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Introduction

Attracting 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, 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 data on how we compare with other institutions of higher education to contextualize Development's results and practices. In that section we look at alumni participation, the cost of fundraising, and the size of West Point's endowment. The appendices reflect the 2025 strategic plan for each of Development's teams. Finally, listed on 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, 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:

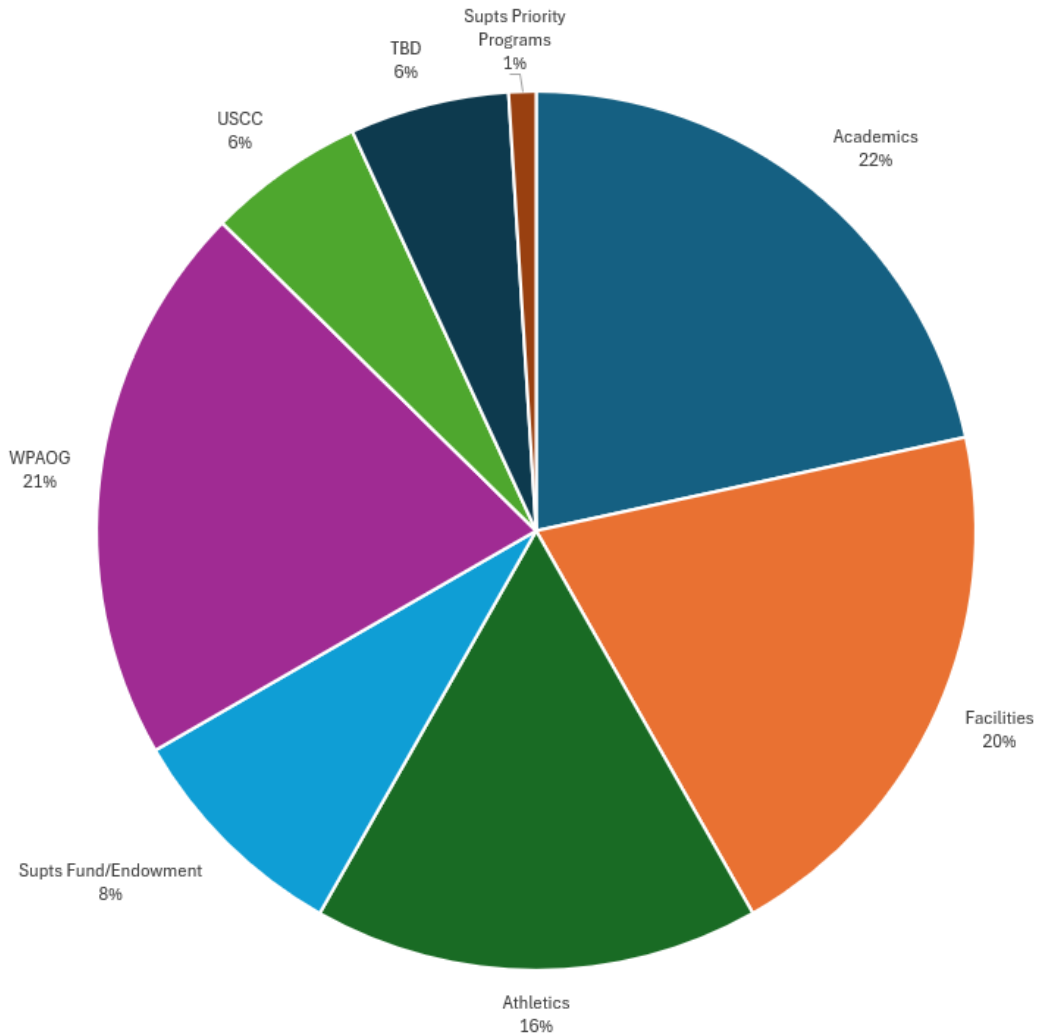
The Association shall be dedicated to furthering the ideals and promoting the welfare of the United States Military Academy, and to supporting and serving its graduates. (*Article II, Purpose*)

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 2025 WPAOG received \$95.1 million in cash receipts. Of this total, approximately \$75.5 million was earmarked by donors for West Point's Margin of Excellence, while \$19.6 million was designated to support WPAOG's alumni support programs.

Where 2025 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, Class of 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, Caufield 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 phase 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 50 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 50 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 serving 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

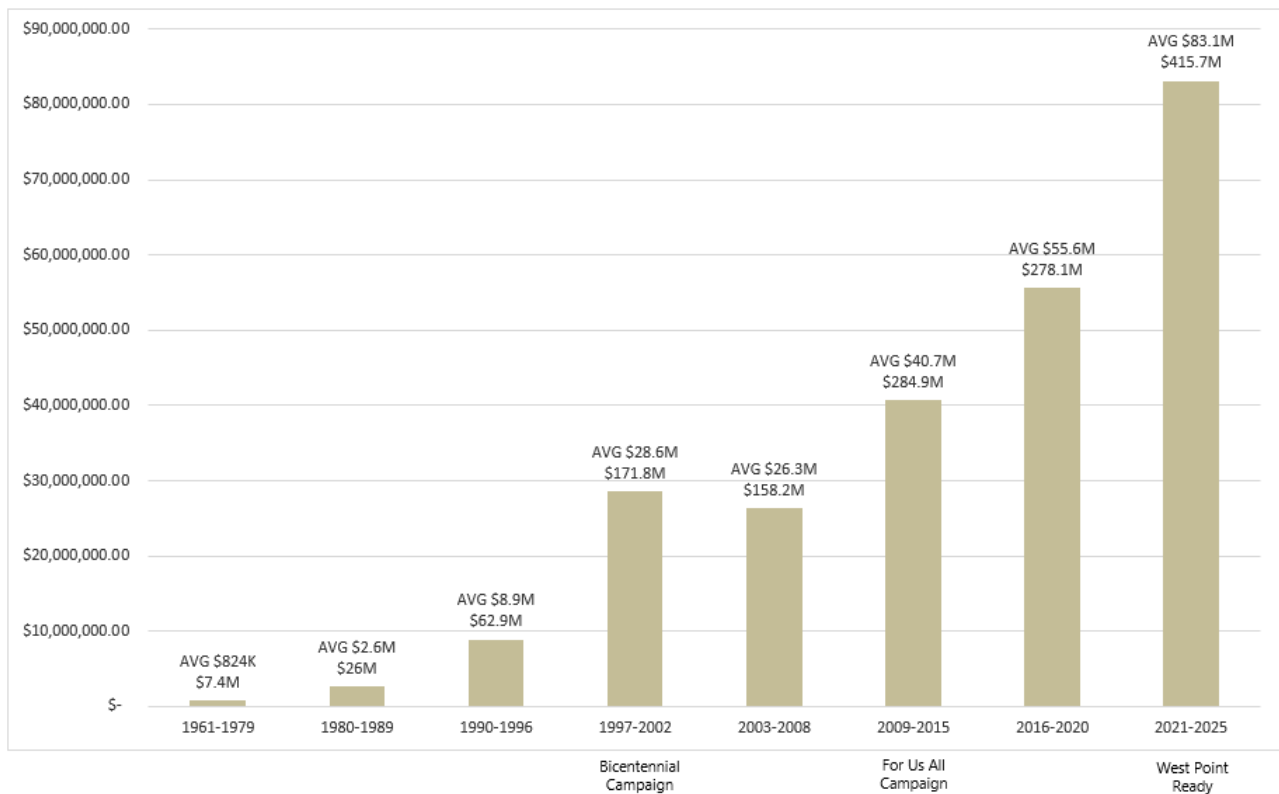
of giving back to West Point so that future members of the Long Gray Line can benefit from the Margin of Excellence.

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 1961-2025
Total Cash Receipts and Irrevocable PG: \$1.3 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?

Per the current Memorandum of Agreement (MOA) between West Point and WPAOG (January 2021-December 2028), 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 35-58 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 \$67.7 million on December 31, 2025), annual gifts to the Long Gray Line Fund, affinity programs with select partners, sponsorships, 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)

Athletics Development also reports into headquarters.

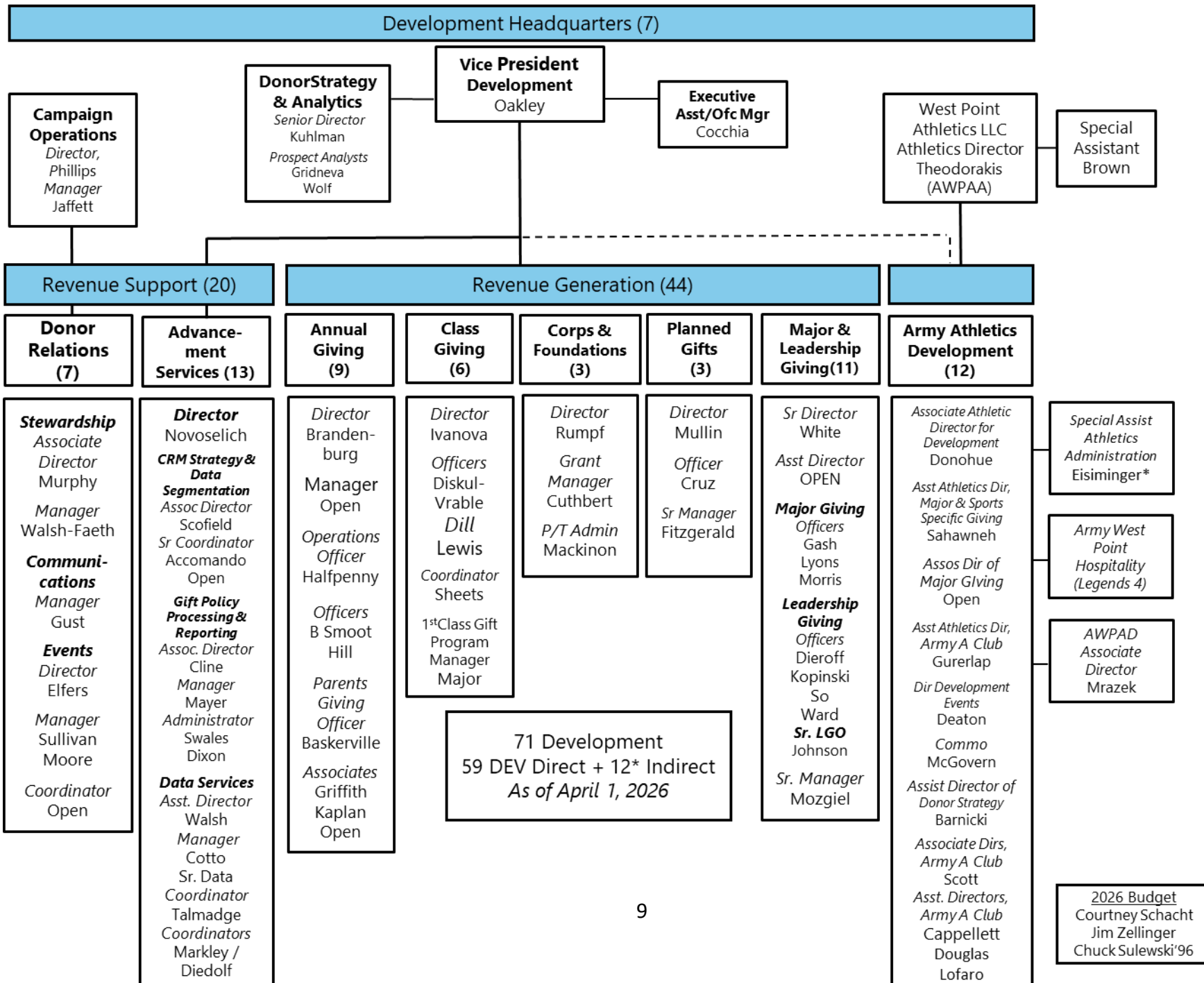
Two entities, the Development Committee (a sub-committee of WPAOG's Board of Directors) and WPAOG's external auditor, monitor the fundraising activities of the Development Office. Finance also reconciles with Development monthly.

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 (Angela Oakley) – Devises overall fundraising strategy and manages full-range Development operation with a budget of \$14 million (2025) that includes Donor Strategy & Analytics; Donor Relations & Advancement Services; Corporate and Foundation Relations; Annual, Class, Planned, Major and Leadership Giving; and Campaign Operations (71 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

AWPAD: Facilities, Team Endowments/Funds, A-Club, AD’s Quasi-Endowment
DEAN: West Point Press, West Point Werx Innovation Hub
CEAC, MSEC, West Point Writing Program

Executive Assistant / Dev Office Manager (Deirdre Cocchia) – Provides administrative support to the VP, Senior Directors, and department. Manages the Development Office with matters related to daily and sustained operations, scheduling, supplies, and human resources. Maintains departmental budget, working with Directors, Finance, and the VP to ensure all areas stay within budget. Department liaison with HR. Acts as one of the point people at the Association for WPAOG’s information 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 is responsible for ensuring that there is unity of vision and messaging about its objectives. The Director 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 ensures that the campaign infrastructure is in place with respect to policies, tracking and assessment tools, and reports. The Director also staffs 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

Campaign Operations Manager (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: Engagement and Retention 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 Major & Leadership Giving to maximize strategic support and guidance for Revenue Generation teams. With an assistant director and two prospect analysts, the Sr. Director conducts and studies analysis to inform revenue generation strategies and help guide intersections between the various revenue generating departments. The Sr. Director 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

Assistant Director – 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

DONOR RELATIONS

Stewardship

Associate 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 (Megan Walsh-Faeth) – Manages annual stewardship report program and plaque recognition, including administration of plaque tracker database. Manages lifetime giving shadowbox program. Assists with preparations and presentations to Museum and Historical Memorialization (MHM) Committee.

ACADEMY POC

D/BS&L: WP Leadership Center, Academy Scholars Program, Academic Enrichment Program, Corbin Leadership Forum

D/SOSH: Academy Scholars Program, Academic Enrichment Program, USMA Graduate Scholarship Program, and Grand Strategy Program

Events

Director (Alex Elfers) – 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.

Manager (Michelle Sullivan) – Assist in the execution of all Development Events; assist with all event communications, including RSVPs and attendee queries and confirmations.

Communications

Manager (Leigh Gust) – Assists with creating Margin of Excellence content for print, web, video, and social media. Edits development communications.

ADVANCEMENT SERVICES

Director (Janet Novoselich) – 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 updates 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, collaborating on other platform integrations with CRM to incorporate data from Paciolan, Sallyport, Celerant and other department specific platforms. Consults with users to analyze ongoing needs, develops reliable solutions to support fundraising and alumni engagement efforts, and ensures database runs smoothly. Monitors that CRM security settings are in place and database users have necessary rights to perform their job functions. 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. Researches vendors and software, making recommendations for software purchases and upgrade. Acts as Development’s primary IT liaison and lead CRM integration point of contact. Provides supervision of Data Services, Gift Processing and Policy, and the CRM Strategy teams.

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 and donor review, setting up appeals, campaigns, and outreach using the CRM Direct Marketing tool, and solicitation analysis and metric tracking. Assists the Director with managing CRM integration projects. Collaborates and supports BBIS to serve as the bridge between Communications & Marketing and Development. Provides supervision of the CRM Strategy team.

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. Responsible for reviewing and importing information from USMA on constituents and affiliates, to include graduates, ex-cadets, incoming cadets, and parents. Sets and implements policies and procedures related to the specific methods for entering and coding data in the database. In collaboration with the Director of Advancement Services, works closely with WPAOG departments to pull necessary reports and mailing lists. 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 AWPAA donors who receive benefits. Manages the database functionality related to USPS NCOA

via the AddressFinder program in CRM. Works closely with the Director of Advancement Services in establishing and managing CRM user security settings and provides ongoing assistance to employees in database usage. Provides supervision of the Data Services team.

Manager (Tiffany Cotto) – Fulfills CRM report requests and global updates. Responsible for the continuous monitoring and 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 that come in via Zoho and manages the department's clean-up projects list. Assists with managing 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, etc.) and implementing necessary changes in database in a timely manner. Assists Communications & Marketing in processing constituent updates coming in from the website and in processing website registrations. In collaboration with the Memorials Team, manages the process of decessing constituent records in database. 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) – Manages the daily updates of constituent records with address, email, phone, employment and other contact info changes. 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. Process constituent, education, and interaction batches from Sallyport to import into CRM. Assists the Manager and Assistant Director by fulfilling CRM report requests. Assist with data clean-up projects to maintain the integrity of the WPAOG database.

Gift Policy, Processing & Reporting

Associate 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 AWPAA. Manages and administers the gift proffer process. Runs and distributes the Daily Status report. Runs reports on USMA department and activity funds, including available and forecasted cash. 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). Provides backup support to the Director in the overall management of Advancement Services activities and staff. Provides supervision of the Gift Policy, Processing, and Reporting team.

Manager (Pam Mayer) – Provides overall management of the Gift Operations department to include the receipt, posting, and reporting of all new gifts, cash transfers, pledges, 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. Runs and distributes the Daily Deposit reports.

Administrators (Tara Swales, Danelle Dixon) – Processes 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 manages memory and honor gift recognition letters. Manages the Gift Operations phone line and email address. Generates and mails daily tax receipts and other gift acknowledgements. Provides back up to the Manager on all necessary daily, weekly, and monthly reports. Assists in clean-up projects for Data Services.

ANNUAL GIVING

Director (James Brandenburg) – 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 and Army West Point Giving Day. 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
USMA: Department of Electrical Engineering and Computer Science/Army Cyber Institute, USMAPS
WPAOG: Long Gray Line Fund/Endowment

Annual Giving Parent Giving 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. Leads parents fundraising efforts in consultation with the Director of Annual Giving. Works closely with the Association of Graduates’ Engagement Manager and USMA Parent Liaison.

ACADEMY POC

USMA: Admissions

Annual Giving Operations Officer (Victoria Halfpenny) – 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 (Diana Hill) – 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

USMA: Department of English and World Languages

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

USMA: Department of Military Instruction/Modern War Institute

Annual Giving Associate (Julia Griffith) – 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 follow up regarding pledge fulfillment, military allotment, and declined credit card outreach.

ATHLETICS DEVELOPMENT

Associate Athletic Director, Development (Steven Donohue) – In the context of a \$600.5M campaign, this executive position is responsible for devising and executing a plan to secure funding in support of Army West Point Athletics (~\$15M+ a year) and managing an eleven-member team responsible for annual (Army A Club) and sport-specific fundraising efforts for Army West Point Athletics Association (AWPAA). The position may also provide dotted-line oversight of staff members who work to support the Army Athletics revenue generation team through events and the administration of membership benefits. The Associate AD for Development will serve as a member of WPAOG Development's Senior Staff and participate in relevant team meetings that leverage the Academy's donor community in a coordinated fashion. The Associate AD for Development will serve as a member of the Executive Staff for Army West Point Athletics under the Athletics Director. In that capacity, the Associate AD for Development will assist with the execution of Athletics' strategic plan and vision, which is grounded in educating, training, and inspiring the Corps of Cadets to ensure a career of professional excellence and service upholding the values of Duty, Honor, Country. This position reports jointly to the Athletics Director and the Vice President of Development at the West Point Association of Graduates.

Assistant Athletic Director, Army A Club (Bianca Gureralp) – The Assistant Athletic Director, Army A Club plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by increasing donor participation through engagement and development of strategic priorities. This position is responsible for managing the Army A Club annual fund. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Assistant Athletic Director, Army A Club reports to the Associate Athletic Director, Development.

Assistant Athletic Director, Major & Sport Specific Giving (Andrew Sahawneh) – The Assistant Athletic Director, Major & Sport Specific Giving plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by increasing donor participation through engagement and development of strategic priorities. This position is responsible for managing Sport Specific Giving. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Assistant Athletic Director, Major & Sport Specific Giving reports to the Associate Athletic Director, Development.

Director of Leader & Sport Specific Giving – The Director, Leadership & Sport Specific Giving plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by increasing donor participation through engagement with alumni and supporters. This position is responsible for cultivating, soliciting, and stewarding mid to high-level annual fund and sport specific gifts. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Director, Leadership & Sport Specific Giving reports to the Assistant Athletic Director, Major & Sport Specific Giving.

Director of Development Athletic Events (Erica Deaton) – The Director, Donor Engagement plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by supporting the day-to-day strategic priorities of the Army A Club. This position is responsible for the planning and execution of AWPAA, Army A Club, and Sport Specific events. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Director, Donor Engagement reports to the Assistant Athletic Director, Army A Club.

Associate Director, Army A Club (Maureen Mrazek, Rylene Scott) – The Associate Director, Army A Club plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by increasing donor participation through engagement with alumni and supporters. This position is responsible for cultivating, soliciting, and stewarding mid to high-level annual fund gifts. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Associate Director, Army A Club reports to the Assistant Athletic Director, Army A Club.

Assistant Director, Army A Club (Emilia Cappelletti) The Assistant Director, Army A Club plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by increasing donor participation through engagement with alumni and supporters. This position is responsible for cultivating, soliciting, and stewarding annual fund gifts. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Assistant Director, Army A Club reports to the Assistant Athletic Director, Army A Club.

Assistant Director, Donor Strategy (Craig Barnicki) – The Assistant Director, Operations and Premium Seating plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by supporting the

day-to-day strategic priorities of the Army A Club. This position is responsible for developing strategies related to premium seating, gift operations, lead generation, premium parking, stewardship, and our priority point system. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Assistant Director, Operations and Premium Seating reports to the Assistant Athletic Director, Army A Club.

Assistant Director, Development Communications (Ken McGovern) - The Assistant Director, Development Communications plays a key role in developing the philanthropic efforts of the Army West Point Athletics Association (AWPAA) at the United States Military Academy (USMA) by supporting the day-to-day strategic priorities of the Army A Club. This position is responsible for managing all athletics development marketing and communications efforts. As a member of the West Point Association of Graduates (WPAOG) Athletics Development team, the Assistant Director, Development Communications reports to the Assistant Athletic Director, Army A Club.

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 a portfolio of select Classes and oversees all other class gift campaigns. Organizes and leads the First Class Gift Program for senior cadets, in partnership with the senior cadet leadership, and key WPAOG, DAA and USMA partners. Manages a portfolio of class leaders and giving volunteers for select class campaigns. Coordinates reunion gift logistics with WPAOG Finance, Stewardship, Communications and Marketing departments, Athletics, and DAA. Serves on the WPAOG Engagement Committee. Oversees all Class Giving activities and events.

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 (Toni Lewis) – 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

SCPME: Academy Scholars Program, Academic Enrichment Program, Character Initiatives

Officer (Megan Dill) – 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/GENE: Academy Scholars Program, Academic Enrichment Program, Earth Science Field Course

First Class Gift Manager (Leigh Major) – Under the supervision of the Director, is responsible for designing and executing a comprehensive, impactful program to engage with senior cadets throughout the academic year in order to educate them on the importance of philanthropy and the tradition of class gifts at USMA, and to provide them with the tools to make their financial contribution. To optimize donor participation results for the First Class Gift, works closely with partners from the USMA cadet chain-of-command, Directorate of Academy Advancement, WPAOG Class Support, Army West Point Athletics, Directorate of Cadet Activities, USMA 50-year affiliate class leadership, and AOG Development Events to identify and coordinate multiple, meaningful cadet engagement and solicitation opportunities. Actively participates in all cadet engagement activities and events with the four cadet classes.

ACADEMY POC

SUPT: Fortress West Point

Coordinator (Roberta Sheets) – Provides overall administrative 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.

POC – WPAOG

C & FR, Sponsorship, Career Services and Veterans Services Partnership
West Point Museum

Grants Manager (Julie Cuthbert) – 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

D/MATH: Academy Scholars, Academic Enrichment Program, Center for Leadership & Development in STEM

Administrative Assistant – Works closely with the Director of Corporate and Foundation Relations, Grants Manager, and USMA staff to gather information on USMA needs, develop proposals, and manage received grants. Responsibilities include maintaining a system for continuous update of gifts received, stewardship reporting requirements, and grants pending. Assists in grant writing efforts, assures compliance with grant reporting requirements, and other development related tasks. Helps to maintain donor records, including reports for new and existing donors, contact information, and interactions. Maintains electronic filing system. Supports departmental mailings and outreach by managing lists and follow-up. Assists in organizing donor visits both on and off-site. Assists Sponsorship Manager in putting corporate contacts and interactions into CRM.

MAJOR AND LEADERSHIP GIVING

Senior Director (Mike White '82) – Responsible for overall management of the Major Gifts (\geq \$250K/3-5yrs) strategy and operations and Leadership gifts (\geq \$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 globally.

Assistant Director – 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 (\geq \$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:</u> <i>Resnick Center for Holocaust and Genocide Studies</i>
Mike Lyons '83	Texas
Harris Morris '91	Southeast

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:

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

Leadership Giving Officers:

Tom Ward '24 Washington DC Metropolitan Area (based in Maryland)
Don Kopinski '79 Northeast/Midwest (e.g. New York, New Jersey, Ohio, Illinois)
(based in Ohio)
Andrea So '02 Southeast (e.g. the Carolinas and northern Florida) (based in
Georgia)
Tina Dieroff Northeast

Senior Manager (Debbie Mozgiel) – Provides overall support for the Major and Leadership Giving Office and direct assistance with MGO/LGO cultivation at USMA. Assists with analyzing the MGO/LGO portfolios and ensures that MGO/LGOs are meeting suspense deadlines. 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) – 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/L&P: 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.

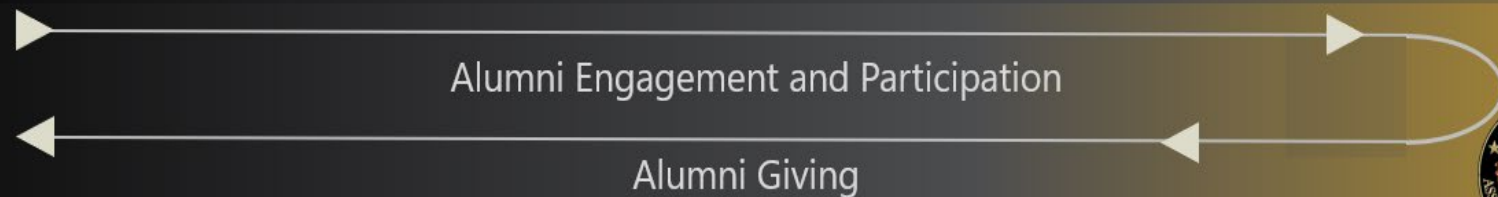
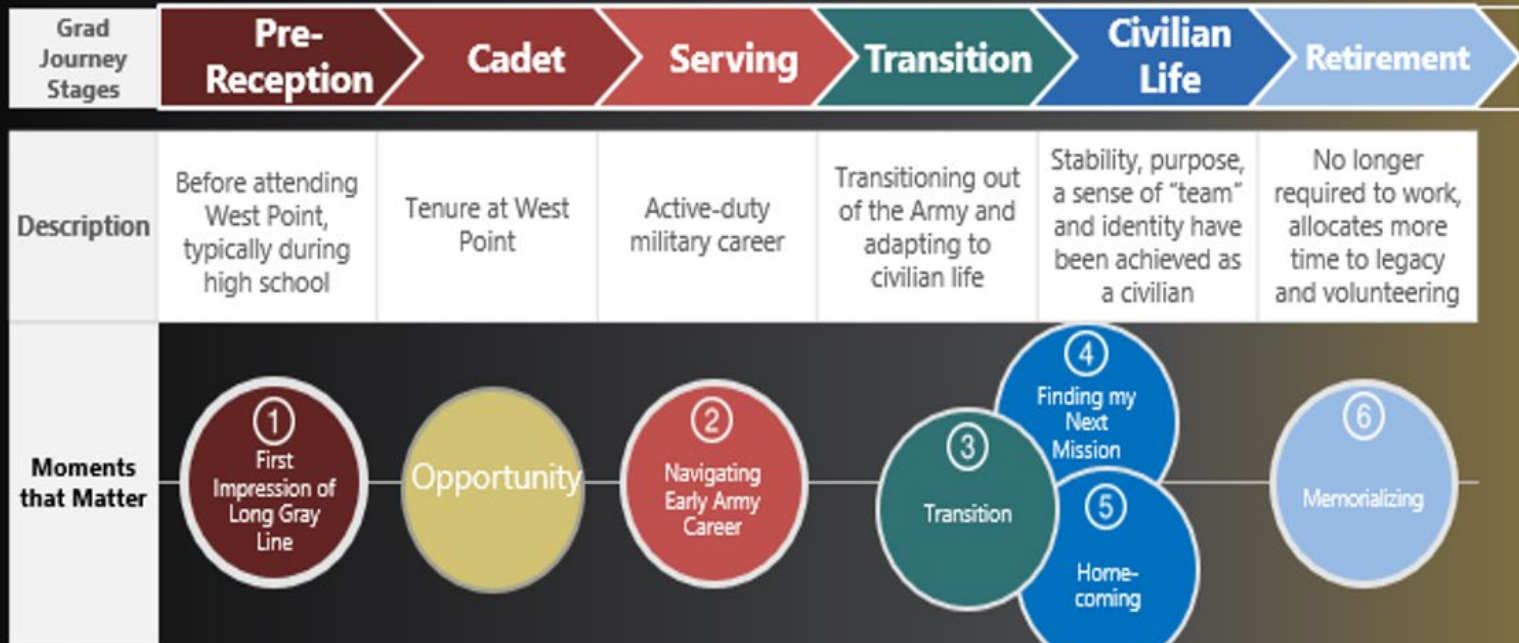
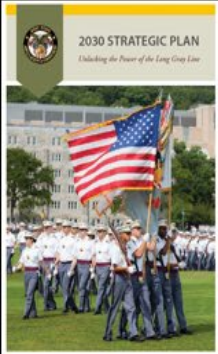
Development Philosophy

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.

Strategic Plan and the Moments That Matter



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.

	L = Lead Agency	X = Participating Agency	West Point	WPAOG
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).

WPAOG Development Handbook

- 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 51,869 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 LYBUNTS 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
- 1802 Circle
- LGL Chairman’s Circle

Lifetime Giving Recognition Societies

- 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 \$499,999
- Henry H. (Hap) Arnold \$100,000 to \$249,999
- John J. Pershing \$25,000 to \$99,999

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

National Trends in Alumni Giving Rates

Alumni giving rates have been **steadily declining across the nation for decades**. In 2001, the average alumni giving rate was 13.8 percent. By 2013, it had fallen to 8.3 percent, and as of February 2025, the average among institutions ranked by *U.S. News & World Report (USNWR)* stands at **7.7 percent**.

Until 2023, *USNWR* included an institution's alumni giving rate as one of seven key factors in its annual college and university rankings:

- Historically, alumni giving accounted for 5 percent of a school's total ranking.
- In 2021, its weight was reduced to 3 percent.
- By 2023, it was completely removed from the ranking formula.

For many years, it was widely recognized that institutions with high alumni participation rates also tended to score well in other important areas like academic reputation, student retention, graduation rates, and financial resources—all of which remain part of the current ranking system. *USNWR* once explained that “giving measures student satisfaction and post-graduate engagement.”

Today, *USNWR* is working with the Council for Advancement and Support of Education (CASE) to explore a more comprehensive engagement metric. This updated measure would reflect multiple aspects of alumni connection, including but not limited to philanthropy, to better demonstrate post-graduation affinity and involvement.

When *USNWR* did factor alumni giving into its rankings, it was calculated as the average percentage of living alumni with bachelor's degrees who donated to their alma mater over the previous two academic years.

Although alumni giving is no longer a formal ranking component, *USNWR* continues to publish an annual article highlighting institutions with the highest alumni giving rates.

Top 20 Schools for Alumni Giving Rate (Avg. 2022-2023)

The most recent *U.S. News & World Report* article, “20 Colleges Where the Most Alumni Donate,” published on February 28, 2025, ranks the National Universities (NU) and National Liberal Arts Colleges (NLAC) with at least 25,000 legally contactable alumni. (This requirement may have excluded smaller schools like Williams College and Bowdoin College, which, according to CASE data, report alumni giving rates slightly higher than West Point.)

Among these top 20 institutions, the average alumni giving rate was **26.9 percent**—significantly higher than the 7.7 percent average for the 282 ranked schools in the NU and NLAC categories. It's worth noting that, aside from West Point (USMA) and Southern Illinois University-Carbondale, all the schools on this list are private institutions.

School	Alumni Giving Rate	USNWR Rank	Undergraduate Enrollment
Princeton University (NU)	46.6%	1	5,727
Dartmouth College (NU)	41.1%	15	4,447
Carleton College (NLAC)	34.1%	8	2,069
U.S. Military Academy (NLAC)	33.5%	8	4,393
University of Notre Dame (NU)	33.3%	18	8,968
College of the Holy Cross (NLAC)	32.1%	28	3,219
Middlebury College (NLAC)	27.1%	19	2,800
Mount Holyoke College (NLAC)	26.8%	34	2,209
Colgate University (NLAC)	26.3%	22	3,131
Southern Illinois University-Carbondale (NU)	24.3%	288	8,195
Trinity College (NLAC)	23.2%	36	2,197
Wellesley College (NLAC)	22.8%	7	2,456
Vassar College (NLAC)	22.5%	12	4,494
MIT (NU)	21.6%	2	4,576
Fairfield University (NU)	21.4%	132	5,000
Vanderbilt University (NU)	20.8%	18	7,221
Hampton University (NU)	20.7%	273	3,255
Smith College (NU)	19.9%	14	2,506
Georgetown University (NU)	19.8%	24	7,968
Yale University (NU)	19.7%	5	6,749

Key:

NU = National University

NLAC = National Liberal Arts Colleges

Although factors like a growing alumni base, generational shifts, and other challenges have led to a decline in West Point’s alumni participation rate, the decrease has been less steep and less rapid than what many other colleges and universities have experienced.

While West Point’s alumni giving rate has declined on the *U.S. News & World Report* list since 2021, USMA has steadily climbed in the overall rankings. The charts below illustrate how West Point continues to deliver strong results and improve its position relative to peer institutions.

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* since 2013.

WPAOG Development Handbook

USMA USNWR Ranking History		
Ranking Year*	Alumni Giving Rate	Alumni Giving Rate Rank in Category**
2013	29%	62
2014	29%	63
2015	29%	54
2016	31%	45
2017	32%	40
2018	32%	33
2019	32%	26
2020	35%	19
2021	38%	9
2022	37%	8
2023	34%	2
2024	34%	2

**Ranking year is year results were published. West Point’s best results in 2020 can be seen in the 2021 ranking year.*

***USMA is in the National Liberal Arts Colleges 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 percent ahead of USMA. The following year, 2023, USMA’s rate decreased, but the new rate equaled a spot on the list at #4.

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 has not been immune to the decline.

Princeton's Ranking History	
Ranking Year	Alumni Giving Rate
2013	62%
2014	63%
2015	63%
2016	63%
2017	61%
2018	59%
2019	59%
2020	55%
2021	50%
2022	48%
2023	46%
2024	47%

The bar to reach to crack the top 10 has been lowered every year.

History of Rates for Schools at #10	
2013	52%
2014	53%
2015	49%
2016	48%
2017	46%
2018	45%
2019	43%
2020	43%
2021	39%
2022	37%
2023	25%
2024	24%

Service Academy Alumni Giving Rate Comparison (FY24 VSE Data)

The Naval and Air Force Academies are ranked as institutions by *USNWR*, but their alumni participation rates did not get them in the top 20 article referenced above. The rates seen below were obtained from the FY24 CASE VSE survey. (West Point operates on a calendar year and therefore has 2023 data in the most recent survey.)

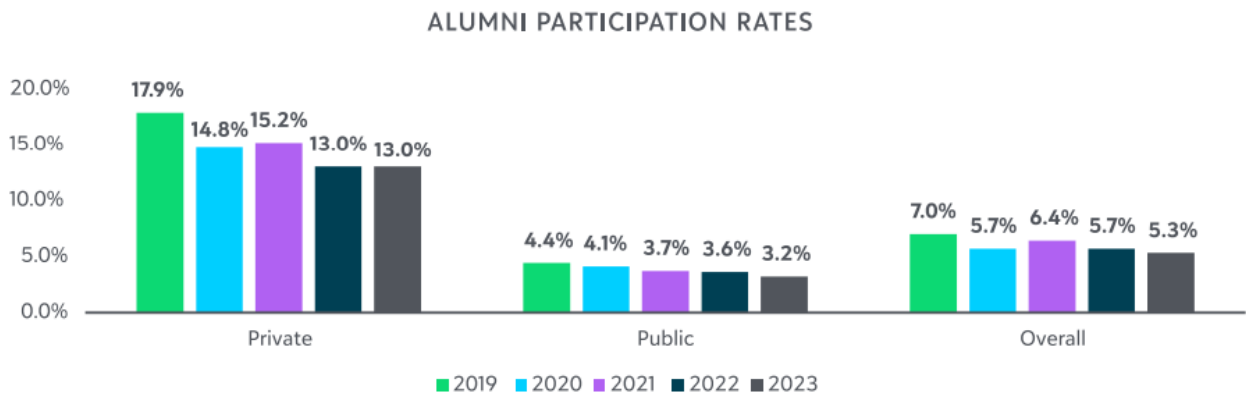
Academy	FY24 VSE Alumni Giving Rate	USNWR Rank
United States Military Academy (USMA)	36%	8
United States Naval Academy (USNA)	21%	4
United States Air Force Academy (USAFA)	17%	8

More Background

Schools with higher alumni participation rates tend to be private institutions with undergraduate enrollments of 5,000 or less. 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, 2014)

Alumni Participation Rates

While fewer schools report being focused on participation rates as a key metric (in light of the US News and World Report rankings change), the rates do continue to fall. Private institutions did hold at 13% this past year, while public institutions dropped from 3.6% to 3.2% between FY2022 and FY2023 (Figure 1).



Source: Shaun Keister, PhD, Blackbaud (May 20, 2024), *donorCentrics 2023 Report on Higher Education Alumni Giving*, <<https://www.blackbaud.com/industry-insights/resources/higher-education/donorcentrics-2023-annual-report-on-higher-education-alumni-giving/>>

As noted at the beginning of this section, average alumni participation rates nationwide have been steadily declining for the past two decades. The chart above, based on Blackbaud’s annual

donorCentrics survey, illustrates this trend—showing both the prolonged plateau at lower participation levels and the continued decline in more recent years.

In the early stages of this decline, the primary explanation was an increasing number of alumni of record. While more alumni were giving each year, the growth in donors could not keep pace with the rapidly expanding alumni base. Advances in technology made it easier for institutions to locate alumni, and many schools were graduating larger classes each year, causing the denominator used in participation rate calculations to rise sharply.

In recent years, however, the challenge has become twofold. While alumni populations continue to grow, the actual number of alumni donors has either flattened or declined. Even institutions traditionally ranked among the top 10 for alumni giving have not been immune to this shift. For example:

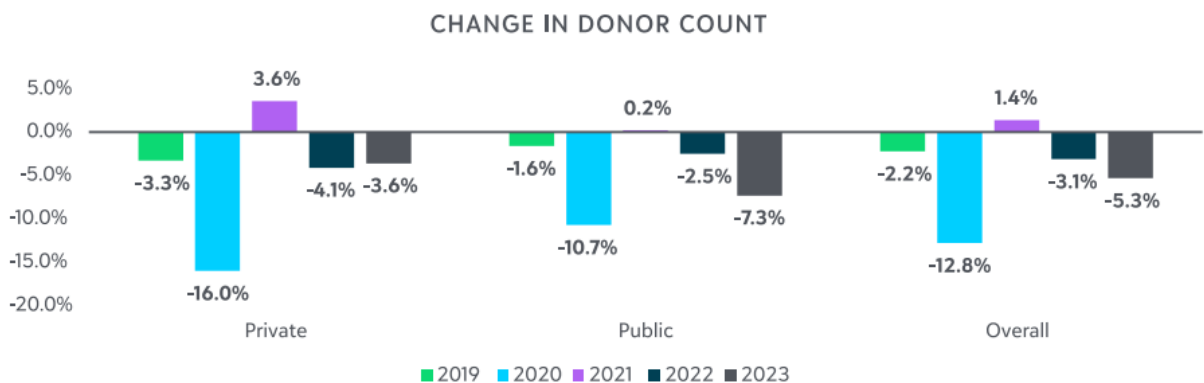
- In 2015, Princeton reported a 63 percent participation rate.
- By 2024, *U.S. News & World Report* lists Princeton’s rate at 46 percent.
- Just five years ago, a 53 percent participation rate earned 10th place in the rankings.
- Today, a rate of just 23 percent is enough for a 10th place ranking.

The chart below further illustrates these changes, showing how donor counts have fluctuated among institutions participating in Blackbaud’s *donorCentrics* reports. (*Note: these figures reflect fiscal years, so the positive increase in 2021 represents FY21, capturing the wave of pandemic-related generosity that West Point also experienced.*)

In 2023, participating institutions experienced an overall decline of -5.3 percent in alumni donor counts. In contrast, WPAOG experienced only a 2 percent decrease, once again highlighting the relative strength and stability of West Point’s alumni donor base.

Change in Donor Count

Alumni donor counts continue to drop. In fact, as stated earlier, last year was a particularly challenging year with a -5.3% decline compared to FY2022 (Figure 2). This decline was starker among public institutions which experienced a -7.3% change in FY2023. Donor counts are most affected by the challenge of getting more first-time donors (acquisition) and reactivating more lapsed donors, both metrics that continue to decline.



Donor Retention and Acquisition

Alumni participation is made up of three key groups:

- Retained donors (those who gave last year and give again).
- Reactivated donors (those who gave in the past, skipped a year or more, and return).
- Acquired donors (first-time donors).

One of the primary reasons West Point maintains a more stable alumni donor base than many of its peers is its consistently strong donor retention rate. Retention is not only a key indicator of donor loyalty and the effectiveness of stewardship programs, but it's also essential to growing alumni participation overall—since keeping existing donors is often easier and more cost-effective than acquiring new ones.

In 2024, WPAOG achieved a **77 percent retention rate**, meaning 77 percent of 2023 donors gave again in 2024. While the retention rate held steady from 2023's 77 percent, the actual number of retained donors declined slightly—from 14,258 in 2023 to 13,870 in 2024. The rate remained unchanged because the denominator (the total number of alumni donors from the previous year) has been decreasing since 2021.

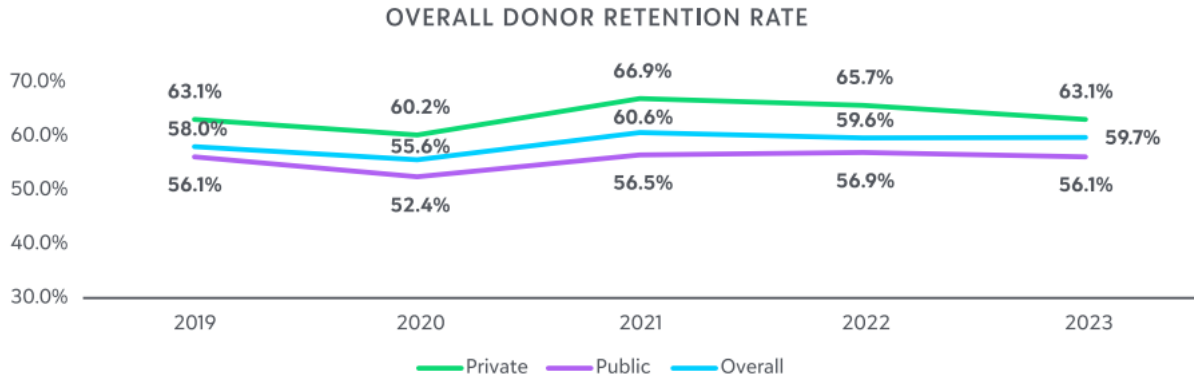
As discussed earlier in this section, West Point—like the broader higher education and nonprofit sectors—faces challenges related to the passing of older, long-time supporters and reduced giving interest among younger generations, who tend to support fewer, more personally relevant causes rather than established institutions like their alma mater. Additionally, changes to West Point's Firstie Gift program—which shifted from a multi-year allotment gift (typically retained for five years or more) to a one-time gift—have also affected donor retention.

Despite these challenges, West Point continues to perform exceptionally well with alumni from the 1970s through the 1990s, consistently exceeding national averages for alumni donor retention.

The chart below, drawn from Blackbaud's *donorCentrics* Annual Report on Higher Education Giving, which compiles data from approximately 150 institutions across North America each year, shows that West Point's 77 percent retention rate remains significantly above the industry average.

Overall Donor Retention Rates

Retention returns to being the most reliable and stable metric in higher education. Last year’s overall retention rates of 59.7% were steady overall compared to FY2022 and in line with rates from FY2019 prior to the pandemic. That said, private institutions did see a modest overall drop in retention rates from 65.7% to 63.1%, though the 63.1% rate precisely matches FY2019 rates (Figure 8).



Additionally, according to MarketSmart, a planned and major gift marketing services firm, donor retention rates across the nonprofit sector have declined sharply since 2018—falling from 69 percent to 45 percent. Their research also found that donors giving less than \$100 have the lowest retention rates, a trend that’s consistent both industry-wide and at West Point.

However, West Point continues to maintain strong overall donor retention, largely due to a core group of highly loyal alumni who have given consecutively for many years. While allotment giving has decreased compared to past years, it still plays an important role in supporting West Point’s high retention rates. In 2024, 3,360 of the 13,870 retained alumni donors—nearly 25 percent—were allotment donors, helping to stabilize alumni participation during a time of sector-wide decline.

According to Blackbaud’s 2023 *donorCentrics* report, “new donor acquisition and reactivation of lapsed donors continue to be significant challenges for most programs.” While West Point has not been able to match the exceptional donor numbers seen in 2020, the number of reactivated donors has stabilized, and the number of new donors has rebounded. This improvement is due in large part to the revitalization of the Firstie Class Gift program following the pandemic.

WPAOG New and Reactivated Donors 2020-2024		
Year	New Donors	Reactivated Donors
2020	1,035	3,607
2021	844	3,072
2022	744	2,985
2023	831	3,029
2024	907	2,952

Summary of Alumni Participation Trends and Context

Over the past several years, **West Point has defied national trends**, achieving significant growth in both alumni donor counts and participation rates. This success is the result of several key factors:

- **Philanthropy is relatively new at West Point.** Formal fundraising efforts began in 1996. As staff and programs expanded, alumni donor numbers grew.
- The **Firstie Class Gift program**, established in 1995, proved highly successful for many years by securing five years (length of service commitment) of monthly giving via military allotment. This bolstered participation among the youngest graduates.
- The **All-Academy Challenge (AAC)**, launched in 2014, created rapid donor growth, especially as it evolved into a formal class competition within the challenge.
- Unlike many institutions, **West Point has maintained a steady class size**, avoiding the denominator growth that other schools experienced as they expanded their student bodies.
- **West Point has maintained a very high “good address” rate since at least 2012**, meaning its alumni denominator did not artificially increase with newly located contacts the way it did at other institutions.

In 2020, West Point achieved its highest-ever number of alumni donors, boosted by a successful All-Academy Challenge and pandemic-driven campaigns such as Athletics’ Fight on to Victory. Similar to many institutions, this spike was partially attributed to increased generosity during the pandemic and more captive audiences with people staying at home.

In the years that followed, donor numbers and giving rates naturally declined. However, what some called a “return to normalcy” across the industry played out much more gently at West Point. While other institutions experienced three to seven percent decreases in alumni donor numbers, West Point saw more modest drops of 3 percent and 2 percent in subsequent years, reinforcing the stability of its alumni donor base.

Several factors contributed to the donor count changes in **2021 and 2022**:

- **Staffing challenges** in both Athletics and WPAOG Annual Giving led to a noticeable decline in outbound calls and direct mail outreach. The largest donor losses were concentrated in the Superintendent’s Annual Fund and Army A Club.

- The **transition from the All-Academy Challenge to the West Point Challenge in 2022** removed a motivating factor for many alumni: the opportunity to beat Navy and Air Force.
- The **Firstie Gift program** faced continued difficulties, with lower participation and fewer recurring gifts than in previous years.
- Donor numbers declined most sharply among the **oldest and youngest alumni groups**. Many of the loyal donors from the 1950s and 1960s passed away, while younger alumni engaged with philanthropy differently.

This last point reflects a broader challenge facing the entire nonprofit and higher education sectors. As older, loyal donors pass away, younger generations have not filled those roles in the same way. Baby Boomers typically supported established, traditional nonprofits. Millennials and younger donors increasingly seek meaningful volunteer opportunities and want to be directly involved in how funds are used. This generational shift is well-documented and widely discussed by fundraising vendors, donor-advised funds, and nonprofit leaders across webinars, conferences, and industry publications.

West Point also faces **unique obstacles** not shared by many peer institutions:

- **Legal restrictions** on fundraising participation by Academy leadership, employees, and cadets.
- **Frequent rotation of military staff and faculty**, limiting long-term relationship building.
- A perception among some alumni that they've already "given back" through their military service.
- An ongoing need to **increase awareness of which programs are funded by private donations (Margin of Excellence) versus government resources**.

Despite these challenges, **West Point continues to achieve strong alumni participation rates**. The Academy benefits from characteristics associated with successful alumni giving programs:

- A **stellar national reputation**, consistently ranking at the top of *U.S. News & World Report* and *Forbes* lists.
- A **transformative student experience** that fosters tight bonds and lasting class loyalty.
- **High levels of affinity and connection among alumni**.

Looking ahead, ongoing education about the Margin of Excellence and the role of alumni giving remains crucial. WPAOG is committed to cultivating a deeper culture of philanthropy, ensuring alumni understand the importance of private support for West Point's programs and priorities. By strengthening communications, providing meaningful opportunities for connection, and developing programs that keep the Academy relevant to graduates, WPAOG believes it can further grow alumni engagement—measured through comprehensive metrics that include, but are not limited to, philanthropy.

Comparative Data on Endowments and Assets

Service Academy Endowment Total Net Assets Comparison as of 2023

Recent endowment figures for the other academies were not available. Therefore, this comparison is based on total net assets as reported in each Academy’s Form 990. West Point and Air Force are as of 12/31/23 and the Naval Academy is as of 6/30/23. Figures from each of the 990s (alumni association and foundation) were used and combined for Navy and Air Force.

Academy	Total Net Assets
West Point Association of Graduates	\$701.1M
U.S. Naval Academy Alumni Association & Foundation	\$456.9M
U.S. Air Force Academy AOG and Foundation	\$257.8M

NACUBO-Common Fund Study, Endowments (including quasi-endowments) as of June 30, 2024

The 2024 study conducted by the National Association of College and University Business Officers (NACUBO) and Common Fund Institute included 669 institutions. Although the top 149 college endowments were over \$1 billion, the median endowment in the study was \$244 million, and 28 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 32 percent of the list (at #216, up from #226 the previous year).

Rank	School	2024 Endowment
208	Wheaton College	\$610.1M
210	University of Hawaii Foundation	\$566.9M
211	Union College	\$563.7M
214	Teachers College Columbia University	\$526.1M
215	SUNY Stony Brook Foundation	\$520.9M
216	West Point Association of Graduates	\$518.2M
217	Spelman College	\$506.7M
218	Barnard College	\$503.4M
221	The New School	\$486.9M
223	Skidmore College	\$486.7M
225	Rollins College	\$483.5M

Comparative Data on Cost of Fundraising

The **Cost to Raise a Dollar (CTRD)** is a widely used metric in nonprofit fundraising, but it's important to recognize that **there is no universally standardized method for calculating it**. Differences in what costs are included—such as leadership salaries, IT services, or facilities expenses—mean that true “apples-to-apples” comparisons between organizations are rarely possible.

Additionally, factors like **organizational size and maturity** heavily influence CTRD:

- Large research universities typically report lower CTRDs because they secure larger gifts and grants.
- Smaller or less mature development operations face higher CTRDs, as acquiring, educating, and cultivating new donors requires more resources and typically results in smaller gifts.

CTRD calculations are based on cash receipts (not pledges) and thus, CTRD is often sensitive to the presence or absence of **large, one-time gifts**. For example:

- In **2022, WPAOG received a \$25M pledge payment**, significantly boosting cash receipts and lowering our CTRD for that year.
- In contrast, years without such mega gifts may see CTRD rise, even if overall efficiency remains steady.

Fundraising is also about **building relationships**—many of which pay off through major gifts, pledges, or planned giving commitments in future years. These deferred gifts do not immediately affect CTRD (which is based on cash receipts), complicating year-over-year comparisons.

Our CTRD reflects a thoughtful budgeting process based on **expected cash receipts and costs**. Historically, we have achieved actual CTRD figures lower than forecasted, thanks to prudent spending and consistent fundraising overachievement. This demonstrates our organizational commitment to maximizing the impact of every dollar raised.

In 2024, our **budgeted CTRD was 22.5 cents**, which aligned with the **national average range of 20-30 cents**, as cited in James Greenfield's *Fund-Raising: Evaluating and Managing the Fund Development Process*. In 2024, our fundraising success—surpassing cash receipt goals while carefully managing expenses—allowed us to outperform this budgeted figure. **2024's final CTRD was 17 cents**.

It's important to distinguish **efficiency from effectiveness**. The Council for the Advancement and Support of Education (CASE) emphasizes that:

“The objective of an institution's program should not be to spend as little as possible each year to raise money, but to maximize the net return on the investment.”

Our philosophy aligns with this—**strategically investing in relationship-building initiatives** that may raise the CTRD in the short term but will maximize net returns and impact over time. **CTRD is**

more meaningful when evaluated over a multi-year period, as this approach helps smooth out year-to-year fluctuations and the impact of extraordinary gifts or expenses.

Higher costs in certain years may reflect intentional strategic investments, not inefficiency:

- Early campaign years require investments in infrastructure, systems, and prospect research.
- As campaigns progress, economies of scale and cultivated donor relationships lower fundraising costs.

Tracking CTRD trends over time is far more meaningful than relying on a single-year snapshot. WPAOG has maintained a stable or improving CTRD over the past five years, underscoring our disciplined, strategic, and efficient management approach.

While CTRD is useful, it is a **limited and sometimes misleading metric**. It does not account for:

- Pledges and planned gifts that convert to cash later.
- The long-term value of donor cultivation that often produces gifts years down the line.

Fundraising expert Mal Warwick has long contended that “the cost to raise a dollar is a myth,” arguing that no standard exists because of the diverse and complex nature of nonprofit operations. Some organizations include overhead costs like salaries and administrative expenses, while others do not, making direct comparisons unreliable.

F. Duke Haddad, writing for *NonProfit PRO*, acknowledges this complexity as well, stating: *“If the elements of the equation are known, the cost to raise a dollar can be an important metric, and this figure can be critical for transparency to the constituency served by the organization.”*

At WPAOG, we agree—CTRD is a useful tool when applied carefully and compared consistently, but it is only one part of a larger picture of fundraising effectiveness.

CASE Voluntary Support of Education (VSE) Survey Data

The VSE survey compares each institution’s Total Advancement Investment (fundraising, alumni relations, marketing, and communications) to the total “Dollars Raised*.” In FY2024:

- The **average cost to raise a dollar** across 110 participating institutions was **25 cents**.
- **Baccalaureate (undergraduate only) institutions** averaged **18 cents**.
- **Doctoral (research; PhD) institutions** had the lowest at **18 cents**, while **Master’s institutions (with graduate programs)** were highest at **38 cents**.

WPAOG’s 2024 CTRD was 17 cents and our five-year average CTRD is 17 cents (see second chart below) outperforming industry benchmarks.

Figure 44: Summary of Advancement Investment, 2024

Type of Institution	Number of Responding Institutions	Average per Institution				
		Advancement Expenditures as a Percentage of All Expenditures	Advancement Expenditures	Dollars Raised	Advancement Investment per Dollar Raised	Percentage Return on Advancement Investment
Research/Doctoral/ Multiple Campus	67	1.7	\$20,039,858	\$111,657,131	\$0.18	457.2
Master's	26	1.5	2,613,062	6,882,896	0.38	163.4
Baccalaureate	17	2.6	3,614,912	20,076,771	0.18	455.4
Specialized	4	1.3	17,900,793	224,241,552	0.08	1,152.7
Associate's	27	0.8	370,108	1,091,938	0.34	195.0

**Dollars raised 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 face value.*

Using **data from the VSE (Voluntary Support of Education) survey**, WPAOG analyzed West Point’s cost to raise a dollar in comparison to other participating institutions by applying two calculation methods. Because a single large gift or significant expense in any given year can greatly affect this figure, a five-year average of total expenditures and dollars raised was used to provide a more accurate, balanced view.

Two cost-per-dollar figures were calculated:

- **Using total advancement expenses** (as previously defined)
- **Using development expenses only**, which excludes alumni relations, communications, and marketing costs.

The chart below presents **West Point’s data from the last five VSE surveys** (*note: the FY24 VSE survey reflects West Point’s CY23 data*). It highlights how the cost to raise \$1 fluctuates depending on the calculation method used.

A few key points to note:

- The **Grand Total for 2020 reflects pandemic conditions**, which affected both fundraising and expenses.
- The **Grand Total for 2022 was influenced by a single \$25+ million pledge payment**.

Unsurprisingly, these two years show the largest deviations from the five-year average.

WPAOG Development Handbook

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)
2019	\$66,286,095	\$10,528,321	\$7,081,595	\$0.16	\$0.11
2020	\$46,464,342	\$9,586,934	\$6,525,422	\$0.21	\$0.14
2021	\$60,451,220	\$10,401,906	\$4,593,304	\$0.17	\$0.08
2022	\$95,461,068	\$11,660,923	\$5,218,947	\$0.12	\$0.05
2023	\$66,741,179	\$13,588,251	\$6,375,992	\$0.20	\$0.10
Average	\$67,080,781	\$11,153,267	\$5,959,052	\$0.17	\$0.09

The next table includes 127 baccalaureate, master’s, and doctoral institutions that completed the expenditure portion of the VSE survey at least twice in the past five years.

The table shows that **West Point’s five-year average cost to raise a dollar is significantly lower than the overall average**, especially when compared to the baccalaureate group. It’s worth noting that doctoral institutions typically report lower fundraising costs because their larger alumni populations and research funding opportunities result in higher overall gift totals. Even so, West Point’s cost remains below the doctoral institution average.

It’s important to note that costs increase when including Alumni Relations and Communications and Marketing expenses. While these areas play a critical role in alumni engagement, they don’t always produce immediate fundraising results, which affects the overall cost calculation.

Five-Year Cost to Raise \$1 Averages - VSE Participants	Cost per \$1 Raised (Advancement Expenses)	Cost per \$1 Raised (Development Expenses)
West Point	\$0.18	\$0.10
Average of All Schools	\$0.36	\$0.15
Average of Bachelor's	\$0.44	\$0.16
Average of Master's	\$0.54	\$0.20
Average of Doctoral	\$0.28	\$0.13

GG+A Study

In the summer of 2020, WPAOG contracted with Grenzebach Glier and Associates (GG+A) to conduct a study comparing the cost to raise a dollar among **Football Bowl Subdivision (FBS) schools**. This study used data from 12 FBS institutions, with adjustments made to ensure a fair comparison. For example, hospital-related data was excluded for schools with affiliated medical centers, and research grants were removed for doctoral universities.

Similar to the VSE analysis, a four-year average of support and expenditures was used to smooth out any extraordinary variances. However, unlike the VSE data (which includes gifts in kind and irrevocable planned gifts), this GG+A study focused only on cash receipts.

In this initial comparison, **West Point reported a cost to raise a dollar of \$0.18, compared to an average of \$0.22 among the 12 FBS schools.**

GG+A updated the study in 2023, analyzing data from 2021–2023. **In the updated version, the comparison schools maintained a three-year average cost to raise a dollar of \$0.22, while West Point’s cost improved to \$0.17 using the same methodology.**

The full study and updated results are maintained by the Development Office within the Donor Strategy & Analytics team.

WPAOG’s five-year CTRD average remains below both the VSE and GG+A peer group averages, particularly in the baccalaureate category, demonstrating our exceptional fundraising efficiency and prudent fiscal management.

Form 990 Data

Another method for calculating the cost to raise a dollar is by comparing an institution’s fundraising expenses to its contributions and grants, as reported on its Form 990 (a publicly available document for most nonprofit organizations). The contributions and grants figure includes new cash, new pledges, bequests, new planned gifts (recorded at discounted net present value), and gifts-in-kind. The fundraising expenses reflect the Development department’s expenditures, including overhead.

While it’s important to note that we cannot always verify what is included in an institution’s fundraising expenses line on the Form 990, and whether it allows for an exact, fair comparison, these two figures together still provide a useful, high-level snapshot of fundraising efficiency. Additionally, the Form 990 is a free, publicly available data source that can be accessed online and updated annually.

Service Academy Foundation/Alumni Association Data from 2023 Form 990s

Academy*	Contributions and Grants	Fundraising Expenses	2023 Cost Per \$1 Raised
U.S. Air Force Academy	\$40,720,463	\$2,708,340	\$0.07
U.S. Merchant Marine Academy	\$4,941,121	\$442,860	\$0.09
U.S. Military Academy	\$83,347,747	\$10,110,930	\$0.12
U.S. Coast Guard Academy	\$7,011,340	\$1,021,732	\$0.15
U.S. Naval Academy	\$54,669,673	\$10,938,332	\$0.20

**Based on alumni association and/or foundation 990. Where both exist (USNA, USAFA), the figures from both 990s were combined.*

As noted, a single extraordinary gift or expense can significantly affect the cost to raise a dollar (CTRD) in any given year. To provide broader context, the chart below presents five years of Form 990 data for the service academies.

WPAOG Development Handbook

A few key points about the following data:

- USNA and USAFA report on their alumni associations and foundations separately. For comparison purposes, the foundation data most closely aligns with WPAOG’s Development operations.
- In 2020, USAFA significantly reduced its staff, lowering personnel expenses and contributing to a reduced CTRD beginning in 2021. They are currently operating with a lean team but are looking to expand, which will likely increase their CTRD in future years.
- Both USNA and USAFA receive grants and bequests through their associations rather than foundations. Some of these gifts recur annually and require minimal fundraising effort.
- USMMA has a staff of 11, none of whom have dedicated fundraising roles.

Year	USMA	USNA	USNA Foundation Only	USAFA	USAFA Foundation Only	USCGA	USMMA
2019	\$0.14	\$0.16	\$0.20	\$0.14	\$0.14	\$0.20	\$0.12
2020	\$0.16	\$0.14	\$0.15	\$0.12	\$0.12	\$0.16	\$0.07
2021	\$0.08	\$0.15	\$0.19	\$0.06	\$0.07	\$0.16	\$0.08
2022	\$0.14	\$0.19	\$0.29	\$0.06	\$0.07	\$0.12	\$0.07
2023	\$0.12	\$0.20	\$0.30	\$0.07	\$0.07	\$0.12	\$0.09
5-Year Average	\$0.13	\$0.18	\$0.23	\$0.09	\$0.09	\$0.15	\$0.09

While comparing cost to raise a dollar using publicly available Form 990 data can offer a broad view of fundraising efficiency, it has significant limitations. Differences in organizational structures, staffing models, and accounting practices across institutions—along with a lack of transparency around what is included in reported fundraising expenses—make it difficult to draw definitive conclusions. Extraordinary gifts or one-time expenses can further skew year-over-year comparisons. We present the available data with the understanding that readers must interpret it within each institution’s unique context.

Comparison of Other Undergraduate Colleges with Similar Endowments

Endowment figures are from the 2024 NACUBO-Common Fund Study of Endowments. Contribution and fundraising expense data is from the institution’s Form 990.

School	Endowment	Contributions and Grants	Fundraising Expenses	2023 Cost Per \$1 Raised
Spelman College	\$506.7M	\$67,621,419	\$6,965,793	\$0.10
Barnard College	\$503.4M	\$50,581,929	\$7,303,608	\$0.12
Union College*	\$563.7M	\$19,167,226	\$7,972,335	\$0.42

**Union College’s fundraising expenses are the same as the previous year. However, the contributions and grants are half, causing their cost to raise a dollar figure to double.*

Comparison of Other Undergraduate Colleges with Similar Alumni Participation Rates

Alumni participation figures are from *U.S. News and World Report’s* article, “20 Colleges Where the Most Alumni Donate.” Contribution and fundraising expense data is from the institution’s Form 990.

School	Alumni Participation	Contributions and Grants	Fundraising Expenses	2023 Cost Per \$1 Raised
Middlebury College	27%	\$79,476,129	\$4,557,220	\$0.06
Carleton College	34%	\$45,960,724	\$6,928,442	\$0.15
College of the Holy Cross	32%	\$37,515,227	\$9,200,468	\$0.25

Cost to Raise a Dollar (CTRD) — Summary and Context

There is **no universal standard for determining the cost to raise a dollar (CTRD)**, making direct comparisons across institutions difficult. Every organization allocates fundraising costs differently.

For example:

- **WPAOG’s Development office absorbs overhead** for departments such as **Finance, IT, and HR**, while many university advancement programs have those costs covered by the institution itself.

Despite these variations, it is both useful and appropriate to compare **dollars received against the dollars spent to raise them** in order to monitor fundraising efficiency. The key is to use consistent methods across peer comparisons.

Interpreting Variability

CTRD can fluctuate significantly from year to year due to several factors:

- Large, one-time gifts.
- Campaign-related events and expenses.
- Staff vacancies or new hires.
- External factors like the pandemic, which led many institutions to reduce or pause fundraising efforts, affecting both fundraising expenses and dollars raised.

To account for these fluctuations:

- Averaging over three to five years—as done in CASE’s Insights reports and the GG+A study—provides a clearer, more reliable long-term picture.

Contextual Examples

These examples further illustrate the importance of multi-year averages:

- Union College’s contributions dropped by half from 2022 to 2023, causing their CTRD to rise sharply as fundraising expenses remained steady.
- WPAOG’s 2022 CTRD dropped significantly thanks to a \$25 million pledge payment.
- These fluctuations reaffirm why multi-year averages provide a more accurate and consistent assessment of fundraising efficiency.

Industry Guidelines

While there’s no single benchmark, several widely accepted guidelines help frame expectations:

- The **Association of Fundraising Professionals (AFP)** recommends a CTRD of 20–30 cents per dollar for mature development programs.
- **Guidestar (Candid)** considers “efficient” nonprofits to be those who spent 20 cents or less per dollar on fundraising.
- **Charity Navigator** states that the “top nonprofits” pay 10-20% on fundraising.
- **The Better Business Bureau (BBB) Wise Giving Alliance** considers fundraising costs below 35 cents per dollar acceptable.
- Higher CTRDs can still be appropriate:
 - In the early stages of a campaign
 - When costs support long-term donor relationships and future growth
 - In cases where a strategic investment is likely to yield future returns.

Our cost to raise a dollar (ranging from 9 cents to 17 cents in the various calculations above) is a strong indicator of fundraising efficiency. This places us well within the industry benchmark range, where **top-performing nonprofits typically spend between \$0.10 and \$0.25** per dollar raised (<https://rallyup.com/blog/fundraising-efficiency-ratio/>).

Final Thought

At WPAOG, we view **CTRD as one of several tools to assess fundraising efficiency**. We are committed to:

- **Thoughtful, strategic investment in philanthropy.**
- **Transparency in reporting.**
- **Responsible stewardship of donor funds.**

No matter the method or timeframe used for calculation, **West Point's CTRD consistently remains at or below industry averages**—a reflection of our ongoing commitment to support West Point and the Long Gray Line with integrity and efficiency.

(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 aiming to significantly increase fundraising productivity must also invest more in their fundraising operations to meet those goals. Fundraising involves far more than simply asking for donations—it includes:

- Identifying and cultivating prospective donors.
- Stewarding gifts to build strong donor relationships and ensure funds are used effectively for the institution’s benefit.
- Maintaining accurate, up-to-date, and compliant donor and gift records.

While some institutions contribute to their fundraising budgets, this support rarely covers the full need. In fact, some fundraising organizations—such as WPAOG—receive no direct financial assistance from the institutions they serve. As a result, fundraising operations must be financed through other means.

Over the past 20 years, many institutions have explored new, creative ways to strengthen fundraising budgets. Common methods include:

- Gift fees.
- Endowment management fees.
- Income from daily cash balances.
- Unrestricted funds or funds specifically designated for operations.
- Revenue from institution-owned real estate.

These resources help sustain and grow the fundraising capacity necessary to meet increasing philanthropic goals.

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 known as the College and University Foundation Survey—to help foundations benchmark their structure, staffing, and operations against their peers and the broader institutionally related foundation (IRF) field. Approximately 100 institutions participate in the survey each year.

In 2024, CASE paused the survey to review its data and transition all surveys to a new platform. As a result, the most current available data is from FY2020, when 81 IRFs submitted information. The table below presents the FY2020 College and University Foundation Survey results, alongside WPAOG’s percentages for comparison. These figures highlight how WPAOG operates with fewer resources to fund its fundraising efforts—and underscore the critical importance of the gift fee in supporting WPAOG’s mission.

Funding Source	Percent Using This Source	As a Percentage of Foundation Funding (Mean)	WPAOG Percentage of Development Funding
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 operational support among survey respondents were:

- Endowment management fees.
- Unrestricted gift funds.
- Institutional support.

Of these, institutional support and the endowment management fee consistently provided the largest share of operational funding. Since the survey’s inception in 2011, these two sources have remained the most significant, contributing more than half of the operations funding on average for participating institutions.

In the FY2020 CASE College and University Foundation Survey, half of the institutions reported using an endowment management fee between 1 percent and 2 percent, with a median fee of 1.25 percent, a slight increase from 1.2 percent the previous year.

Gift fees have also become an increasingly common funding source:

- Many public university foundations have assessed gift fees for years.
- In recent years, more public and some private institutions have adopted them.
- In 2006, only 19 percent of institutions reviewed by CASE used a gift fee.
- By 2013, this increased to 43 percent, and by FY2020, it reached 64 percent.
- The most common gift fee was 5 percent, with fees ranging from a minimum of 2 percent to a maximum of 15 percent.

These trends reflect a growing reliance on diversified revenue streams to support fundraising operations across higher education.

Paying for Fundraising — Service Academy Comparison

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 these methods are commonly used across 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
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

**Assessed on restricted funds only. Gifts to the Naval Academy Fund are exempt from fees. Fees help fund Foundation and Alumni Association operations.*

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

****The 7 percent 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.

WPAOG Development Handbook

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

Since the West Point Association of Graduates (WPAOG) does not receive a contracted amount of fundraising support from the United States Military Academy (USMA), the 10 percent gift allocation on each cash gift and 1.375 percent from WPAOG’s total investment portfolio fall well within industry norms.

It’s important for donors to understand that **100 percent of their gifts ultimately support West Point**. USMA has agreed, via a Memorandum of Agreement (MOA), to support the cost of the fundraising operation through a 10 percent gift allocation. By retaining 10 percent of all cash gifts collected (6 percent for gifts of \$15M or more), USMA is effectively supporting WPAOG’s Development department, which ultimately benefits the Academy.

Because WPAOG Development must fund nearly all its own fundraising expenses, it’s reasonable to compare its gift allocation percentage to the fundraising efficiency metric commonly used to evaluate charities.

- Taking **10 percent of each gift** for fundraising expenses equates to a **fundraising efficiency of 90 percent** — meaning **90 cents of every dollar** directly supports programs.
- In the charitable world, this is a strong figure. Many organizations on the *Forbes* “**Top 100 Charities**” list report fundraising efficiencies **below 90 percent**.
 - For example, **Wounded Warrior Project** has a **fundraising efficiency of 79 percent**, meaning **21 percent of gifts are used for fundraising and overhead**.

Additionally, because **fundraising for West Point is a core part of WPAOG’s mission**, one could argue that **100 percent of gifts support the mission**—both by directly funding programs and by sustaining the infrastructure needed to raise those funds.

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%

Additional Information

WPAOG is committed to excellence and continually seeks to measure its performance against other respected institutions. For meaningful comparisons, it’s most effective to benchmark against schools with similar characteristics and those that submit data to CASE. The CASE Insights portal provides easy access to a wide range of data, allowing WPAOG to benchmark performance across a variety of topics at any time.

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 FY24 VSE survey data which uses solicited alumni as the denominator), undergraduate student enrollments, alumni bodies, and annual fundraising totals. All are baccalaureate institutions but only USMA is public.

All figures below are based on data submitted to the VSE for fiscal year 2024, except for USMA. As WPAOG operates on a calendar year, West Point data represents calendar year 2023.

School (Data from FY24 – CY23 for USMA)	Contactable Alumni	Alumni Solicited	Alumni Donors	Alumni Participation	Grand Total from VSE*	USNWR Ranking
Amherst College	24,617	22,799	6,938	30%	\$37.9M	#2
Bowdoin College	23,851	20,339	7,951	39%	\$48.2M	#5
Colby College	26,119	20,443	5,330	24%	\$55.2M	#25
College of the Holy Cross	40,498	36,105	13,021	36%	\$28.3M	#28
Davidson College	24,469	20,990	7,322	34%	\$60.0M	#14
Middlebury College	58,730	57,810	15,197	26%	\$110.2M	#19
Smith College	53,988	48,613	8,435	17%	\$66.7M	#14
USMA	54,050	50,544	18,099	36%	\$66.7M	#8
Wellesley College	32,417	30,015	6,313	21%	\$49.7M	#7
Williams College	32,205	30,796	11,334	37%	\$74.3M	#1

**Includes cash, GIK, and irrevocable planned gifts.*

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 toward 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 relates 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, two prospect analysts, and a prospect researcher contractor.

Appendix B: Donor Relations & Advancement Services

Background

This is the revenue support area 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.

Donor Relations consists of an associate director, director of events, one manager, and three coordinators. Advancement Services consists of a director, two assistant directors, an associate director, two managers, two 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.

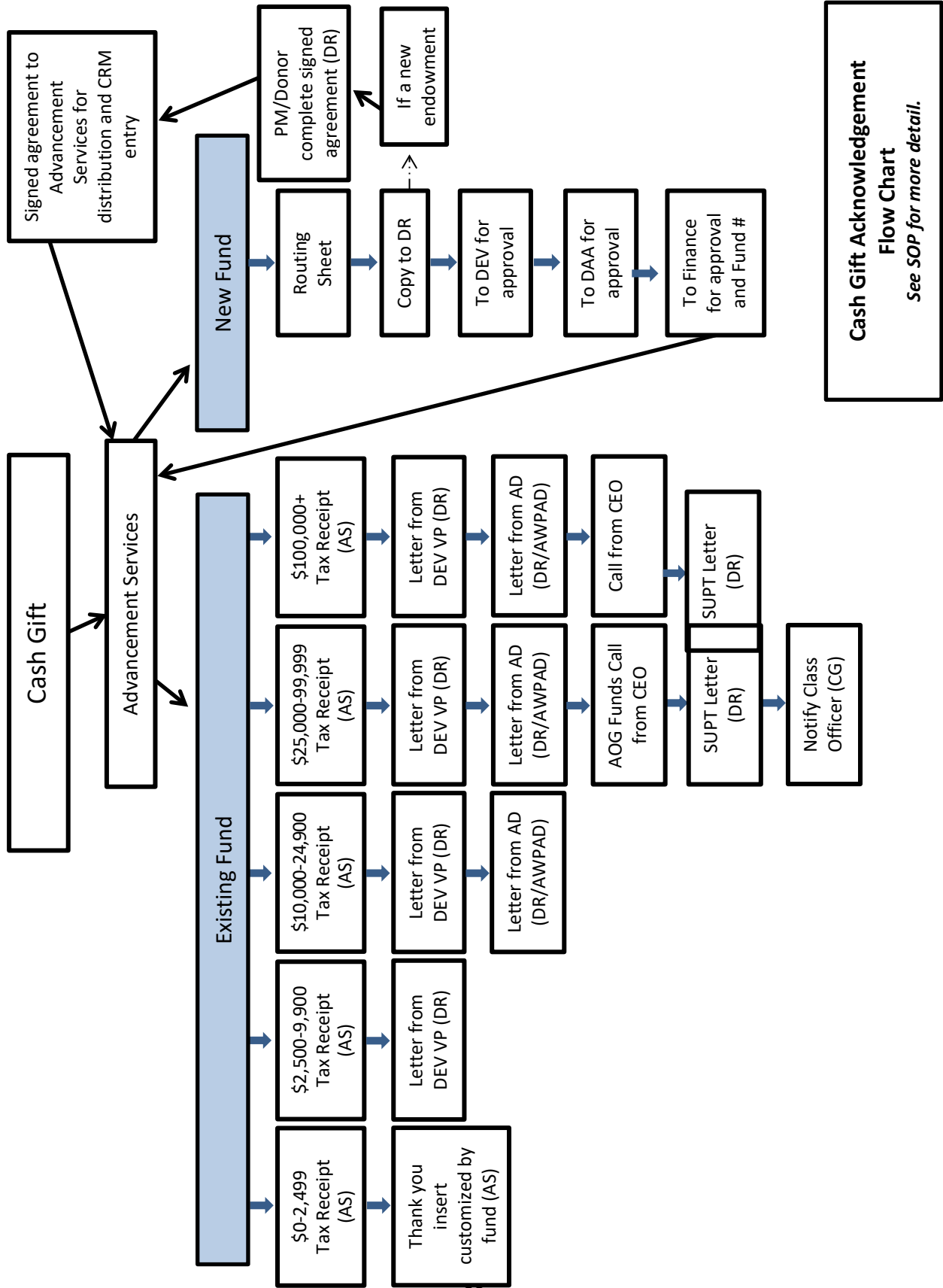
The Army A Club

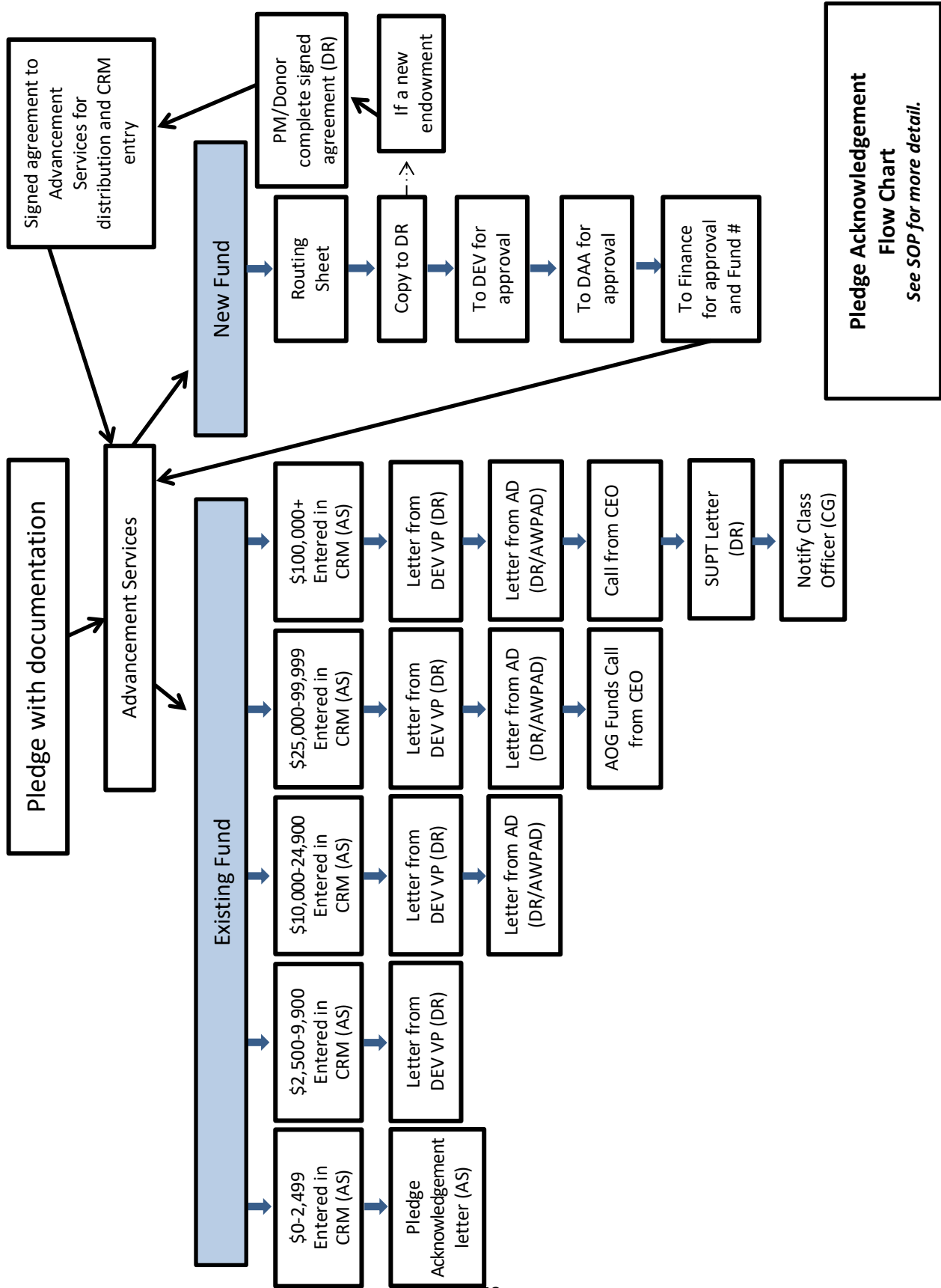
The Army A Club is a membership program which provides **unrestricted** support to Army Athletics. Every A Club donation supports all 26 teams and 900 cadet-athletes at West Point. For their tax-deductible gifts, members of the Army A Club receive benefits from Army Athletics that are intended to thank 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.

WPAOG Development Handbook

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





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 AWPAA.

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 AWPAA 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 \$16 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, one manager, and three associates.

Annual Programs

For specifics on the timing of the solicitations, see pages 75-76 for the 2025 calendar.

United States Military Academy

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.)*

Sport-Specific Giving

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 Army 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.

West Point Association of Graduates

Long Gray Line Fund

Unrestricted gifts to the Long Gray Line Fund provide valuable operational support for the Association of Graduates. The Long Gray Line Fund 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 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 the Association of Graduates 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 the Association of Graduates 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.

WPAOG Development Handbook

West Point Association of Graduates AG Solicitation/Stewardship/Events Calendar 2025								
Date	Type	Activity	Appeal Code	Direct Marketing Effort	Channel	Quantity	Segments	Notes
1/2/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in January	
1/8/2025	Event	Class of 1952 Lecture - Data to DevEvents			Email		All Superintendent's Circle Members - Silver Level and Above	AG Send list
1/21/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
1/21/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
1/30/2025	Event	Class of 1952 Lecture					All Superintendent's Circle Members - Silver Level and Above	
1/31/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
2/4/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in February	
2/7/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
2/10/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
2/11/2025	Stewardship	Thank You video & Tax Receipts			Email/Mail		All Donors to ANY Fund	1Q Stewardship (Lead Gift Ops and Stewardship)
2/11/2025	Stewardship	Superintendent's Circle/Chairman's Circle Welcome email			Email		New members of the Superintendent's and Chairman's Circles	2025 Benefits - Segmented based on levels (AG).
2/19/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
2/25/2025	Solicitation	SAF direct mail	SAF	SAF-02/25	Mailer	55,926	CY Grad Donors, BOD & Committees, Grad LY/SY Donors, Grad Long Lapsed/Never Givers, Past Parent Donors and Current Parents, Current USMAPs Parents, Friend LY/SY SAF Donors	
3/3/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in March	
3/3/2025	Stewardship	Previous Month's First-Time Donor Packet			Mail		Outreach to donors whose first gift came in February	
3/10/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
3/13/2025	Solicitation	SAF/WPPF email	SAF	SAF-03/25	Email	54,636	CY Grad Donors, BOD & Committees, Grad LY/SY Donors, Grad Long Lapsed/Never Givers, Past Parent Donors and Current Parents, Current USMAPs Parents, Friend LY/SY SAF Donors (includes spouses)	only difference between this and the direct mail list is that we are emailing to both spouses. It also excludes those who have already given to SAF or WPPF
3/14-3/15/2025	Event	Plebe Parent Weekend					All Plebe Parents	Welcome Center with Coffee at Ike Hall, Giveaway
3/17/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
3/26/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
4/1/2025	Solicitation	Season Ticket & AClub spring solicitation		AAA-03/25	Multi	13,404	AClub CY donors, AClub LY donors, AClub SY donors, current parents of Corps Squad athletes who are AClub non-donors	AClub
4/3/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in April	
4/7/2025	Solicitation	West Point Challenge direct mail	AAC	WPC-04/25	Mail	50,422		
4/7/2025	Stewardship	Previous Month's First-Time Donor Packet			Mail		Outreach to donors whose first gift came in March	
4/14/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
4/18/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
4/23-4/24/2025	Event	Donor Tribute Event/West Point Ready Campaign Launch					Donor Tribute Day - All Donors to ANY Fund - \$2,500+	Only AG Team Involvement
4/29/2025	Solicitation	West Point Challenge email	AAC		Multi	Approx. 55,000		Five and a butt days from WPC 2025!
4/30/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
5/1/2025	Stewardship	Previous Month's First-Time Donor Packet			Mail		Outreach to donors whose first gift came in April	
5/1/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in May	
5/4-5/8/2025	Solicitation	West Point Challenge	AAC		Multi	Approx. 55,000		
5/9/2025	Stewardship	West Point Challenge Thank You			Email		WPC Donors	
5/12/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
5/12/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
5/17/2025	Event	USMAPS Graduation						
5/21/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
5/24/2025	Event	USMA Graduation					Firstie Parents	AG to send list for Loge and preferred seating
6/2/2025	Stewardship	Monthly Pledge Reminders			Email		Outreach to donors with pledges due in June	
6/2/2025	Stewardship	1802 Circle Thank You			Email & Mail		1802 Circle & All Donors	Exclude Major Gift Donors
6/5/2025	Stewardship	Previous Month's First-Time Donor Packet			Mail		Outreach to donors whose first gift came in May	
6/9/2025	Stewardship	Monthly Superintendent's/Chairman's Circle Welcome direct mail			Email		New members of the Superintendent's and Chairman's Circles	2026 Benefits - Segmented based on levels (AG).
6/11/2025	Stewardship	Delinquent Pledge Reminders			Email		Outreach to donors with missing pledge payments	
6/27/2025	Stewardship	Gift Anniversary Card			Mail		LYBUNTS (Class, DCA, Sport Specific)	AG
6/29-6/30/2025	Event	USMA Pre R-Day Ice Cream Social and USMA R-Day					All Incoming 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 Mark to speak + Shellisa video for Ice Cream Social

Appendix D: Athletics Development

Background

The staff is led by the **Associate Athletic Director, Development** who oversees all athletic fundraising. This position manages major gift prospects across the country in addition to key “Athletic Director’s Circle” members (annual Army A Club donors of \$25,000 or more). Two Assistant Athletic Directors split day-to-day management responsibilities:

The **Assistant Athletic Director, Army A Club** oversees the Army A Club annual fund, including all annual fundraising strategy, operations, events, and stewardship. The Assistant Athletic Director, Army A Club oversees a team of eight staff members: (1) Director, Donor Engagement, (5) Assistant/Associate Directors, Army A Club, (1) Assistant Director, Operations & Premium Seating, and (1) Assistant Director, Development Communications.

The **Assistant Athletic Director, Major Gifts** oversees athletics major gift and sport specific fundraising. This position manages a portfolio of 100-150 major gift prospects across the country. The Assistant Athletic Director, Major Gifts oversees the Director, Leadership & Specific Giving. The strategy behind sport specific giving is to incentivize prospects to support individual athletics teams directly. This funding is restricted to a specific sport, making it separate from the benefits of an Army A Club membership.

The Army A Club giving program is a multi-pronged effort to identify and encourage donors to support the Division I athletic programs of the United States Military Academy on an annual basis. The Army A Club annual fund generates unrestricted support for the athletics department. 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 Army A Club gift. The direct mail program is segmented. The goal is to raise \$10 million annually to support West Point and to cultivate future major donors. Priority for Army A Club membership benefits (Army/Navy tickets, events, etc.) is determined based on current year Army A Club membership level first, then lifetime priority points second.

The Sport Specific Giving program aims to **educate** members of the long gray line, cadet-parents, and other prospective supporters on the need for support within each individual Army West Point team. It is our hope that this education will **inspire** individuals to contribute directly to their preferred teams. Funds raised via sport specific giving go above and beyond the allocated team budgets, creating the margin of excellence. This margin is necessary for our teams looking to take the next step towards recruiting and developing leaders of character committed to the Army Values. Gifts that are restricted to a specific sport are not eligible for Army A Club membership benefits.

Annual Programs

For specifics on the timing of solicitations, please refer to the WPAOG Annual Giving Solicitation calendar for 2025. See pages 75-76 for the 2025 calendar

Organization

The staff includes nine fundraisers who actively manage donors and gift prospects for athletics. The Army A Club offers 10 different annual membership levels with varying associated benefits. The fundraisers are assigned to certain prospects based on giving capacity and annual membership level.

2025 BENEFITS CHART

	AD'S CIRCLE \$25,000+	COMMANDER IN CHIEF \$10,000-\$24,999	SUPERINTENDENT \$7,500-\$9,999	COMMANDANT \$5,000-\$7,499	FIVE-STAR \$2,500-\$4,999	COLONEL \$1,500-\$2,499	MAJOR \$750-\$1,499	CAPTAIN \$375-\$749	LIEUTENANT \$200-\$374	MANAGER \$100-\$199
ARMY A CLUB BENEFITS										
Invitation to the AD's Circle Trip										
Invitation for Two (2) to Travel with Army West Point Football on the Commander in Chief Trip										
Invitation to the Army-Navy Basketball Premium Event at West Point										
Invitation to Army West Point Lacrosse Premium Event										
Dedicated Army A Club Representative										
Ability to Request Season Courtside Basketball/Rinkside Hockey Tickets*										
Army West Point Football Game Week Email										
Army A Club Digital Insider										
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* <i>(Limit 1 per 4 tickets purchased)</i>	A, MN, SR	A, MN, SR	A, MN, SR	A, MN, SR	MN	AAA, AA, MR	J, MID	C, F, G	E, GP	
Ability to Request Single Game Parking Pass with Ticket Purchase* <i>(Limit 1 per 4 tickets purchased)</i>	A, MN, SR	A, MN, SR	A, MN, SR	A, MN, SR	MN	AAA, 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 Four (4) VIP Seats for Game Day Cadet Review* (SRB)										
Ability to Request Four (4) VIP Seats for Game Day Cadet Review* (SRS)										
Ability to Request Season Tickets in the Superintendent's Loge										
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 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	2	1								
Ability to Request Two (2) Complimentary Army-Navy Gala Tickets										
Ability to Request Army-Navy Game Parking										
Ability to Request Tickets to the Army-Navy Gala During Presale*										

* All requests are reviewed based on priority. Priority is determined based on your 2025 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.

***To receive 2025 football benefits, pledges must be received 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, three officers, one manager, 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's 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's 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 one director, one grants manager, and one part-time administrative assistant.

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, three 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 globally. 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-Southeast, 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, three 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). 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 Senior Manager of Major and Leadership Giving and cc the Senior Director of Major and Leadership Giving. The Senior Manager of Major and Leadership Giving 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, AWPAA 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.

WPAOG Development Handbook

Sr. Director, Assistant Director and Major Gifts Officer Territories

Assigned by Metropolitan Statistical Areas

Staci Gash '96	California
Mike Lyons '83	Texas
Harris Morris '91	Southeast
Angela Oakley	Tri-State Area and New England Metropolitan Area
Mike White '82	South Florida and globally

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)
Andrea So '02	Southeast (e.g. the Carolinas and northern Florida) (based in Georgia)

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 surviving spouses, 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 surviving spouses. Graduates without children are significant prospects; surviving spouses 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.

Mass:	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.
Targeted:	Direct mail, email, and phone calls to selected groups of PG prospects; hosting seminars/social events in selected areas of the country.
Personalized:	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 (PG Calc) 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.

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 March 2026	
	Fax 845-377-3039	Phone #		
Vice President Office			Annual Giving	
Angela Oakley	Vice President	1504	James Brandenburg Director 1592	
Deirdre Cocchia	Executive Assist/Ofc Mngr	1533	Victoria Halpenny Annual Operations Officer 1606	
Claudia Phillips	Director, Campaign Ops	1575	Shelisa Baskerville Parent Giving Officer 1535	
Veronica Jaffett	Campaign Ops Manager	1654	Diana Hill Annual Giving Officer 1551	
Donor Strategy & Analytics			Bennett Smoot '17 Annual Giving Officer 1602	
Jessica Kuhlman	Senior Director	1585	Open Annual Giving Manager 1639	
Prospect Mgmt/Research			Open Annual Giving Associate	
Polina Gridneva	Prospect Analyst	1531	Julia Griffith Annual Giving Associate 1639	
Stephanie Wolf	Prospect Analyst	1539	Open Annual Giving Associate 1691	
Stewardship			Class Giving	
Elaine Murphy	Associate Director	1578	Elena Ivanova '99 Director 1536	
Megan Walsh-Faeth	Manager	1524	Toni Lewis Officer 1543	
Communications			Megan Dill Officer 1607	
Leigh Gust	Manager	1546	Pam Diskul-Vrable Officer 1544	
<i>CRM Strategy & Data Segmentation</i>			Roberts Sheets Coordinator 1572	
Katie Scofield	Associate Director	1637	Leigh Major 1st Class Program Mangr 1692	
Jenna Accomando	Senior Coord of Adv Svcs	1579	Major and Leadership Giving	
Advancement Services			Mike White '82 Senior Director 1557	
Janet Novoselich	Director	1651	Open Assistant Director 1504	
Data Services			Debbie Mozgiel Senior Manager 1550	
Lois Walsh	Assistant Director	1549	Harris Morris '91 Major Gift Officer 1555	
Tiffany Cotto	Manager	1626	Staci Gash '96 Major Gift Officer 1558	
Address Changes			Like Lyons '83 Major Gift Officer 1684	
Tammy Talmadge	Senior Data Coordinator	1554	Roz Johnson'92 Sr. Leadership Gift Officer 845-859-9541	
Carol Diedolf	Coordinator	1589	Tom Ward'24 Leadership Gift Officer	
Stacey Markley	Coordinator	1669	Don Kopinski '79 Leadership Gift Officer 1635	
Gift Policy Processing and Reporting			Andrea So '02 Leadership Gift Officer 845-859-0061	
Tammy Cline	Associate Director	1540	Tina Dieroff Leadership Gift Officer 1688	
Pam Mayer	Manager	1505	Planned Giving	
Tara Swales	Administrator	1559	Vickie Mullin Director 1537	
Dannelle Dixon	P/T Administrator	1528	Laura Cruz Planned Gifts Officer 1527	
Events			Danielle Fitzgerald Sr Manager, Planned Giving 1547	
Alexandra Elfers	Director	1576	A Club Staff	
Michelle Sullivan	Manager	1691	Steve Donohue Assoc Athletics Dir, Develop 1594	
CeCe Moore	Logistics Manager	1661	Andrew Sahawneh, D, Major & Sport Specific Giving 1597	
Open	Coordinator		Open Dir of Ldr & Sports Specific Giving	
Corp/Foundation Relations			Bianca Gurerlap Asst Ath Dir, Army A Club 1599	
Laurie Rumpf	Director	1556	Eric Deaton Director of Athletics Events 845-839-0211	
Julie Cuthbert	Grants Manager	1570	Ken McGovern Dir of Dev Communications 1598	
Open	Admin Asst	1559	Craig Barnicki Asst Dir of Donor Strategy 845-859-9723	
			Erin Lofaro Associate Director, A Club	
			Ryenne Scott Associate Director, A Club 1595	
			Emilia Cappellett Assistant Director, A Club 1542	
			Jeff Douglas Assistant Director, A Club 1590	
			Mareen Mrazek Associate Director, A Club 4031	



West Point
ASSOCIATION OF GRADUATES

Serving West Point and the Long Gray Line