



West Point

ASSOCIATION OF GRADUATES

SUBJECT: Chairman's 2017 Annual Report

Fellow Members of the Long Gray Line,

As 2017 draws to its conclusion, I am pleased to report that the capabilities and resources of the West Point Association of Graduates have continued to grow and that our Association is financially strong and vibrant. We are the single most prolific supporter of West Point and the Long Gray Line, and are supporting Graduates, West Point, and the Margin of Excellence in more diverse ways than ever – and still expanding. This is only possible through the involvement and support of you. Every day, the passion and commitment of the Long Gray Line impresses me. Collectively and individually, we continue to contribute selflessly our time, talent and treasure. Clearly, our efforts are helping to keep West Point strong and ourselves connected to one another and to our alma mater. Our vision is for the Long Gray Line to be the most highly connected alumni body in the world.

In this annual report, I will highlight several of our Association's notable accomplishments. Each reflects the teamwork, the expertise and, often, the generosity, of our volunteer leaders, individual graduates, and professional staff, as well as our teammates at the U.S. Military Academy.

Alumni Support

Memorial Support. Since 2008 WPAOG has been providing Memorial Service Assistance to our graduates and their families when a loved one is buried in the West Point cemetery. In 2017, there were 155 funerals at West Point, and the WPAOG supported 97 percent of those families in coordinating their loved one's memorial event.

Rockbound Highland Home Program. To enhance services for the Long Gray Line, the Association launched the **Rockbound Highland Home Program on Founders Day, March 16**. It was designed to welcome graduates back to West Point and to allow graduates to maintain a connection with the Academy and enrich their experience at our Rockbound Highland Home. There are three subcomponents: *Grad Pass*, *Grad Perks*, and *Grad Insider Tour*. *Grad Pass* assists graduates in navigating the post security procedures by providing a secure mechanism to submit the required request for a background check. Approximately 2500 Grad Pass applications were processed. *Grad Perks* offers special access to MWR (Morale, Welfare, and Recreation) facilities and services. As the name suggests, the *Grad Insider Tour* program provides a tour for graduates and their guests of areas not open to the public. Over 120 tours were conducted with over 775 participants.

WPAOG Awards. In the spring, our Association conferred our Distinguished Graduate Award on the following great Americans: Mr. Marshall N. Carter '62, BG (R) Daniel Kaufman '68, GEN (R) Martin Dempsey '74, GEN (R) Lloyd Austin '75, Honorable Robert A. McDonald '75, and GEN (R) Raymond Odierno '76. In September, Captain Nicholas Dockery '11 received the 12th annual Nininger Award for Valor at Arms. In October, the 43rd President of the United States of America, George W. Bush, received the 60th annual Sylvanus Thayer Award.

Gripping Hands. In response to the devastation caused by Hurricanes Harvey and Irma, WPAOG established a “Gripping Hands” program to connect members of the Long Gray Line affected by natural disasters. Over 400 graduates offered to provide assistance with temporary lodging, emergency pet care, transportation, assistance with filing insurance claims, and other services.

WPAOG Leaders Conference, sponsored by the Class of 1967. This year’s strong turnout included representatives from 42 classes, 70 West Point Societies, 30 Parents Club leaders, and 64 Regional Admission Officers. Sixty-seven Distinguished Society Awards were presented at the conference. Deputy Commander Joint Task Force Ares, BG Jennifer Buckner ’90, was the dinner speaker at the culminating social event in Eisenhower Ballroom. The following morning, representatives of the 50-Year Affiliation Classes—1968, 1969, 1970, and 1971—were special guests at the Acceptance Day parade.

Alumni Events Supported. WPAOG provided operations and logistics support to 12 class reunions and nine shared interest group reunions—5,052 graduates and guests. The Alumni Events team assisted 12 affinity group reunions with online registration support this year. In addition, the team provided support for 155 events and activities with online registration and payment processing services.

Selected Activities with Cadet Classes. In 2017, the Class Ring Memorial Program received 41 West Point rings. To date, 451 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 2018, 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 was 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 to learn about the WPAOG mission to serve cadets, graduates, and the Long Gray Line.

50-Year Class Affiliation Program. The popularity of the program continues to flourish with four of our alumni classes—1968, 1969, 1970, and 1971—supporting their affiliated cadet classes. This year, the Class of 1969 had 41 members in attendance at Robinson Auditorium to present joint class coins to the members of the Class of 2019 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, the Class Crest Unveiling, the Yearling Flag Ceremony, Ring Weekend, Branch Night, and Graduation.

WPAOG Career Services. In 2017, WPAOG continues its focus on providing enhanced career services to support graduates in their professional transitions. With an emphasis on facilitating connections with fellow graduates, the Career Services staff persists with efforts to develop resources, partnerships, and services to assist with a wide range of career transition needs. 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, over 400 USMA graduates have attended a SACC in 2017, with the San Antonio SACC scheduled for November 16-17. 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.

Entrepreneur Summit. The Association hosted an Entrepreneur Summit on October 23rd at the Kimsey Center. Over 80 graduate entrepreneurs and investors attended. This meeting attracted many young graduates who we do not normally see and supports our mission of becoming the most highly connected body in the world.

West Point Diversity Leadership Conference. The Conference took place March 21-23. Fifty-two graduates and 77 USMA staff and faculty members attended the conference. Keynote speakers included Ms. Sue Fulton ’80, Chair of the Board of Visitors; LTG (R) Rick Lynch ’77, President & CEO, RLynch Enterprises; MG (R) Ronald L. Johnson ’76, Professor of Industrial and Systems Engineering at Georgia Institute of Technology;

and Dr. Melvin Pender Jr., President, M&D Consulting and 1968 Olympic Gold Medalist—Men’s 4x100 meter relay.

Retail Operations. Building on the success of 2016, the retail operations staff shifted focus on website content administration and graphic design. The addition of new lines such as Tommy Bahama and Emerson Knits and the increase in products from companies like Vineyard Vines, enhanced the product assortment and appeals to an even broader fan, cadet, and grad base. The online and Herbert Alumni Center stores have a 22 percent increase over 2016 sales.

Joint Service Academy Alumni Executives Conference. The 41st annual conference was hosted by our Association in June. We had 63 executives from the five services Academies, and one executive from the Royal Military College in Canada attend the conference. Guests convened with their respective departments (President, Development, Alumni Support, Communication & Marketing, and Finance) into networking sessions. Guest speakers included Andrew Gossen, Executive Director of Digital Innovation at Cornell University whose topic, “Coping with Digital Disruption in Higher Ed Advancement,” resounded with the audience.

Communications and Marketing

WPAOG Publications.

West Point magazine is now in its seventh year. All graduates continue to receive complimentary copies of *West Point* four times a year, as do all cadet parents (for the third year in a row) and widowed spouses of graduates. This supports WPAOG’s overall goal of enhanced engagement of parents and widows. As Development results show, giving by parents of cadets continues to grow. *West Point* print circulation reached 233,000 copies in 2017, setting another record high level of audience reach.

TAPS annual memorial magazine continues the tradition begun in the first years of our Association. The 2017 edition was the largest ever, with 275 Memorial Articles (a 46%percent increase in the number of articles over 2016). 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 more than 57,000 visits as of November 1, 2017.

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 38 percent (up from 35 percent in 2016).

Social Media. WPAOG’s social media audience is significant and rapidly growing. We currently maintain a presence on Facebook (46K Likes; +3 percent in 2017), LinkedIn (17.4K); Twitter (12.3K followers; +29 percent in 2017), Vimeo, YouTube, Flickr, Instagram, 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 collects content and maintains daily news feed digests of USMA News, Cadet News, and Grad News, which have more than 1,400 subscribers and have received over 134,000 views in 2017 YTD.

Videos. Through November 2017, WPAOG produced 9 original videos, with the two highest reach videos being the USMA Class of 2017 Graduation “Hat Toss” video reaching more than 390,000 people and the Army and Navy Glee Clubs singing the National Anthem with a reach of about 637,000 people.

Death Notification System. WPAOG provides a highly valued service for classmates and families of graduates, verifying and communicating daily graduate death notifications (about 480+ per year), and sending condolence letters.

Register of Graduates Updates. We consistently receive about 100 updates per month to the *Register of Graduates*, WPAOG's most historic publication, detailing the military careers of every graduate since 1802. The *Register of Graduates* is an important part of the database which will be migrated with the implementation of the new CRM system.

150th Planning Committee

150th Planning Committee. The committee met via in-person and conference call several times in 2017. Taking ideas and direction from the Committee's work over the past few years, WPAOG staff has written a summary plan for the 150th celebration year. Staff will now outline specific action plans and calendars to ensure that the plan is efficiently and effectively implemented.

Scholarships

West Point Preparatory Scholarship (WPPS). There were 30 young Americans who received gift-funded WPPS scholarships for this year including 24 scholars and six athletes.

WPAOG Fallen Graduates Memorial Scholarship (FGMS) Program. WPAOG continues fundraising for this scholarship that partially defrays the cost of the higher education or vocational/technical training and certification for the sons and daughters of U.S. Military Academy graduates who died as a result of their participation in our nation's armed conflicts or died as a result of hostile acts of foreign terrorist organizations. Also eligible are the sons and daughters of graduates who are declared prisoners of war or missing in action at the time of application for FGMS. We continue outreach to all the families on a yearly basis to remind them that educational resources are available.

Completed, Ongoing and Future Construction

In addition to completing the Lacrosse Center, Visitors Center, Soccer Stadium, and Daly and Goldstein Field projects this year, several others are in progress or planning. A more complete description of completed projects can be found in the Development section.

Kimsey Nutrition Center. The newly renovated nutrition center will be important to the cadet athletes who use the Kimsey Weight Room daily and the Athletics staff who operate the center. The successful completion of the nutrition station will provide a competitive edge for the Academy, physically for student athletes who use the center and appealing to potential recruits visiting West Point. It will be completed in early 2018.

Building 673- Anderson Athletic Center. The renovated Building 673 will serve two main purposes, as a training facility for a number of men's and women's Division-I sports teams and as the main locker rooms and team rooms for three intercollegiate athletic teams —Sprint Football, Women's Volleyball and Women's Softball. Construction it expected to begin in the first half of 2018.

Building 148- WP Humanities Center. Currently being conceptualized, this new magnificent multipurpose eco-friendly facility will serve as a hub of interdisciplinary learning, provide a permanent home for the clubs/forums of the Cadet Fine Arts Forum (CFAF) and support activities such as interdisciplinary conferences, guest speakers, awards and retirement ceremonies, an academic/artist fellowship program, and a destination for the public visiting USMA. The centerpiece of this facility will be the multi-purpose center for arts and humanities. The new building will contain an art gallery, a 200-seat auditorium, gift shop, café with outdoor viewing area, and conference rooms, all designed specifically to support the CFAF's nurturing of cadet creativity in the arts.

The Humanities Center will also host daily Admissions briefings for candidates. Building 148 is located at the eastern end of Trophy Point within the USMA in West Point.

Morgan Farm Indoor Equestrian Facility. The WPAOG is seeking to build an indoor riding facility that provides needed space for the Equestrian Team, allows for year-round training, and accessible to the entire West Point Community. Construction is expected to begin in the first half of 2018.

Gift-Funded Building and Monument Renovation and Maintenance. In 2015, the WPAOG established a program to provide maintenance for infrastructure that was previously donated to USMA, using endowment funds and restricted gifts. This year, all monuments and buildings were inventoried and inspected. Thirty maintenance projects are to be completed in 2017, serving to preserve and steward those gifts previously given to USMA. This year's maintenance projects ranged from simple pressure washing of monuments to applying new finishes to dilapidated areas of structures.

Development

Development Overview. Since 2013, the West Point Association of Graduates' Development Department has received awards from the Council for Advancement and Support of Education (CASE). This year brought the same level of recognition for the quality of its fundraising program in the previous year. Development's first award was for *Overall Performance* and its second was for *Sustained Excellence in Fundraising*. In addition, WPAOG holds the highest rating from GuideStar, Platinum, for 2017.

Bridge Period Fundraising. Our Development team continues to raise funds for Margin of Excellence projects and programs identified by the Superintendent, USMA, while also working to secure funding to launch the three new WPAOG programs mentioned above: *Rockbound Highland Home, Career Services, and Grad Link*. The team is tracking to meet its goal of securing \$49M in new commitments and has targeted a 33 percent alumni participation rate. This year also marked the dedication and opening of several campaign-funded facilities and programs.

Goldstein Field. The new turf field next to Howze Field was named in memory of Carl Goldstein, honorary member of the Class of 1955, and made possible by the Goldstein and Lichtenberg families. The dedication of the field was held on Saturday, May 6, prior to a home spring lacrosse game and coincided with the Lichtenbergs' tailgate to celebrate Army's victory over Navy in 2016.

Foley, Enners, Nathe Lacrosse Center. Donor Bill Foley '67 requested that the dedication be held during his class's 50th reunion on May 22. Unfortunately, Bill was not able to attend, but Class President Tom Dyer represented Bill at the ribbon cutting. In addition, WPAOG welcomed and recognized members of the Enners and Nathe families. Bill chose to honor his former classmates, Enners and Nathe, by having them share the naming of the Lacrosse Center.

Daly Field. Superintendent's Fund monies supported the new turf field and upgrades to the area around Daly Field. WPAOG and DPE hosted a rededication of the field on August 17. Descendants of the C. D. Daly 1905 family were in attendance. The family includes Tottens, Pecas, and Brosts and contains 13 members of the Long Gray Line, including WPAOG Board Member Pete Selleck III '77 and his son C. A. Selleck '07.

Malek Soccer Stadium. On September 26, WPAOG held a plaque unveiling ceremony for Frederic V. Malek '59. A dinner reception in Cullum Hall, and the men's home soccer game vs. Sacred Heart. Fred was honored on the field at the outset of the game, and the team chalked up a win for the occasion.

Frederic V. Malek West Point Visitors Center. On October 26 and 27, WPAOG hosted close to 200 guests for the Celebration Dinner and Ribbon Cutting events related to the new Visitors Center. Also in attendance were representatives from the eight West Point classes that also contributed to the effort (the Classes of 1972, 1973,

1974, 1978, 1984, 1988, 1990, and 2004), as well as a representative from The Boeing Company. The estate of Margaret Zipp was also recognized at the event and in the programs.

Information Technology

Our transition from Raisers Edge constituent management database software that is approaching the end of its product cycle, to Blackbaud's Constituent Relationship Management System (CRM), has made great progress this year and is on track for a spring 2018 cutover. Data security remains a top-tier priority for WPAOG. Throughout 2017, 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. However, the operating environment and its threats are continuously changing, so we must continue to monitor our system and stay abreast of developments in detection and remediation capabilities. 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. These measures allow us to maintain a proactive approach to monitoring and improving our security posture. We are also evaluating new data security tools for potential deployment in 2018.

Finance

Financial Status. In 2016, we reported contribution revenue of \$39.6 million. WPAOG granted \$39.7 million to the U.S. Military Academy. During the year, our net assets increased by \$4.2 million, primarily due to an increase in investments. On December 31, 2016, our investments had a value of \$331 million. In 2017, our external auditors issued an unmodified opinion for 2016. Currently, WPAOG is managing and reporting on more than 700 endowments, class gift accounts, and other gift accounts for USMA, as well as class administrative accounts. The financial strength stemming from the success of the *For Us All* Campaign and from our 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 sustained generosity of the Long Gray Line going forward. Note that WPAOG *Audited Financial Statements* are posted on WestPointAOG.org, as well as our *Funds Report*, which are posted for graduate access only.

Personnel Transitions

Christine Richardson, Association Administrative Officer replaced Jim Johnston '73, who retired after 17 years of dedicated service. Michael Murray, Associate Director, Army A-Club replaced Matt Johnson who left after one year of dedicated service. Angela Oakley, Assistant Director, Annual Giving replaced Emily Bitteker who left after five years of dedicated service. Erik Oines '84, Planned Giving Officer replaced Chris Frawley '84 who was promoted to Director, Planned Giving. Jonathan Rodak, Associate Director, Army A-Club Annual Giving was hired into a new position. John Franzino, Chief Financial Officer replaced Carl Moccia who retired after eight years of dedicated service. Lindsey Eisenlohr was hired as the Rockbound Highland Home Program Coordinator.

Governance

Governance Notes. At year's end, myself; Vice Chair, Ellen Houlihan '82; and George Gilmore '71, will conclude our terms on the Board of Directors. Ellen has been involved with the Association since 1987 and has served at every level in her local society. She also served on the AOG Board of Trustees and subsequently on the AOG Board of Directors culminating in her position as Vice Chair. She was an invaluable member of the team and her knowledge and expertise will be greatly missed. George has been a highly valued contributor to our processes, chairing the Finance Committee and serving as an ex-officio member of the Investment Committee. His contributions on the Board will be truly missed. The Advisory Council continues to perform a critical role

in helping assure the Association has the proper focus on alumni interests by advising the Board as a group and serving the Association as individual members of committees. In many respects, the Advisors serve as extended eyes, ears, and conscience for the Board of Directors.

In concluding this *state of the Association report*, I would like to say that it has been an honor serving as your Chairman for the past four years. The number of graduates who continue to support West Point and the Long Gray Line by participating in Association Activities is overwhelming. I continue to be humbled and impressed by the support that you provide. We are a world class organization and dedicated to furthering the ideals and promoting the welfare of the United States Military Academy, and to supporting and serving its Graduates.

A handwritten signature in cursive script, reading "Larry R. Jordan".

Larry R. Jordan
Lieutenant General (Ret)
Chairman, WPAOG Board of
Directors