

THE WEST POINT ASSOCIATION OF GRADUATES
BOARD OF DIRECTORS

INSTRUCTIONS TO THE 2020 NOMINATING COMMITTEE

1. In accordance with the WPAOG *Bylaws* Article VIII, Section 8.4 (g) iv., the Board of Directors of the West Point Association of Graduates (WPAOG) instructs the 2020 Nominating Committee through Charles Correll, Jr. '89, Committee Chair, and Jeffrey Sorenson '73, Committee Vice Chair, as follows: The 2020 Nominating Committee shall nominate, and thereby recommend to the Regular Members, qualified USMA graduates for election to the positions listed below. The qualification standards are to be determined by the Nominating Committee using guidelines included in these instructions. Assuming sufficient qualified graduates apply, the Board instructs the Nominating Committee to nominate the following numbers of graduates from among those who apply in accordance with the WPAOG Nominating Policy by July 1, 2020:

a. Five nominees for five Director positions on the Board, each to serve a three-year term.

b. Six nominees for six Advisor-at-Large positions on the Advisory Council, each to serve a three-year term.

2. The Board further instructs the 2020 Nominating Committee to review the following sections of the Bylaws:

a. Article VI—Board of Directors

b. Article VII—Advisory Council

c. Article XIII—Committees: Section 8.4 (g) The Nominating Committee

d. Article XI—Officers: Section 9.1 Qualification; Election; Section 9.2 Term

3. The Nominating Committee should seek the most overall qualified Directors consistent with the Academy's motto of "Duty, Honor, Country," considering their character, leadership, service and other skills. In selecting the most overall qualified Directors, the Nominating Committee should include in its consideration the following perspectives, characteristics, skills, and attributes, which are important to the Board's continuing high performance. Composition Considerations include:

(a) *Demographic Representation.* The Board's composition, as well as that of the Advisory Council, will be enhanced by well-qualified nominees who will contribute to reasonable representation in the following demographics of the Long Gray Line: age (as potential first-time Board members, applicants in the Class of 1986 to Class of 2001 should be given special consideration), gender, race, and geographical location.

(b) *Career Representation.* Having Board members with a variety of career backgrounds enhances diversity of thought and experience, which the Board needs to provide the highest quality

oversight and guidance regarding WPAOG's challenges and opportunities as it executes the strategic plan and grows its capabilities to serve West Point and the Long Gray Line. Career diversity also supports WPAOG's continuing credibility with West Point's graduates, with USMA Class and West Point Society leaders, and with the U.S. Military Academy's leadership. Further, the Board benefits from having members with successful and recent high-level military service and with an understanding of current Department of the Army processes. Other senior-level, successful experience is also beneficial to the Board: corporate management, public or government service, not-for-profit organization management, and experience in professional services organizations or other complex organizations.

(c) *Volunteer Leadership.* The Nominating Committee should consider all well-qualified applicants who have given their time, talent and treasure to and constructively lead as volunteers with AOG as Directors or Advisors-at-Large, within their West Point Classes, within their West Point Societies, and within other West Point alumni activities, as well as applicants who have demonstrated extraordinary commitment to USMA in areas such as admissions, intercollegiate athletics, diversity initiatives, or other USMA or WPAOG priorities.

4. Nomination of Advisors-at-Large. The aforementioned perspectives, characteristics, skills, and attributes are relevant to the nomination of applicants for Advisor-at-Large, as well as to the nomination of applicants for Director. Additionally, in nominating candidates for Advisor-at-Large, the Committee is instructed that an applicant's potential for future service on the Board of Directors, given additional career development and participation as an Advisor-at-Large, should be an important consideration in the Committee's assessment of the applicant, especially for those candidates with superior expertise in audit management, governance and board operations, finance and business operations, investment management, and information technology.

Patrick O Ortland '82
Secretary
Board of Directors

Enclosures:

- 1 Biographies of Board members (see WestPointAOG.org; Governance)
- 2 *Bylaws*, sections referenced above (see WestPointAOG.org; Governance)