

# West Point

ASSOCIATION OF GRADUATES



## Development Handbook

MAY 2023

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## Introduction

Courting the nation's best and brightest has become increasingly competitive for colleges. West Point is no different, especially as the soldiers of America's Army deserve to be led by officers of the highest caliber. Giving West Point a competitive edge is where the West Point Association of Graduates (WPAOG) comes in.

WPAOG is a private 501(c)(3) organization that functions, in coordination with the Directorate of Academy Advancement (DAA), as both the alumni association and fundraising arm for the United States Military Academy at West Point (USMA).

As West Point competes with other colleges and universities for top candidates, especially Tier I institutions with large endowments, more and more philanthropic dollars are needed to provide the Academy with the finest facilities and programs required to attract and retain these top-notch applicants and future leaders—such is the Academy's **Margin of Excellence**.

While federal funding provides the basic requirements for cadets to earn Bachelor of Science degrees and commissions in the U.S. Army (the academic program, room, board, military training, and basic facilities), private-sector gifts to the Academy's Margin of Excellence provide the additional support needed for cadets to reach their highest potential (out-of-classroom leadership options, cultural immersion opportunities, club and athletic team experiences, improved facilities, academic research centers, etc.). Because graduates will likely face situations of national importance during their careers, the Margin of Excellence at West Point is so much more than just "the icing on the cake"; it is essential for our graduates to succeed as defenders and leaders of our nation.

WPAOG has prepared this Development Handbook to better educate our Board of Directors, Advisory Council, Development Committee, and other volunteers about WPAOG's fundraising program. It contains background information on the history of fundraising at West Point, which areas at West Point benefit from Margin of Excellence gifts, and how WPAOG's Development team is structured and operates. The handbook also includes comparative data on other institutions of higher education to contextualize Development's results and practices, particularly as related to alumni participation, the cost of fundraising, and the size of West Point's endowment. The appendices reflect the 2023 strategic plan for each of Development's teams. Finally, listed on the inside of the handbook's back cover is contact information for individual members of the Development team.

*NOTE: Additional information about fundraising and Development can be found on WPAOG's website at [WestPointAOG.org](http://WestPointAOG.org), just click on "Giving."*

## **Why WPAOG Raises Money**

Why does WPAOG raise money for West Point? Mainly because the U.S. Military Academy and its staff are prohibited by law from soliciting funds on their own. The Academy is also prohibited from directly managing endowments.

As a private, not-for-profit organization, WPAOG fulfills the role of fundraiser and the role of endowment manager for gift funds contributed to WPAOG to benefit USMA's Margin of Excellence. WPAOG also solicits funds for its own alumni service and support programs which benefit graduates, parents, surviving spouses, and friends of West Point.

Serving both West Point and its graduates is WPAOG's mission and reason for existence, which its Bylaws make manifest as follows:

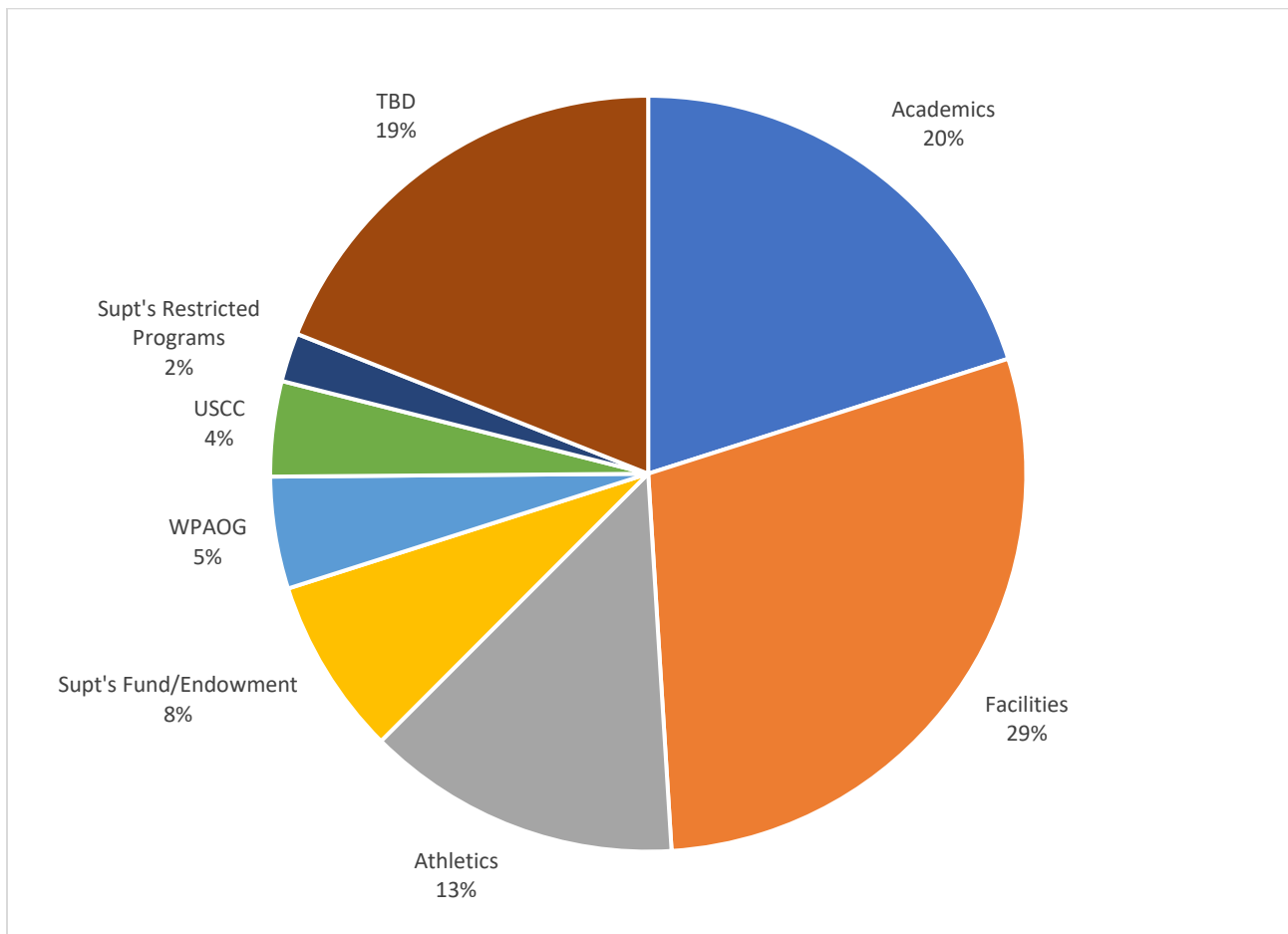
**The Association shall be dedicated to furthering the ideals and promoting the welfare of the United States Military Academy, and to supporting and serving its graduates. (*Article II, Purpose*)**

Whereas the fundraising priorities for West Point are established by the Superintendent, the fundraising priorities for WPAOG are set by its President and CEO.

## Where the Money Goes

The majority of gifts received, invested, and stewarded by WPAOG are for USMA. For example, in 2022 WPAOG received \$77.6 million in cash receipts. Of this total, approximately \$73.9 million or 95% was earmarked by donors for West Point's Margin of Excellence, while \$3.7 million or 5% was designated to support WPAOG's alumni support programs.

### Where 2022 Donors Directed Gifts



**Note:** "TBD" reflects gifts to Class Funds that have yet to be designated.



## The History of WPAOG Development

For nearly 160 years since it was created in 1802 by an Act of Congress, the United States Military Academy at West Point operated solely on the appropriated funds made available to the Academy through the government's defense budget. Although sporadic, unsolicited gifts were received over the years (e.g., Cullum Hall in 1892), an active fundraising program was nonexistent until the spring of 1961, when a group of graduates, headed by GEN Lucius D. Clay 1918, Chairman of the then-Association of Graduates, and Vice Chairman MG George H. Olmsted, Class of 1922, established the West Point Superintendent's Fund.

During the formative stages of the Fund, MG William C. Westmoreland, Class of 1936, the Superintendent at the time, visited Congress and discussed the Fund and a proposed endowment with leaders of the Armed Services and Appropriations Committees, who reacted positively to the idea of soliciting private donations for what Westmoreland called, "nice-to-have facilities for the Academy and for use by the Corps of Cadets." In a document outlining the goals of the Fund and addressing questions raised by graduates, Clay wrote the following: "Today, the alumni of other schools and colleges, including state-supported schools, give heavily and gladly to their schools and in doing so become more deeply interested than ever...[With this Fund, USMA graduates can] become a part of West Point's development and future." According to MG James B. Lampert, Class of 1936, Westmoreland's successor as Superintendent, "This Fund provides a most effective means of helping to provide the Military Academy with the things it needs—worthwhile projects which have a direct bearing on cadet welfare—but for which it simply cannot compete in the defense budget."

From 1961 to 1972, the West Point Alumni Foundation processed gifts to the Academy. After the Foundation merged with the West Point Association of Graduates (WPAOG) in 1972, WPAOG became responsible for soliciting and processing private gifts for the unrestricted and restricted needs of the Academy. At first, fundraising remained largely reactive—an annual mailing was the only proactive effort to seek funds. However, in 1990, Superintendent LTG Dave R. Palmer, Class of 1956, asked WPAOG to increase its fundraising for West Point.

In 1991, during the tenure of LTG Howard D. Graves, Class of 1961, as Superintendent, WPAOG built a staff specifically devoted to fundraising and used new fundraising techniques to increase results. By 1996, donations had increased by 400%.

Then, in February of 1997, the WPAOG Board considered and approved a request from Superintendent LTG Daniel W. Christman, Class of 1965, to increase fundraising even more by launching the first ever comprehensive campaign for West Point. Using the approaching bicentennial of the Academy's founding as its impetus, this new campaign sought private funding to support programs that go beyond the core requirements needed for a cadet to earn a Bachelor of Science degree and a commission in the United States Army. Labeled the "Margin of Excellence," these programs not only allow the Academy to remain competitive among Tier I institutions in attracting high-quality cadet candidates but also enable members of the Corps of Cadets to achieve their highest potential at the Academy.

When the ***Bicentennial Campaign*** closed on December 31, 2002, it had raised \$218 million against a goal of \$150 million, having seen 48% of its alumni participate in the effort. The six-year campaign (1997-2002) made it possible to expand several Margin of Excellence programs and to build new facilities like the Lichtenberg Tennis Center, Kimsey Athletic Center, Randall Hall, Hoffman Pressbox, Dawkins-Malek-O'Meara Strength Development Center, Caulfield Crew and Sailing Center, Gross Sports Center, etc. These new brick-and-mortar facilities literally changed the face of West Point.

From 2003 until 2007 as the new facilities were built, fundraising continued under Superintendents LTG William J. Lennox Jr., Class of 1971, and LTG Franklin L. "Buster" Hagenbeck, Class of 1971, with a focus on a few special Academy initiatives like Coaches Housing, the Foley Athletic Center, and the Anderson Rugby Complex as well as on seeking funds for West Point's current use Margin of Excellence needs.

In 2009, WPAOG went on to launch its second comprehensive campaign while LTG Hagenbeck was still Superintendent. The seven-year, \$350M ***For Us All: The Campaign for West Point*** emphasized the need to endow and thereby secure Margin of Excellence programs well into the future. The campaign's final tally at the end of December 2015, during the tenure of LTG Robert L. Caslen Jr., Class of 1975, as Superintendent, was \$421 million, 20% higher than the goal. 63% of West Point's 51,207 living alumni participated in the campaign along with more than 17,000 friends of the Academy (non-alumni, parents, widows, and corporations and foundations). Although several facilities resulted from *For Us All* including Daly Field, the Foley Enners Nathe Lacrosse Center, Goldstein Field, the Frederic V. Malek West Point Visitors Center, and the Malek Soccer Stadium, the bulk of campaign commitments (46%) went to endowments for Margin of Excellence programs ranging from international and domestic internships to semesters abroad and academic research centers and from cadet clubs to diversity and inclusion initiatives and athletic teams. These endowments will help ensure that these important programs remain in place at West Point for years to come.

In 2021, five years after the conclusion of the last campaign, WPAOG launched the nucleus fund of a new \$600,500,000 campaign entitled *West Point Ready*. Identified under the leadership of LTG Darryl Williams, Class of 1983, the Academy's 40 identified needs complement the Academy's 2035 Facilities Plan which involves a government investment of roughly \$3 billion to upgrade and modernize the Academy's barracks, academic buildings, and military training facilities. The 40 needs touch all aspects of the Margin of Excellence from internships to research centers and from athletic teams to cadet clubs. The campaign also includes 10 needs that will support West Point Association of Graduates' mission related to supporting the Academy and the Long Gray Line. The campaign will run for seven years from January 1, 2021 until December 31, 2027.

With this new campaign, WPAOG continues the mission of the original Superintendent's Fund, enabling West Point to finance those programs and projects that are outside the scope of appropriated taxpayer support but that benefit both the Military Academy and the Corps of Cadets. GEN Clay's original Superintendent's Fund appeal in 1961 to "...become a part of West Point's development and future" also applies today. His answer to a pertinent and recurring question about fundraising also remains relevant and reminds all graduates about the importance

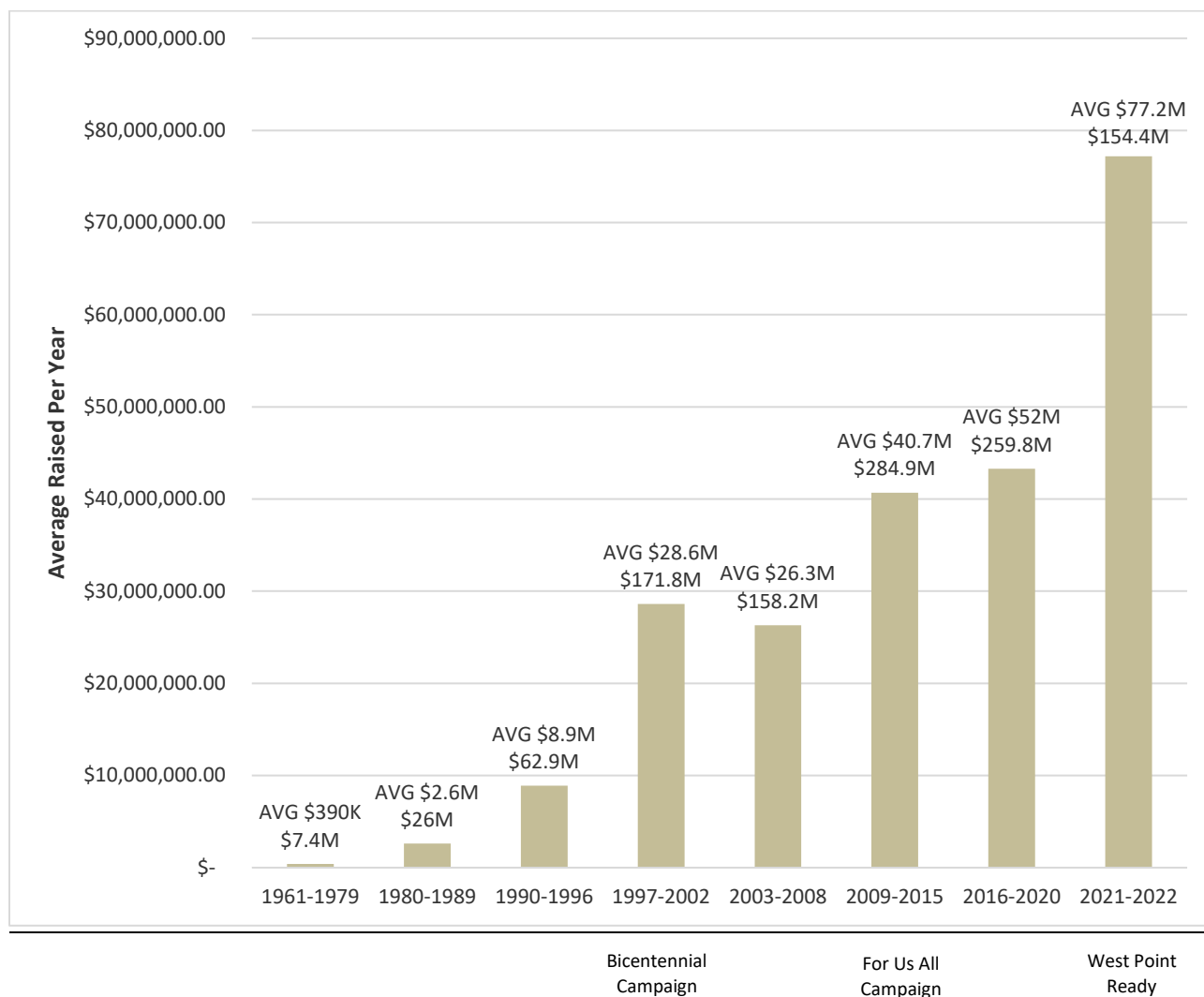
of giving back to West Point so that future members of the Long Gray Line can benefit from the Margin of Excellence.

**Question: Graduates have dedicated their lives to service of country and, like other citizens, pay their taxes; isn't that enough to give to the government?**

**General Clay's Answer:**

"Giving to the Superintendent's Fund is not giving more to the government, but rather giving to your Alma Mater through a private organization. There are thousands of graduates who have served their country in and out of uniform who give to their alma maters even though they have financed their own education."

**History of Development Results 1961-2022**  
**Total Cash Receipts and Irrevocable PG: \$1.125 Billion**





## **Funding WPAOG**

WPAOG is not like other alumni associations. It does not require its members to pay dues, nor does it receive financial support from West Point, the college it supports. So how is WPAOG funded?

By a Memorandum of Agreement (MOA) between West Point and WPAOG, a small percentage (10%) of every dollar gifted for initiatives at West Point or WPAOG is set aside and only used to sustain future fundraising operations. In addition, the current MOA also allows for 1.375% of WPAOG's total investment portfolio to help sustain fundraising operations. Finally, Development receives \$500K from the SUPT's Fund and a distribution from a modest restricted endowment established to help offset fundraising costs. (See pages 44-52 for comparative data on the Cost of Fundraising and Paying for Fundraising.)

Alumni Support, which executes the aspect of WPAOG's mission related to serving graduates, is funded through a distribution from a dedicated endowment for that purpose (The Long Gray Line Endowment, valued at approximately \$44.62 million on December 31, 2022), annual gifts to the Long Gray Line Fund, affinity programs with select partners, and WPAOG's profit centers (e.g., retail operations, career services, class and alumni services, etc.).

## **Development Office Organization**

WPAOG's Development Office consists of a headquarters group and two operating units: Revenue Generation and Revenue Support.

### **Headquarters**

- VP
- Donor Strategy & Analytics (Research and Prospect Management)
- Campaign Operations

Revenue Generation is organized by the types of gifts WPAOG seeks.

- Annual Giving
- Class Giving
- Corporate and Foundation Relations
- Major and Leadership Giving
- Planned Giving

Revenue Support is divided into two units that enhance the front-line fundraising effort.

- Advancement Services (Data Services, Reports, and Gift Operations)
- Donor Relations (Communications, Stewardship, and Events)

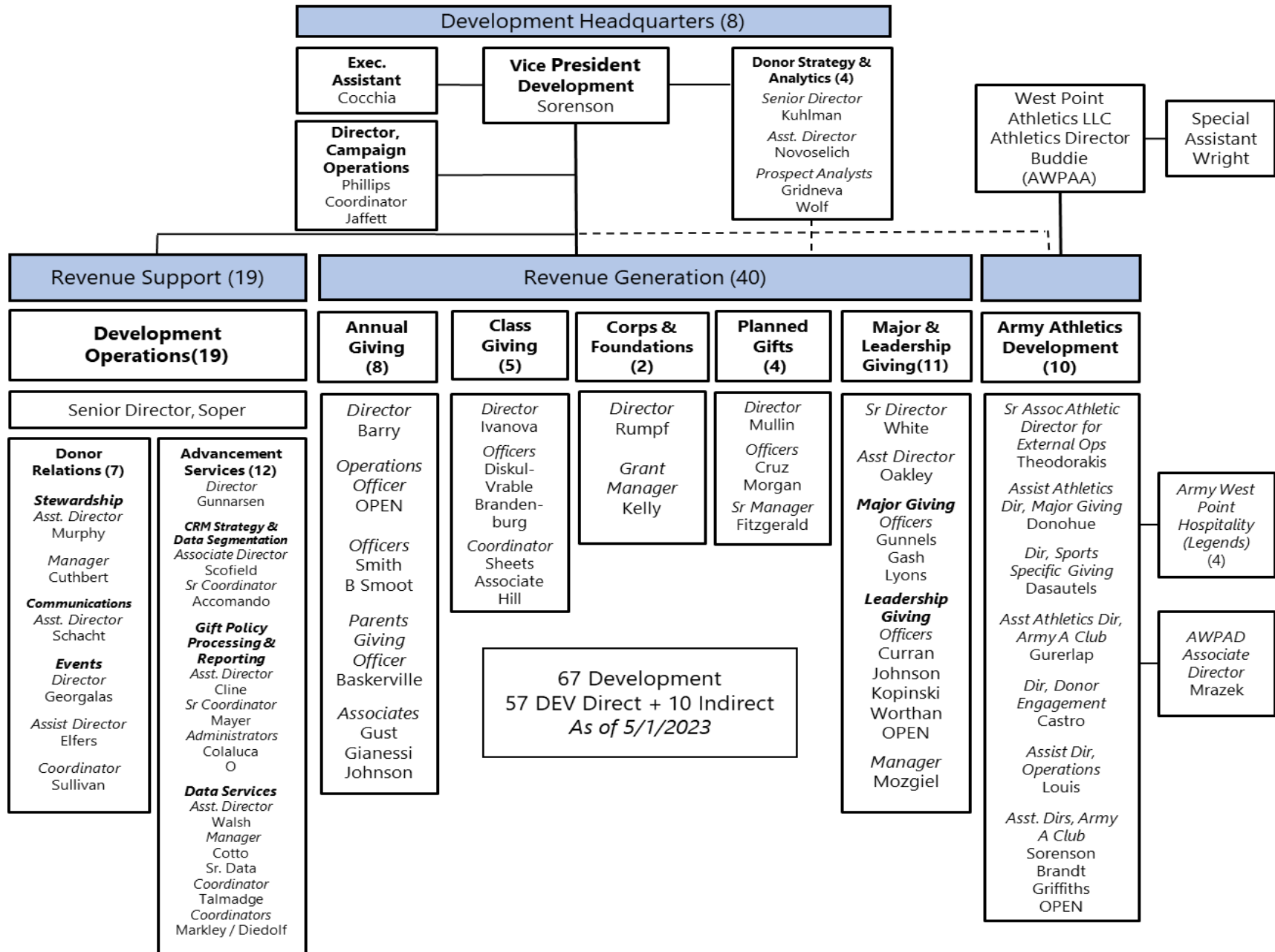
Two entities, the Development Committee (a sub-committee of WPAOG's Board of Directors) and WPAOG's external auditor, monitor the fundraising activities of the Development Office. Finance also reconciles with Development on a monthly basis.

The Development Committee meets four times a year. The Committee has three major roles: oversight and approval, advisory, and volunteer support. Members of the Committee serve for one-year terms for up to six years. Each Development Committee member is expected to make an annual personally significant gift (proportional to his or her means) to an area of their choosing, participate in meetings, and be responsive when called upon to assist the Development team. Staff recommended appointments to the committee are endorsed by the Chair of the Development Committee, subject to approval from WPAOG's Board of Directors.

An external audit takes place once a year to verify that the development effort complies with IRS regulations and standards. WPAOG's Finance Department takes the lead on the audit.

Refer to the organizational chart on page 9 and the subsequent pages on Development Responsibilities for brief descriptions of the functions of the units within Development. Refer to the Appendices for more in-depth information on each unit.

# WPAOG Development Handbook



## Development Responsibilities

### HEADQUARTERS

**VP** (Kristin Sorenson) – Devises overall fundraising strategy and manages full-range Development operation with a budget of \$12.5 million that includes Donor Strategy & Analytics; Donor Relations & Advancement Services; Corporate and Foundation Relations; Annual, Class, Planned, Major and Leadership Giving; and Campaign Operations (67 staff members). Manages portfolio of select, high-level prospects. Reports to WPAOG President, Board of Directors, and Development Committee. Serves as secretary of the Development Committee. Supports the members of the Development Committee, Board of Directors, and Board Sub-Committees with respect to their gifts to West Point and WPAOG. Sets forth gift policies and procedures in its Gift Manual. Serves on WPAOG’s Gift Acceptance Committee, which reviews adherence to gift policies and procedures and any exceptions that may arise. Development liaison with Academy’s Leader Team: SUPT, CMDT, DEAN, and AD.

#### ACADEMY POC

D/BS&L:	WP Leadership Center, Academy Scholars Program, Academic Enrichment Program, Corbin Leadership Forum
AWPAA:	Michie Stadium Preservation Project, Team Endowments/Funds, AD’s Quasi-Endowment, Anderson Athletic Complex
D/SOSH:	Academy Scholars Program, Academic Enrichment Program, USMA Graduate Scholarship Program, and Grand Strategy Program

**Executive Assistant** (Deirdre Cocchia) – Provides administrative support to the VP, Senior Directors, and department. Manages the Development Office with matters related to scheduling, supplies, and human resources. Monitors departmental budget, working with Directors, Finance, and the VP to ensure all areas stay within budget. Acts as one of the point people at the Association for WPAOG’s Help Line.

**Director, Campaign Operations** (Claudia Phillips) – Reporting directly to and working closely with the VP of Development, the Director of Campaign Operations is the primary point of contact for the current comprehensive campaign. As such, the Director, Campaign Operations is responsible for ensuring that there is unity of vision and messaging about its objectives. The Director, Campaign Operations manages the campaign process from assessing the Academy’s needs list through the feasibility study, nucleus fund phase, campaign launch, and wrap up. The Director, Campaign Operations ensures that the campaign infrastructure is in place with respect to policies, tracking and assessment tools, and reports. The Director, Campaign Operations will also staff the Campaign Cabinet’s Chair, Executive Committee, and membership to ensure that they receive timely and appropriate communication.

#### ACADEMY POC

D/History:	Academy Scholars Program, Academic Enrichment Program, Digital History Center
DEAN:	West Point Press

**Campaign Operations Coordinator** (Veronica Jaffett) – Reporting directly to and working closely with the Director, Campaign Operations, the Campaign Operations Coordinator will be responsible for providing support for the campaign needs brochures and complementary documents; tracking revisions to the recognition opportunities lists, ensuring accuracy and notification of relevant staff members; assisting with the management of the physical gift recognition program via the electronic plaque tracker program; understanding the fundraising needs of the campaign and how they fit into WPAOG’s support of USMA and its graduates; paying and tracking campaign operations expenses; assisting with campaign events, as needed; and assisting with coordination of campaign updates to the VP of Development slides.

ACADEMY POC

SUPT: Diversity & Inclusion Initiatives

### ***DONOR STRATEGY & ANALYTICS***

**Senior Director** (Jessica Kuhlman) – Oversees the Donor Strategy & Analytics team and works closely with the Vice President of Development and Senior Director of Development Operations to maximize strategic support and guidance for Revenue Generation teams. With an assistant director and two prospect analysts, conducts and studies analysis to inform revenue generation strategies and help guide intersections between the various revenue generating departments. Enforces a moves management system that facilitates the prioritization of important prospects; the building of a pipeline of future major donors; an effective cultivation cycle; and the most appropriate prospect manager assignments. Sets goals at the unit, designation, and donor levels; tracks prospect plans and opportunities; projects performance by month and tracks progress on and changes to milestones; guides the revenue generation team in reaching quarterly, unit, and departmental goals; and reports to the management team on an ongoing basis how well Development is tracking against the goals. Also maintains and reports on benchmarking data related to key metrics at WPAOG such as alumni participation and the cost to raise a dollar.

ACADEMY POC

USCC: Sport Parachute Team Endowment

D/C&LS: Academy Scholars, Academy Enrichment Program, Pre-Med  
Scholarship Program, Center for Molecular Science

WPAOG POC: Hudson Valley Project

**Assistant Director** (Janet Novoselich) – Assists the Senior Director in measuring performance and researching, analyzing, and making recommendations on fundraising-related questions and initiatives. Promotes the organizational adoption of scalable technologies such as Tableau and Evertrue by developing use strategies and reports that assist revenue generation teams and management with prospect discovery and annual goal performance tracking. Oversees the day-to-day work of the prospect analysts, including the tracking and prioritization of projects. Partners with the Annual Giving team in planning, monitoring, and measuring fundraising efforts across multiple channels (direct mail, phone, online, etc.).

ACADEMY POC

D/CME: Academy Scholars, Academic Enrichment Program,  
Technical Scholarship Program

**Prospect Analysts** (Polina Gridneva, Stephanie Wolf) – Assist with moves management activities for all revenue generating units, with a focus on Major and Leadership Giving and portfolio hygiene. Conduct proactive research to identify new prospects and produce reports that are used to conduct moves management meetings with gift officers, inform plan and opportunity entry, and keep prospect portfolios clean and dynamic. Conduct biographical and financial research on prospects, donors, friends, and visitors, and calculate capacity ratings. Responsible for adding all new information (such as business info, relationships, contact history, etc.) found during the research process to Blackbaud CRM, which may include the placement of PDF documents in PaperSave. Work with Development Events to complete and edit event bios and compile invitation lists for special events.

ACADEMY POC (Stephanie Wolf)  
USCC: Dept of Physical Education

### ***DEVELOPMENT OPERATIONS***

**Senior Director** (Samantha Soper) – Oversees and manages overall Development Operations, specifically Donor Relations, which includes Communications, Stewardship, and Events, as well as three areas of Advancement Services: CRM Strategy & Data Segmentation, Data Services, and Gift Policy, Processing & Reporting. In addition, she supports the Vice President in budgeting and human resources tasks. Crafts the department's goals and long-term plans to ensure that all activities maximize support for Revenue Generation. Provides overall supervision of and strategy for the information infrastructure and services that support the Development Office and WPAOG. Responsible for the management of information in WPAOG's constituent database, including the setting and implementing of policies and procedures related to the collection, storage, modification, and use of data, and supervises the areas of gift operations and data services. Primary Development liaison with Directorate of Academy Advancement; WPAOG representative to Museum and Historical Memorialization (MHM) Committee.

ACADEMY POC  
D/ENG&PHIL: Humanities Center Program, Academy Scholars Program,  
Academic Enrichment Program  
DEAN: CEAC, MSEC, West Point Writing Program  
SUPT: The Link  
AWPAD: Michie Stadium Preservation Project  
WPAOG POC: Long Gray Line Fund/Endowment

### ***DONOR RELATIONS***

#### ***Communications***

**Assistant Director** (Courtney Schacht) – Coordinates overall Development communications calendar. Creates and edits content for Annual Giving and Development stories for First Call and social media.

ACADEMY POC  
SCPME: Academy Scholars Program, Academic Enrichment Program  
CIAG: Character Development Lab

#### ***Stewardship***



**Assistant Director** (Elaine Murphy) – Produces all stewardship thank you letters, manages endowment agreements and purposes, provides oversight to recognition programs, assists with development communications. Manages one Stewardship Manager and provides support to Senior Director.

**Manager** (Julie Cuthbert) – Manages annual stewardship report program and plaque recognition, including administration of plaque tracker database. Manages lifetime giving shadowbox program.

ACADEMY POC

D/GENE: Academy Scholars, Academic Enrichment Program,  
Earth Science Field Course

**Events**

**Director** (Dawn Georgalas) – Works with entire development staff to plan high-visibility events designed to enhance the fundraising program and campaign initiatives. Develops goals, objectives, and programs for each event. Oversees logistical arrangements, event timelines, and site inspections. Prepares briefing materials for the Academy's Superintendent. Serves as liaison/coordinator for HQ events (DGA, BOD, and Advisory Council), providing logistical planning and support. Also serves as liaison/coordinator with DAA for Academy support of events. Reports directly to the Senior Director of Donor Relations & Advancement Services and is responsible for managing two donor event staff members.

**Assistant Director** (Alexandra Elfers) – Serves as the primary resource in coordinating events, seating of donors at events, and is primary point of contact in absence of Director. Responsible for managing and executing all Development events; invoicing, budget, and contracts for Development events and ODIA events; and assists with HQ events (DGA, BOD, Advisory Council).

**Coordinator** (Michelle Sullivan) – Assists in the execution of all Development Events; assists with all event communications, including RSVPs and attendee queries and confirmations.

**ADVANCEMENT SERVICES**

**Director** (Lindsay Gunnarsen) – Responsible for coordinating and collaborating across all WPAOG departments to ensure that the organization has the data necessary to carry out its mission, is able to use and manipulate that data, and has updated policies and procedures governing the collection, storage, maintenance, and usage of information. Manages data projects benefiting the entire WPAOG organization (including assuming a lead role in the CRM migration project), consults with users to analyze ongoing needs, develops reliable solutions to support fundraising and alumni engagement efforts, and ensures database runs smoothly. Ensures CRM security settings are in place and database users have necessary rights to perform their job functions. Provides supervision of Data Services staff and monitors the WPAOG constituent relationship database. Serves as the point of contact for data release requests from graduates and others. Remains abreast of Blackbaud software upgrades and potentially useful third-party software and mobile apps. Research vendors and software, making recommendations for software purchases and upgrade. Acts as Development's primary IT liaison and lead CRM migration point of contact.

### ***CRM Strategy & Data Segmentation***

**Associate Director** (Katie Scofield) – Serves as lead for Advancement Services Department in Director's absence as needed, key liaison for Annual Giving and Athletics related to data segmentation, responsible for segmenting constituent data for personalized messaging, sets up appeals, campaigns, and outreach using the CRM Direct Marketing tool, collaborates and supports BBIS to serve as the bridge between Communications & Marketing and Development.

#### **ACADEMY POC**

DCA: Unrestricted Endowment, Spirit Club, Glee Club

**Senior Coordinator** (Jenna Accomando) – Manages donor lifetime giving recognition programs, manages annual Report of Gifts, and maintains donor recognition names in database. Manages CRM training for WPAOG; assists Associate Director and Director in building and maintaining smart queries, data lists, and overall CRM strategy.

### ***Data Services***

**Assistant Director** (Lois Walsh) – Responsible for constituent data management and, in collaboration with IT, the functionality and application of CRM for WPAOG. Sets and implements policies and procedures related to the specific methods for entering and coding data in the database, in collaboration with the Senior Director of Donor Relations & Advancement Services and the Director of Data Services works closely with Annual Giving and ODIA to pull necessary reports and mailing lists and is responsible for providing the data needed for the end-of-year tax receipts for special groups such as government allotments, automatic credit card donations, and ODIA donors who receive benefits. Works closely with the Director of Data Services in establishing and managing CRM user security settings and provides ongoing assistance to employees in database usage.

**Manager** (Tiffany Cotto) – Responsible for the continuous cleansing of the data and records in database, global updates and changes, obtaining and importing of new data (graduates, ex-cadets, incoming cadets, and parents). Tracks all Data Services requests and monitors deadlines and workload for coordinators in the department.

**Senior Coordinator** (Tammy Talmadge) – Responsible for creating new records (cadets, parents, prospects, friends, and other constituents) as requested and updating existing individual and organizational records in database which includes biographical, employment, communication preferences, and relationship information. Responsible for collecting updates from a wide variety of sources (returned mail, email, phone calls, WPAOG website, phone-a-thon, etc.) and implementing necessary changes in database in a timely manner. Resends mail when a new address is obtained and assists graduates with accessing and updating their online profile. Assists Communications & Marketing in processing online subscriptions to WPAOG publications. Works closely with Alumni Events to create new event funds for processing event registrations in database. Manages the process of decessing constituents in database. Manages the database functionality related to USPS NCOA via the AddressFinder program in CRM. Performs data clean-up, when necessary, creates media files, and ensures they are properly linked and supports the other units of Advancement Services as needed.

**Coordinators** (Carol Diedolf, Stacey Markley) – Assist the Data Services team with special data projects and daily updates of constituent records with address, email, phone, and other contact info changes. Process returned mail including making relevant address updates and creating labels for resending. Assist with WPAOG website registrations; employment info updates received through event sign-ups and the career services online system; entering information from plebe parent forms and other data coming from USMA; and managing invalid and bounced emails. Assist with data clean-up projects to maintain the integrity of the WPAOG database.

***Gift Policy, Processing & Reporting***

**Assistant Director** (Tammy Cline) – Responsible for reporting and generating daily, weekly, monthly, and quarterly reports, as well as reports on a case-by-case basis for Development (including reports for cash projections, tracking on cash goals, and campaign counting), the Board of Directors, Development Committee, Finance, DAA, and ODIA. Manages and administers the gift proffer process. Runs reports on USMA department and activity funds, including available and forecasted cash. Provides management direction to the Gift Operations team and backup support to the director in the overall management of Advancement Services activities and staff. Coordinates with colleagues in IT, DAA, and Finance to ensure proper coordination and reconciliation. Serves as the Secretary for the Gift Acceptance Committee which reviews and approves exceptions to WPAOG's Gift Acceptance Policies, including exceptions to the Gift Allocation Percentage (GAP). Recommends annual GAP Exception allocation during budgeting process.

**Senior Coordinator** (Pam Mayer) – Provides overall management of the Gift Operations department to include the receipt, posting, and reporting of all new gifts, cash transfers, pledges (including phone-a-thon), planned gifts, EFT donations, government allotments, and stock donations. Also generates reports to reconcile Development and Finance figures and assists in generating daily, weekly, monthly, and quarterly reports, and others as required. Backs up the Assistant Director of Advancement Services in running and distributing the Daily Status report.

**Administrators** (Rosa Colaluca, Open) – Process gifts of cash, credit card, and BBIS donations and the process of applying for, receiving, and paying matching gifts, as well as confirming receipt of matching gifts via email acknowledgement. Also manage memory and honor gift recognition letters. Enter information into database and speak with donors who have questions. Generate and mail daily tax receipts and other gift acknowledgements. Provide back up to the manager on all necessary daily, weekly, and monthly reports.

***ANNUAL GIVING***

**Director** (Allison Barry) – Provides strategic leadership, tactical direction, and overall management for the annual giving program, including personal solicitation, direct mail, online giving, crowdfunding, digital solicitation and outreach, and stewardship. Oversees and implements global solicitation and stewardship strategies for the Superintendent's Annual Fund (SAF), the West Point Parents Fund (WPPF) and the Long Gray Line Fund (LGLF), Army A Club athletic fundraising, and other annual giving programs such as West Point Challenge, Army West Point Giving Day, and "The

Rocket” crowdfunding programs. Directs a team of seven to achieve cash, pledge, and alumni participation goals.

ACADEMY POC

DAA: Superintendent’s Endowment & Fund  
AWPAD: A Club/Athletic Team Quasi Endowments/Funds

**Annual Giving Operations Officer** (Open) – Manages all Annual Giving’s direct mail and digital campaigns (SAF, WPPF, and LGLF). Leads Annual Giving efforts in the West Point Challenge and Army West Point Giving Day efforts. Assists the Director in designing the fundraising strategy and provides the support necessary to oversee and execute that strategy.

**Annual Giving Officer** (Bennett Smoot) – Solicits and stewards unmanaged prospects for annual gifts (\$1,000+) concentrating on renewal, upgrades, and acquisition for the Superintendent’s Annual Fund, Long Gray Line Fund, and other annual giving funds. Solicits LYBUNT and SYBUNT donors and personally follows up regarding pledge fulfillment. Works closely with Advancement Services and Development researchers to maximize annual gifts and to build the major gift pipeline. Leads Annual Giving’s delinquent pledge reminder process.

ACADEMY POC

USCC/DMI: Modern War Institute, DMI AIADs

**Annual Giving Officer** (Bethany Smith) – Solicits and stewards unmanaged prospects for annual gifts (\$1,000+) concentrating on renewal, upgrades, and acquisition for the Superintendent’s Annual Fund, Long Gray Line Fund, and other annual giving funds. Solicits LYBUNT and SYBUNT donors and personally follows up regarding pledge fulfillment. Works closely with Advancement Services and Development researchers to maximize annual gifts and to build the major gift pipeline. Leads Annual Giving’s pledge reminder process.

ACADEMY POC

D/DFL: Academy Scholars Program, Academic Enrichment Program,  
Foreign Language Teaching Enhancement Program

**Annual Giving Parent Relations Officer** (Shelisa Baskerville) – Solicits and stewards parent constituents for gifts (\$1,000+) to the West Point Parents Fund and other restricted funds. Manages a small pool of high-level parent donors and Parent Club volunteers. Solicits LYBUNT and SYBUNT donors and personally follows up regarding pledge fulfillment. Co-leads parent engagement efforts with the Director of Annual Giving. Works closely with the USMA Parent’s Liaison.

ACADEMY POC

Admissions: Minority Visitation Program, Summer Leaders Experience,  
Cadet Public Relations Council (CPRC)

**Annual Giving Associates** (Liz Gianessi, Leigh Gust, and Lea Johnson) – Solicit and steward annual gifts (>\$1,000) concentrating on renewal, upgrades, and acquisition for the Superintendent’s Annual Fund, Long Gray Line Fund, and other annual giving funds. Solicit LYBUNT and SYBUNT donors and personally follows up regarding pledge fulfillment and declined credit card outreach.

## **ATHLETICS**

**Senior Associate Athletic Director, External Operations** (Tom Theodorakis) – Oversees all athletic fundraising including overall management of strategy and operations. Develops plans for the athletic fundraising team to generate higher levels of giving. Maintains constant communication with the VP of Development. Coordinates with Athletic Director as well as all head coaches. Manages 75-100 MG prospects.

**Assistant Athletic Director, Development** (Bianca Gureralp) – Serves in a leadership role and manages the day-to-day operations of the Army A Club, including all annual fund mailings, events, and stewardship. Primary liaison between athletics and AOG annual giving department. Serves in a leadership role with direct oversight of Director, Donor Engagement, and Assistant Directors.

**Assistant Athletic Director, Major Gifts** (Steven Donohue) – Manages 75-100 donors with major gift capacity. Actively solicits prospects for major gifts. Primary liaison between athletics and AOG major gifts department. Oversees Director, Sport Specific Giving

**Director, Sport Specific Giving** (Brendan Desautels) – Coordinates with all head coaches to lead the Friends of/Endowment restricted annual giving fundraising efforts. Manages the development, implementation, and execution of a comprehensive sport specific fundraising strategy aligned with Athletics and WPAOG campaign priorities.

**Director, Donor Engagement** (Christine Castro) – Responsible for the planning and execution of Army West Point Athletics, Army A Club, and sport-specific donor events throughout the year that include gameday hospitality.

**Associate Director, Army A Club** (Maureen Mrazek) – Manages 350+ A Club donors with gift capacity ranging from \$750 to \$10K. Actively solicits donor list with goal of increasing current donors and finding new donors. Serves in a support role at athletic fundraising events.

**Assistant Director, Army A Club** (Darren Sorenson, Hunter Brandt, Abigail Griffiths, one open) – Manage 350+ A Club donors with gift capacity ranging from \$750 to \$10K. Actively solicit donor list with goal of increasing current donors and finding new donors. Serve in a support role at athletic fundraising events.

**Assistant Director, Operations** (Stefan Louis) – Assists with the general operations of the Army A Club and development office – specifically will work on gift reporting/operations, lead generation, and assist with gameday and event operations.

## **CLASS GIVING**

**Director** (Elena Ivanova '99) – Responsible for the overall strategy, development, and implementation of all USMA class gift campaigns, and management of the Class Giving department staff and annual budget. Provides direct consultative and administrative fundraising support for select Classes (see 2022 Class Gift Campaigns list for assignments) and oversees all class gift

campaigns. Organizes and leads the First Class Gift Program for senior cadets, in partnership with the cadet leadership and chain of command. Manages a portfolio of class leaders and volunteers for select class campaigns. Coordinates reunion gift logistics with WPAOG Finance, Stewardship, Communications and Marketing departments, Athletics, and DAA. Oversees all Class Giving activities.

**Officer** (Pam Diskul-Vrable) – Provides direct consultative and administrative fundraising support for select classes. Manages Class leaders and volunteers for assigned classes. Coordinates reunion gift logistics with WPAOG Finance, Stewardship, Communications and Marketing departments, and DAA.

ACADEMY POC

D/SE: Academy Scholars Program, Academic Enrichment Program  
SUPT: Chaplain Endowment and Fund

**Officer** (James Brandenburg) – Provides direct consultative and administrative fundraising support for select classes. Manages Class leaders and volunteers for assigned classes. Coordinates reunion gift logistics with WPAOG Finance, Stewardship, Communications and Marketing departments, and DAA.

ACADEMY POC

D/EECS: Academy Scholars Program, Academic Enrichment Program,  
Cyber Research Center, Cyber Research Center, Cadet  
Competitive Cyber Program, Army Cyber Institute  
SUPT: USMA Preparatory School Endowment

**Associate** (Diana Hill) – Stewards and solicits target segments consistent with class giving retention goals – military allotment drops, class-only LYBUNT donors, prior year donors to First Class Gift, etc. Uses email, text, phone, and in person opportunities to engage donors to retain or renew their support for West Point. Participates in execution of events and programs in support of various development activities, such as class reunions and cadet engagement initiatives. Works closely with the Director on the development and execution of the First Class Gift Program for senior cadets prior to Graduation.

**Coordinator** (Roberta Sheets) – Provides overall support for class volunteers and leaders through Class Giving Reports (CGRs), Lifetime Giving Reports, Contact Reports, special request reports, pledge management, and general inquiries.

***CORPORATE AND FOUNDATION RELATIONS (CFR)***

**Director** (Laurie Rumpf) – Formulates and manages overall strategy for corporate and foundation giving to USMA and WPAOG. Cultivates corporate and foundation relationships, excluding family foundations. Coordinates with West Point's Academic Research Department, WPAOG Career Services, Advertising/Sponsorship, AWPSP, as well as other internal and external stakeholders, as necessary. Collaborates with USMA departments/assigned POCs to ensure appropriate and timely CFR gift fund management.

ACADEMY POC

D/MATH: Academy Scholars, Academic Enrichment Program,



## WPAOG Development Handbook

Center for Leadership & Diversity in STEM  
West Point Museum

**Grants Manager** (Christine Kelly) – Manages select corporate and foundation relationships and grant management, as well as the AIAD program (gift-funded). Assists the Director in managing CFR pipeline, cash projections, prospect cultivation, and strategy of approach. Creates and edits development proposals, campaign materials, and CFR stewardship reports. Ensures timely submission of proposals and reports, including following up with USMA departments on required materials.

### ACADEMY POC

SOSH: Combating Terrorism Center

## **MAJOR AND LEADERSHIP GIVING**

**Senior Director** (Mike White '82) – Responsible for overall management of the Major Gifts (≥\$250K/3-5yrs) strategy and operations and Leadership gifts (≥\$25K). Develops plans for the Major and Leadership Giving team to generate higher levels of giving. Ensures that all MGO/LGOs are performing to goal and maintains constant communication with the VP of Development and by extension the Development Committee. Works with Senior Director of Donor Strategy & Analytics on moves management, developing tools to track progress and maintain a system to ensure effective fundraising processes are being followed and gift conversations are being advanced. Manages 75-100 MG prospects with a focus on South Florida and Chicago IL.

**Assistant Director** (Angela Oakley) – Assists with the management of the department including strategy development, budget planning and oversight, and HR matters. Specifically, responsible for overall management of the Leadership Gifts (≥\$25K/3-5yrs) strategy and operations. Develops plans for the Leadership Giving team to generate higher levels of giving. Ensures that all LGOs are performing to goal and maintains constant communication with the Senior Director of Major and Leadership Giving. Works with Senior Director of Donor Strategy & Analytics on moves management, developing tools to track progress and maintain a system to ensure effective fundraising processes are being followed and gift conversations are being advanced. Manages 100-120 LG prospects with a focus on the Tri-State Area and New England Metropolitan Area.

**Major Giving Officers** – Manage ~100 MG prospects, most within metropolitan statistical areas unless by exception due to relationship or other sound reason.

### **Major Giving Officers:**

Staci Gash '96	California <u>Academy POC: Center for Holocaust and Genocide Studies</u>
Marc Gunnels '77	Atlanta GA, Washington DC, Ohio (based in Georgia)
Mike Lyons '83	Texas

**Leadership Giving Officers** – Manage ~100-200 LG prospects, most within metropolitan statistical areas unless by exception due to relationship or other sound reason.

**Senior Leadership Giving Officer:**

Bob Curran '72 Washington DC Metropolitan Area (based in Maryland)

**Leadership Giving Officers:**

Roz Johnson '92 West (e.g. California, Seattle, Denver, Minneapolis/St. Paul)  
(based in California)

Don Kopinski '79 Northeast/Midwest (e.g. New York, New Jersey, Ohio, Illinois)  
(based in Ohio)

Natalie Worthan Virginia (based in Virginia)

TBD Southeast (e.g. the Carolinas and northern Florida)

**Senior Manager** (Debbie Mozgiel) – Provides overall support for the Major and Leadership Giving Office and direct assistance with MGO/LGO cultivation at USMA. Ensures that MGO/LGOs are meeting suspense deadlines. Analyzes MGO/LGO portfolios and produces reports for Major and Leadership Giving meetings. Recommends and implements methods of making MG/LG operations more efficient.

**PLANNED GIVING**

**Director** (Vickie Mullin) – Responsible for the overall management of the Planned Giving program from prospect identification and cultivation to personal donor cultivation visits. Oversees targeted nationwide marketing efforts through mailings and planned giving seminars/events. Designs stewardship programs to ensure continued and appropriate communication and engagement of existing donors. Oversees receipt of matured gifts in estate administration to ensure timely and accurate estate closure. Assures that department is in legal compliance and using best practices for the WPAOG Charitable Gift Program. Facilitates coordination with Major and Leadership Giving Officers in Major and Leadership gift cultivation efforts. Facilitates coordination with the WPAOG Finance Office in its fiduciary role regarding investment and fund management of planned gifts where WPAOG serves as trustee. Manages a portfolio of 100+ donors and prospects and fields donor email/phone requests for information on planned gifts.

ACADEMY POC

USCC/DMI: Simulation Center

**Planned Giving Officers** (Laura Cruz, Tina Morgan) – With knowledge of all planned giving gift options and related tax and estate planning benefits, identify, cultivate, solicit, and steward planned giving prospects/donors. Manage a portfolio of approximately 100 prospects and existing donors in designated geographical areas based on high-retirement density. Field requests for planned giving information. Support Major and Leadership Gifts Officers and work closely with Class and Annual Giving departments to identify potential planned giving donors. Work with post-50th reunion classes to promote planned giving options.

ACADEMY POC

D/LAW: Academy Scholars Program, Academic Enrichment Program,  
Lieber Institute (Cruz)

D/PNE: Academy Scholars Program, Academic Enrichment Program,  
Space Domain Center, Photonics Center (Morgan)

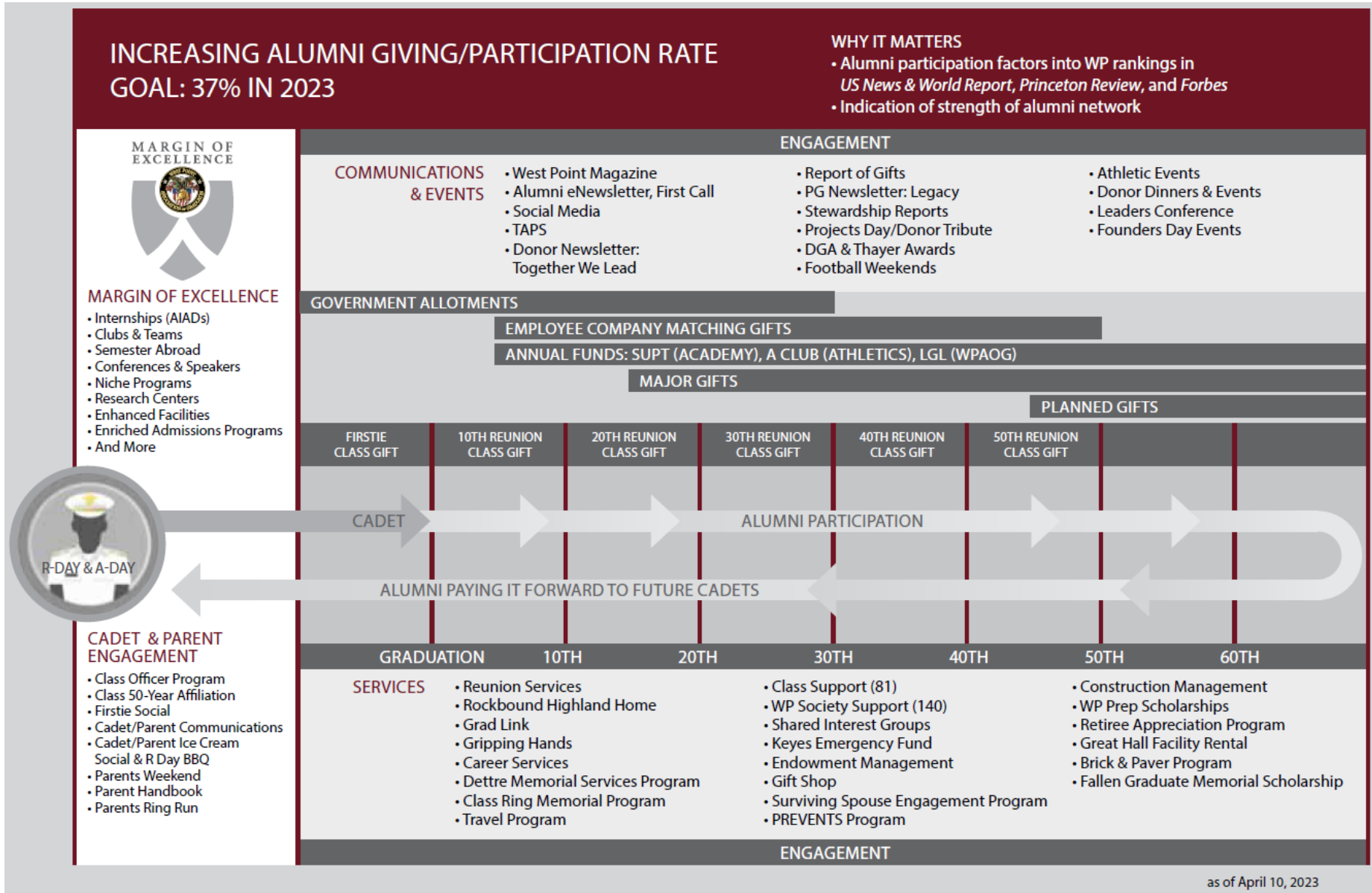
**Senior Manager** (Danielle Fitzgerald) – Supports the Planned Giving Office in cultivation and stewardship, estate administration, and reporting. Oversees all marketing activities. Implements and executes office practices that ensure that gifts are accurately and efficiently processed, recorded, and acknowledged and that accurate legal and financial files are maintained. Oversight of the irrevocable pledge documentation and recognition. Manages a portfolio of approximately 30+ prospects and existing donors. Responsible for digitizing the Planned Giving files.

## **Development Philosophy**

Fundraising can only be successful if donors and potential donors feel engaged with West Point and see West Point Association of Graduates as relevant and valuable to their lives.

As such, for alumni, the groundwork for Development is laid as soon as a candidate is accepted to West Point. The experience that a cadet has while at the Academy will influence how he or she feels about giving back to West Point or “paying it forward” for future cadets. Future fundraising results will reflect the extent to which Margin of Excellence programs positively impact a cadet’s 47-month experience. Cadets need to be aware that they are the beneficiaries of the generosity of fellow members of the Long Gray Line and other West Point supporters and to see WPAOG as the facilitator of that generosity. In addition to providing the Margin of Excellence funds, WPAOG’s Cadet Engagement Program offers morale-building events, enhancements to Moments that Matter (e.g., 100th and 500th Nights), the 50-Year Class Affiliation Program, and the Firstie Social to enhance the lives of members of the Corps.

The following Journey Map captures the life cycle of alumni from the moment they enter the Academy as cadets. It tracks them over their lifetimes, highlighting the various milestones they reach. The services, programs, events, and communications offered by WPAOG are designed to keep alumni connected with the Academy and each other in meaningful ways. The Journey Map also reflects the way in which WPAOG reaches out to parents, widows, and friends.



## The Development Process

The Development Process tracks the fundraising effort from the identification of West Point's Margin of Excellence or WPAOG's needs through the stewardship of donors who have made gifts to fulfill those needs.

The Development Process involves nine related and sequential actions:

1. Identifying both West Point's Margin of Excellence approved needs and WPAOG fundraising objectives.
2. Identifying prospects (potential donors) – including individuals, classes, corporations, organizations, and foundations.
3. Researching the capacity and interest of prospects.
4. Developing a cultivation plan.
5. Cultivating the prospect's interest and involvement.
6. Soliciting the gift (the "ask" or the submission of a proposal).
7. Receiving and receipting the gift.
8. Proffering the gift to the Academy.
9. Stewarding the donor (thanking and reporting).

### *Partnership Between WPAOG and West Point*

WPAOG assumes the responsibility for the overall Development Process and provides the leadership to keep the process moving. However, the process is a **partnership** that requires considerable support from West Point to be successful. Virtually all aspects of the process require actions from **both** WPAOG and West Point. Aspects such as the identification of West Point's Margin of Excellence needs require the Academy to take the lead. Donor cultivation, stewardship, and communication are shared responsibilities, while other aspects of the process, such as research and solicitation, are performed primarily by WPAOG.

There are several advantages to this shared responsibility for the overall Development Process:

- It applies the resources of both WPAOG and West Point to the effort and both will be party to its success.
- It is more efficient in terms of resource utilization and cost.
- West Point personnel develop a better understanding and are more supportive of the entire process when they are an integral part of it.
- Routine oversight meetings and a mutual understanding of each party's role add discipline to the Development Process.



**Responsibilities**

The chart below lists the nine related and sequential actions of the Development Process and which agency is the lead for an action.

<b>L = Lead Agency</b> <b>X = Participating Agency</b>		
	<b>West Point</b>	<b>WPAOG</b>
1. Definition of Needs for WP	L	X
2. Identification of Donor	X	L
3. Research	-	L
4. Cultivation Plans, “Moves”	X	L
5. Cultivation of Donor	X	L
6. Solicitation, “The Ask”	-	L
7. Receiving the Gift	X	L
8. Proffer to WP	L	X
9. Stewardship	L	L

**Details of the Development Process****Defining Fundraising Needs**West Point Margin of Excellence Needs

Private gifts are only raised to support the Academy’s Margin of Excellence (MOE) needs. As such, an Academy staff or faculty member who identifies a Margin of Excellence need must explain how it will expand opportunities for cadets beyond the core curriculum. The cost and plan for rolling out a MOE program must be outlined. The argument for seeking funding for a need is often referred to as the “case for support.” If approved, this case for support will provide the basis for WPAOG’s development of a comprehensive and compelling proposal for potential donors.

The need statement written and submitted by West Point staff/faculty must, for the sake of consistency, follow a prescribed format.

**The Staff or Faculty Member**

1. Follows guidance in the West Point reference document in terms of making the case.
2. Provides cost documentation.
3. Submits the need statement for review and approval to his/her Department Head.

**The Department Head**

1. Evaluates the need and the adequacy of the statement and cost analysis.
2. Ascertains that appropriated monies are not available and are not likely to become available.
3. Submits need statement to his/her Major Activity Director (MAD) for review and approval.

**Major Activity Director**

1. MAD submits need statement to Directorate of Academy Advancement (DAA).

**Directorate of Academy Advancement**

DAA, in conjunction with the Vice President of Development, accomplishes the following:

1. Reviews the need statement for completeness.
2. Establishes the “ask” amount (the “price”). The “ask” amount will encompass the cost submitted by West Point, the value of the recognition opportunity, and the gift allocation percentage.
3. Ensures that each proposal includes a donor recognition opportunity consistent with the policies of the Museum and Historical Memorialization (MHM) Committee and West Point.
4. Reviews for ease and expediency of execution once the gift has been proffered.
5. Steers the need statement to the Superintendent for approval.

**The Superintendent**

The Superintendent reviews the need statement and confirms that appropriated funds are not available and are not likely to become available and:

1. Disapproves need statement and returns to MAD **or**
2. Approves need statement, prioritizes with other West Point needs to the extent desired, and forwards to DAA.
3. Establishes Top Ten.

**The West Point Association of Graduates**

1. Only seeks funds for needs approved by the Superintendent.
2. Assesses feasibility of fundraising for the need.
3. Develops plan to seek private funds to meet the need.

**WPAOG Needs**

Private funds are raised to support Herbert Hall, WPAOG Headquarters, Alumni Support programs, and/or Development. The staff identifies potential needs and outlines the scope of the fundraising objective. (Needs may also come to Alumni Support and Development through WPAOG’s various volunteers or volunteer committees.) WPAOG’s President and CEO signs off on the needs and presents them to the Board of Directors for endorsement. Development only seeks funds for needs approved by the CEO and Board.

### ***Identifying Potential Donors***

Primary research conducted by WPAOG identifies prospects (potential donors) for gifts to the Academy. Prospects for gifts are brought to the attention of WPAOG Development executives by any of the following:

- West Point Leadership, Staff, and Faculty
- WPAOG Research Team and Development Staff
- Board of Directors, WPAOG
- Council of Advisors, WPAOG
- Office of the Directorate of Intercollegiate Athletics
- West Point Societies
- West Point Parents Clubs
- Alumni-at-Large

### ***Researching Prospects***

Primary research involves the identification of prospects. Secondary research involves culling the primary list to narrow the focus on those who have:

1. An affinity for and interest in West Point and its purpose
2. The financial means (capacity) to make a major ( $\geq$ \$100,000) gift
3. The readiness to give in the timeframe necessary to support the purpose

The WPAOG's Donor Strategy & Analytics staff use the organization's online alumni database, a variety of online subscription services, corporate and foundation websites, and other publicly available internet data references for the development of prospect lists and profiles.

Prospect research and evaluation continues throughout the cultivation period with significant input coming from the Prospect Managers assigned to the prospect and direct assessments from graduate volunteers and West Point officials during cultivation meetings. All contacts with prospects are documented in the WPAOG's database as seemingly unimportant details can be important in the formulation of the cultivation plan and in the final solicitation.

### ***The Cultivation Plan***

The WPAOG develops strategies for each phase of the cultivation plan. The cultivation plan identifies roles for WPAOG's staff and any volunteers or West Point personnel who might be important to engage at certain times in the effort. The duration of the process depends on where the prospect enters the cultivation continuum and on his/her interest and progression through the continuum.

The staff members who manage all contact between a donor or prospect and WPAOG or the Academy are referred to as Prospect Managers. All frontline fundraisers are Prospect Managers. Prospect Managers often coordinate with colleagues from other areas in Development, including Athletics, to secure additional expertise and to ensure that the approach is comprehensive and well-timed.

Typically, 12 to 18 months of carefully managed cultivation is required to reach the “ask” stage for a Major Gift.

**Major Gift Phase 1.** This phase includes quarterly (minimum) contacts with the prospect primarily by the Prospect Manager and may include any or all of the following:

- Personal visits by the Prospect Manager to the prospect’s home or office.
- Invitation to academic, sporting, or cultural events at the Academy.
- Personal outreach with birthday/holiday greetings.
- Sharing of articles from WP Magazine or interesting Academy news.
- Personalized tour of West Point.
- Invitation to R-Day, Graduation, and/or a home football game.
- Invitation to local Founders Day programs.
- Invitation to a West Point sporting event close to the donor’s home.

**Major Gift Phase 2.** When the prospect has been matched with an area of interest (an approved need) at the Academy, the Prospect Manager will meet with the prospect to discuss that need. Follow on contacts become more specific to increasing the prospect’s understanding of the importance of the need. These contacts will include presentations relating to the particulars of the need. When such contacts involve a visit to West Point, the prospect will be escorted by the Department Head, Division Chief or a representative, and by a WPAOG Prospect Manager. Contact activities often include the following:

- Invitation to lectures in the discipline involved.
- Invitation to the Department/Division for a presentation specific to the need.
- Invitation to cadet activities involving area of interest.
- Invitation to departmental awards ceremonies.

**Major Gift Phase 3.** When a prospect has been thoroughly briefed and has signaled deep interest in a need, a solicitation plan is designed and culminates in the “ask.” The Phase 3 plan might involve several steps including:

- Coordination of meetings between West Point and WPAOG to evaluate the specific conditions/restrictions attached to the gift, and to review and approve the recognition opportunities that could be offered to the potential donor.
- Meetings between the Department Head or Division Chief involved, the potential donor, and the WPAOG Prospect Manager to discuss the need, the execution of the gift once it is received, and recognition.
- An invitation to be a guest of the Superintendent, Dean, Commandant, or Directorate of Intercollegiate Athletics for a weekend visit.

### ***Solicitation***

During Phase 3 of cultivation, WPAOG develops the solicitation plan and strategy for the “ask.” If a WPAOG volunteer has been involved in the cultivation, he/she may be asked to participate in the solicitation. The Department Head or Division Chief also may be asked to present information to the prospect on the need being solicited. **Active duty personnel, cadets, or government employees may not ask for a gift.**

- When the donor agrees to the gift, he/she signs a pledge agreement that affirms his or her intent to make the gift, the payment schedule, and the recognition.
- If the potential donor expresses interest but no commitment is made, the Prospect Manager will thank him/her for their interest, schedule another meeting to resolve any issues, and continue the cultivation process.
- If the prospect chooses not to support the need solicited, the Phase 3 cultivation plan must be reconsidered. Possible courses of action include:
  - Continuation of the Phase 3 cultivation activities focusing on the relationship between the prospect’s interests and the original need.
  - Selection of another need in his/her area of interest and designing a different Phase 3 plan.
  - Deciding that Phase 3 cultivation will not be fruitful and remove this prospect from their portfolio.

### ***Accepting a Gift/Proffer***

After the gift has been received by WPAOG, the conditions or restrictions on the gift’s use by West Point or WPAOG must be followed.

- DAA determines the proper acceptance authority and staffs the gift.
- The Department Head or Division Chief involved and the WPAOG Prospect Manager keep the donor informed of progress on the execution of the gift.
- The Superintendent may invite the donor to attend a formal recognition ceremony organized by the Department Head or Division Chief and WPAOG.
- The Department Head or Division Chief involved, the WPAOG Prospect Manager, and the Donor Relations Office execute the stewardship plan.

### ***Stewardship of Gifts***

The Department Head or Division Chief involved with the Margin of Excellence need is responsible for the stewardship of the gift and consults with WPAOG’s Stewardship team and the Prospect Manager for the donor to develop the stewardship plan. An abbreviated version of this stewardship plan will be described in the recognition section of the need statement.

The Stewardship Plan includes:

- Acknowledgment of the gift (extending thanks will be done in multiple ways, at multiple levels, and multiple times).

- Transfer of the gift to the appropriate West Point account with notification that the money is available for use.
- Establishment of property accountability (if equipment is involved).
- Assurance that agreed-upon recognition will be executed by the Academy/WPAOG. (The MHM Committee must approve any proposed Academy plaque before the donor is shown the plaque mock-up.)
- Annual reports or after-action reports to the donor on how the gift is being used. (Reports are sent from departments to WPAOG's Stewardship team.)
- WPAOG Stewardship sends reports to the donor and retains a copy for WPAOG files.
- Invitation to appropriate need-related events, the Army-Navy game, Thayer Award, or the Distinguished Graduate Award ceremonies might be extended by way of engaging the donors.

DAA monitors the stewardship of gifts and reports to the Superintendent as required.

### ***Coordination of the Development Process***

WPAOG keeps DAA informed of and involved in all actions associated with the Development Process. All WPAOG actions with the West Point leader team are coordinated through DAA. DAA keeps WPAOG informed of all actions by West Point personnel that relate to needs and the cultivation of prospects. WPAOG and West Point personnel only discuss approved needs with potential donors. Other projects may only be discussed after clearance from DAA and WPAOG.

### ***Unsolicited Gift Offers***

When an individual, class, or institution proposes a specific need not listed on the approved list of West Point needs, the donor should be referred to a WPAOG Development executive to coordinate resolution as follows:

#### **WPAOG Development**

1. Attempts to steer the donor toward an approved need of the Academy that closely parallels the donor's interests.
2. Failing reorientation, WPAOG develops the donor's proposal and presents it to DAA for review. Available funding for the proposed need is a significant consideration for the Academy in determining whether or not it will accept the proposed need.

#### **DAA**

1. Coordinates with the MAD that would benefit from the donor-proposed need. If the MAD is not interested in funding for the need, it disapproves the concept and provides WPAOG the argument for support for an alternate need that has been approved.
2. If the MAD conceptually approves the proposed gift, it follows the guidance in the West Point reference document in order to seek the Superintendent's review and approval.

## **Using Data**

With 51,215 living, solicitable graduates in the database and multiple approved needs, Development is careful to coordinate and sequence its multiple solicitations throughout the year. The most valuable segmentation Development makes to the database is by financial capacity, as over 95% of funding comes from 5% of a constituent body. Major Giving Officers are deployed regionally to work with prospects according to their financial capacity but Class Gift Campaigns and Annual Giving campaigns (SUPT's Fund, LGL Fund, and A Club) are approached in the same way.

Simultaneously, to broaden the base of donors, Development has worked on increasing the level of annual alumni participation in the fundraising program. Development uses a variety of methods to retain existing donors and to convert non-donors. Those methods aimed at retention have focused on LYBUTS and SYBUNTS. The efforts with non-donors have included targeted approaches to people according to their interests, major, or club affiliation. Development approaches each segment with customized messaging that focuses on class year, interest, giving circle level, or affinity.

More recently, Development introduced the West Point Challenge (WPC) as a means of increasing alumni participation and continuing the success of the All Academy Challenge. To date, these campaigns have been the most successful way of acquiring new donors and retaining existing donors for several reasons. For one, the barriers to entry are low; a gift of \$5 or more to any fund of a donor's choosing makes you a participant. Secondly, the competition between classes inspires engagement. Finally, the WPC takes place over a specific timeframe and is executed through a variety of solicitation channels from direct mail to email, calling, and texting that galvanizes giving.

Development's segmentation efforts have ensured that it consistently hits and exceeds cash and pledge goals while bucking the industry trend and increasing alumni participation rates by at least one percent a year.

### **Primary Target Segments**

Firsties  
Alumni  
Parents  
Past Parents  
Friends of West Point (individuals who are non-graduates)  
Widows  
Classes  
Volunteers  
USMA Faculty/Staff  
USMA Former Faculty  
Corporations (by interest)  
Foundations (by interest)

**Wealth (used by Planned Giving, Major/Leadership Giving, Class, and Annual Giving)**

Capacity Rating (set by Prospect Research/Fundraisers)

**Giving Patterns/Levels (primarily for Annual Giving)**

LYBUNTs (Gave a gift “Last Year But Unfortunately Not This”)

SYBUNTs (Gave a gift “Some Year But Unfortunately Not This”)

Annual Giving Circles

- SUPT’s Circle
- A Club/AD’s Circle
- LGL Chairman’s Circle

Lifetime Giving Recognition Societies

- George Washington Society
- Thomas Jefferson Society
- Alexander Hamilton Society
- Sylvanus Thayer Society
- Dwight D. Eisenhower Society
- Douglas MacArthur Society
- Ulysses S. Grant Society
- Omar N. Bradley Society
- Benjamin O. Davis Jr. Society
- Henry H. Arnold Society
- John J. Pershing Society

Cullum Society (Planned Giving)

First-Time Donors

Non-Donors

Past Restricted/Designated Gifts

Ring Donors

50-Year Affiliate Class

**Geography**

Territories (primarily for PG, MG)

- California
- Chicago
- South Florida
- DC
- NYC
- Atlanta
- Texas (Dallas, Austin, and Houston)

Unassigned Territories

Societies

**Interest/Affinity (Cadet Club or Biographical)**

Sport

Club



Academic Major

Academic Research Center

Industry (i.e., entrepreneurs, medical doctors, etc.)

Professional Title (CEO, COO, CFO, President, etc.)

Former Athletes

Race/Ethnicity (African Americans, Women, Hispanics, etc.)

Class Year

Special Interests

Distinguished Graduates

Retirement Rank

First Captains

Class Officers

Shared Interest Groups (Do More Together, Army Football, etc.)

Travel Program Customers

Shared Interest Groups

Alumni who have benefitted from Career Services

WPAOG Prep School Scholarship Recipients (1,150)

Graduate Scholarship Recipients

- Rhodes, Marshall, Fulbright, Schwarzman, Rotary, etc.

## **Comparative Data on Alumni Giving Rates**

***Prepared in March 2023***

### ***Alumni Giving Rates***

In general, alumni giving rates have been declining for decades. In 2001 the average alumni giving rate was 13.8 percent. By 2013 it had dropped to 8.3 percent. As of December 2020, the average rate had been holding steady around 8 percent. (That was the last time that *U.S. News and World Report* specifically reported on the alumni giving rate and the last year the rate made up five percent of college rankings. In 2021, the rate was reduced to three percent.)

*U.S. News and World Report* (USNWR) includes an institution's alumni giving rate as one of seven key criteria for their annual college and university rankings. It had long been understood that institutions with strong alumni participation also tended to have high rankings in academic reputation, student retention, graduation rates, and financial resources—all of which are considered in the ranking system. According to USNWR, "giving measures student satisfaction and post-graduate engagement." However, USNWR is now in conversation with CASE about making a move to more holistic engagement metrics to demonstrate that post-graduate affinity, rather than only using philanthropy as the measurement.

*U.S. News and World Report* calculates the alumni giving rate by the averaging the percentage of living alumni with bachelor's degrees who gave to their school during the 2019-2020 and 2020-2021 academic years. Note that WPAOG operates on a calendar year and the most recent alumni donor numbers submitted were for 2021.

The information in the tables below was obtained from the 2023 edition of *U.S. News and World Report's* "Best Colleges" rankings.

### **Service Academy Alumni Giving Rate Comparison (Avg. 2019-2021)**

<b>Academy Average (2019-2021)</b>	<b>Alumni Giving Rate</b>	<b>USNWR Rank/ Alumni Giving Rank</b>
<b>United States Military Academy (USMA)</b>	<b>37.2%</b>	<b>9/8 - NLA</b>
United States Naval Academy (USNA)	16.3%	6/91 - NLA
United States Air Force Academy (USAFA)	14.4%	18/114 - NLA
United States Coast Guard Academy (USCGA)	Did Not Report	1/27 - RCN
United States Merchant Marine Academy (USMMA)	Did Not Report	3/27 - RCN

**Key:**

**NLA = National Liberal Arts (USMA is #1 for Public Schools)**

**RCN = Regional Colleges North**

**Top 11 Schools for Alumni Giving Rate (Avg. 2019-2021)**

The following schools received donations from the highest percentage of their alumni. Except where otherwise noted, the schools below are ranked in the National Liberal Arts Colleges category by *U.S. News and World Report*. All but USMA are private institutions. (USMA is #1 among public institutions for alumni giving rate.)

<b>School</b>	<b>Alumni Giving Rate</b>	<b>U.S. News Rank/ Alumni Giving Rank</b>	<b>Undergraduate Enrollment</b>
Princeton University (NU)	47.8%	1/1	5,321
Williams College	45.0%	1/1	2,166
Thomas Aquinas College	44.0%	45/2	497
Bowdoin College	41.4%	6/3	1,951
Alice Lloyd College (RCS)	40.0%	21/1	613
Amherst College	39.6%	2/4	1,971
Dartmouth College (NU)	39.4%	12/2	4,556
Claflin University	38.7%	156/5	1,779
Wabash College	38.2%	55/6	840
College of the Holy Cross	37.3%	33/7	3,138
U.S. Military Academy	37.2%	9/8	4,594

**Key:****NU = National University****RCS = Regional Colleges South**

**Top-Ranked National Liberal Arts Colleges: Alumni Giving Rates (Avg. 2019-2021)**

Two hundred one National Liberal Arts Colleges were ranked in the 2023 edition of *U.S. News and World Report's* "Best Colleges." USMA, USNA, and USAFA are the only schools in the top 70 that are public. The Virginia Military Institute is #70 (tied with other schools in rank).

Among the National Liberal Arts Colleges ranked, USMA sits at #8 for alumni giving (up from #9 in the 2022 rankings and up from #19 in 2021.) USNA is at #91 and USAFA is at #114.

The following lists alumni giving rates (in descending order) for schools ranked with or above USMA in the National Liberal Arts Colleges category. (Note that some schools are tied for the same ranking position.) All institutions other than USMA and USNA are private.

School	Alumni Giving Rate	USNWR Rank/Alumni Giving Rank
Williams College	45.0%	1/1
Bowdoin College	41.4%	6/3
Amherst College	39.6%	2/4
<b>United States Military Academy</b>	<b>37.2%</b>	<b>9/8</b>
Carleton College	36.6%	6/9
Wellesley College	32.2%	5/16
Claremont McKenna College	31.3%	9/19
Swarthmore College	28.9%	4/24
Pomona College	19.3%	3/60
United States Naval Academy	16.3%	6/91

**Sample Ivy League and National and Public Universities, Alumni Giving Rates (Avg. 2019-2021)**

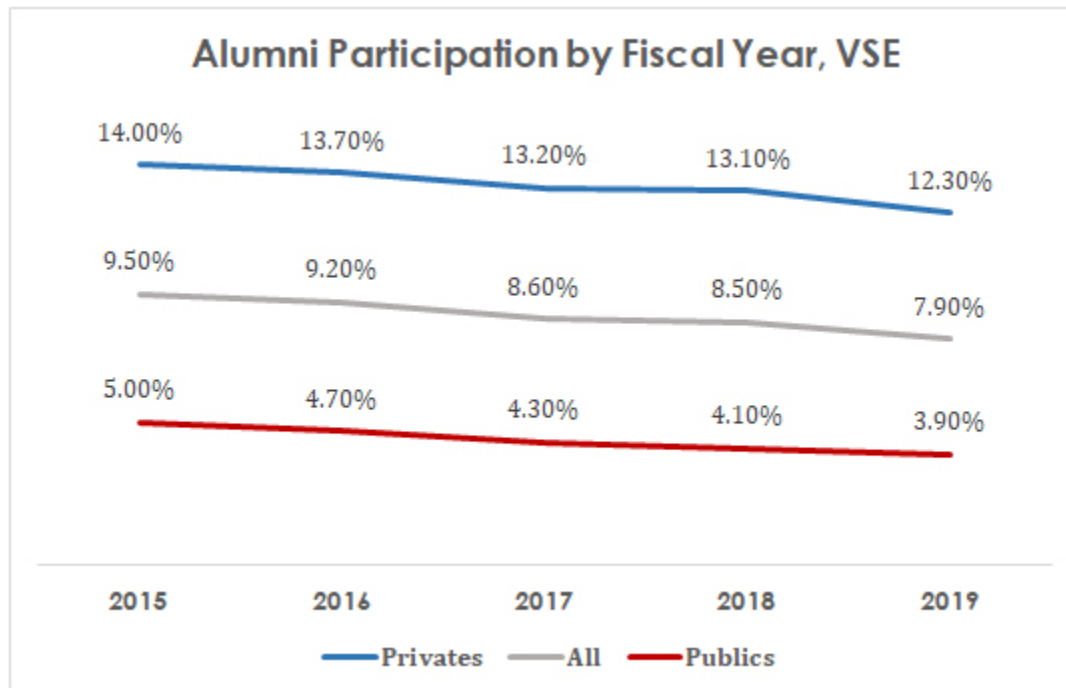
<b>School</b>	<b>Alumni Giving Rate/ Rank*</b>
University of Chicago	27.5%/ 9
Harvard University	24.0%/ 14
Brown University	25.3%/ 13
Columbia University	Did Not Report (28.3% previous year)
College of William and Mary	21.3%/ 19
Yale University	22.1%/ 16
Cornell University	19.7%/ 24
The Citadel	27.3%/ 2 (RU)
Clemson University	17.5%/ 34
University of Virginia	14.9%/ 43
University of North Carolina at Chapel Hill	13.5%/ 52
University of Michigan-Ann Arbor	13.2%/ 56
University of Wisconsin-Madison	13.2%/ 56
University of Vermont	6.6%/ 157
University of Connecticut	6.5%/ 157
University of Delaware	6.1%/ 176
SUNY – Geneseo	4.9%/ 71 (RU)
University of New Hampshire	7.3%/ 130
University of California-Los Angeles	5.2%/ 210
Binghamton University – SUNY	4.8%/ 210
University of Maine	6.1%/ 176
University of Colorado-Boulder	4.6%/ 230
University of Rhode Island	3.2%/ 294
University of Texas at Arlington	1.0%/ 374

**Key:****RU = Regional Universities**

**\*The alumni giving rank is specific to the school's category. All schools above are National Universities, except where otherwise noted.**

## Summary

Schools with higher alumni participation rates tend to be private institutions with enrollments of less than 3,000. These small, private schools have dominated the list of the top 50 schools for alumni donations for several years. Graduates from larger, publicly funded institutions are often less likely to give to their alma mater because it already receives government funding and there is often little to no established culture of philanthropy. Also, smaller institutions with strong cultures of philanthropy have an easier time developing loyalty and affinity during the student years, as the students usually feel closer to faculty, staff, coaches, and alumni. Additionally, many alumni of small institutions with long-standing cultures of philanthropy have an understanding that their school truly relies on the monies raised to fund operations. Finally, schools with high levels of alumni giving are also likely to be led by a president for whom fundraising is a top priority and part of his or her job responsibilities. (The Alumni Factor, [www.alumnifactor.com](http://www.alumnifactor.com), 2014)



Source: Brian Gawor, Ruffalo Noel Levitz (March 4, 2020), *VSE Reports Record Higher Education Giving (and Some Warning Signs)* <<https://www.ruffalonl.com/blog/fundraising/vse-reports-record-higher-education-giving/>>

As mentioned in the beginning of this section, average alumni participation rates across the nation have been on the decline for the last two decades. The chart above demonstrates the decline in more recent years based on VSE survey respondents. Among institutions reporting alumni giving data, 66 percent have reported a decrease in donors. Initially the average alumni giving rate decline was attributed only to increasing numbers of alumni of record. More alumni were giving each year, but the increase was not keeping pace with increasing numbers of alumni of record. Technology made it easier to locate alumni and many institutions were graduating larger classes every year, making the denominator used to calculate participation increase significantly.

However, in more recent years, while denominators continue to increase, the numbers of alumni donors have been flattening or decreasing as well. Even schools that have held spots in the top 10 for alumni giving for years have not been immune to this trend. In 2015 Princeton boasted a 63 percent participation rate and this year, *U.S. News and World Report* reports 48.7 percent. Five years ago, the school in 10th place had an alumni giving rate of 53 percent. Now, a rate of just over 37 percent results in a 10th place ranking.

West Point rallied against the trends for several years, with significant growth in both alumni donors and participation. This can be attributed to several factors:

- Philanthropy was new. Formal fundraising began in 1996. As additional efforts and staff were added, the donor number grew.
- The Firstie Class Gift program was successful for many years. Formally started in 1995, the Firstie Class Gift resulted in at least five years (length of service commitment) of monthly giving via military allotment. This held up participation among the youngest graduates.
- The All-Academy Challenge (AAC) led to quick, rapid growth. Started in 2014, the AAC provided a quick boost of donors and grew rapidly the first few years with an additional boost when it became a more formal class competition within the original challenge.
- West Point does not increase the size of its graduating class. While many other colleges and universities have grown the size of their student body over the years, rapidly expanding their alumni giving rate, denominator, West Point's class size has remained the same in recent history.
- West Point has had a very high good address rate since at least 2012. The denominator was not increased with more readily available contact information as it was at other schools.

In 2020, West Point had the most alumni donors ever, assisted by a successful All Academy Challenge and pandemic-specific giving activities such as the Athletics Department's Fight on to Victory. Many other institutions also saw an increase in donors in 2020 potentially driven by a greater spirit of generosity and more captive audiences with many stuck at home for much of the year. The following year, 2021, the number of donors and giving rate decreased. In 2022, the donors and rate dropped again.

There were multiple factors most likely impacting the alumni donor count in 2021 and 2022.

- Staffing was a major challenge in 2021 and it was not completely solved in 2022. Lack of staff in Athletics and WPAOG Annual Giving meant a significant decrease in outbound calling and direct mail efforts. (Indeed, the largest drop in alumni donors could be found in the Superintendent's Annual Fund and Army A Club designations.)
- The All-Academy Challenge became the West Point Challenge in 2022, removing what may have been a big draw for many donors, beating Navy and Air Force.
- The Firstie gift effort continued to prove challenging both in participation and the lack of recurring gifts.

- Donors in the oldest and youngest class groups continued to decline.

The last point, the decline in the oldest and youngest donors, is a challenge being faced not only in the higher education space but across the entire non-profit sector. Generational differences are proving difficult as the loyal donors of the older generations pass away, and the youngest generation are not giving in the same manner. Whereas Baby Boomers prefer to give to traditional non-profits with a proven track record, Millennials look for meaningful volunteer opportunities where they can be hands-on in the use and direction of funds donated. From fundraising tool providers, to donor advised funds, to major and annual gift service vendors, the challenge presented by generational differences in philanthropy are widely-documented and being heavily discussed in articles, webinars, and conferences.

Although generational challenges are causing West Point to see a decline in alumni participation, the decrease has not happened as quickly or significantly as it has at other colleges and universities. In fact, this is the first year the West Point alumni giving rate has decreased in the U.S. News and World Report rankings, and USMA has moved up the list to #8 among National Liberal Arts Colleges and #11 overall. The charts below show how West Point is still posting impressive results and continuing to move up the list in comparison to peers.

The following chart shows USMA's alumni giving rate and rank within the National Liberal Arts colleges category in *U.S. News and World Report* over the last 10 years.

USMA USNWR Ranking History		
Ranking Year	Alumni Giving Rate	Alumni Giving Rate Rank in Category*
2013	29.4%	62
2014	28.9%	63
2015	29.3%	54
2016	31.4%	45
2017	31.5%	40
2018	31.8%	33
2019	32.4%	26
2020	34.8%	19
2021	37.6%	9
2022	37.2%	8

\*USMA is in the National Liberal Arts category.

The next chart shows the top 10 list from 2021 and the 2022 alumni giving rate for those same schools. College of the Holy Cross was #10 in 2022, only 0.1% ahead of USMA.



USNWR 2021 Top 10	2021 Rate	2022 Rate
Princeton University	50.2%	47.8%
Williams College	47.2%	45.0%
Alice Lloyd College	43.5%	40.0%
Bowdoin College	42.4%	41.4%
Amherst College	42.0%	39.6%
Dartmouth College	41.8%	39.4%
Carleton College*	41.0%	36.6%
College of the Holy Cross	40.6%	37.3%
Wellesley College*	40.1%	32.2%
Davidson College*	39.1%	36.1%

\*Did not make the top 10 in 2022.

Princeton has held the top spot for many years but is obviously not immune to the decline.

Princeton Ranking History (#1)	
Ranking Year	Alumni Giving Rate
2013	62.4%
2014	62.5%
2015	62.9%
2016	63.0%
2017	60.8%
2018	59.1%
2019	59.0%
2020	55.0%
2021	50.2%
2022	47.8%

The bar to reach to crack the top 10 has been lowered every year. In 2022, USMA was only 0.1% away from making the list.

History of Rates for Schools at #10	
2013	51.8%
2014	52.7%
2015	49.2%
2016	47.9%
2017	46.2%
2018	45.4%
2019	43.0%
2020	43.0%
2021	39.1%
2022	37.3%

In addition to the generational challenges faced by all, West Point faces additional unique obstacles including the legal restrictions placed on the Leader Team, employees, and cadets; the frequent rotation of military staff and faculty; the reality that many graduates feel that they “give back” through their military service; and the ongoing need for more visibility about which programs at the Academy are Margin of Excellence vs. core. The need to educate graduates and other potential donors about the need for private funds is ongoing, with many still believing the government does or should pay for all.

Despite the challenges discussed above, West Point remains highly ranked in terms of alumni participation. USMA enjoys many of the positive attributes that tend to lead to strong alumni giving, such as a solid reputation (consistently ranked at the top of *U.S. News and World Report* and *Forbes* lists, among others); a student experience that creates strong bonds between classmates and that is intellectually stimulating; and a high level of affinity among alumni.

Continued education about the Margin of Excellence and the importance of alumni giving remains critical. To this end, WPAOG continues to advance a culture of philanthropy at West Point and with its alumni constituency. We believe that through better communications and programs that keep the Academy relevant to its graduates, it will be possible to further engage its alumni and to measure that engagement through comprehensive engagement metrics, to include philanthropy.

## **Comparative Data on Endowments**

*Prepared in March 2023*

### **Service Academy Endowment Market Value Comparison as of June 30, 2022.**

This comparison is based on endowment market value as of June 30, 2022, for West Point and USNA. USAFA did not report in the most recent year, so their figure is from the 2021 VSE Survey.

<b>Academy</b>	<b>Endowment Market Value</b>
<b>West Point Association of Graduates</b>	<b>\$422.8M</b>
U.S. Naval Academy Alumni Association & Foundation	\$352.4M
U.S. Air Force Academy AOG and Endowment	\$176.5M

### **NACUBO-Common Fund Study, Endowments *(including quasi-endowments)* as of June 30, 2022**

The 2022 study conducted by the National Association of College and University Business Officers (NACUBO) and Common Fund Institute included 689 institutions. Although the top 136 college endowments were over \$1 billion, the median endowment in the study was \$208.7 million, and 31 percent of study participants had endowments of less than \$100 million.

West Point reported permanent endowments as well as quasi-endowments and placed in the top 34 percent of the list (at #235, up from #240 the previous year).

<b>Rank</b>	<b>School</b>	<b>2022 Endowment</b>
215	Union College	\$498.1M
218	SUNY Stony Brook Foundation	\$475.9M
225	Barnard College	\$447.5M
230	Rollins College	\$438.1M
233	Skidmore College	\$426.9M
<b>235</b>	<b>West Point Association of Graduates</b>	<b>\$422.8M</b>
236	The New School	\$421.2M
238	Bates College	\$418.5M
240	Connecticut College	\$416.6M
244	Gonzaga University	\$399.6M
245	Fairfield University	\$398.7M

## Comparative Data on Cost of Fundraising

Mal Warwick, who has written extensively on fundraising, says the cost to raise a dollar idea is a myth. He, and many others in the industry, believe there is no such standard due to the complex nature of nonprofit systems. For example, some organizations include salaries and administrative costs in their calculations while others do not. However, there are other professionals who believe that if the elements of the equation are known, the cost to raise a dollar can be an important metric, and that this figure can be a critical one for transparency to the constituency served by the organization. (F. Duke Haddad, 2019, *Is Cost to Raise a Dollar an Important Metric?*, NonProfitPRO.com)

WPAOG has found the cost to raise a dollar to be a useful metric when it is possible to find a fair comparison. There are many ways to calculate the figure and the same method must be applied across organizations being compared to the best of our ability. Below are three recent sources used to illustrate WPAOG's fundraising efficiency.

### VSE Survey Data

The Council for the Advancement and Support of Education (CASE) uses data submitted in the annual Voluntary Support of Education (VSE) survey to compare an institution's "Total Advancement Investment" (fundraising expenses plus those related to alumni relations and communications and marketing) to the total "Dollars Raised." Dollars here represent what is submitted in the "Grand Total" in the VSE survey—cash receipts (including realized planned gifts and stock), gifts-in-kind, and irrevocable planned gifts at present (discounted) value.

Among the 95 baccalaureate, master's, and doctoral institutions submitting expenditure information on the VSE survey in 2021, the average advancement investment per dollar raised was 23 cents for fiscal year 2022. For the 16 baccalaureate schools participating, the average cost to raise a dollar was 20 cents. Doctoral institutions had the lowest rate at 15 cents while master's schools had the highest at 34 cents. The average amount of money raised by doctoral institutions was significantly higher driving the cost to raise a dollar down. Specialized and associate's schools are also included in the table below and illustrate how total dollars raised affect the investment per dollar statistic.

Summary of Advancement Investment (Based on 2022 VSE Survey Data)					
Average per Institution Category					
Type of Institution	Number of Responding Institutions	Advancement Expenditures	Dollars Raised	Advancement Investment per Dollar Raised	Percentage Return on Advancement Investment
Research/Doctoral/Multiple Campus	62	\$ 17,387,097	\$ 118,716,892	\$ 0.15	582.8
Master's	17	2,766,979	8,161,197	0.34	194.9
Baccalaureate	16	3,121,451	15,824,380	0.20	407.0
Specialized	7	8,824,264	129,551,502	0.07	1,368.1
Associate's	10	553,517	3,260,058	0.17	489.0
<b>Total Respondents</b>	<b>112</b>				

Using CASE's method above of calculating the cost to raise a dollar, West Point sits at \$0.17 for the FY22 survey (based on calendar year 2021 data), which is an impressive figure given the averages

mentioned and shown above. The cost to raise a dollar decreased from \$0.21 in 2020, thanks to an increased fundraising total.

Using the VSE survey data, WPAOG has used two possible methods to examine West Point's cost to raise a dollar compared to the other participating institutions. As one large gift or expense can affect the cost to raise a dollar any given year, a five-year average of total expenditures and dollars raised was used to calculate the average cost to raise a dollar. The calculations were completed using total advancement expenses (as described above) as well as development expenses (expenditures without alumni relations and communications and marketing).

The following shows West Point's data submitted in the last five VSE surveys. (Note that the FY22 VSE survey included West Point's CY21 data.) This illustrates how the cost to raise \$1 can fluctuate based on the method used for the calculation of that metric. The Grand Total for 2020 also reflects the pandemic environment.

Year	VSE Grand Total (Cash & Irrev. PG)	Advancement Expenses (Dev, AS, C&M)	Development Expenses	Cost per \$1 Raised (Advancement Expenses)	Cost per \$1 Raised (Development Expenses)
2017	\$45,625,983	\$9,245,454	\$6,518,767	\$0.20	\$0.14
2018	\$46,676,117	\$9,736,427	\$6,924,912	\$0.21	\$0.15
2019	\$59,539,149	\$10,528,321	\$7,081,595	\$0.18	\$0.12
2020	\$45,353,669	\$9,586,934	\$6,525,422	\$0.21	\$0.14
2021	\$60,451,220	\$10,401,906	\$7,251,773	\$0.17	\$0.12
<b>Average</b>	<b>\$51,529,228</b>	<b>\$9,899,808</b>	<b>\$6,860,494</b>	<b>\$0.19</b>	<b>\$0.13</b>

The comparison below included 108 baccalaureate, master's, and doctoral institutions that completed the expenditure portion of the VSE survey at least twice in the last five years.

The following table shows that West Point's five-year average cost to raise a dollar is well below the overall average, particularly when compared to the baccalaureate group. Doctoral institutions tend to have lower costs to raise a dollar as gift totals are often significantly higher due to research grants and large alumni bodies. Yet West Point still falls below that average.

Costs are greater when factoring in Alumni Relations and Communications and Marketing as these efforts engage alumni, but do not always lead to immediate gifts.

Five-Year Cost to Raise \$1 Averages - VSE Participants	Cost per \$1 Raised (Advancement Expenses)	Cost per \$1 Raised (Development Expenses)
West Point	\$0.19	\$0.13
Average of All Schools	\$0.41	\$0.27
Average of Bachelor's	\$0.51	\$0.34
Average of Master's	\$0.59	\$0.36
Average of Doctoral	\$0.31	\$0.22

## GG+A Study

In the summer of 2020 WPAOG contracted with Grenzebach Glier and Associates (GG+A) to compare the cost to raise a dollar among Football Bowl Subdivision (FBS) schools. This study used data from 12 FBS schools that was adjusted to deliver a fair comparison. (For instance, hospital data was removed for those schools with such an institution attached and research grants were excluded for the doctoral universities.) Like the VSE samples above, a four-year average of support and expenditures was used to flatten out any extraordinary amounts. Unlike the VSE data above, though, the GG+A study only included cash receipts.

In the GG+A comparison, West Point had a cost to raise a dollar of \$0.18 compared to an average of \$0.22 for the 12 comparison FBS schools. The full study resides in the office of Development with the Donor Strategy & Analytics team.

Both the VSE and GG+A methods of calculating cost to raise a dollar illustrate the efficiency of WPAOG's fundraising operation.

## Form 990 Data

Another way to calculate the cost to raise a dollar is by comparing the contributions and grants figure to the fundraising expenses on an institution's Form 990. Contributions and grants include new cash, new pledges, bequests, new planned gifts (recorded at discounted net present value), and gifts-in-kind. Fundraising expenses represent the Development department's expenditures, including overhead.

Although we cannot always know what is included in the fundraising expenses line in an institution's 990 and whether it is a fair comparison, it is reasonable to use these two figures to obtain a general picture of fundraising efficiency. The Form 990 is also a free data source that is readily available online and updated figures can be obtained each year.

## Service Academy Cost of Fundraising Comparison

Academy*	Contributions and Grants	Fundraising Expenses	2021 Cost Per \$1 Raised
U.S. Air Force Academy	\$39,861,180	\$2,267,044	\$0.06
<b>U.S. Military Academy</b>	<b>\$95,240,869</b>	<b>\$7,585,527</b>	<b>\$0.08</b>
U.S. Merchant Marine Academy	\$4,756,078	\$362,647	\$0.08
U.S. Naval Academy	\$56,786,513	\$8,373,905	\$0.15
U.S. Coast Guard Academy**	\$5,097,711	\$824,224	\$0.16

*\*Based on alumni association or foundation 990. Where both exist, the figures from both 990s were combined.*

*\*\*2020 990 was used as 2021 not yet available online.*

## Comparison of Other Undergraduate Colleges with Similar Endowments

Endowment figures are from the 2022 NACUBO-Common Fund Study of Endowments.

School	Endowment	Contributions and Grants	Fundraising Expenses	2020 Cost Per \$1 Raised
Skidmore College	\$426.9M	\$31,454,239	\$5,696,996	\$0.18
The New School	\$421.2M	\$31,866,449	\$4,415,554	\$0.14
Bates College*	\$418.5M	\$28,685,302	\$5,878,006	\$0.21

*\*Based on 2019 990 as 2020 was not available.*

## Comparison of Other Undergraduate Colleges with Similar Alumni Participation Rates

Alumni participation figures are from *U.S. News and World Report's* 2023 “Best College” rankings.

School	Alumni Participation	Contributions and Grants	Fundraising Expenses	2020 Cost Per \$1 Raised
College of the Holy Cross	37.3%	\$44,461,765	\$8,313,243	\$0.19
Carleton College*	36.6%	\$45,784,488	\$6,545,891	\$0.14
Davidson College	36.1%	\$39,807,796	\$10,731,312	\$0.27

*\*Based on 2019 990 as 2020 was not available.*

## Summary

There is no national standard for determining the cost to raise a dollar. Therefore, it is nearly impossible to conduct an “apples to apples” comparison among institutions. Every institution calculates its total fundraising costs differently. For example, WPAOG’s Development office pays “overhead” for departments such as Finance, IT, and HR. In University Development operations, these things are often covered fully by the college or university. However, it is reasonable for an institution to compare dollars received to the money spent to raise those gifts to determine fundraising efficiency. Where possible, using the same method for both sides of the figure for all institutions in the comparison will provide the best result.

The Association of Fundraising Professionals (AFP) suggests a mature development program should be able to achieve a bottom-line cost-benefit ratio of 20 to 30 cents per dollar, while the Better Business Bureau limits fundraising costs to 35 cents per dollar raised. However, the metric changes when moving to a cash only calculation to a total amount raised when pledges and planned gifts are included. Also, many people would regard paying even 50 cents for a share of stock that would return a dollar to be worthwhile. In addition, institutions may experience a

significant drop in the cost to raise a dollar calculation from one year to the next due to an increase in dollars raised. Most of that increase could have been tied to one very large gift or grant. (For this reason, the GG+A study and the VSE method of comparing cost to raise a dollar presented above uses a four-year average to smooth out those extraordinary years.)

However, we will still not know exactly what is being included in the fundraising expenses and one or two large gifts or grants could cause fluctuation. Many of the numbers above also show effects of the pandemic. For many schools, the contribution and grants figure dropped significantly. In some cases fundraising costs held steady and in others, the costs dropped as well. Approaches to the pandemic situation varied from retaining all staff and keeping as much activity going as possible to laying off staff and cutting back on fundraising outreach and events. As mentioned above, using an average over multiple years rather than a single year could provide some more consistency. However, there is still the potential for extraordinary events, gifts, campaign status, etc. to make comparisons difficult.

The cost to raise a dollar calculation using the VSE data method (development expenses only) for the West Point Association of Graduates has remained steady at \$0.15 or less since 2016. However, even at \$0.17 using “Total Advancement Investment” for 2021 in the CASE data tables, \$0.18 in the four-year comparison in the GG+A study, or at \$0.19 for a four-year average with total advancement expenses, WPAOG’s cost to raise a dollar continues to fall below the average.

(See the following section “Paying for Fundraising” for an explanation of how WPAOG covers our cost of fundraising.)



## **Comparative Data on Paying for Fundraising**

Colleges and universities seeking significant increases in fundraising productivity must also increase investments in fundraising budgets if they are to achieve their goals. The fundraising effort includes much more than asking for a gift. It also includes identifying and cultivating prospective donors; stewarding gifts to promote good donor relations and to ensure gifts are being maximized for the benefit of the institution; and keeping all donor and gift records up to date and compliant.

Although some institutions contribute to the fundraising budget, rarely does it cover the full need. And some fundraising organizations, like WPAOG, do not receive any assistance from the institutions being supported. Therefore, fundraising operations must be funded by other methods.

Over the last 20 years, institutions have increasingly looked for new ways to boost fundraising budgets. Common methods include the use of gift fees, endowment management fees, income on daily cash balances, unrestricted funds, and/or funds designated for operations. Some institutions also own real estate that provides a source of funds for operations.

### **Paying for Fundraising – CASE College and University Foundation Survey**

In 2011 the Council for Advancement and Support of Education (CASE) launched the *Institutionally Related Foundations Data Book* (now the College and University Foundation Survey) as a way for foundations to benchmark their structure, staffing, and operations against their peers and the institutionally related foundation (IRF) field. Approximately 100 institutions participate in the survey each year. In FY2020, 81 IRFs submitted the relevant information.

The table below shows the results from the FY2020 College and University Foundation survey with WPAOG's percentages for comparison. This shows how WPAOG has fewer resources to draw from to pay for fundraising and why the gift fee is so critical.

<b>Funding Source</b>	<b>Percent Using This Source</b>	<b>As a Percentage of Foundation Funding (Mean)</b>	<b>WPAOG Percentage of Development Funding</b>
Institutional Support	72%	22%	-
Unrestricted Gift Funds	74%	5%	8%
Gift funds restricted for foundation operations	51%	8%	2%
Investment income on unrestricted gifts	70%	4%	-
Cash Float	63%	7%	-
Endowment management fee	96%	44%	45%
Gift fees	64%	5%	45%
Real Estate	53%	4%	-

The most common sources of support among survey respondents were an endowment management fee, unrestricted gift funds, and institutional support. Institutional support and the endowment management fee were the most significant in terms of the dollars provided. These two sources have been the most significant since the survey was launched in 2011 and on average, provided more than half of the operations funding for respondents.

Half of the institutions in the CASE College and Foundation Survey use an endowment management fee between one and two percent. The median endowment fee in the study was 1.25 percent, up slightly from 1.2 percent the previous year. As seen in the table below, endowment management fees and their usage are increasing.

Endowment Management Fee	FY2019	FY2020
No Fee	14%	12%
Less than 1%	10%	9%
1%	22%	23%
Between 1% and 2%	47%	49%
2%	2%	4%
More than 2%	4%	2%
Median Endowment Fee	1.20%	1.25%

Many public university foundations have been assessing a gift fee for years and in recent years, more public and some private institutions have begun to implement them. In 2006, 19 percent of the institutions reviewed by CASE were using a gift fee. By 2013, that figure had increased to 43 percent. In FY2020, 64 percent were using a fee to fund operations. The most common gift fee was 5 percent, the minimum was 2 percent, and the largest gift fee charged was 15 percent.

### **Paying for Fundraising – Service Academy Comparison *as of 2021***

Each of the service academies pays for fundraising in different ways using a variety of methods to include gift allocation percentage, endowment assessments, and unrestricted funds among others. All of these methods are commonly used by the industry.

Academy	Gift Assessment	Mgmt. Fee on Endowed Funds	Unrestricted Funds	Other
U.S. Military Academy	10%	1.375%	\$500K from SUPT's Fund	Gifts designated for operations
U.S. Naval Academy	5%	1.25%	Yes	Investment income from unrestricted portion of investments
U.S. Air Force Academy	10%*	10% on investment gains (0% if no gain)	50%	Founding Director Fund

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U.S. Coast Guard Academy	7%**	1%	Yes	Dues
U.S. Merchant Marine Academy	N/A	0.69% on “blended assets”	N/A	N/A

*\*10% of all gifts are used for unrestricted purposes, which can include cadet programs, alumni association support, and endowment activities.*

*\*\*The 7% is assessed on restricted, non-endowment gifts only.*

### Paying for Fundraising – Sample University Comparison

Information included on the chart below was drawn from Council for the Advancement and Support of Education (CASE) and current websites for the featured institutions.

School	Gift Assessment			Notes
	Mgmt. Fee on Endowed Funds	Non-Endowed	Endowed	
University of Montana	2.25%	6%	0%	Also takes 10% on distributions from estates and 15% on phonathon gifts. Mgmt. fee recently increased from 2 to 2.5%.
University of Connecticut	1.25%	5%	3%	25% of the fee collected on non-endowed funds goes to department(s) supporting the fund(s) the gift went to and 75% supports the foundation.
NC State	1.05%	7%	0%	4% to Central Development and 3% to fundraising entity supporting gift. Gift fee recently increased from 5 to 7%.
Rutgers University	N/A	5-10%	5-10%	5% on gifts of \$10,000 or more; 10% on gifts under \$10,000.
UNC-Chapel Hill	0.08%	10%	0%	Only takes the 10% on annual fund gifts.
North Carolina State	N/A	5%	5%	3% goes to university advancement and 2% goes to the unit where gift is designated.
Oregon State University	1.50%	5%	5%	Gift fee is capped at \$100,000 per gift.
University of Notre Dame	1.90%	10%	0%	Only takes 1% on endowments over \$10M and 5% on gifts over \$2M.
University of Hawaii	1.50%	5%	5%	University gives a contracted amount to the foundation for Development and Alumni Relations activities.

Texas A&M	N/A	5%	5%	Also charges 3% on credit card gifts to offset fees; 4% of gift fee supports the foundation and 1% goes to the school, activity, etc. where gift was made to support activities for that purpose.
UC San Diego	N/A	6%	6%	Also receives funding from the university.
University of Idaho	1.00%	5%	5%	Also receives funding from the university.
University of Arizona	1.25%	6%	6%	Gift fee applies to gifts of more than \$5,000; 4% goes to foundation, 1% to president's office for fundraising and 1% to academic unit where gift is designated.

### Paying for Fundraising – Summary

Given that the West Point Association of Graduates does not receive a contracted amount of support for fundraising from the United States Military Academy, the 10 percent gift allocation on each cash gift and 1.375 percent off WPAOG's total investment portfolio is well within industry norm. Donors should remember, though, that 100 percent of their gifts support *West Point*.

As WPAOG Development must pay for fundraising expenses almost completely on its own, it is reasonable to compare the gift allocation percentage to the "fundraising efficiency" figure used to compare charities. Taking 10 percent of each gift to pay for fundraising equates to a "fundraising efficiency" of 90 percent. (This means 90 percent of every dollar goes to "programs." However, charities compare how much goes to the "mission" and as part of WPAOG's mission is to serve West Point by fundraising for the Academy, it could be argued that 100 percent of all gifts support the mission.) Many charities in the *Forbes* "Top 100 Charities" list have fundraising efficiencies less than 90 percent. For example, Wounded Warrior Project has a fundraising efficiency of only 79 percent, which means 21 percent of gifts to that organization are used for fundraising and overhead.

### Sample Fundraising Efficiencies at Forbes "Top 100 Charities"

Rank	Organization	Fundraising Efficiency
#4	Salvation Army	87%
#5	St. Jude Children's Hospital	85%
#15	Nature Conservancy	85%
#17	American Cancer Society	83%
#49	Wounded Warrior Project	79%

## **Donor Retention**

In 2019 WPAOG Development began tracking donor retention more closely. Not only is retention important as a means of determining donor loyalty and the effectiveness of stewardship programs, retaining the previous year's donors is necessary to growing alumni participation.

In 2022, WPAOG's retention rate was 76.2 percent. This means 76 percent of the donors from 2021 gave again in 2022. This was a slight decrease from 76.8 percent in 2021 and less donors were retained (14,008 in 2022 compared to 14,598 in 2021). Along with alumni giving rates, donor retention is also declining. According to MarketSmart (a planned and major gift marketing services firm), donor retention has seen a steep drop across the nonprofit section since 2018, declining from 69 percent to 45 percent. MarketSmart found that donors of less than \$100 have the least retention. This is common across the industry and seen at West Point.

As mentioned earlier in the alumni participation section, West Point, along with the rest of the higher education and nonprofit sectors, is struggling with the passing of older, loyal donors and lack of interest among the younger generations in supporting more established organizations such as their alma mater. West Point's Firstie gift program moving from an allotment gift (typically retained for five years or more) to a one-time gift has also impacted retention.

However, West Point still exceeds the averages for alumni donor retention. According to the 2019 Blackbaud DonorCentrics report which looked at FY2019 data submitted by 168 higher education institutions, the median donor retention rate for private schools held steady at 65 percent and dropped to 55 percent (a 1 percent decrease) for public schools. The overall median donor retention rate among participating schools for 2019 was 59 percent, well below the rate seen at WPAOG.

## **Peer Institutions for Benchmarking**

In addition to the Naval and Air Force Academies, WPAOG has developed a list of "peer institutions" for fundraising benchmarking purposes based on several factors. The following schools are all ranked near or above West Point by *U.S. News* in the National Liberal Arts category. Many have similar alumni participation figures (based on FY22 VSE survey data which uses solicited alumni as the denominator), student enrollments under 4,000, alumni bodies under 60,000, and annual fundraising totals under \$100M. All are baccalaureate institutions but only USMA is public.

All figures below are based on data submitted to the VSE for fiscal year 2022, except for USMA. As WPAOG operates on a calendar year, West Point data represents calendar year 2021.

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<b>School</b> (Data from FY22 – CY21 for USMA)	<b>Alumni Solicited</b>	<b>HC* Alumni Donors</b>	<b>Total Outright Gifts **</b>	<b>Alumni Participation (Based on HC)</b>	<b>Average Alumni Gift***</b>	<b>U.S. News Ranking</b>
Amherst College	22,550	8,540	\$70.3M	37.9%	\$8,234	#2
Bowdoin College	20,051	8,346	\$51.5M	41.6%	\$6,174	#6
Colby College	20,905	7,541	\$79.7M	36.1%	\$10,568	#16
College of the Holy Cross	35,675	13,395	\$39.3M	37.6%	\$2,935	#33
Davidson College	20,168	7,714	\$56.4M	38.3%	\$7,308	#15
Middlebury College	53,608	13,870	\$55.2M	25.9%	\$3,979	#11
Smith College	48,274	9,093	\$66.6M	18.8%	\$7,327	#13
USMA	51,562	18,460	\$55.7M	35.8%	\$3,020	#9
Wellesley College	27,546	9,335	\$55.3M	33.9%	\$5,921	#5
Williams College	30,012	12,428	\$57.3M	41.4%	\$4,609	#1

*\*HC=Hard Credit; data uses hard credit for fair comparison. Not all institutions provided soft credit donor totals.*

*\*\*Includes cash receipts and gifts-in-kind.*

*\*\*\*Based on outright gifts divided by number of hard credit alumni donors.*

## **Appendix A: Donor Strategy & Analytics**

### ***Background***

The Donor Strategy & Analytics team was created in January 2018 to address the increased need for analysis to drive Development strategies and the moves management process as well as make more data-informed decisions related to fundraising. This department is responsible for all prospect research and analysis, moves management activities (including portfolio and proposal management, discovery meeting and call lists, validated capacity ratings, etc.), and analytics related to fundraising efforts. The three main functions of the department are prospect research, moves management, and analytics, and all team members participate in each activity.

### ***Prospect Research/Analysis***

The prospect analysts fulfill research requests as well as conduct proactive research to drive discovery and cultivation activities while ensuring a continuous pipeline of new prospects is available. This team collects public and internal information, mainly on individuals, through a variety of resources and compiles and analyzes it for frontline fundraisers. This information is meant to assist with the identification, qualification, and solicitation stages of the donor cycle as well as assigning the prospect to the most appropriate fundraiser.

An important outcome of the information gathering and analysis process is the capacity estimate. An individual's capacity is the "stretch gift" one could make over five years if West Point is the primary philanthropic priority and that individual is ready to make his or her "legacy gift." (A legacy gift is usually the largest cash gift one makes during his or her time as a donor. Capacity estimates do not account for any estate gifts.) The prospect analysts use a variety of resources including public records, wealth screening services, and information provided by frontline fundraisers to arrive at the best capacity estimate.

Prospect analysts also prepare profiles for cultivation visits; populate Blackbaud CRM with information about a prospect (which may include updated business position, philanthropic interests, giving to other institutions, and funding interests, as well as wealth and biographical information); acquire and enter necessary information for completion of event bios; conduct online searches and CRM and Evertrue queries to identify new prospects and/or to assist fundraisers with moving prospects through the cultivation cycle; and prepare, distribute, and assist with reports for monthly moves management meetings. The prospect analysts also monitor the media for mentions of key donors, volunteers, and prospects and disseminate pertinent updates to all relevant parties to assist in determining capability and propensity as well as to inform cultivation activities and solicitation plans.

The prospect analysts also develop and maintain metrics related to the efficiency and effectiveness of the department. These metrics range from capacity estimate validation projects and database health to new prospect outcomes and research tool ROI.

### ***Moves Management***

Moves management techniques coordinate the Development effort, track prospects through the cultivation cycle, hold fundraisers accountable, and create a historical record of constituent

relationships. This process also includes the identification and qualification of prospects as well as monitoring the progression of assigned prospects through the cultivation cycle. Prospects may be identified through ongoing wealth screenings, recommendations from other prospects and donors, peer reviews, news items, and data mining through queries in CRM or the Evertrue software platform. Gift capacity estimates are entered in Blackbaud CRM for alumni, parents, and others with demonstrated affinity for West Point, as well as funding interests, biographical and wealth information, and anything else that will help segment prospects for the best possible outreach strategies.

The successful planning, recording, and reporting of significant moments in the relationship between the prospect and WPAOG requires a high level of commitment from fundraisers and management. Through the moves management process, fundraisers are supported in this effort and made to understand its importance as they are assisted with timely and strategic outreach to prospects and donors. In general, each prospect is assigned to one fundraiser although there may be exceptions in cases where a prospect has a multi-faceted relationship with West Point and/or is giving to multiple priorities. In all cases, Development staff will work together to determine who is the best point of contact and the Donor Strategy & Analytics team will help facilitate assignment decisions and coordination.

In addition, moves management also encompasses the sorting of prospects into various “status” buckets to help organize the pipeline and segment potential donors for the most appropriate outreach. The team also ensures that links between the various revenue generating units are made and multiple opportunities are coordinated at the individual donor level. Finally, the moves management process also includes the monitoring of solicitor credit application and policies and assisting management in tracking solicitor performance and activity towards individual and departmental goals.

The moves management process is assisted with a myriad of reports related to the cultivation process and fundraiser performance. Many of these reports have been created in Tableau, enabling fundraisers to have real-time data as it related to their gift asks and portfolios at their fingertips. The Donor Strategy & Analytics team trains frontline fundraisers to effectively use these tools and continuously works to improve upon them.

### ***Analytics***

Analytics are a growing area of focus in the Development department. With over 55,000 living graduates and thousands of parents and friends, the need to apply the right efforts to the best prospects in a timely way and with the right message is always increasing. As the team seeks to be more proactive in moves management activities, analytics becomes much more important in how the large number of assigned prospects and donors are managed. The goal is to help frontline fundraisers be more effective in reaching out to the best prospects in their portfolios at the right time and to ensure they are continuing to qualify new prospects and build the pipeline.

The team also uses various analytics to closely monitor and track progress on cash, pledge, and donor goals by time period, designation, revenue generating unit, and appeal. Analysis will be used to report on any potential shortfalls or provide insight and decision support for any changes in



course or additional strategy ideas. Also tracked closely is the cash and pledge pipeline and the team will provide support and suggestions to the frontline fundraisers to make sure the pipeline is as robust as possible and that solicitations are closed in a timely fashion.

The Donor Strategy & Analytics team also completes specific projects as the need arises with the goals of increasing the effectiveness of fundraising efforts and providing decision support. Analysis may be used to measure the effectiveness of specific campaigns or appeals or determine groups of prospects of donors who need additional outreach, just to name two examples.

***The Team***

The Donor Strategy & Analytics office is led by a Senior Director and includes an Assistant Director and two prospect analysts.

## Appendix B: Development Operations

### ***Background***

Development Operations primarily consists of the revenue support areas of Donor Relations and Advancement Services. The office consists of six main areas of focus: communications, stewardship, events, data services, CRM strategy and segmentation, and gift policies and processing.

The mission of Donor Relations is to gather information and distribute it in effective ways to keep a body of donors or prospective donors informed about West Point through a strategy of general and personalized communications tools, including publications and events. In addition, these outreach tools steward donors by fostering goodwill between donors and the Academy by communicating the impact of their gifts on cadets and the institution as well as assuring donors that West Point is an institution worthy of their *continued* financial commitment and support. The office is also responsible for coordinating with the WPAOG Office of Communications & Marketing to raise awareness and donations in support of WPAOG activities and programs. Communications efforts reach out to graduates, widows and widowers, parents, cadets, faculty and staff, and friends of West Point, including corporations and foundations. Stewardship responsibilities include planning and executing the appropriate acknowledgement and recognition for all gifts, drafting new endowment agreements, and the annual reporting on all endowments. Events are planned and executed to build new donor constituencies and further the relationship and engagement of existing donors.

The overarching goal of Advancement Services is to minimize risk and maximize philanthropic investment in the United States Military Academy and the West Point Association of Graduates (WPAOG). To that end, Advancement Services provides the information infrastructure, services, and knowledge of regulations and guidelines necessary to support the work of Development. The department also works closely with Information Technology (IT), Finance, and the Directorate of Academy Advancement (DAA) to ensure appropriate coordination and reconciliation. Advancement Services protects fundamental rights to privacy and confidentiality and is committed to the ethical collection and use of information.

The Senior Director crafts the department's goals and long-term plans to ensure that the activities support the overall strategy of the Development Office. Under the Senior Director, Donor Relations consists of a director, three assistant directors, one manager, and one coordinator, and Advancement Services consists of a director, two assistant directors, an associate director, one manager, three senior coordinators, two coordinators, and two administrators.

### ***Communications***

What key audiences believe about WPAOG Development affects their actions. Establishing a comprehensive communications strategy that informs a wide range of audiences about WPAOG Development initiatives can strengthen or even change beliefs, which can lead to **support** of WPAOG Development efforts.

In addition, this office is the repository of written content about West Point and WPAOG programs for varied purposes across all development areas (appeals, briefings, grant proposals, etc.).

### ***Stewardship***

Stewardship is ensuring that donor intentions are honored and gifts are properly acknowledged. An annual Stewardship Plan will enable the staff to thoroughly steward all donors, segmented by giving levels, by recognizing donors in meaningful ways and in a consistent and accurate manner on the use and impact of gifts.

### **Acknowledgements**

Gift acknowledgement must be timely and accurate. Stewardship letters and receipts must be consistent in messaging and format and appropriate for the level of giving. Standard templates should be reviewed each year to reflect the direction and focus of the overall Development Office. (See acknowledgment flow chart for pledges and cash gifts.)

### **Endowments & Gift Agreements**

These agreements are created to establish the specific criteria of the donor's intent and may set out provisions for alternative uses of funds if necessary. WPAOG requires that all gift funds have written documentation on file, allowing proper stewarding of the donor and his/her gift intent.

### **Stewardship Reports**

Each donor is thanked at the time of the gift. Each year, reports are run to establish the health of the endowment and gather information on how gifts were used that year and then sent to the donor. Stewardship Reports give the donor the personal touch from those who benefitted from the gift (e.g., thank you letters from faculty and cadets) and inform the donor of the performance of the endowment.

### ***Lifetime Giving Recognition Program***

#### **Giving Societies**

Giving societies allow WPAOG to recognize the generosity of long-standing donors and thank them for their support in a way that seeks to create a lasting bond between them and West Point.

#### **Lifetime Giving Society Levels**

The total of all gifts received by WPAOG during a donor's lifetime determines membership in the giving societies. As a donor's lifetime giving increases, the donor will be inducted into the appropriate society at an annual dinner held at West Point. Corporate matching gifts count toward society membership. Total lifetime giving is recognized by society membership as described in the table below:

Society	Total Lifetime Contribution
George Washington	\$100,000,000 or more
Thomas Jefferson	\$50,000,000 to \$99,999,999
Alexander Hamilton	\$25,000,000 to \$49,999,999
Sylvanus Thayer	\$10,000,000 to \$24,999,999
Dwight D. Eisenhower	\$5,000,000 to \$9,999,999
Douglas MacArthur	\$2,500,000 to \$4,999,999
Ulysses S. Grant	\$1,000,000 to \$2,499,999
Omar N. Bradley	\$500,000 to \$999,999
Benjamin O. Davis Jr.	\$250,000 to \$499,000
Henry H. (Hap) Arnold	\$100,000 to \$249,999
John J. Pershing	\$25,000 to \$99,999

### Dual Membership for Cullum Society Members

While the Lifetime Giving Societies recognize donors for outright and irrevocable deferred gifts (the latter at “present value”), the WPAOG’s Cullum Society recognizes donors who make deferred gifts of \$25,000 or more for both revocable and irrevocable gifts. Therefore, an irrevocable deferred gift, such as a charitable remainder trust, charitable gift annuity, or gift of a life insurance policy, counts toward membership in both the Lifetime Societies and the Cullum Society.

Society	Contribution Level
Cullum Society 5-Star Platinum	\$25,000,000 or more
Cullum Society 5-Star Gold	\$10,000,000 to \$24,999,999
Cullum Society 5-Star	\$1,000,000 to \$9,999,999
Cullum Society	\$25,000 to \$999,999

### Annual Recognition Programs

#### The Superintendent’s Circle

The Superintendent’s Circle was created to recognize graduates, parents, and friends who make yearly gifts of \$1,000 or more to the Superintendent’s Annual Fund or the West Point Parents Fund. When alumni, parents, and friends give unrestricted gifts to West Point, they are providing what are, in many ways, the most valuable gifts the Academy or WPAOG receives. Unrestricted giving assures the Superintendent unparalleled flexibility in meeting new needs and taking advantage of unforeseen opportunities in the areas of academics, intercollegiate athletics, co-curricular clubs, and other leadership development experiences.

The Superintendent and WPAOG truly appreciate the steadfast commitment and generous support of all our donors. However, to show our gratitude and to steward individuals who give valuable *unrestricted* gifts, the WPAOG created this special program. While it can be said that our goal is always and foremost to raise as much money as possible for the Academy, this program also illustrates our commitment to those who have given us a different kind of gift above and beyond money—they have given a gift of *trust*, trust in the Superintendent. There is no one person with more knowledge of the needs of the Academy than the Superintendent. What more powerful

gesture can a person make to illustrate their confidence in West Point's future, in the capabilities of its leadership, and the quality of the West Point experience?

Individuals can join the Superintendent's Circle at one of the following six levels:

Level	Contribution
Diamond	Annual donations of \$25,000 or more
Platinum	Annual donations of \$10,000 to \$24,999
Gold	Annual donations of \$5,000 to \$9,999
Silver	Annual donations of \$2,500 to \$4,999
Bronze	Annual donations of \$1,000 to \$2,499
Young Gray Line (young alumni of past decade)	Annual donations of \$500 to \$2,499

### 1802 Circle

This circle recognizes donors for their consistent support. 1802 Circle membership is offered to donors who make a gift of any size for four consecutive years.

### The Chairman's Circle

The Chairman's Circle includes graduates, parents, and friends who believe in the WPAOG mission and make gifts of \$1,000 or more to the Long Gray Line Endowment or the Long Gray Line Fund. When alumni and friends give gifts to the WPAOG, they are providing valuable support to the heritage and future of the Long Gray Line.

The Chairman of the Board and WPAOG truly appreciate the steadfast commitment and generous support of donors who choose to support the Long Gray Line Endowment or the Long Gray Line Fund so generously. These gifts of trust, trust in the Chairman to use the money wisely, are inspiring to all who work to make WPAOG the premier alumni organization in the nation. They also enable WPAOG to invest in new ideas, technologies, and activities that support alumni programs and support the Margin of Excellence experience for current cadets.

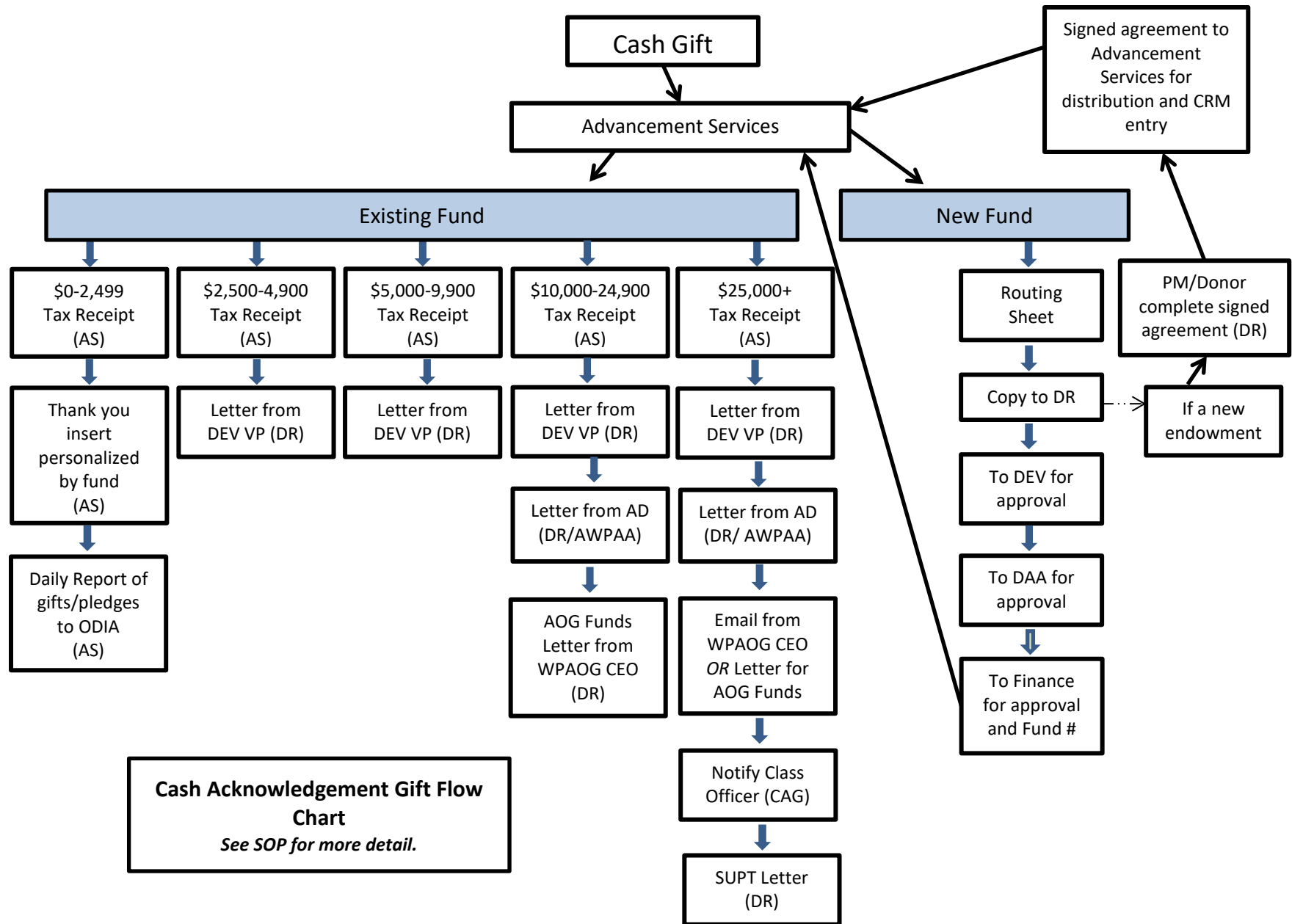
### The Army A Club

The Army A Club is a membership program which provides **unrestricted** support to Army Athletics. Every A Club donation supports all 26 teams and 900 cadet-athletes at West Point. For their tax-deductible gifts, members of the Army A Club receive benefits from Army Athletics that are intended to thank them for their generosity and allow dedicated supporters to stay involved and well informed about the Army Black Knights. Included in a wide range of great benefits, A Club members receive premium parking at football games, preferred seat locations at various venues, invitations to special events, and most importantly the gratification associated with impacting the cadet-athlete experience.

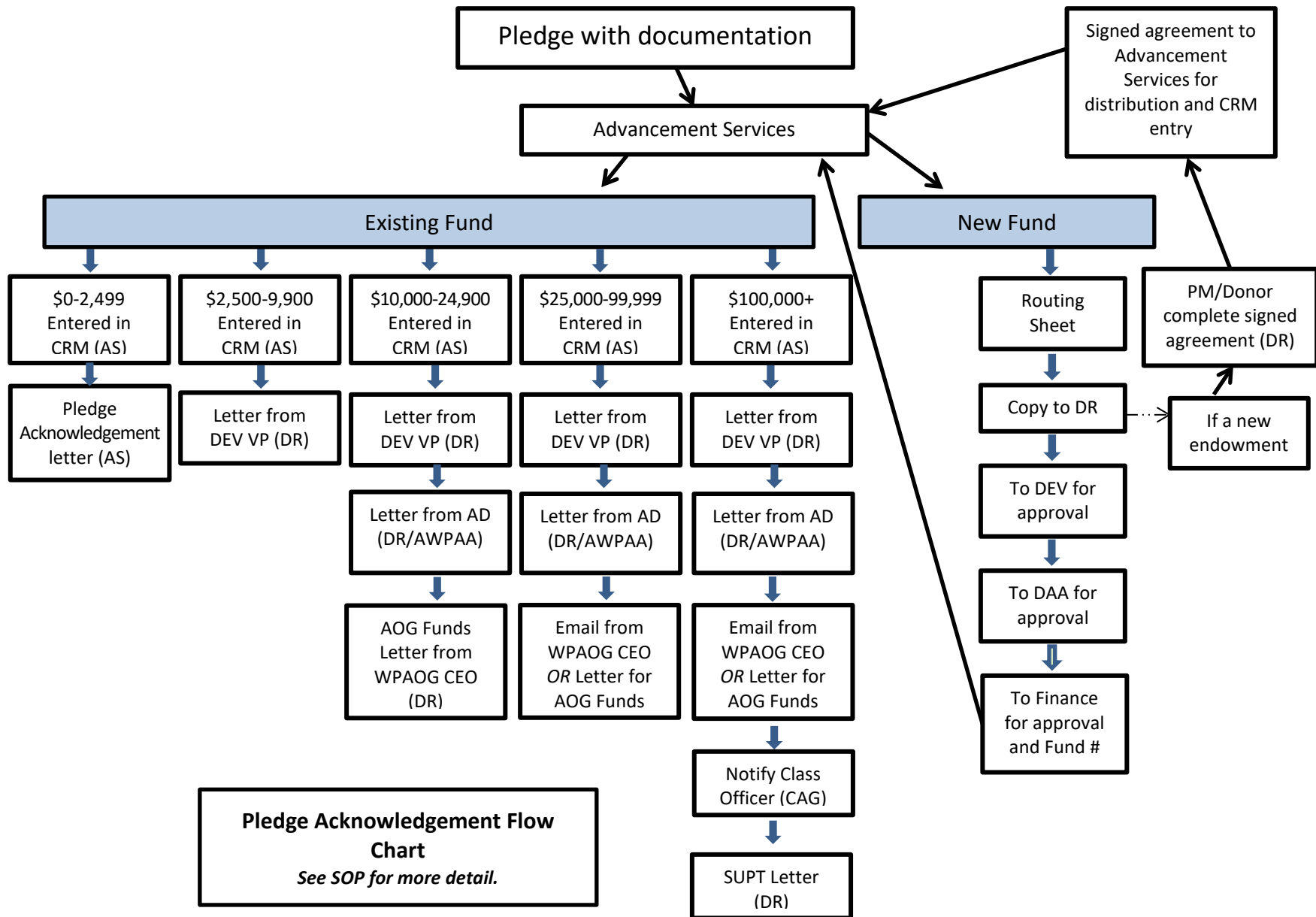
Individuals can join the Army A Club at one of the following ten levels:

Level	Contribution
AD's Circle	Annual donations of \$25,000 or more
CIC	Annual donations of \$10,000 to \$24,999
SUPT	Annual donations of \$7,500 to \$9,999
CMDT	Annual donations of \$5,000 to \$7,499
Five Star	Annual donations of \$2,500 to \$4,999
Colonel	Annual donations of \$1,500 to \$2,499
Major	Annual donations of \$750 to \$1,499
Captain	Annual donations of \$375 to \$749
LT	Annual donations of \$200 to \$374
Ranger	Annual donations of \$100 to \$199

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### **Events**

The Development Events Office is responsible for the planning and execution of special events for the Development Office that are designed to enhance the fundraising program, cultivation, and stewardship of donors. Additional responsibilities include providing logistical support for the WPAOG leadership meetings and planning and executing the Distinguished Graduate Award event.

In addition to working closely with the Development staff, Development Events also works closely with the Directorate of Academy Advancement (DAA). The DAA is responsible for requesting Academy support in the form of Leadership and cadet participation at events and booking on-post venues.

Below is an example of the types of events (listed by month) that Development Events is responsible for:

### **February**

#### **Board of Directors & Board Committee Meetings**

Each year, the winter Board of Directors meeting is held in another city. Staff contracts hotel blocks, meeting space, catering, and provides on-site support during meetings.

### **March & April**

#### **Founders Day Events**

Opportunity for donors and prospects to see the Superintendent and other members of the official party in their hometown in conjunction with the West Point Society's Founders Day dinner.

### **April/May**

#### **Donor Tribute Day Event**

Annual stewardship event to say thank you to West Point's most generous donors. The day is designed around Projects Day in order to give donors an opportunity to interact with cadets. In addition to Projects Day, the Dean gives a briefing during a luncheon for the attendees. The Celebration of Margin of Excellence Donor Dinner is also part of the Donor Tribute Event. The Superintendent is commonly the speaker at this dinner. Select First Class Cadets also attend. New lifetime giving society members are inducted during this dinner.

#### **Board of Directors, Board Committee, and Advisory Council Meetings**

Coordinated around Donor Tribute Day.

### **May**

#### **Graduation**

Annual stewardship event to invite board and advisors and a few select donors to watch the Graduation ceremony from the Superintendent's Loge. Parents of graduating cadets who have made significant gifts to the Superintendent's Annual Fund and/or Parents Fund are also invited to watch the ceremony from the Superintendent's Loge.

#### **Distinguished Graduate Award**

Development Events plans and executes all the activities surrounding this preeminent event, which honors graduates whose character, distinguished service, and stature draw wholesome

comparison to the qualities that West Point strives for, in keeping with its motto, “Duty, Honor, Country.” The event consists of a formal dinner, breakfast, cadet review, and lunch in the Mess Hall. The team also coordinates directly with Distinguished Graduates to assist in inviting their friends and families and facilitating small receptions.

## **June**

### **R-Day (Reception Day)**

The new cadet and parent pre-R-Day ice cream social is held the day before R-Day and a BBQ lunch is held on R-Day for parents of the incoming class to introduce them to WPAOG and its services. Both the ice cream social and BBQ lunch are held in Herbert Alumni Center. A breakfast is held in Eisenhower Hall on R-Day for the parents of the incoming class. The 50-year affiliate class helps sponsor the breakfast.

## **August**

### **Board of Directors and Board Committee Meetings**

Coordinated around Leaders Conference.

## **September – December**

### **Army Football Season**

Cultivation events for prospect managers to invite donors and prospects to home or away football games. The criteria to receive an invitation is based on a donor’s West Point rating and lifetime giving amount. All events surrounding the football games allow donors to interact with the Superintendent and other members of the official party. There is usually a Friday night donor event planned before the Saturday game. Saturday’s activities begin with a welcome reception, a parade, followed by a tailgate, and then the football game. There is a post-game reception at Q100 for the \$1M+ donors in attendance.

### **Board of Directors, Board Committee, and Advisory Council Meetings**

Coordinated around football games.

## **October**

### **Family Weekend**

Plan an event for parents on Friday night.

## **Throughout the Year**

### **Academic Events**

These events are created to cultivate and steward prospects and donors who are interested in funding a need associated with an academic department.

There are many other cultivation and stewardship events that take place throughout the year such as dedication ceremonies and athletic events. All events are tracked on a master events calendar available to all Development personnel.

## ***Data Services***

### **Data Maintenance and Entry**

Data Services oversees the management, maintenance, and integrity of data in WPAOG's constituent database and creates and/or advises on policies on data collection, storage techniques, and use of information. The department also develops efficient systems for data cleansing, global updates, and imports; remains abreast of software upgrades, third party offerings, and mobile apps; and provides training for all CRM users. Data Services also works closely with IT on WPAOG-wide data projects as well as clean-up tasks and other items necessary for the CRM migration process.

Data Services is responsible for the creation of new records; the collection and input of new information from various sources such as incoming cadets and parents and graduating cadets from USMA; biographical and contact info updates from graduates via the online profile, address changes from returned mail, etc. The department is also responsible for queries and list pulls for mailings, email blasts, year-end tax data, the Report of Gifts, and more for all units of WPAOG as well as ODIA.

### **Reporting and Proffers**

Data Services creates standard and custom constituent and financial reports and prepares information for mass direct mail and phone solicitations as well as other Development, WPAOG, and ODIA reports and mailing lists as appropriate. Sub-department and financial accounting reports are integrated and reconciled with Finance to ensure uniformity, consistency, and accuracy.

Advancement Services provides year-to-date comparisons on a daily basis to monitor progress toward annual and "bridge period" goals. Reports are developed and produced at the departmental level within Development to assist management in setting projections and achieving fundraising goals. In addition, reports and statistical briefing materials are produced for the VP and POCs to share with their departments and activities to demonstrate which funds are and will become available on the AOG side.

The Assistant Director of Advancement Services is the main point of contact for the proffer process. This position prepares all necessary paperwork and monitors proffers from WPAOG to the Academy ensuring the proper procedures are followed for the acceptance of outright gifts and gifts-in-kind.

Together, the Senior Director of Donor Relations & Advancement Services and the Assistant Director review and maintain the gift manual, updating the document at least once per year but usually more often. Any gifts that require an exception to policy are vetted through the Gift Acceptance Committee, and written approval is logged and entered in the database as well as shared with Finance before the gift is booked. Any changes to policy arising from a gift discussion are logged in the gift manual and shared with appropriate staff for awareness.

## ***Gift Operations***

### **Gift Processing/Accounting**

Advancement Services' Gift Operations staff is responsible for the receipt, posting, and reporting of all new gifts, cash transfers, pledges (including the downloading of phone-a-thon pledges), planned gifts, gifts-in-kind, stock donations, and daily tax receipts. Gift Operations interacts regularly with Finance and processes incoming gifts, and distributes transmittals on a daily basis.

Gift Operations staff also fields questions and concerns from donors on a daily basis and assists constituents with gift allocation, matching gift forms, credit card issues, tax information, and many other questions related to the financial support of West Point.

Gift Operations works to minimize risk to management by accurately recording and reporting gifts and understands, explains, and applies all regulations and guidelines governing fundraising, gift processing, and gift accounting (e.g., IRS, CASE, FASB/GASB) to ensure WPAOG is in compliance.

Gift Operations coordinates with the firm Perlman & Perlman, a firm specializing in non-profit law, and Finance to ensure that WPAOG is registered in each state for fundraising solicitations. This includes filling out financial forms, double checking all financial information that Perlman & Perlman has submitted to the states, and maintaining records of the registrations.

Advancement Services also interacts with Stewardship to ensure that donors are being acknowledged in a timely manner for their gifts and that endowment agreements are created, signed, and returned to Gift Operations; with Finance and DAA to coordinate the opening and approval of funds; and with Alumni Support to open event accounts for graduate activities.

## **Appendix C: Annual Giving**

### ***Background***

The Annual Giving Program is a multi-pronged effort to identify and encourage donors to annually support the United States Military Academy and the West Point Association of Graduates. The effort includes encouraging existing donors to renew or increase their giving yearly while continuously working on expanding the donor base. Managed prospects are also solicited, with a proposal by their respective prospect manager, for an annual gift. The Annual Giving program aims to raise \$14 million to support West Point and cultivate future major donors through the annual giving program. The staff includes one director, one operations officer, three officers, and three associates.

### ***Annual Programs***

*For specifics on the timing of the solicitations, see page 71 for the 2023 calendar.*

### ***USMA***

#### **Superintendent's Annual Fund/West Point Parents Fund**

Gifts to the Superintendent's Annual Fund and West Point Parents Fund are unrestricted gifts for West Point. The Superintendent receives requests from various activities at West Point for additional funding to support Margin of Excellence needs. These unrestricted gifts are the most important gifts the Academy receives because they are used to fund urgent, unforeseen, and current needs. Mail, phone, email, and face-to-face solicitations are conducted yearly. *(See Appendix B for the Recognition Program for gifts of \$1,000 or more.)*

### ***Army A Club***

Unrestricted gifts to the Army A Club fund support all Army's intercollegiate athletic teams. West Point graduates, parents, and friends are asked to join the Army A Club each year. Donations to the A Club qualify for benefits, including preferred seating at games, parking, etc. *(See Appendix B for Recognition Program for gifts of \$100 or more.)*

### ***"Friends of"***

Unrestricted gifts to specific teams enhance the budget of that intercollegiate athletic team. Annual Giving, in partnership with athletics, requests support from letter winners, parents, and friends each year. These donations **do not** qualify for A Club benefits but enhance the team's budget.

### ***Cadet Activities***

Gifts to specific Cadet Activities teams and clubs are unrestricted gifts to these specific teams and clubs. Each year some teams request support from former team/club members, parents, and friends of that specific team. These do not enhance the activity's budget unless the donation is restricted for a specific purpose.

## **WPAOG**

### **Long Gray Line Fund**

Unrestricted gifts to the Long Gray Line Fund provide valuable operational support for WPAOG. It also provides essential resources to strengthen the bonds connecting graduates to their alma mater and families to the Academy of their loved or lost ones. Some of the services funded by the Long Gray Line Fund include reunion support for classes; career and business networking services; support of over 120 West Point Societies worldwide; and publication of *West Point* magazine, the *Register of Graduates*, and *TAPS*. (See Appendix B for the Recognition Program for gifts of \$1,000 or more.)

## **Definitions**

### **Pledges**

Pledges are an effective tool in increasing a donor's giving. Spreading a donor's commitment over time enables donors to make "stretch gifts." A donor can pledge and make payments weekly, monthly, quarterly, or annually. Management is the responsibility of the Annual Giving Office and the Gift Operations Office.

### **Unrestricted Gifts**

Unrestricted gifts are gifts the donor has placed **no** conditions on use. Unrestricted gifts are especially valuable to the Academy and WPAOG as they allow the leadership team to take advantage of unforeseen opportunities and solve unforeseen problems. There are two primary vehicles for unrestricted gifts: The Superintendent's Annual Fund and the West Point Parents Fund, which provide readily available funds to the Academy; and the Long Gray Line Fund, which is available for use by WPAOG on an annual basis.

For **recognition** purposes, it is important to emphasize that only **unrestricted** gifts of \$1,000 or more within a calendar year (January 1-December 31) qualify a donor for Superintendent's Circle or Chairman's Circle membership. (See Appendix B – *Donor Relations & Advancement Services* for more information on the Superintendent's Circle and the Chairman's Circle membership.)

### **Restricted Gifts**

Gift for which the donor creates conditions—or earmarks a gift for a specific program, activity, or project—are called restricted gifts. For example, if a donor sends a check designating that the gift funds the Academy Scholars Program, this gift is considered restricted and to be used only for that program.

## 71

West Point Association of Graduates AG Solicitation/Stewardship/Events Calendar 2023				
Drop Date	Type	Activity	Segments	Notes
End of January	Stewardship	Thank You video & Tax Receipts	All Donors to ANY Fund	1Q Stewardship
Mid February	Stewardship	Impact Report - Supts Fund	All Donors to Supt Annual Fund	New Stewardship
Early March	Solicitation	Season Ticket & AClub spring solicitation		
Early March	Solicitation	SAF/WPPF Mailing	Leadership Mailer & General Letter Package	
February	Event	Class of 1952 Lecture	All SC Members	AG Send list
March	Event	Plebe Parent Weekend	All Plebe Parents	Welcome Center with Coffee at Ike Hall, Giveaway
Late March	Solicitation	SAF/WPPF Follow-Up Emails	Same as mailer + those without mailing address	
April	Stewardship	Thank you - & WPC move their gift outreach		2Q Stewardship
Mid April	Solicitation	West Point Challenge Mailing		
March	Event	Zengerle Lecture	All SC Members	AG to send list
End of April	Event	Donor Tribute Day	All Donors to ANY Fund - \$2,500+	Only AG Team involvement
5/7 - 5/12/2023	Solicitation	West Point Challenge		
5/14/2022	Event	Cadet Pizza for WPC's Winning Parent Group		AG Team involvement and Pizza
May	Stewardship	WPC Thank you	WPC Donors	
May	Event	USMA Graduation	Firstie Parents	AG to send list for Loge seating and look at Athletic Suites or Kimsey for 2023
June	Stewardship	Report of Gifts & 1802 Circle TY	1802 Circle & All Donors	Exclude Major Gift Donors
June	Stewardship	1802 Mailer		
June	Event	R-Day	All Plebe Parents	Invitation/Text + AG Welcome text (Ice Cream Social, IKE Hall Coffee, Table, Postcards, Giveaway) + Seating for Parade list (AG to send list) + BBQ (11-2 AOG, 2-5 grab & go option at Parade field) + Reserve vans for tours, etc + Leader Team support all hands support + Plan for Todd to speak + Shelisa video for Ice Cream Social
Late July	Stewardship	Impact Report - LGL Fund	All Donor to LGL Fund	New Stewardship
August	Event	A-Day	All Plebe Parents	Parade Seating (AG to send list) + "Iced" Coffee at Parade
End of August	Solicitation	Long Gray Line & WPPF Mailing		Consider not doing since it hasn't done well both years.
September	Event	Supt Circle Weekend	All Supt Circle Donors	Invitation/Text (Lobster Bake) + AG Send Invite List
September	Solicitation	LGL Follow-Up Emails		
October	Event	USMAPS Family Day	All Current USMAPS Parents	New Event - Invitation/Text? (Welcome Center with Table x3, Coffee, Water and Pastries, Giveaway), see if Gift Shop can come.
October	Event	Family Weekend	All Current Parents	Invitation/Text to Happy Hour Event at Firstie Club (AG to send list) + Welcome Center at WPAOG, Coffee, Giveaway + plan for Todd to speak + onfield check presentation
November	Solicitation	End of Year Sweep Mailing	Add a segment to EOYS to 1802 Circle	Try to capture those in 2022 who may drop.
November	Stewardship	Thanksgiving Week Video	All Donors to ANY Fund	4Q Stewardship
11/28/2023	Solicitation	Giving Tuesday		
	Stewardship	Mike Buddie thank you video		AClub Donors
11/28/2023	Solicitation	Army West Point Giving Day/Army Navy Challenge		
December	Solicitation	EOYS Follow-Up Emails & Beat the Dean Campaign		

## **Appendix D: Athletics**

### ***Background***

The staff is led by a Senior Associate Athletic Director who manages major gift prospects across the country in addition to key “Athletic Director’s Circle” members (annual A Club donors of \$25,000 or more). Two Assistant Athletic Directors split responsibilities amongst annual giving and major gift departments, while managing A Club donors of \$10,000 or more annually on a national basis, and provide supervision for four Assistant/Associate Directors who manage A Club donors of \$750 or more.

The A Club Giving Program is a multi-pronged effort to identify and encourage donors to support the Division 1 athletic programs of the United States Military Academy on an annual basis. The effort includes encouraging existing donors to increase their level of giving from year to year, while continuously working on expanding the donor base. Managed prospects are also solicited by their respective prospect manager for an annual A Club gift. The direct mail program is segmented. The goal of the program is to raise \$9.5 million to support West Point and to cultivate future major donors. Priority for Army A Club events (Army/Navy tickets) is based on annual giving level to the A Club, then priority points within that level.

### ***Annual Programs***

*For specifics on timing of the solicitations, please refer to the WPAOG Annual Giving Solicitation calendar for 2023 (page 71).*

### ***Organization***

The staff includes seven fundraisers who actively manage donors and major gift prospects for athletics. There are 10 total levels of A Club with varying associated benefits. (*See A Club Benefits chart page 73.*)

The fundraisers are primarily assigned to certain geographic territories. However, since this effort is really about relationships, each fundraiser may be assigned prospects that are in another fundraiser’s territory. A typical trip involves making appointments with a number of prospects in a city or area; depending on the location and distances, they may typically see three or four prospects a day during a trip. These are one-on-one meetings, although they also may include a prospect’s spouse. The purpose of these meetings is cultivation—bringing prospects up to date, discussing Margin of Excellence needs, and determining a prospect’s gift potential and affinity.



## 2023 BENEFITS CHART

AD'S CIRCLE	925,000+	COMMANDER IN CHIEF	910,000-924,999	SUPERINTENDENT	915,000-999,999	COMMANDEANT	95,000-97,499	FRS 5040	92,500-94,999	COLONEL	91,500-92,499	MAJ GEN	9150-91,499	CAPTAIN	8075-8749	LIEUTENANT	8200-8274	MAJOR	8100-8199
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### ARMY A CLUB BENEFITS

Invitation to an Exclusive Member Event with Army West Point Athletic Director																			
Limited Edition Army West Point Gift																			
Invitation for Two (2) to Travel with Army West Point Football on the Commander in Chief Trip																			
Invitation to Army-Navy Basketball Event at West Point																			
Invitation to Army West Point Lacrosse Premium Game Event																			
Ability to Request Season Courtside Basketball/Rinkside Hockey Tickets*																			
Recognition in Army West Point Football Gameday Program																			
Army West Point Football Game Week Email																			
Invitations to Exclusive Army A Club Special Events																			
Ability to Request Priority Tickets to Army West Point Athletics Postseason Contests*																			

### ARMY WEST POINT FOOTBALL GAMEDAY PARKING

Ability to Request Season Parking Pass for Season Ticket Members * (Limit 1 per 4 tickets Purchased)	A, MN, SR	A, MN, SR	A, MN, SR	A, MN, SR	MN	MAA, AA, MR	J, MID	C, F, G	E, GP
Ability to Request Single Game Parking Pass with Ticket Purchase * (Limit 1 per 4 tickets Purchased)	A, MN, SR	A, MN, SR	A, MN, SR	A, MN, SR	MN	MAA, AA, MR	J, MID	C, F, G	E, GP
Ability to Request a Reserved Parking Sign for Season Ticket Members *									

### HOME GAME EXPERIENCES

Ability to Request Season Tickets in the Superintendent's Loge									
Ability to Request Four (4) VIP Seats for Game Day Cadet Review (SRS & SRB) *									
Ability to Request Four (4) Seats at the Superintendent's Football Game Day Tailgate *									
Ability to Request Kimsey Club Passes									
Ability to Request Reserved Seating for Game Day Cadet Review (Sections E & F)									
Ability to Request Two (2) Complimentary Tickets to One (1) Friday Night Hudson River Cruise									
Ability to Request Four (4) Complimentary Tickets to West Point Club Game Day Welcome Reception									

### THE ARMY-NAVY EXPERIENCE

Ability to Request a Room at the Army West Point Headquarters Hotel									
Ability to Request Two (2) Complimentary Army-Navy Gala Tickets									
Ability to Request Army-Navy Game Parking									
Ability to Purchase Tickets to the Army-Navy Gala During Presale *									

\* All Army A Club requests are fulfilled based on giving level and availability

\* All requests are reviewed based on priority. Priority is determined based on your 2023 Army A Club membership level first, then your priority points second.

\*All benefits are based on unrestricted giving to the Army A Club annual fund and are non-transferable. Restricted Sport Specific gifts do not count towards Army A Club membership level.

\*Army A Club benefits are reviewed annually and are subject to change. \*To receive 2023 football benefits, pledges must be fulfilled no later than August 1st

## Appendix E: Class Giving

The primary function of the Class Giving program is to promote reunion gifts to West Point from graduated classes as well as the Cadet First Class Gift.

Reunions are occasions for alumni to celebrate their place in West Point's history, to reflect on what West Point has meant to them, and to renew their ties to the Long Gray Line. Reunion celebrations are also a time for classes to catch up on what is going on at West Point and to learn how their support enhances the West Point experience for current cadets.

The staff includes one director, two officers, one associate, and one coordinator.

### ***Reunion Giving Cycle***

While classes return to West Point for reunions every five years, traditionally classes present reunion gifts at their milestone reunions (10th, 20th, 30th, 40th, and 50th). For the first five years of this 10-year reunion cycle, graduates are encouraged to support the Academy via the annual fund drive (the WPAOG encourages alumni to support West Point through the Superintendent's Annual Fund, the Long Gray Line Fund, and Army West Point Athletics). During years five to six of the reunion cycle, the WPAOG Class Giving Office assists the Class Fundraising Chair in planning a class campaign in which the class will raise funds for a specific project: **The Class Reunion Gift Project**. Potential gift targets, from the Superintendent's Approved Needs List, are presented by the Class Giving Office to the Class Gift Selection Committee. The Class Giving Office then works with the Class Gift Selection Committee to narrow down these needs to several potential gift choices of widest appeal to the class. A class vote is held and the official class campaign launch is announced to the class members.

Over this five-year period of active class fundraising, leading up to a milestone reunion, the Class Giving Office works closely with the class leaders and campaign volunteers to reach the financial goal set by the class. At the milestone reunion, the Class Reunion Gift is formally presented to the Academy.

While the class is engaged in an active five-year class gift campaign, graduates are still encouraged to continue to support West Point on an annual basis. The Academy's annual need for unrestricted gifts continues while a class is in campaign for a Class Reunion Gift Project.

At the milestone reunion, classes are recognized for all contributions from classmates to West Point since their last reunion (five years prior). The **Class Reunion Giving Total** captures the financial support by classmates to *all* Academy funds over the previous five years—a true measure of how alumni support West Point.

Thus, the Class Reunion Gift is only one component of the Class Reunion Giving to West Point. In addition to gifts made specifically to the Class Gift Fund, the Class Reunion Giving Total also includes gifts to the Superintendent's Annual Fund, the Long Gray Line Fund, A Club, cadet activities, etc.

***Gifts That Count Toward the Class Giving Total***

The Class Reunion Giving Total consists of all giving to West Point, including gifts to the Class Gift Fund, since the class' last reunion (five-year period). Gifts of cash, stock, matching gifts, gifts-in-kind, and irrevocable planned gifts are included in this five-year Class Giving total.

***Gifts That Count Toward the Class Gift Reunion Project***

The Class Reunion Gift Project consists of all gifts specifically designated to the Class Gift Fund since the class' last reunion. Only gifts of cash and stock are included in this Class Gift Fund tally. Gifts-in-kind and planned gifts (for the latter: unless received as a result of the death of a classmate prior to the end of the campaign) *do not count* since they are not gifts available to the Academy when the gift is presented.

## **Appendix F: Corporate and Foundation Relations**

### ***Background***

The Corporate and Foundation Relations (CFR) Office works with corporations, foundations, and organizations that are interested in supporting USMA and WPAOG programs. The CFR goal is to assist prospective organizations in identifying specific gift projects that satisfy their charitable and marketing goals while fulfilling important USMA or WPAOG gift needs. CFR works with the Academy to ensure these grantors receive appropriate recognition for their generosity, the deliverables of the grant agreement are met in a timely manner, and that they receive ongoing stewardship of their gifts. The CFR office consists of a Director and a Grants Manager. The services of a part-time Independent Contractor may be retained at a subsequent date (TBD) to provide a range of back-office support services, as needed.

The CFR Office focuses on:

- Researching and cultivating corporate and foundation gifts
- Assisting potential CFR donors in identifying specific programs that satisfy the donor's goals
- Coordinating philanthropic CFR donor visits to USMA
- Updating existing donors on the progress of the program or initiative that they support
- Recognizing donors for their commitment
- Gift Fund Management

### ***Prospect Identification and Cultivation***

CFR identifies prospects by conducting research and matching the donating organization's philanthropic intent with a USMA program with the same mission.

### ***Donor Stewardship***

Routine stewardship involves sending annual reports and invitations to USMA events. CFR serves as a liaison between donors/prospects and USMA, and ensures donors are fully satisfied with the outcome of their support.

### ***Gifts-in-Kind***

Gifts-in-kind are of tremendous value to USMA and WPAOG. These gifts require approval and coordination with USMA and the Directorate of Academy Advancement.

### ***Limitations***

Support from a corporation in the form of a gift cannot represent a USMA endorsement of the corporation's product or service. Also, corporate support cannot portray the image of encouraging our graduates to pursue a corporate career outside of the Army. Corporate political action groups, political organizations, and vendors to USMA are prohibited from making a donation to USMA.

### ***Fees***

Per the WPAOG's policies, CFR contributions are subject to a gift allocation percentage of 10 percent. Some foundations specify a reduced fee, or in some case no fee at all. CFR brings exceptions to WPAOG's policy to the Gift Acceptance Committee for approval.

### ***Donor-Oriented Events***

These events are held both for gift cultivation and stewardship purposes. Foundations and corporations want to meet with cadets and see the impact of their funding. CFR invites selected prospects to the Thayer Award, Projects Day, and other events throughout the academic year to interact with cadets, faculty, and the Leader Team. CFR also works with USMA departments to invite current and prospective CFR donors to appropriate events held off-site. The Distinguished Graduate Award, Founders Day, Graduation, and R-Day activities are usually not of interest to CFR donors or prospects.

### ***Gift Fund Management***

Since a large number of USMA faculty and staff rotate every year, the USMA needs list provides a consistent fundraising message from the Academy. Development education is needed annually to update new faculty as to why WPAOG is important to the Academy and how WPAOG is a resource for them. CFR provides this education. This education is part of the role CFR plays in Gift Fund Management.

Gift Fund Management looks at the donor intent of the gift and ensures that the Academy is using the funds within these parameters. CFR provides oversight of the usage of these funds by the USMA programs.

## Appendix G: Major and Leadership Giving

### ***Organization***

The Major and Leadership Giving Office consists of one Senior Director of Major and Leadership Giving, one Assistant Director, three Major Giving Officers (MGOs), one Senior Leadership Giving Officer, four Leadership Giving Officers (LGOs), and a Senior Manager. The prospect pools for MGO/LGOs are organized by metropolitan statistical areas. This enables each MGO/LGO to concentrate efforts on the most highly qualified prospects, visit the areas more frequently, and puts a system in place that will help to fill the fundraising “pipeline” with new prospects. The LGO positions fill the gap between Annual Donors and Major Donors and report directly to the Assistant Director of Major and Leadership Giving.

The Senior Director of Major and Leadership Giving will retain his current prospects that are located throughout the country but will also have a metropolitan statistical area located in South Florida and Chicago, Illinois. This enables the Senior Director of Major and Leadership Giving to focus more of his efforts on fundraising and supervision of the team.

**Major Gifts** are \$250,000 or more in value. We have one Assistant Director and three Major Giving officers, and their territories are in metropolitan statistical areas of 1-Tri-State and New England, 2-Atlanta GA/Washington DC/Ohio, 3-California, and 4-Texas. The specific boundaries of each territory have been drawn to ensure that each MGO has a solid pool of prospects.

A Major Giving Officer is expected to make a minimum of 180 meaningful face-to-face contacts per year, designed to move a donor toward making a gift. These contacts can be at West Point or on the road, or be done virtually through video conferences. Major Giving Officers should be on the road between 100 to 125 days a year, especially during a campaign. The standard is for an MGO to spend a minimum of at least one-third of his/her time on the road and to make a minimum of 24 gift solicitations per year, with at least a 33 percent success rate (ask results in a major gift or signed pledge). In addition to these “activity” goals, goals for new gifts, pledges, and pledge payments also will be assigned by the Senior Director of Major and Leadership Giving after consultation with the individual MGO.

MGOs are primarily assigned to certain metropolitan statistical areas. However, since this job is really about relationships, each MGO may be assigned prospects that are in another MGO’s territory. A typical MGO trip involves making appointments with a number of prospects in a city or area; depending on the location and distances, an MGO may typically see three or four prospects a day during a trip. These are normally one-on-one meetings, although they also may include a prospect’s spouse. These meetings are usually for the purpose of cultivation—bringing prospects up to date, discussing Academy Margin of Excellence needs, determining a prospect’s gift potential and affinity (i.e., a series of “moves” that will eventually result in a formal ask for a gift). As a matter of course, when on a trip MGOs normally notify/meet with the president of the local West Point Society, even if that person is not a major gift prospect. It’s simply a matter of courtesy to let him/her know that someone from WPAOG is in the area talking to grads who might be active

society members. The local president also can be a great source of information about West Point graduates—and even non-West Point grads in the area that may have an affinity for West Point. Sometimes it is very helpful to have a third party involved with both the cultivation process—to be part of the meetings—and the “ask.” One key piece of intelligence MGOs try to determine in evaluating a prospect is who the “natural partner” in the cultivation process might be—that one person who it would be most difficult for the prospect to say “no” to. That may be a classmate, a close friend, member of the Board of Directors, Advisory Council, Leader Team, or West Point faculty.

**Leadership Gifts** are \$25,000 or more in value. We have a one Senior Leadership Giving Officer, four Leadership Giving Officers and their territories are in metropolitan statistical areas of 1- Washington DC, 2- Northeast/Midwest (e.g. New York, New Jersey, Ohio, Illinois), 3-Southeast (e.g. the Carolinas and northern Florida), 4-West (e.g. California, Seattle, Denver, Minneapolis/St. Paul) and 5-Virginia. The specific boundaries of each territory have been drawn to ensure that each LGO has a solid pool of prospects.

A Leadership Giving Officer is expected to make a minimum of 180 meaningful face-to-face contacts per year, designed to move a donor toward making a gift. These contacts can be at West Point or on the road, or by video conference. Leadership Giving Officers should be on the road between 100 to 125 days a year, especially during a campaign. The standard is for an LGO to spend a minimum of at least one-third of his/her time on the road and to make a minimum of 100 gift solicitations per year, with at least a 33 percent success rate (ask results in a leadership gift or signed pledge). In addition to these “activity” goals, goals for new gifts, pledges, and pledge payments also will be assigned by the Assistant Director of Major and Leadership Giving after consultation with the individual LGO.

LGOs are primarily assigned to certain metropolitan statistical areas. A typical LGO trip involves making appointments with a number of prospects in a city or area; depending on the location and distances, an LGO may typically see three or four prospects a day during a trip. These are normally one-on-one meetings, although they also may include a prospect’s spouse. These meetings are usually for the purpose of discovery and cultivation—bringing prospects up to date, discussing Academy Margin of Excellence needs, determining a prospect’s gift potential and affinity (i.e., a series of “moves” that will eventually result in a formal ask for a gift). As a matter of course, when on a trip LGOs normally notify/meet with the president of the local West Point Society, even if that person is not a leadership gift prospect. It’s simply a matter of courtesy to let him/her know that someone from WPAOG is in the area talking to grads who might be active society members. The local president also can be a great source of information about West Point graduates—and even non-West Point grads in the area that may have an affinity for West Point.

The LGO mission differs from a MGO’s in that the LGO focuses more on volume, and the relationship is a bit more transactional. Asks are frequently for unrestricted support, and the goal is to groom the donor into eventually becoming a major donor.

Sometimes it is very helpful to have a third party involved with both the cultivation process—to be part of the meetings—and the “ask.” One key piece of intelligence LGOs try to determine in

evaluating a prospect is who the “natural partner” in the cultivation process might be—that one person who it would be most difficult for the prospect to say “no” to. That may be a classmate, a close friend, member of the Board of Directors, Advisory Council, Leader Team, or West Point faculty.

### ***Activities***

An MGO/LGO may try to arrange a function during a routine cultivation trip, such as a luncheon for several prospects. This is especially true in major metropolitan areas like DC, Houston, or Atlanta where there is a high concentration of potential donors. In these scenarios, it would be a great help—a real force multiplier—to have the assistance of a member of the Board or Advisory Council.

During the course of the year there are a number of occasions when the Major and Leadership Giving Office conducts special donor-oriented events, both for gift cultivation purposes and stewardship. The two busiest times are during football season (September to December) and the Founders Day season (March and April). During football season, MGO/LGOs routinely attend small exclusive dinners the night before the game—both home and away—that involve the West Point Leader Team and select donors/prospects. Development Events plays a major role in the planning and executing of these dinners. The focus of these dinners is those prospects with the greatest gift capacity. Board members who live in the area are invited as well. If there are not enough individuals coming to the game to justify a dinner, MGO/LGOs frequently try to arrange a private meeting between a member of the Leader Team and one or two donors.

The same is true during the Founders Day period. The Major and Leadership Giving Office, with the assistance of Development Events, hosts dinners, luncheons, breakfasts, or brief meetings involving donors/prospects and members of the Leader Team. Sometimes, this is for an “ask,” other times just for cultivation or stewardship.

In addition to events planned in conjunction with football games and Founders Day celebrations, MGO/LGOs frequently host special fundraising events, both at West Point and on the road, that are based on a specific Academy need. Development Events plays a major role in planning and executing these events. These events normally include participation by members of the West Point staff and faculty that are responsible for that program. For example, in recent years several events have been conducted around the country designed to educate prospects/donors about programs such as the Combating Terrorism Center and the Center for Oral History. These events are frequently underwritten by donors with an interest in the program and who are working with the Major and Leadership Giving Office to raise funds.

During the year, there are other special events to facilitate meetings with prospects and linking prospects up with Leader Team members. These include but are not limited to the following: Donor Tribute Day, Thayer Award, Distinguished Graduate Award, Graduation, R-Day, and the spring Black and Gold Football Game. All requests for Leader Team staff to meet with donors are made through the Director of Campaign Operations using the USMA Leadership Meeting Requests SOP. The MGO/LGOs will send their requests to the Major and Leadership Giving Manager and cc



the Senior Director of Major and Leadership Giving. The Major and Leadership Giving Manager will submit the requests to the Director of Campaign Operations.

The Army West Point Athletic Association (AWPAA) also works as a partner with MGO/LGOs in developing cultivation events centered on away athletic contests. For example, if the baseball team will be playing in a certain city or area and Major and Leadership Giving has prospects in that area, ODIA will facilitate linking the prospects up with the team, the coach, or the Athletic Director, and provide game tickets, etc.

MGO/LGOs also try to get donors with areas of expertise that would be of interest to the academic departments back to West Point to teach a class, give a lecture, or in some other way get immersed with cadets. This can be a very significant move in the cultivation of a major or leadership gift.

Occasionally, MGO/LGOs are asked to speak at local West Point Society functions (e.g., luncheons, business meetings). This provides an excellent opportunity to communicate with graduates, prospects, and donors about what's happening at WPAOG and West Point, stimulate interest in fundraising efforts, and make new contacts.

### ***CRM***

The CRM database is an essential tool for an MGO/LGO, and if used properly, it greatly enhances the MGO/LGO's effectiveness. Employees are responsible for attending training and learning the database functions. All interactions (substantial and unsubstantial) with prospects and donors are recorded in CRM in order to effectively plan, execute, and report on donor cultivation.

### ***Tableau***

Tableau reports have been created for the Major and Leadership Giving team to track progress of Solicitor Credit, Opportunities, and Interactions. The reports show progress toward annual team and individual goals. These comprehensive reports are used for quarterly and year-end reviews.

### ***Point of Contact (POC)***

Each approved need at the Academy has a development professional assigned as the POC or "point of contact." The POC is the resident expert on the need, and MGO/LGOs should speak with the POC for the latest information if they have a prospect who may be interested. Due to their travel schedule, MGO/LGOs generally do not have POC duties.

**Sr. Director, Assistant Director and Major Gifts Officer Territories**

Assigned by Metropolitan Statistical Areas

Staci Gash '96	California
Marc Gunnels '77	Atlanta GA, Washington DC, Ohio (based in Georgia)
Mike Lyons '83	Texas
Angela Oakley	Tri-State Area and New England Metropolitan Area
Mike White '82	South Florida and Chicago IL

**Sr. Leadership Gifts Officer and Leadership Gifts Officer Territories**

Assigned by Metropolitan Statistical Areas

Bob Curran '72	Washington DC Metropolitan Area (based in Maryland)
Roz Johnson '92	West (e.g. California, Seattle, Denver, Minneapolis/St. Paul) (based in California)
Don Kopinski '79	Northeast/Midwest (e.g. New York, New Jersey, Ohio, Illinois) (based in Ohio)
Natalie Worthan	Virginia (based in Virginia)
TBD	Southeast (e.g. the Carolinas and northern Florida)

## **Appendix H: Planned Giving**

### ***Background***

The Planned Giving (PG) Office is responsible for the acquisition, stewardship, and administration of estate gifts. These legacy gifts can take several forms, but in general are divided into two categories: revocable and irrevocable. Revocable gifts are those that donors may adjust during their lifetime, such as wills, trusts, and beneficiary designations of insurance policies and qualified retirement plans (which may be designated as irrevocable by the donor). Irrevocable gifts cannot be adjusted and include various life income gifts such as Charitable Gift Annuities, Charitable Remainder Trusts, and a Pooled Income Fund. While most planned gifts are received upon the death of the donor, some provide distributions to us during the donors' lifetime, such as charitable lead trusts and term-of-years trusts. Planned gifts can often provide the donor with attractive tax advantages, and we encourage all donors to check with their financial professional to see how a planned gift can benefit them and their families.

The PG Office consists of one director, two planned giving officers, and a planned giving senior manager. The Planned Giving Office interacts closely with its Development partners—Advancement Services, Major and Leadership Giving, Annual and Class Giving, and Corporate and Foundation Relations—to ensure that the donor's intent is best served. The PG Office also works closely with the WPAOG Finance Office providing data for finance budget reports and ensuring appropriate investment policy oversight for gifts.

The contribution of the Planned Giving Office to the WPAOG grows each year as it reaps the benefits of years of marketing, gift cultivation, and, of course, the foresight of our generous donors who have kept the pipeline full. Planned Giving anticipates additional growth as the donor pool grows with additional graduates, and an increase in understanding of the need of private support for West Point. The Planning Giving Office also looks forward to the increased participation of women, both graduates and widows, as they learn of the impact that a planned gift can provide.

### ***Activities***

In general, Planned Giving activities focus on ten distinct areas:

1. Prospect identification and cultivation for new gift commitments.
2. Preparation of gift proposals that provide life income and tax benefit estimations.
3. Stewardship of existing donors (among the best prospects for new gift).
4. Education of the donor constituency by email blasts, newsletters, etc.
5. Marketing planned gifts to selected demographics in the Planned Giving constituency.
6. Traveling to meet personally with donor prospects and existing donors.
7. Management of gifts in estate administration (matured gifts) (increasingly demanding and important).
8. Management of active gifts where WPAOG stands in a fiduciary role.
9. Donor events for stewardship of existing donors and cultivation of new donors.

10. Continuing education: Staying current on legal and tax regulations pertaining to charitable giving; sharing new relevant PG information with Development staff.

### ***Prospect Identification and Cultivation***

PG prospects are identified by data mining and research, responses to marketing initiatives, and other outreach through newsletters, feedback from the Annual Giving Office appeals, and referrals from MGOs and LGOS, and other alumni and friends of West Point. Many donors self-identify by contacting the PG Office directly to express their planned gift intentions or to request information.

PG officers work with and assist MGOs and LGOs when appropriate. The staff provides educational programs on planned gifts for the MGOs and LGOs as requested or required and updates all Development staff on important PG news.

### ***Donor Stewardship***

Stewardship of donors is important. One goal of stewardship is to make certain the donor knows that his/her gift is appreciated and valuable, and that he/she feels part of the West Point family. This will also help ensure that revocable gifts are retained and/or increased. Where WPAOG stands in a fiduciary role, stewardship includes overseeing timeliness and accuracy of account statements and end-of-year tax documents.

Existing PG donors are the best prospects for referrals and additional or increased planned gifts. Consistent stewardship is accomplished through phone calls, mailings of interest, event invitations, personal visits, and membership in the Cullum Society. Personal stewardship of donors with substantial, revocable gifts is especially important to maintain the gift. A similar stewardship process is followed for substantial irrevocable gifts which may also involve lifetime recognition events.

Stewardship also involves stewarding the donor's gift where WPAOG stands in a fiduciary capacity and keeping these donors apprised of the current financial status of their deferred gift. Fluctuation in economic conditions may require additional communication to donors, reassessment of investment allocations, and discussion of available alternative options.

### ***Donor Events***

Donor events for both planned giving prospects and current planned giving donors serve both cultivation and stewardship functions. Examples include home and away football games, Founders Day, invitations to various West Point events, Donor Tribute Day, Thayer Award, Distinguished Graduate Award, graduation, and reunions.

Older donors tend to have geographic travel limits. A WPAOG event or presence in a donor's geographic area provides an opportunity to reach out, keep them informed, and meet new planned giving prospects in the area.

### ***Marketing***

Marketing and the use of demographic data is important to the PG program. The PG universe largely comprises older graduates and widows. Graduates without children are significant

prospects; widows have an important role as they often have the ultimate decision over their spouse's estate.

WPAOG's large, national constituency requires mass outreach methods. The Director and Senior Manager identify, implement, and manage marketing strategies using WPAOG's website, newsletters, mailings and, increasingly, email and electronic newsletters and email blasts. The PG Office works closely with the Donor Relations team to ensure clear and concise messaging that is consistent with overall WPAOG branding.

<b>Mass:</b>	Direct mail brochures with demographic focus; website and email outreach; two editions each year of hard and email versions of a Legacy newsletter and postcard-size mailer. The PG Office employs an outside vendor to upgrade and maintain the PG section of the WPAOG website. The PG webpages intend to increase giving by providing regularly updated planned giving information, donor stories, and testimonials, and engaging information relevant to planned giving vehicles.
<b>Targeted:</b>	Direct mail, email, and phone calls to selected groups of PG prospects; hosting seminars/social events in selected areas of the country.
<b>Personalized:</b>	Visits, phone calls, personal correspondence, education on gift options, detailed gift illustrations, and proposals.

### ***Estate Administration/Gift Management of Closed Gifts***

The PG Office oversees receipt and estate gifts administration of realized bequests and other planned gifts and responds to questions pertaining to probate and estate administration (relying on WPAOG legal counsel and advisors). Increasingly, planned gift administration involves retention of legal advice and assistance to ensure that the donor's gift intent is fulfilled.

### ***Fiduciary Role/Gift Management of Open Gifts***

PG serves as the liaison between the donor and our fund manager to address donor questions and ensure they receive timely and accurate payments, fund reports, and annual tax filing documents. PG assists the Finance Office in maintaining necessary records for reports as needed by the Chief Financial Officer.

### ***General Gift Counting Policy***

Planned gifts may be **irrevocable** or **revocable**.

- Revocable gifts are **not counted** as lifetime gifts until received, usually on the death of the donor, and are credited at the realized amount. However, these gifts are recorded in the Development database at their face value. (These gifts include, but are not limited to, charitable remainder trusts, charitable gift annuities, pooled income fund gifts, and certain other irrevocable gift types).
- Irrevocable gifts, while typically received on the death of the donor, are **counted** during the donor's lifetime and receive immediate lifetime gift credit due to their irrevocable contractual nature. (These gifts include, but are not limited to,

charitable remainder trusts, charitable gift annuities, pooled income fund gifts, and certain other irrevocable gift types).

### ***Gift Recognition Policy***

All gifts are recognized, recorded, and acknowledged. Irrevocable future gifts may receive lifetime recognition according to the present value of the gift. While revocable gifts are not counted until they are received, gifts (revocable and irrevocable) valued at \$25,000 or more receive special recognition via membership in the WPAOG's Cullum Society. Seven-figure planned gifts receive high-level stewardship—personal visits, invitations to West Point, etc. (Recognition may vary during a campaign.)

### ***Continuing Education***

PG must stay current on applicable law, regulations, and tax legislation pertaining to charitable giving, as well as PG best practices. This is accomplished in three ways:

1. Professional support (Pentera Inc.) to maintain the substantive accuracy of our website.
2. Reliance on the WPAOG legal counsel where necessary.
3. Continuing education of PG staff through membership in professional organizations, attending annual conferences, training seminars, etc.

### ***Definitions***

For many donors, a **bequest** is the most significant gift they can make to WPAOG or West Point. A bequest removes assets from the donor's estate and reduces its exposure to federal taxes. Bequests are revocable but can be made irrevocable through a pledge agreement. A **living trust** serves as a will substitute and is also revocable. Wills and living trusts are the most common type of planned gift received and, thus far, the most profitable.

A **charitable gift annuity** (CGA) is both a charitable contribution and an investment. The annuity provides guaranteed fixed income for the donor's lifetime and/or for the lifetime of the donor's spouse or other beneficiary wherein the assets in the annuity become available to the WPAOG. The income may be deferred, for example, to help fund the donor's retirement. When established, the donor receives a charitable tax deduction that can be carried over an additional five years in addition to the year the gift is made. If the annuity is funded with appreciated securities, any capital gains tax due is spread over the lifetime of the annuity. WPAOG policy has a minimum amount of \$10,000 and a minimum age of 65 for a gift annuity and requires Gift Acceptance Committee and Finance Office review of CGAs in excess of \$250K.

Much like a mutual fund, the **pooled income fund** is invested in a diversified portfolio of high-quality bonds and securities. The pool generates income that will vary with market conditions and that will go to the donor for his or her lifetime and then to the donor's spouse or other beneficiaries wherein the principal goes to WPAOG. If the gift is made with appreciated assets, the donor avoids capital gains taxes in addition to receiving a charitable tax deduction. Donors may contribute to the pooled income fund with a gift of as little as \$5,000. Due to unfavorable market conditions and unpopularity with donors, the PG Office is not aggressively marketing the pooled income fund.

A **charitable remainder trust (CRT)** generates a stream of income for the donor that is fixed or (depending on the donor's preference) that fluctuates with market conditions and the growth of the trust. Income may continue through the donor's lifetime, through the lifetime of the donor's spouse or other beneficiaries, or for a set term of up to 20 years. If WPAOG serves as trustee, WPAOG must be at least a 50-percent remainder beneficiary. The donor receives a substantial charitable tax deduction and bypasses capital gains taxes if the trust is funded with appreciated property or securities. The CRT is increasingly popular among our constituents.

**Charitable lead trusts** are a type of planned gift that can provide immediate income to WPAOG or West Point. For the donor who wishes to benefit WPAOG but also wants to pass assets on to children or other family members, the charitable lead trust may be the best option.

WPAOG receives an annual distribution from the trust for a set term of years or the lifetime of the donor. The principal assets are then returned to the donor or are passed on to the donor's beneficiaries. The latter arrangement reduces gift taxes and decreases the federal tax exposure for the donor's estate.

**Retirement plan gifts** allow a donor to make a future gift by naming WPAOG the beneficiary of his or her retirement plan. Retirement plans are a desirable means of making charitable gifts because of the high tax burden associated with passing these assets on to non-charitable recipients. These gifts are generally revocable in nature. Planned Giving also manages the marketing and receipt of the IRA Rollover option.

Designating the WPAOG beneficiary of a **life insurance policy** is a convenient and cost-effective means of making a substantial gift for the future of the WPAOG. On a case-by-case basis, WPAOG accepts ownership of a donor's fully paid life insurance policy but only after review and approval by the Gift Acceptance Committee. There are additional tax benefits for the donor to designate WPAOG as owner and beneficiary of a life insurance policy.

# WPAOG Development Handbook

WPAOG Development Phone List			Main Number 845-446-1650	Staff List Updated May 2023	
	Fax 845-377-3039	Phone #			
<b>Vice President Office</b>			<b>Annual Giving</b>		446-1657
Kristin Sorenson	Vice President	1561	Allison Barry	Director	1543
Deirdre Cocchia	Executive Assistant	1533	OPEN	Annual Operations Officer	1625
Claudia Phillips	Director, Campaign Ops	1575	Shelisa Baskerville	Parent Giving Officer	1535
Veronica Jaffett	Campaign Coordinator	1654	Bethany Smith	Annual Giving Officer	1613
<b>Donor Strategy &amp; Analytics</b>			Bennett Smoot '17	Annual Giving Officer	1609
Jessica Kuhlman	Director	1585	Leigh Gust	Annual Giving Associate	1546
<b>Prospect Mgmt/Research</b>			Liz Gianessi	Annual Giving Associate	1639
Janet Novoselich	Assistant Director	1651	Lea Johnson	Annual Giving Associate	1691
Polina Gridneva	Prospect Analyst	1531	<b>Class Giving</b>		446-1656
Stephanie Wolf	Prospect Analyst	1539	Elena Ivanova '99	Director	1536
<b>Development Operations</b>			James Brandenburg	Officer	1592
Samantha Soper	Senior Director	1541	Pam Diskul-Vrable	Officer	1544
<b>Stewardship</b>		446-1655	Roberts Sheets	Coordinator	1572
Elaine Murphy	Asst Director	1578	Diana Hill	Associate	1551
Julie Cuthbert	Manager	1570	<b>Major and Leadership Giving</b>		
<b>Communications</b>			Mike White '82	Senior Director	1557
Courtney Schacht	Asst Director	1628	Angela Oakley	Assistant Director	1504
<b>CRM Strategy &amp; Data Segmentation</b>			Debbie Mozgiel	Senior Manager	1550
Katie Scofield	Associate Director	1637	Marc Gunnels '77	Major Gift Officer	1555
Jenna Accomando	Senior Coord of Adv Svcs	1579	Staci Gash '96	Major Gift Officer	1558
<b>Advancement Services</b>			Like Lyons '83	Major Gift Officer	1684
Lindsay Price	Director	1532	Bob Curran '72	Sr Leadership Gift Officer	1548
<b>Data Services</b>			Don Kopinski '79	Leadership Gift Officer	1635
Lois Walsh	Assistant Director	1549	Roz Johnson '92	Leadership Gift Officer	845-859-9541
Tiffany Cotto	Manager	1626	Natalie Worthan	Leadership Gift Officer	1680
<b>Address Changes</b>		446-1644	OPEN	Leadership Gift Officer	
Tammy Talmadge	Senior Data Coordinator	1554	<b>Planned Giving</b>		446-1627
Carol Diedolf	Coordinator	1589	Vickie Mullin	Director	1537
Stacey Markley	Coordinator	1669	Laura Cruz	Planned Gifts Officer	1527
<b>Gift Policy Processing and Reporting</b>		446-1658	Tina Morgan	Planned Gifts Officer	1688
Tammy Cline	Assistant Director	1540	Danielle Fitzgerald	Sr Manager, Planned Giving	1547
Pam Mayer	Senior Coordinator	1505	<b>A Club Staff</b>		446-1690
OPEN	Administrators	1559	Thomas Theodorakis	Sr Assoc Athletic Director	520-306-0089
Rosa Colaluca	Administrators	1528	Steve Donohue	Asst Ath Dir, Major Giving	1594
<b>Events</b>		446-1641	Brendan Desautels	Dir, Sport Specific Giving	1598
Dawn Georgalas	Director	1587	Bianca Guerlap	Asst Ath Dir, Army A Club	1599
Alexandra Elfers	Assistant Director	1576	Christine Castro	Dir of Donor Engagement	1700
Michelle Sullivan	Coordinator	1691	Stefan Lewis	Assistant Dir of Operations	1590
<b>Corp/Foundation Relations</b>		446-1648	OPEN	Associate Director, A Club	
Laurie Rumpf	Director	1556	Abigail Griffiths	Associate Director, A Club	1595
Christine Kelly	Grants Manager	1586	Hunter Brandt	Associate Director, A Club	1542
			Darren Sorenson	Associate Director, A Club	1597



**West Point**  
ASSOCIATION OF GRADUATES

*Serving West Point and the Long Gray Line*