. WPAOG hosted the First Class Social in the fall. It is sponsored by the Class of 1996, and its purpose is to provide an opportunity for the First Class cadets to socialize in a relaxed environment, meet the WPAOG team, and learn about WPAOG's mission to serve West Point and the Long Gray Line.

*50-Year Class Affiliation Program.* The popularity of the program continues to flourish, with four of our alumni classes—1969, 1970, 1971, and 1972—supporting their affiliated cadet classes. This year

the Class of 1970 had 34 members in attendance at Robinson Auditorium to present joint class coins to the members of the Class of 2020 at their Cow Affirmation Ceremony. The coins symbolize the commitment of both classes to the profession of arms. The 50-year class affiliates also participated in Reception Day, Class Crest Unveiling, Yearling Flag Ceremony, Ring Weekend, Branch Night, and Graduation.

*Personnel Transitions.* Laura McKenna '01 and Katie Pace were hired this year, and both serve in the Alumni Support department proving support for Memorial Services and the Rockbound Highland Home Program. Laura also is the Grad Link POC. Tori Fortune was recently hired as a Grad Insider Tour guide.

*Alumni Events Supported.* WPAOG provided operations and logistics support to 14 class reunions and two shared interest group reunions—6,887 graduates and guests. The Alumni Events team assisted 16 shared interest group reunions with online registration support this year. In addition, the team provided support for 99 events and activities with online registration and payment processing services.

*WPAOG Awards.* In the spring, our Association conferred our Distinguished Graduate Award on the following great Americans: COL (R) Dana G. Mead '57, Mr. Thomas C. Barron '65, LTG (R) Larry R. Jordan '68, GEN (R) William S. Wallace '69, HON Sloan D. Gibson '75, and HON Douglas E. Lute '75. In September, LTC Matthew Myer '01 received the 13th annual Nininger Award for Valor at Arms. In October, Leon E. Panetta, former Secretary of Defense, received the 61st annual Sylvanus Thayer Award.

*WPAOG Leaders Conference,* sponsored by the Class of 1967. This year's strong turnout included representatives from 41 classes, 101 West Point Societies, 30 Parents Club leaders, and 67 Regional Admission Officers. Sixty-one Distinguished Society Awards were presented at the conference. LTG Darryl A. Williams '83, 60th Superintendent of USMA, was the dinner speaker at the culminating social event in Eisenhower Ballroom. The following morning, representatives of the 50-Year Affiliation Classes—1969, 1970, 1971, and 1972—were special guests at the Acceptance Day Parade.

*West Point Diversity & Inclusion Leadership Conference.* The Conference took place September 5-7. Forty-nine graduates and guests and 132 USMA staff and faculty members attended the conference. Keynote speakers included Pro Football Hall of Famer Rod Woodson; CSM (R) Michele Jones, 9th Command Sergeant Major of the U.S. Army Reserve and President and CEO of The Bones Theory Group, LLC.; and LTG (R) Mark Hertling '75, former Commanding General, U.S. Army Europe.

*Retail Operations.* After a record-breaking 2017, retail operations are poised to welcome the sesquicentennial of the WPAOG as the premier shopping destination for West Point graduates, cadets, parents and friends. Exclusive brands, unique designs, and effective marketing, as shown in the "Rediscover West Point, Fall 2018" catalog have proven successful, with a 29.17 percent increase in sales over the 2017 catalog launch. As both the store and webstore enter the final (and busiest) quarter, overall sales are tracking for another productive year.

*Societies.* Societies serve as a vital connection to the local communities and represent WPAOG all over the world. There are 139 Societies with new requests being considered monthly. New HiveBrite software is being rolled out to assist our Societies in their administration, starting in December 2018. Sixty-one Societies were recognized as being "Distinguished" in 2018. A new task force was created

to review the award and the direction it should go in the future. It is currently reviewing for the 2020 award.

*Founders Days.* Thousands of graduates gathered in 2018 to celebrate the founding of the Academy. Alumni Services and DAA tracked 108 such events held by Societies, USMAPS, and active duty posts overseas. WPAOG representatives traveled to support 60 of the events and attempted to cover all locations the Leader Team traveled to (SUPT, COMM, and Dean). Celebrations in 2019 are expected to have a special focus on the 150th Anniversary of the Association of Graduates.

*Alumni Services Volunteer Program.* Volunteers are a crucial component to growing the WPAOG brand globally. There are many ways of giving back time, talent, or treasure with WPAOG. A variety of opportunities to volunteer with Societies, Classes, Parent Clubs, our Advisory Council, our Board of Directors and now at WPAOG's events offer those interested in becoming more engaged the opportunity to support the Academy and WPAOG. Providing new volunteer opportunities at the WPAOG is an excellent opportunity to provide our enthusiastic and dedicated constituents an opportunity to become more involved in the activities of WPAOG, provide our non-profit with additional support with Alumni Support functions, and help volunteers to expand on their skill sets and networks.

*Spirit Events.* In 2018, Alumni Services supported five away tailgates planned by the local Societies and ran six home open houses to welcome the public to Herbert Hall. Away tailgates attracted between 500 and 1,500 attendees, and home open houses ranged between 250 and 750 visitors, depending on the game. Opening the building to the public during home football games has brought WPAOG closer to the public and the West Point community.

*Great Hall.* The Great Hall had 131 programs scheduled in 2018. The Alumni Services department is researching new options to start offering WPAOG Leadership Training Seminars.

*Travel Program.* There was an increase in travelers in 2018 with the introduction of new trips offered by the World War II Museum. One hundred fifteen travelers participated in the 2018 program, up from 56 in 2017.

*Brick and Paver Program.* The administrators of the Brick and Paver program are working on a GIS mapping project with the Academy that will allow donors and their families to locate and see a photo of their brick or paver through our website.

### **150th Planning Committee**

The committee met in-person and via conference call several times in 2018. Information was presented at this year's Leaders Conference, and the staff is preparing to execute the plan fully in January. Additional information will be shared with society leadership in November and December to ensure they have time to plan and incorporate 150th branding and memorabilia in Founders Day events.

### **Communications & Marketing**

As the primary externally facing communications team of WPAOG, Communications & Marketing provides engagement opportunities to increase awareness of the WPAOG "brand" and mission

across several target market segments: graduates, cadet parents/families, widowed spouses, USMA faculty and staff, Admissions prospects, and the general public. In addition to achieving significant recent growth, WPAOG's longer-term communications footprint and total volume of communications has expanded considerably across all channels over the last five years. Over the last few years, WPAOG Communications have consistently achieved record high audience reach for the website, print and social media.

*CRM Database Implementation – A Team Effort Across WPAOG.* C&M Staff have been extensively involved with IT and Advancement Services in the CRM database migration, specifically as it relates to the website interface, email and postal mailing list pulls, constituent security and logins, the decessing process, and Memorials database integration. During the database switchover in February and March, WPAOG minimized outgoing broadcast emails for several weeks until the new system was fully “live,” which means that 2018 total emails will likely show a small decrease.

### *WPAOG Publications*

*West Point* magazine is now in its eighth year. All graduates continue to receive complimentary copies of *West Point* four times a year, as do all cadet parents (for the fourth year in a row) and widowed spouses of graduates. This broad distribution supports WPAOG's overall goal of enhanced engagement of graduates, parents and widows. Admissions also frequently purchases copies for use in communicating to cadet candidates. The 2018 *West Point* cover stories highlighted gift-funded projects and top Superintendent's priorities: the opening of the new donor-funded Frederic V. Malek West Point Visitors Center, along with the Combating Terrorism Center, Cyber Security Centers (Army Cyber Institute and Cyber Research Center), and the Modern War Institute. *West Point* print circulation reached 231,100 copies in 2018, with each issue numbering more than 56,000 copies.

*TAPS* annual memorial magazine continues the tradition begun in the first years of our Association. The 2018 edition continued the record level of engagement seen last year in 2017, publishing 269 Memorial Articles. Death notification and graduate memorialization remain among the core missions of WPAOG, and a great deal of time and care is spent with each deceased graduate's family or classmates to create personalized memorial articles. “Be Thou at Peace,” the memorial page of the WPAOG website, is perennially one of the top three content pages visited, with nearly 59,000 visits as of October 31, 2018.

### *WPAOG Digital/Multimedia Communication: Email, Social Media, Newsfeeds, Video, Death Notification Service, Register of Graduates*

*Email.* WPAOG's largest communication audience is through email. We send more than 200 unique targeted emails per year to over two million recipients, enabling graduates to stay connected to the Academy, WPAOG events, classmates, and fellow Society members. Our emails continue to achieve outstanding open rates, averaging over 35 percent. WPAOG's twice monthly *First Call* graduate newsletter (over 1 million sent each year with a 37 percent open rate) and monthly *Parent Review* sent to cadet parents (over 48,000 sent each year with a 48 percent open rate) are the two most important regular emails we send.

*Social Media.* WPAOG's social media audience is significant and rapidly growing. We currently maintain a presence on Facebook (47K Likes), LinkedIn (17.4K), Twitter (13.4K followers),

Instagram (3.5K), Vimeo, YouTube, Flickr, and Pinterest. Our combined social media audience is currently over 90,000 followers, and the reach of any individual post may be much greater.

*Daily News Feeds (RSS).* WPAOG Communications gathers and creates content and for daily news feed digests of USMA News, Cadet News, and Grad News, which have more than 1,560 subscribers and have received over 322,000 views in 2018 YTD.

*West Point Magazine Digital Edition.* Each issue of *West Point* magazine is also available online upon publication. This provides another measurable “touchpoint” for constituents to engage with WPAOG content and messaging. As of October 31, 2018 (fall issue just mailed/posted), *West Point* magazine’s online 2018 edition visits totaled 5,968 (more than 35 percent over 2017 visits and growing) with 118,129 pageviews (more than 10 percent over 2017 pageviews and growing).

*Videos.* Through October 2018, WPAOG produced or directed 10 original videos, including the USMA Class of 2018 Graduation “Hat Toss” video, a joint Academy launch video for the All-Academy Challenge, and videos for R-Day, March Back and Ring Melt events.

*Death Notification System.* WPAOG provides a highly valued service for classmates and families of graduates, verifying and communicating daily graduate (and widow and former cadet) death notifications (500-plus per year), and sending condolence letters.

*Register of Graduates.* The *Register of Graduates*, WPAOG’s most historic publication and proprietary database detailing the military careers of every graduate since 1802, is an important part of the database which is in the process of being migrated with the implementation of the new CRM system. Online updates have been turned off until the new customized system is fully functioning—estimated to be late 2018.

*150th Anniversary Planning Committee.* The Communications and Marketing team is tasked with executing multiple aspects of the WPAOG 150th Anniversary celebration in 2019, including creating special content and images for every issue of *West Point* magazine and branding all 2019 WPAOG communications with the approved 150th Anniversary logo. C&M staff have participated in the 150th Planning Committee throughout 2018 and have been responsible for executing special print, web, social media and signage communications. Staff have developed specific action plans and calendars to ensure that the plan is efficiently and effectively implemented.

### **Construction**

*Anderson Athletic Center (Building 673).* Construction is underway to renovate the building. This project is expected to be completed in the early part of 2020. When done it will be home to Sprint Football, Women’s Volleyball and Women’s Softball.

*West Point Humanities Center (Building 148).* Design is underway for this magnificent addition to Trophy Point.

*GEN Crosbie E. Saint Equestrian Center.* Design is underway with construction expected to be done in early 2020.

*Grant Statue.* This new statue of General Grant will be displayed prominently on the edge of the parade field across from Trophy Point. The project is expected to be completed in the first half of 2019.

*Michie Stadium Restoration Project.* Currently in the conceptual/programming phase, this tremendous upgrade to the East Stands at Michie Stadium will provide state of the art fan experiences, complete with new cadet seating, as well as club, suite and lodge seating. This project is targeted to be done for the 2023 football season.

## Development

*Development Overview.* WPAOG's Development Department once again received two awards from the Council for Advancement and Support of Education (CASE). We were one of 82 eligible members to receive the "Overall Performance Award" and the only Public Liberal Arts Institution in that category. We were one of 16 to receive the "Sustained Excellence in Fundraising," sharing the award with Harvard University, Williams College and Villanova University among others. Of its 3,670 members, only 963 CASE members are eligible for these awards.

*Bridge Period Fundraising.* Now in our third year post the *For Us All* campaign, the Development team continues to work to secure support for needs on USMA's Superintendent-approved Margin of Excellence list. In 2018, the SUPT's Top Ten includes three brick-and-mortar projects (Michie Stadium Preservation Project, Margin of Excellence additions to a new government-funded Cyber and Engineering Academic Center and the West Point Center for Humanities). The list also includes Diversity & Inclusion, Cyber and Counter Terrorism, the Center for Civil-Military Operations, the Modern War Institute, Cadet Activities, Academy Scholars and Cadet Semesters Abroad. With those featured needs, we are tracking well toward reaching a \$52M target for new cash and new pledges. We are also on point to reach an all-time high for alumni participation of 34 percent, placing us squarely in the company of institutions like Harvard (35 percent) and ahead of Smith (33 percent), Columbia (32 percent), Brown (32 percent) and Yale (30 percent).

Among the year's highlights are the June 8 groundbreaking for *Anderson Athletic Center* (formally referred to as Arvin Annex). Located between Shea Stadium and the softball complex, the Center will serve as a much-needed home for Army West Point Softball, Volleyball and Sprint Football teams, as well as provide strength and conditioning facilities for other intercollegiate athletic programs. Lee and Penny Anderson '61 provided the leadership gift for this transformational building. The Andersons have also been long-standing supporters of West Point's Men's and Women's Rugby programs (including providing the funds for the Anderson Rugby Complex), Men's Basketball and the Anderson History Staff Ride. Other major donors to the project are John L. Drew '78, the Class of 1981 and William and Diane Spurgeon '81.

Development was also pleased to reach the \$2.9M fundraising goal for the *GEN Crosbie E. Saint Equestrian Center*, a new indoor riding facility at Morgan Farm. The new facility will be completed during Academic Year 2019-20 and will serve West Point's Equestrian Team, help with the development of a strong Pentathlon Team, and allow for year-round riding lessons for cadets and West Point families.

This year, Stewart and Lynda Resnick built upon their 2015 gift in support of the *Center for Holocaust & Genocide Studies* by pledging an additional \$4M if WPAOG can raise matching funds. To date, more than \$2M has been raised toward this challenge in support of the center's overall endowment.

### **Finance**

*Financial Status.* In 2017, we reported contribution revenue of \$39.2 million. WPAOG granted \$34.7 million to the U.S. Military Academy (USMA) and the Army West Point Athletic Association (AWPAA) during 2017. During the year, WPAOG's net assets increased by \$43.9 million, primarily due to an increase in the market value of the long-term investments at year end. On December 31, 2017, our investments had a value of \$363.2 million, increasing by 9.75 percent from December 31, 2016. The long-term pool yielded a one and three-year return of 17% and 7.5% respectively. Our comparable benchmarks during that time were 16.3% for one year and 7.8% for three years. In 2018, our external auditors issued an unmodified opinion on the financial statements for 2017. These statements, along with the tax return (form 990), can be found on the Association's website WestPointAOG.org. Currently, WPAOG is managing and reporting on more than 700 endowments, class gift accounts and other gift accounts for USMA and AWPAA, in addition to class administrative accounts. The financial strength stemming from the success of the *For Us All Campaign* and from the Association's investments must not cloud the fact that the needs identified by the Superintendent still surpass our ability to satisfy all of them, and that we will continue to depend on the generosity of the Long Gray Line going forward.

### **Information Technology**

WPAOG went live on Blackbaud's Constituent Relationship Management (CRM) system in March, as scheduled, and subsequently the staff has been focused on creating custom outputs and using the system in support of the annual cycle of fundraising and alumni support related events. Data security remains a top-tier priority for WPAOG. Throughout 2018, the Information Technology staff, assisted by our Information Technology Committee, implemented measures and worked with supporting contractors, consultants, and data security vendors to identify and remediate potential weaknesses in our information systems. Additionally, we implemented two new data security platforms, the Dark Trace network monitoring system, which uses machine learning technology, and AlienVault, a security incident event manager that inspects and manages device log data. As previously reported, we continue to have an independent security firm perform penetration tests on our systems and websites. Additionally, we have a security technology partner run automated scans on our systems to identify new vulnerabilities.

In conjunction with Alumni Support, we launched the Grad Link app this year, which is an extension of the EverTrue social media analytics platform in use internally, and we are currently engaged in another project with Alumni Support to provide on line community spaces for West Point Societies and classes that will support membership management, event planning and registration and intragroup communications.

## Personnel Transitions

Patrick O. Ortland '82, Chief Operating Officer, replaced Darwin Haines '86, who retired. Terence Sinkfield '99 was hired as the new Vice President of Alumni Support and Miguel Gutierrez '80 as the new Director of Career Services. Jon Koziak, Special Assistant to the President, retired after 34 years of service.

## Scholarships

*West Point Preparatory Scholarship (WPPS).* There were 32 young Americans who received gift-funded WPPS scholarships for this year, including 28 scholars and four athletes.

*WPAOG Fallen Graduates Memorial Scholarship (FGMS) Program.* Four children of Fallen Graduates received scholarships this year in the amount of \$17,670. The children were very appreciative of the financial assistance provided to help fund their education.

## Governance

At year's end, Kim Campbell and Jim Wartski will conclude their terms on the Board of Directors. During his six-year tenure, Kim served on many committees, to include the Chair of the Alumni Support Committee, Chair of the Diversity and Inclusion Committee and as a member of the Ethics Committee, Governance and Board Affairs Committee, Finance Committee, Thayer Award Committee and WPA, LLC Board of Managers. Jim served on many committees during his nine-year tenure, to include the Chair of the Ethics Committee, Chair, Thayer Award Committee, Chair, Distinguished Graduate Award, Vice Chair, Development Committee, Vice Chair, Diversity and Inclusion Committee, and as a member of the Affinity Groups Task Force. The Advisory Council provided critical feedback to the Board and continues to be the eyes, ears, and conscience of the Board of Directors.



Joseph E. DeFrancisco '65  
Lieutenant General (Retired)  
Chairman, WPAOG Board of Directors