

West Point

WINTER 2014



In This Issue:
The Long Gray Line

A Publication of the West Point
Association of Graduates

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Come Back Home to West Point

As graduates and former leaders of the U.S. Military Academy at West Point, we intimately understand the need to bring more visitors to West Point. Increasing tourism to West Point is in the best interests of the U.S. Military Academy, the U.S. Army and the nation.

Reaching out to the public and gaining exposure to our Alma Mater will help increase applications from the best and the brightest, and help bring potential financial contributors to West Point to help maintain our margin of excellence in academics, physical training and the moral development of tomorrow's leaders of character.

Making a meaningful impact on guests begins with their stay at The Historic Thayer Hotel at West Point. To achieve this, the Hotel has recently undergone a multi-million dollar renovation including the addition of 23 new executive suites and is showcasing some of our most inspirational graduates through a room dedication program in which each guest room is named after a graduate. Learn more about the room dedication program at rdp.thethayerhotel.com

Yet, most important is the founding of the **Thayer Leader Development Group at West Point (TLDG)**. TLDG has hosted corporate conferences and leadership training for hundreds of companies at The Historic Thayer Hotel at West Point. Most executives attending these programs have never had any military experience or

exposure to West Point. These executives are walking away from their experience at TLDG with a new found love and respect for the Armed Forces of the United States and the great work being done here at West Point. Many senior management teams in the Fortune 500 have now visited West Point to either host their own corporate conference at The Hotel or to attend leadership training at TLDG. The average rating from C-Suite executives from these great corporations is 9.5 out of 10 in terms of content, faculty, facilities and overall atmosphere of the program.

*We encourage
all graduates to bring
your friends, family
and business teams to
West Point for either
corporate conferences
or tourism...*

We are confident that TLDG will add value to your team and will also significantly contribute to enhancing West Point's image throughout this great country. Contact Rick Minicozzi, '86, Managing General Partner, rick.minicozzi@thayerleaderdevelopment.com or Bill Murdy, '64, Chairman of the Board, wfmurdy@thayerleaderdevelopment.com to

discuss how TLDG can tailor a program that suits your organization's needs.

The seven of us encourage all graduates to bring your friends, family and business teams to West Point for either corporate conferences or tourism, to ensure that USMA's reputation continues to be lauded throughout the United States. These are the ideas and the results that we, as former leaders of West Point, envisioned when The Historic Thayer Hotel was privatized.

GO ARMY!

RESPECTFULLY,

**LTG (ret)
Dan Christman**

Former
Superintendent
of West Point



USMA '65

**LTG (ret) Buster
Hagenbeck**

Former
Superintendent of
West Point



USMA '71

**LTG (ret) Bill
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USMA '71

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Former
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USMA '59

**BG (ret)
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Former Dean of
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West Point



USMA '64

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Dyer**

Former Chairman
of the Board,
Association of
Graduates



USMA '67

**Mr. Jack
Hammack**

Former Chairman
of the Board,
Association of
Graduates



USMA '49

West Point

VOLUME 4, ISSUE 1 • WINTER 2014

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The mission of *West Point* magazine is to tell the West Point story and strengthen the grip of the Long Gray Line.
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ON THE COVER

"Marching Forever Onward" by Ben Maile.

LETTERS

Fellow Graduates:

I first want to say that it has been a distinct privilege for me to be your WPAOG Chairman for the last four years and work side by side with many of you in helping make our Association the absolute best in America. As I've travelled across our country in this role since 2010, I've had the opportunity to cheer on the Army team, sing the Alma Mater at Founders Day dinners, and enjoy the fellowship that is special among West Point graduates regardless of their career path in life. But I'm most proud of how, together, we are changing our organization so that WPAOG can better serve West Point and its graduates today and into the future.

WPAOG has been leading the change in how we communicate to the Long Gray Line and how graduates stay connected with each other—metaphorically "Gripping Hands." In the last four years we have at least doubled, and in many cases quadrupled, graduate use of all the various social media channels. For example, we now have more grads as members of our WPAOG LinkedIn community (nearly 14,000) than subscribed to *ASSEMBLY* in 2008. More than 11,000 grads have downloaded the WPAOG app to their smart phones and our website has undergone two major upgrades in the last four years and receives close to 50,000 visits by grads and others every month. We mail more than 50,000 copies of *West Point* magazine four times a year to help tell the story of our "Rockbound Highland Home." Our collective ability to stay informed and connected with each other will only get better in the future as our use of these technologies improves.

The assets we hold in trust for USMA increased nearly 90 percent, from \$171M in 2010 to more than \$325M at the end of 2013. This remarkable achievement is not only due to your steadfast philanthropic support, but also the stewardship of the staff and various volunteer committees—development, investment, audit, etc.—that helped us be so successful. WPAOG's support to classes, societies, and grads around the world has likewise been transformed. Our event registration service continues to grow every year, as well as gift shop revenue, and when sequestration forced last minute Founders Day speaker cancellations last year; the board, staff, and even former Superintendents surged forward to cover as many venues as possible.

In terms of our philanthropic support for West Point and the Long Gray Line, the past four years have been simply breathtaking. Since 2010 we have totaled more than \$244M in new cash and new pledges as part of *For Us All: The Campaign for West Point*, while reducing our fee structure by 20 percent. This is, by far, the most ever raised for our alma mater and something in which we should all take enormous pride.

I finally want to thank all members of our Board with whom I've had the honor to serve, as well as all the graduate volunteers of our Advisory Council and those who lead our classes and societies across the country. Finally, all past and current employees of the West Point Association of Graduates hold a special place in my heart. I have seen them spend many hours of many days serving cadets, West Point, societies, classes, graduates, and our Army. They are special people doing a special job. Thank you all! Everyone's passion for the Corps of Cadets and everything that West Point stands for is remarkable. I am confident that, under the leadership of Larry Jordan '68, our Association is poised for even greater accomplishments in the future.

Again, thank you all and, Go Army!



Jodie Glore '69
Past Chairman
WPAOG Board of Directors





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NEW ONLINE

To access web pages and videos, scan the codes at right with your phone's camera using a QR code reader app.



See how one grad networked with members of the Long Gray Line to make a successful transition from the Army to a civilian career.



See how donations to WPAOG enhanced four cadets' academic and leadership development.



See how WPAOG's many programs and services keep members of the Long Gray Line connected to each other and to the Academy.

From Your West Point
Association of Graduates

Send your thoughts about *West Point* magazine to editor@wpaog.org or @WPAOG on Twitter. View the online version of this magazine at WestPointAOG.org/wpmag

A Letter from the Superintendent

These last few months have been a flurry of activity, and I am surprised each and every day by the amazing accomplishments of our cadets, staff, and faculty, and the tremendous support we receive from all of you.



It has been great reconnecting with the Corps of Cadets and members of the Long Gray Line.

As future leaders of character, our cadets will soon join the brotherhood and sisterhood of those who stormed the beaches at Normandy, hunted the enemy in the A Shau Valley of the Republic of Vietnam,

and subdued our enemies in both Iraq and Afghanistan while also rebuilding those two countries. We are working hard to ensure they leave here ready to meet the challenges of the future security environments and are inspired to live a lifetime of service to our Nation.

Their experiences at West Point, like yours, will help them to value the pure camaraderie that is gleaned through nights sitting in the freezing rain next to their battle buddy, walking the area with their Beast roommate, or sharing a cold MRE. They will come to appreciate the midnight talks with their roommates, the blisters from the 12-mile road marches, and the sores from ticks and mosquito bites that just would not heal in the heat of the summer—realizing all the while that during moments such as these, they are forming bonds that will last them a lifetime.

And, like each of you, they too are committed to our West Point values of Duty, Honor, Country and our Army Values of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

The Long Gray Line spans more than two hundred and ten years and has contributed not only to what our Nation has become, but also to our mission to build leaders of character. With your help, we have been able to provide cadets with valuable cultural enrichment experiences that has prepared and will continue to prepare them to understand the cultural complexities of today’s security environments. They will leave with the right problem-solving and team-building skills to not only survive but thrive in these environments.

Over many years, our graduates have honorably served our Nation at some of its most pivotal moments. Your tradition of excellence continues to make a difference both in uniform, in service to our communities, and within the business communities. Your support to our mission remains critical to maintaining the United States Military Academy’s status as the preeminent institution for academic and leader development. More importantly, your example helps inspire our cadets to a lifetime of service to our Army and the Nation.

I want to thank you again for all that you have done and will continue to do. You are the men and women on whose shoulders today’s cadets now stand. They cannot become who our Nation inspires them to be without each of you. Thank you for your service and support, and I look forward to working with each of you in the days and weeks ahead.

Go Army! Beat Navy!

Robert L. Caslen Jr. ’75
Lieutenant General, U.S. Army
59th Superintendent, U.S. Military Academy

Make History



Experience leadership and ethics education based on the Army's leadership framework of "Be, Know, Do" by bringing your team to the inspirational venue of The Historic Thayer Hotel at West Point

The Thayer Leader Development Group (TLDG) was founded in 2010 and is based at the Historic Thayer Hotel at West Point. Dr. Karen Kuhla, Executive Director of Education, joined TLDG from GE, where she led global leadership development programs. Dr. Kuhla has assembled a world-class faculty to teach leadership and ethics based on the Army's leadership framework of "Be, Know, Do" to help develop full-time leaders of character. Almost all faculty are West Point graduates, have deep military experience and Ph.D.s, and are well-known authors and experts in their respective disciplines.



"The training and development conducted by TLDG was truly outstanding. All of us came away energized by what we learned and ready to take on the next leadership challenge. The topics taught were impactful, and the instructors were inspiring. I highly recommend this program for anyone looking to invest in the leadership development of their team."

—Joe DePinto, Cea, 7-Eleven (USMA '86)

The combined efforts of Dr. Kuhla and her world-class team have earned TLDG the honor of being ranked as one of the top 50 large leader development consulting companies, along with such organizations as Korn/Ferry, Ken Blanchard, Deloitte/Leadership, Goldman Sachs Group, IBM, and Accenture.

TLDG has hosted over 100 corporate, non-profit, and educational organizations, by offering both customized and open-enrollment programs to over 3,500 leaders and students of leadership, at all levels. Many clients have limited military experience and most have preconceived opinions of what leadership is like in the military. Feedback from after-action reviews and assessments have shown that the training is consistently considered the best they have ever received, and they have a newly gained perspective and respect for our U.S. military and its leadership.



"I cannot tell you enough how much I support TLDG. The lessons, fully grounded in the latest leadership research and combat-tested, are lessons not only relevant but desperately needed in Corporate America! Values-based leadership...it is sorely lacking and in my opinion only one institution can credibly deliver that message."

—Stephen Cannon, CEO, Mercedes-Benz, USA (USMA '86)

All groups receive a customized experience, based on a unique 4-pronged approach to development. Programs can include any combination of the offerings. You may experience academic excellence in the classroom, around topics one would expect to hear about developing leaders of character, along with experiential learning activities such as crewing on the Hudson River, staff rides of the Battle of Stony Point, and orienteering. Clients are offered the opportunity to have retired General Officers (West Point graduates) serve as full-time mentors/facilitators through the Senior Advisor Program. Also available is a stellar cadre of Keynote Speakers who provide compelling, inspirational addresses, with messaging specific to your objectives. Programs can range from 1 day to 1 week or more, over the course of multiple months. The decision is yours.



"There is nothing more important to P&G's continued success than the development of strong leaders with character, values, and capabilities required to lead. And your team's personal commitment to tailoring this event to our unique needs is what made it work...Thank you for a truly outstanding experience."

—Robert McDonald, Chairman & CEO, Procter & Gamble (USMA '75)

West Point, referred to as the "Key to the Continent" by General George Washington, is where you will find the Historic Thayer Hotel. The Hotel and its views of the majestic Hudson are inspirational. The Hotel has recently completed a multi-million dollar renovation including world-class conference facilities, and remains one of the most inspirational properties in the United States. In addition to tapping into this venue for a one-of-a-kind leader development experience, many companies also choose to host their corporate meetings there.

Bring your team home to West Point and share with them the lessons that have helped shape you as a leader. This will show pride in your Alma Mater and also give exposure to many individuals who might not have had the opportunity to visit West Point. The experience will continue to have positive cascading effects on us all. Please contact TLDG at your convenience, to discuss your objectives and explore how TLDG might be of value to your team. www.ThayerLeaderDevelopment.com or 845-446-4731 ext. 7970

William F. Murdy, USMA '64
Chairman of the Board,
Thayer Leader Development Group

Rick Minicozzi, USMA '86
Managing General Partner,
Thayer Leader Development Group

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CINEMASCOPE
 TECHNICOLOR

Shipman's use of "the long gray line" in "The Corps" marries both uses of the (old) gray battalion mentioned above. In his poem, both the "ghostly assemblage" and the "sons of to-day" (sic) "grip hands" to form the Long Gray Line. At a time when the Academy was celebrating its first 100 years, it was conceivably anxious to look forward and not back; to laud the ways in which the past could lead West Point and the present Corps into the future. It could not do this seeing itself as a group of "old" (meaning "deceased") graduates, nor with the concept of a

By **Keith J. Hamel**, WPAOG staff

“battalion,” which is allowed only a fixed number of soldiers. Shipman’s concept of the Long Gray Line better represents the Academy’s body or Corps because it is both timeless (it removes the age associations with “old”) and limitless (a line can extend into infinity). In short, it is as eternal as the values it holds dear—Duty, Honor, Country—and that is why this issue of *West Point* magazine celebrates the Long Gray Line.

West Point magazine, which is published by the West Point Association of Graduates (WPAOG), views membership in the Long Gray Line as its parent organization defines it on page 4 of its 2010 “Strategic Plan,” which states: “In this plan, the Long Gray Line normally refers to the more than 47,000 living West Point graduates. However, cadets and deceased graduates are typically considered to be members of the Long Gray Line, too.” This makes sense because Article II of WPAOG’s Bylaws notes the Association’s purpose as, “...furthering the ideals and promoting the welfare of the United States Military Academy, and to supporting and serving its graduates,” which is commonly shortened to, “To serve West Point and the Long Gray Line.” Through its many functions and services, WPAOG nurtures the grip highlighted in Shipman’s poem, bridging the gap between those nascent members of the Line and the full-fledged members who have graduated (both living and deceased). It does this by protecting and promoting the West Point brand and tradition, by raising funds on behalf of the Academy, by providing alumni resources and support functions to graduates, classes, and societies, and by maintaining varied and free-flowing lines of communication between members of the Long Gray Line and the Academy.



With this in mind, this issue of *West Point* magazine looks at the ways in which WPAOG represents, supports, services, and informs the Academy and the Long Gray Line. Some of the topics it covers in these four capacities include WPAOG’s outreach to cadets and parents and the 50-Year Affiliation program (represents), the goals of *For Us All: The Campaign for West Point* and class and society resources (supports), various alumni events and the maintenance of graduate records and archives (services), and the ways in which ongoing surveys, social media, and a new website combine with traditional publications to keep information flowing along the Line (informs). As much as possible, graduates themselves describe the ways in which WPAOG has impacted their lives or the mission of the Academy in the above four areas.

Before turning the page to start this journey, here are some interesting demographics to paint a clearer picture of the Long Gray Line. As of December 1, 2013, there are 49,928 living graduates (not including cadets), and graduates in their 40s make up the largest age constituency. The majority (36.5 percent) of the Line resides in the Southeast region of the United States, with Virginia as the top state for graduates (based on valid addresses). Approximately 25 percent of the Line has spent at least 20 years in the Army. Outside of the Army, the top industry for the Line is Government/Civil Service/Defense and Consultant is the top profession. But a big question still remains: just how long is the Gray Line? Consider this: if the entire Line (from Joseph G. Swift, Class of 1802, to the last member of the Class of 2017) was marching in formation, with one meter in front and one meter behind each member, it would stretch from West Point to New York City and back again. Imagine that as another famous three-word phrase heard around West Point—“Pass in Review!” ★

The Long Gray Line

ASSEMBLY

MORE TO THE POINT

by Colonel George S. Pappas, Ret., USMA 1944

For many, many years, we have used the term “Long Gray Line” in referring to men and women of West Point. To ask a somewhat stupid question, exactly WHAT is the Long Gray Line? My research thus far has failed to find any definition or even a hint of when the term first began to be used.

Questioning several old grads has brought a variety of answers. One defined the Long Gray Line as being only graduates of the Academy, those who actually have been awarded a diploma. Another grad believed that the Long Gray Line included anyone who had worn the gray uniform of a cadet. A third limited that concept somewhat by including former cadets as members of the Long Gray Line only if they had been separated under honorable conditions. There was still

that the new plebe class appears in public as an entity. The symbolism of the change from a group of un-trained, un-uniformed individuals in the morning to a uniformed, seemingly disciplined, coordinated military unit by late afternoon is indicative of the change from civilian status to cadet. This ceremony, however, is a relatively new concept. Taking the oath of allegiance did not become a requirement until 1860. Even then the oath was not administered to the class as a group. The oath was given to small groups in the Library by a civilian Justice of the Peace.

For many years cadet warrants were not issued until after plebes had passed the semi-annual examinations in January. Plebes came to West Point in June or in September to take the entrance exam.



class took place immediately after Graduation Parade. After passing in review for the first class, companies formed in front of old Central Barracks; front rank was given “About Face,” and upperclassmen formally shook the hands of their company plebes. Because of the great number of spectators, the ceremony

March 1992

What Do You *Really* Think?

If you receive an email survey from the West Point Association of Graduates (WPAOG) in your inbox, resist the temptation to delete it. The issue you are holding in your hands is, in fact, a result of such a survey. Your responses indicated you wanted more information about WPAOG and the programs and services it provides for the Long Gray Line. Your participation in future surveys ensures that WPAOG is continually working to address your needs.

The impetus for establishing an ongoing WPAOG survey program was a suggestion first advanced by the Board of Directors' Advisory Council, which led to a Task Force effort to assess (and improve) perceptions of the Association among members of the Long Gray Line. The initial concept grew to a multi-faceted survey program launched in 2011 that addresses several key constituencies. Former task force leader Dutch Hostler '68 says, "Through an ongoing cyclic survey program, the West Point Association of Graduates now regularly solicits feedback and insights from members of the Long Gray Line, cadets, and parents which are used to shape services provided by the Association and to guide and validate the strategic direction of the organization." For example, the results of the 2013 *West Point* magazine readership survey, which concluded in November, are now being evaluated by WPAOG's senior leadership.

Surveys are administered each year to alumni, yearlings, firsties, and those parents of plebes and firsties. Responses obtained gauge the value of services WPAOG provides for graduates and classes. They also address unique programs such as travel opportunities with other graduates or placing a brick or paver to memorialize a relative or classmate; athletic-related, class, and parent events; mailed

or online information and communications; products available through WPAOG's Gift Shop and other offerings and initiatives.

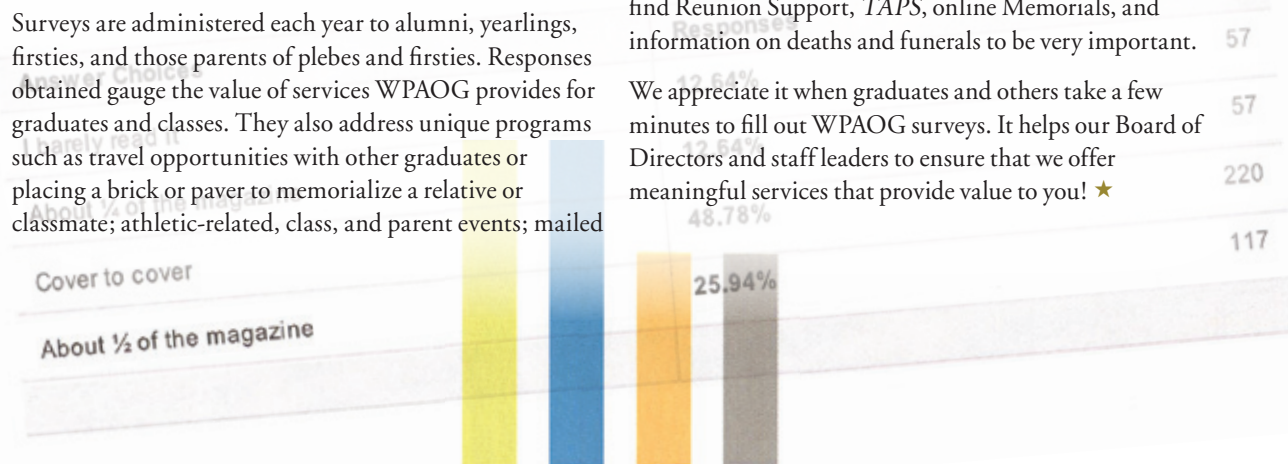
Now, with several years of survey results to analyze, some interesting data has emerged. Firsties surveyed in 2011, 2012, and 2013 all say that the two primary things they want from WPAOG as graduates will be information about West Point and the Long Gray Line and opportunities to connect with other graduates for social and professional purposes. Eighty-five percent of yearlings

say that the Nininger Award has enhanced their appreciation of the profession of arms and motivation to become an officer. When asked, "What is your most preferred method to access communications?" 69 percent of 2013 graduating firsties preferred their computer, whereas 85 percent of the 2014 class use a mobile device to obtain information and to communicate.

Eighty-six percent of plebe parents have visited the WPAOG website at WestPointAOG.org and sixty-three percent say that they use it to obtain information about cadets, the Academy, and USMA events. Fifty-three percent of firstie parents said that of WPAOG's information resources, *West Point* magazine has been of the most interest to them.

While, generally speaking, alumni find WPAOG services to be important (72–89 percent majority), 92–95 percent find Reunion Support, *TAPS*, online Memorials, and information on deaths and funerals to be very important.

We appreciate it when graduates and others take a few minutes to fill out WPAOG surveys. It helps our Board of Directors and staff leaders to ensure that we offer meaningful services that provide value to you! ★



A Government that Works

After witnessing a government shutdown and a partisan battle over the federal debt this past fall, it is obvious that the U.S. government is dysfunctional at best. Polls show that citizens have little faith in their leaders to get things done. If those in Washington, DC, want to see what real leadership looks like, they should spend some time with the West Point Association of Graduates' Board of Directors, its Advisory Council, or the many Committees on which its members serve. Surveys administered to graduates show that these leaders consistently receive very high marks for their governance. Why? It is likely because they genuinely care about the constituents they serve.



WPAOG Board of Director Members Herman Bulls '78, Joe DeFrancisco '65, and Stan Shipley '73 (left to right) at a July 2013 meeting.

"Without question, the Board is deeply committed to representing and serving all West Point graduates," says John Robb '91, who is beginning his second three-year term as one of the Board's Directors. Robb's assessment is shared by fellow Board member Darcy Anderson '78, who says, "Everyone on the Board is passionate about helping WPAOG support the Academy in any way it can." Anderson's colleague Stan Shipley '73, who has been a WPAOG Board member since 2010, agrees. "There is not an organization for which I serve that I am more passionate about and committed to than WPAOG," Shipley says. "The entire Board has a sense of duty to uphold the standards graduates expect; in fact, we are driven to exceed that standard and continually improve the ways in which we interact with our constituents."

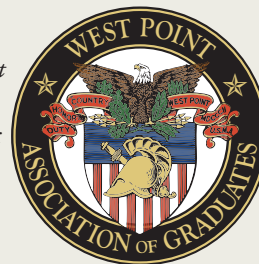
The formula is simple: listen to those you lead. One example of this is the Board's efforts to reach younger graduates. Working with WPAOG's President, the Board has actively sought to engage graduates on the sunrise side of the median class and to get them involved with WPAOG, particularly via social media and mobile

interactions (Facebook, Twitter, LinkedIn, a YouTube Channel, and *West Point* magazine app). "This technology has put us massively in front of the other academies and helps us attract the highest performing candidates to lead our country into the future," says Robb.

At present, WPAOG has more than 12,000 Facebook "likes," approximately 4,400 Twitter followers, nearly 14,000 LinkedIn members, and about 4,000 graduates living in 50 or so countries have downloaded the magazine app.

It helps to have an Advisory Council listening too, and WPAOG's Bylaws tasks a 36-member body comprised of society, class, and at-large leaders with the responsibility of listening for issues and concerns from graduates. While the Council provides graduate feedback to the Board relative to the ideas that WPAOG is seeking to develop and implement, Anderson points out that its members perform the reverse function too. "They help spread WPAOG's efforts to classmates, local societies, and fellow graduates," he says. The Board also interacts with and influences graduates through its 11 Committees.

Even while the federal government puts West Point and the rest of the country in an environment of economic and political uncertainty, Robb says that WPAOG's Board of Directors, Advisory Council, and Committees are up to the challenges associated with meeting the needs of the Academy and supporting the Long Gray Line. "With sequestration, government shutdowns, debt ceiling debates, and who knows what else, we are facing an era with increasing responsibility on graduates and friends of West Point to provide for West Point's mission through the Margin of Excellence," he says. Thankfully, the West Point Association of Graduates has a government that does its work. ★



Larry Jordan '68, the new Chairman of WPAOG's Board of Directors, discusses business with Bob McClure '76, WPAOG's President and CEO.



CDT Zena Williams '15 with Ozer Arnas, Professor of Mechanical Engineering, and his wife, Doctor Ozden Arnas, at "A Night with Toni Morrison" in Herbert Hall.

Extending the Reach of the Line

Contrary to the name, the reach of the West Point Association of Graduates extends far beyond the traditional Long Gray Line. Cadets, parents, and the general public interested in all things West Point are also part of the WPAOG family.

Cadets, though always welcome at Herbert Alumni Center, are particularly encouraged to visit and mingle during annual cadet-focused events (such as the Firstie Social) and other special affairs (such as last year's "Night with Toni Morrison"). Cadet Alexis Salmon '14 is just one of many who have become involved early. "WPAOG has gone above and beyond to make me feel welcome and a part of the Long Gray Line as a cadet, inviting me to numerous events, allowing me to meet many interesting people, and giving me the opportunity to connect to graduates," she says.

"It was an amazing opportunity to meet and talk with everyone at the Toni Morrison dinner, and I learned interesting facts about some professors!"

—CDT Zena Williams '15

Parents are increasingly involved in WPAOG activities, one of the many reasons WPAOG (in conjunction with the Academy's Parent Communications Liaison) has launched a Parents Portal at WestPointAOG.org. This new webpage features current cadet



activities (videos galore during summer training!) as well as important resources for families of cadets, such as contact information for parents clubs and upcoming events they have planned. Parents, also welcomed to Herbert Alumni Center year-round, show up in full force and flood the Great Hall during the annual Plebe-Parent Breakfast, one of many parent-centric events WPAOG hosts. “We are absolutely attending this year’s Plebe-Parent Breakfast as well as all the activities that weekend,” says Patrice Staley, mother of a 2017 cadet, adding that it’s still surreal having a child at West Point but that she appreciates WPAOG’s help in learning as much about it as she can. “What an amazing group to be a part of.”

It is not only WPAOG staff reaching out to cadets and parents, but also classes, societies, and individual graduates. One of the most robust outreach efforts is the 50-Year Affiliation Program, which enables members of the class that graduated 50 years prior to welcome, encourage, and mentor current cadets and their families. Though the formal program lasts from R-Day to graduation, the connections made between these classes, 50 years apart, are material for years to come. “It is important to reach out during their four years at West Point because the cadets are already members of the Long Gray Line and understand the commitment involved with that honor,” says Tom Kullman, 50-Year Affiliation Coordinator for the Class of 1964, “and their parents are also impacted by the patriotism and courage of their cadets.” He adds that this particular program is valuable because shared experiences will help the soon-to-be officers succeed, just as the Class of 1964 was inspired by older graduates when they were cadets. The program adds another dimension to the term “Grip Hands.” ★



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COL (R) Tom Kullman '64, CDT Warren Geary '14, and COL (R) Seth Hudgins '64 at the Class of 2014 Crest Unveiling Program.



And the Recipient Is... WPAOG's "Academy" Awards

One of the most prominent ways the West Point Association of Graduates honors the Academy and the Long Gray Line is through its various awards: the Sylvanus Thayer Award, the Distinguished Graduate Award, the Alexander R. Nininger Award for Valor at Arms, and the John J. Pershing Reflective Essay Award.

Doctor Ernest O. Lawrence received the first Thayer Award in 1958, which has since been presented annually to "a citizen whose record of service to the country, accomplishments in the national interest, and manner of achievement exemplifies outstanding devotion to West Point's motto." General Douglas MacArthur, Class of 1903, the 1962 recipient, expounded on the ideals of this motto in his popularly known "Duty, Honor, Country" acceptance speech, which elevated the recognition of the Thayer Award and helped usher in the modern era of the Association of Graduates.

Selecting a Thayer Award recipient is an involved process. For over half a year, a "nominations" task force made up of graduate volunteers accepts potential candidates from classes, societies, and regular members of the Association. The task force also discusses ways to generate future nominations. Once the task force generates a list of individuals with substantial interest as nominees, it submits this to the Thayer Award Committee. The committee then recommends a recipient to the Board of Directors. In late winter, WPAOG announces the name of the recipient once it is approved by the Board, and it formally presents the award the following October. Some past recipients of the Thayer Award include Bob Hope, Neil Armstrong, President Ronald Reagan, Walter Cronkite, and Justice Sandra Day O'Connor. Beyond addressing the entire Corps of Cadets, the recipient also meets with cadets in the classroom and has his or her legacy of Duty, Honor, Country preserved for future cadets in the Thayer Award Room in Taylor Hall.



First Captain Lindsay Danilack '14 with CPT Anthony Fuscellaro '05, the 2013 Nininger Award recipient.

In 1992, the Association of Graduates unveiled its second notable award, the Distinguished Graduate Award (DGA). This award is given to a graduate "whose character, distinguished service, and stature draw wholesome comparison to the qualities for which West Point strives." Frank Janoski '74, the 2013 Committee Chairman for the Distinguished Graduate Award, says that the DGA is beneficial to the Academy "because it highlights the accomplishments of a pretty small number of graduates who are representative of the accomplishments of a much greater number of grads." These Distinguished Graduates, Janoski points out, "serve as an inspiration to the young men and women in the Corps of Cadets who are to embark on a period of service to the Army."

Just like selecting nominees for the Thayer Award, selecting graduates for "Distinguished" status is not an easy matter. "The packet for each nominee is very impressive and the passion of the nominator (whether it be a class or a society) comes through in the nominating letter and supporting documentation," says Janoski. Each and every nominee is discussed in detail, and then the committee votes until it arrives at the appropriate number of individuals it believes best represents the criteria for a DGA. Janoski recalls that it took the 2013 committee several hours to select the six graduates that received the award last May: Lieutenant General (Ret) Robert G. Yerks '51, General (Ret) John W. Foss '56, Mr. Lee R. Anderson '61, Lieutenant General (Ret) Theodore G. Stroup Jr. '62, Lieutenant General (Ret) Joseph E. DeFrancisco '65, and General



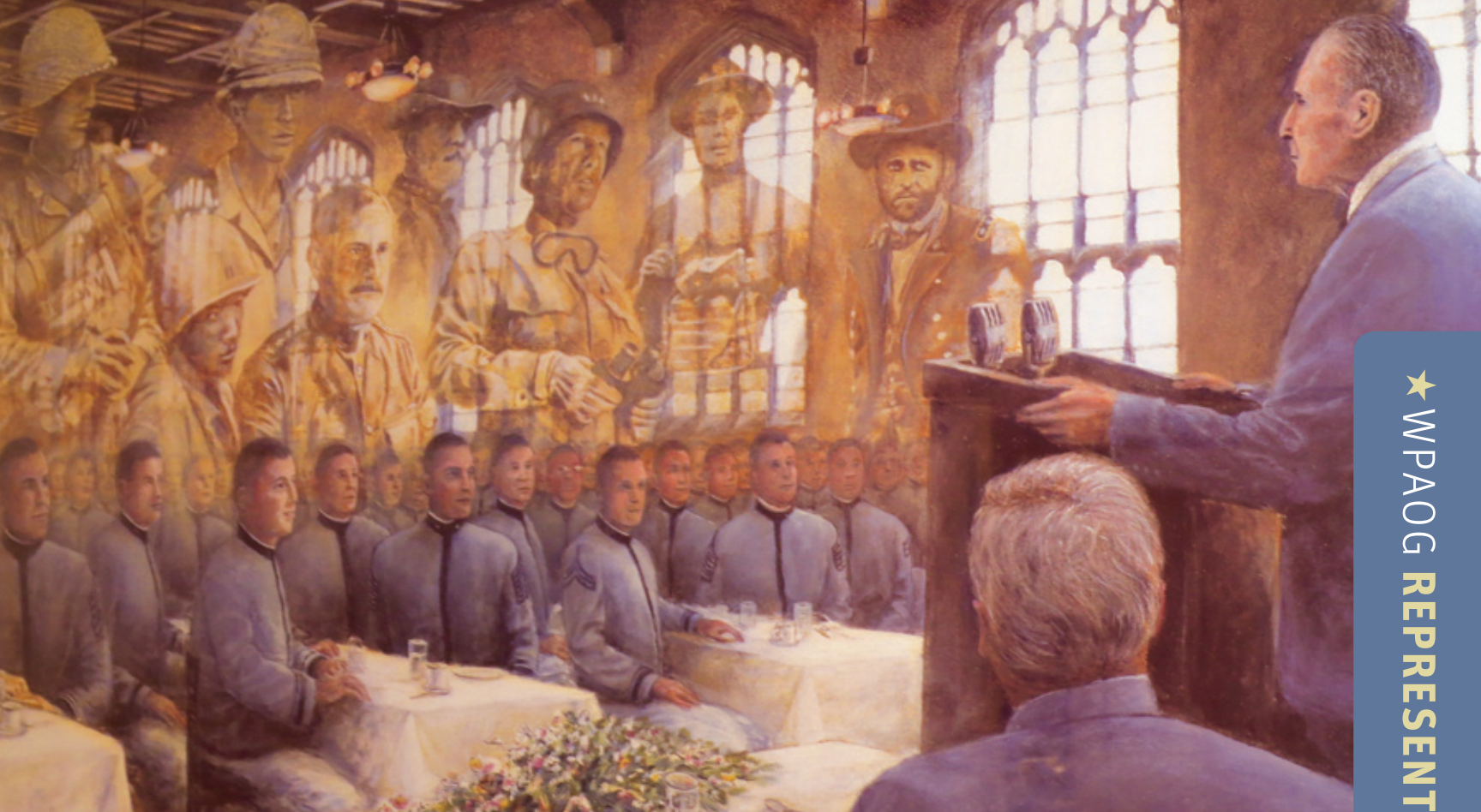
"West Point has a way of changing lives."

—Greg Louks '88

(referring to Barbara Jordan's visit with cadets for the 1995 Thayer Award)

Read Greg Louks '88 account of Barbara Jordan receiving the 1995 Thayer Award.





GEN Douglas MacArthur, Class of 1903, addresses the Corps of Cadets, Washington Hall, May 12, 1962.

(Ret) Boonsrang Niumpradit '71. "It is important for WPAOG and the Long Gray Line to have the DGA as a reminder of our past accomplishments and to record this history," says Janoski, "and for West Point, the DGA confirms the reason for its existence—to provide leaders of character for a lifetime of service to the Nation."

WPAOG's third award, the Nininger Award, which was first presented to Major Ryan Worthan '97 in 2006, is another one for which the recipient is representative of a larger body; in this case, "of all West Point-commissioned officers who have heroically led Soldiers in combat." However, unlike the Distinguished Graduate Award, which has been historically presented to senior members of the Long Gray Line, the recipient of the Nininger Award must be "a decorated and relatively recent graduate on Active Duty," according to the award's criteria. "Age is what makes the Nininger Award special," says Captain Anthony Fuscellaro '05, the 2013 recipient. "Cadets have an easier time connecting with the Nininger Award winner because they could be in these boots next year and see a lot of the same things I have seen."

The Nininger Award is named for Lieutenant Alexander R. Nininger '41, who was posthumously awarded the Medal of Honor for his actions in the Philippines during World War II. The award is endowed by E. Doug Kenna '45, who died in January 2013, and his surviving spouse, Jean. The Kennas suggested that WPAOG bring the valorous combat deeds of West Point graduates in the Global War on Terrorism to the attention of the Corps of Cadets. A committee comprised of representatives from the Commandant of

Cadets, the Dean of the Academic Board, and WPAOG recommend a recipient based on criteria developed by WPAOG. The Superintendent reviews the committee's recommendation, and WPAOG's Board of Directors grants final approval of the awardee.

WPAOG's most recent award is the annual Pershing Reflective Essay Award, first given in 2007. Lieutenant General John H. Cushman '44 conceived of the award, seeking to continue a long-term pledge of the Association, which states, "AOG shall be dedicated to furthering the ideals of the United States Military Academy." The award is part of a writing assignment given to cadets in MX400: Officership, a required course taught by faculty of the Simon Center for Professional Military Ethic. This assignment challenges cadets to consider how two quotations—one an opinion offered by General of the Armies John J. "Blackjack" Pershing, Class of 1886, and the other found in the West Point Leader Development System brochure—inform their own conception of the West Point Experience and what it means to be an officer. Cushman says that the Pershing Reflective Essay should "remind all West Pointers of the relevance and practical meaning of what the Academy stands for in their lives."

Whether presented to civilians (Thayer), cadets (Pershing), or grads (DGA and Nininger), the above awards share a common theme. They are all designed to celebrate the ideals upon which West Point was founded, and by focusing on the values of Duty, Honor, Country, they are truly "Academy" awards. ★

JOIN THE ARMY A CLUB

As the fundraising arm of the Army Athletic Association, the Army A Club is responsible for generating support for the purpose of enriching the cadet-athlete experience at the United States Military Academy. The financial support from generous donors contributes to the program's long term growth and prosperity. It also supports the Academy's overall mission of producing leaders of character by providing an extraordinary Division-I athletic experience for our over 900 cadet-athletes.

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709's Legacy: The Register of Graduates

In 1868, George Cullum, Class of 1833, published the first edition of his three-volume *Biographical Register of the Officers and Graduates of the United States Military Academy*. In its preface, Cullum describes the project as a record of graduates' services, which give "world-renown to their Alma Mater." In the preface to the third edition (published in 1891), Cullum is more explicit, stating that he hopes "this last legacy to Alma Mater and her numerous sons may further prove the usefulness of that noble national institution." In chronicling their biographies, Cullum numbered all graduates in succession by year of graduation and their order of class merit (he is number 709). After his death in 1892, the Association of Graduates (part of the Academy at the time) took over the project and used money provided through Cullum's will to print supplement volumes at ten-year intervals starting in 1900. Then, in 1946, the West Point Alumni Foundation, Inc. (which operated outside of the Academy), took over the project, and introduced several notable



changes. First, the title became *The Register of Graduates and Former Cadets, United States Military Academy, West Point, New York*: former cadets had been excluded from the supplements, which ran to volume IX (1940-1950), under the provisions of Cullum's will. The new *Register* also listed every graduate's service record, while the supplement volumes stopped detailing the military and civil history of deceased graduates, only noting their state of birth and appointment. Finally, the new *Register* became an online searchable database and annual publication, continuing as such until 2010. Despite these changes, the *Register*, which has been published by the West Point Association of Graduates since 1973, remains committed to Cullum's original vision—to chronicle the Military Academy's accomplishments and contributions to our country's security and welfare through the biographies of its graduates. ★

The information contained in the Register is self-reported, so make sure your record is up to date and complete. Updates may be submitted online at WestPointAOG.org.

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West Point's Memory Lane

If you have ever toured West Point, you know that the Academy has a number of statues of its graduates. George Patton Jr., Class of 1909, stands outside the library, Class of 1837 graduate John Sedgwick (with his legendary spurs) faces Trophy Point, and Douglas MacArthur from the Class of 1903 guards the barracks bearing his name. However, did you know that you can find the most monuments honoring West Point graduates on the grounds of the James K. Herbert Alumni Center?

In 1995, immediately prior to opening Herbert Alumni Center for business, the West Point Association of Graduates began its Brick and Paver program, providing an opportunity for graduates and friends of West Point to honor and memorialize a loved one, classmate, friend, or member of the West Point community in a significant, lasting way. Take, for example, the paver the Yerks children bought for their parents (General Robert Yerks '51 and his wife Iris) to celebrate their 62 years of marriage. They gave their parents a replica of their paver on Christmas Eve 2012. "It was fantastic to see their looks of gratitude, joy, surprise, and love," said daughter Irene O'Malley. Unfortunately, Iris passed away the following April, a month before her husband received a 2013 Distinguished Graduate Award. But the family felt her spirit when they visited the actual paver after the ceremony. "It was a mix of emotion, but knowing that

mom was able to see its likeness made it easier," O'Malley said, "and coincidentally, around the grounds, irises were in bloom."

At present, roughly 5,500 bricks and pavers line the walkway surrounding WPAOG's building, starting at the northeast corner of the outdoor patio for the Class of '46 Great Hall and continuing at the main entryway until almost to the steps beyond the door for the Gift Shop. Bricks for Thomas Cruse and Thomas Jefferson Lewis from the Class of 1879 represent the earliest class in the Brick and Paver program, while there are several bricks already in place for members of the Class of 2013. With 99 bricks, the Class of 1959 has more than any other class.

But like the Washington and Kosciuszko monuments in the cadet area, not every brick and paver is associated with a grad. In the "Black Knight" section of the walkway, which is not class specific, you will find bricks celebrating West Point coaches, chaplains, professors, and respected members of the West Point community. Combine these with those bricks and pavers in the class sections commemorating those who served in our Nation's wars, the various academic companies of the Academy, and miscellaneous moments in its history (e.g., the 1953 Lampert Trophy, Army 14-Duke 13), and strolling around the grounds of Herbert Alumni Center literally becomes a trip down memory lane. ★





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Members of the Class of 1901 at their 25th reunion, June 1926.

Stopping the Present to Relive the Past

It has long been said that the values of the Academy are timeless. Graduates educated in those values are welcome to step outside the bounds of time as well each time they return to West Point for a class reunion. As Major General Sidney Berry '48, the 50th Superintendent of the United States Military Academy, said so eloquently in his introduction to the 1975 Reunion Bulletin: "[Reunions] provide a rare opportunity for renewing old associations and friendships, becoming acquainted with the West Point of today, and gaining insight into West Point's preparation for the future." But more than just stopping time, these reunions allow graduates an opportunity to go back in time. Regarding his 25th class reunion, Allan Floyd Morrisette from the Class of 1901 said, "The thrill of meeting and visiting and living with my old classmates was wonderful: Things were brought out that I had forgotten—old events were gone over, old songs

sung, old stunts revived, and everybody seemed to enjoy himself to the limit."



Interestingly, the official ceremonies for reunions haven't changed much since 1901, when reunions were synonymous with June Week. These included a

review, memorial services, singing the

"Alma Mater," and presenting a class gift (the Class of 1901 dedicated a tree). What has changed (in addition to a noticeable upgrade in class gifts) is the expansion of reunion services from the West Point Association of Graduates.

Even though they are populated by graduates, reunions are Academy events coordinated by the Directorate of Academy Advancement (part of the



Superintendent's staff), but WPAOG assists reunion classes in a number of areas. WPAOG offers data on classmates and an email listserv to every class at no cost. WPAOG also creates a memorial program template for classes free of charge. For those wanting enhanced services, WPAOG will print memory books, create a reunion webpage, manage online registration, coordinate logistics, negotiate contracts, process invoices, and staff and manage the reunion for a nominal fee, with any profits going back to support the Long Gray Line.

The Academy hosts 15 reunions each year for those quinquennial classes celebrating their 5th through 75th reunions, which keeps WPAOG very busy. Luckily for WPAOG's staff, these all don't occur in the span of one week as in the past. In 1958, the Academy introduced Homecoming during football season in an effort to reduce the number of graduates returning during June Week. In 1966, June Week became reserved for those graduates celebrating their 25th year reunion or greater. In 1980, the Academy moved Graduation to May, ending the tradition of June Week. Finally, in 1982, the Academy instituted a seasonal reunion schedule, which still exists in a modified form today: fall or Homecoming is for younger classes (those celebrating 5th–20th year reunions), spring or Graduation Week is for senior classes (those celebrating a 50th–75th reunion), and classes in between (those celebrating a 25th–45th year reunion) can request a fall or spring reunion, provided that no more than two classes schedule a reunion on the same weekend.

"This weekend, I saw the journey I set off on come full circle. I now fully understand what it means to be a member of the Long Gray Line."

—JT Gillen '03

Surprisingly, the first class reunion at West Point was not at a five-year increment. The Class of 1821 was reportedly the first one to hold a reunion when it gathered in July 1853, 32 years after graduation. In a letter to that class, their former Superintendent, Colonel Sylvanus Thayer, Class of 1808, wrote: "The idea you have started and are desirous of having realized must commend itself to the good feelings and the judgment of all concerned. The example set by your class would doubtless be followed by the succeeding classes, wherein would result the most important consequences to the welfare of our Alma Mater." ★

Scan this code for JT Gillen's '03 recap of his class' 10-year reunion, held the weekend of October 11, 2013.



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Blueprints, Tools, and Advice: Class & Society Leader Resources



Left: COL Diane Ryan from the Department of Behavioral Sciences and Leadership delivers a talk at the 2013 Leaders Conference on bridging the age gap between graduates. **Inset:** A breakout session at the conference.

We have all experienced the need to build and create something significant, but most of us don't have a clue as to how to begin. How great it would be to have someone readily available who could provide a model for us to follow, give us the tools we need to build, and answer any questions that might arise in the process. This is exactly what the West Point Association of Graduates (WPAOG) does for classes and societies on a daily basis. Whether it is helping a class organize a 50-Year Affiliation event or supporting a society that is hosting a Founders Day celebration, WPAOG is equipped with the resources needed for members to build something great.

The annual "trade show" for these resources is the Class of 1967 West Point Alumni Leaders Conference. This three-day conference offers various breakout sessions to give class and society leaders pertinent information as well as time and space to communicate and share relevant ideas with one another. This year's conference had 212 attendees and three sessions each for both class and society leaders. WPAOG staffed panel discussions on a variety of topics such as the Distinguished Graduate Award process, class constitutions and governance, suggestions for planning different types of society activities, and fundraising as a class engagement activity. "The Leaders Conference is a great resource," says Dale Kurtz '73, the President of the West Point Society of New England (WPSNE). "The opportunity to gather with other class and society leaders to talk



about how we each accomplish our goals is super.” Richard Huh ’94, the Executive Director of the West Point Society of DC (WPSDC), agrees. “The Leaders Conference helps me stay connected to what’s going on at West Point and gives me tips on how to convey that message to my base in a manner that will resonate and be useful to them,” he says.

Huh also notes that topics raised at past Leaders Conferences are making an impact on the goals of the society he serves. For example, at the 2013 Leaders Conference, IT journalist Alex Howard spoke about the impact of social media, such as Facebook and Google Plus, on reaching younger graduates, and Colonel Diane Ryan, Professor and Director of Department of Behavioral Sciences and Leadership’s Psychology Program, presented a lecture titled, “Generational Engagement Dynamics and Bridging the Gap Between the Millennials and Older Generations.” When his predecessor nominated him to take over the former’s position, one of Huh’s duties was to chair the Younger Classes Committee, which was an effort to introduce graduates from more recent classes into WPSDC events, so the above topics resonated with him.

“The staff at WPAOG is exceptional; everyone is willing to help and provide assistance.”

—Dale Kurtz ’73

WPAOG’s leader resources helped Huh in other ways too. “One of my first goals was just trying to understand who lived in the area,” Huh says, “and WPAOG provided me with a list of grads that WPSDC could start targeting for its social events.” With that information, Huh scheduled society events that would appeal to different class years and discovered that with more activity came more interest. Kurtz also recognizes the constant challenge of connecting with graduates of all class years and keeping them engaged. “When I first joined the WPSNE Board of Governors, the society suffered from a lack of focus,” he says. “We had no mission and no strategic view of what our society was or would do.” Hoping to address this issue for all societies, WPAOG developed and released the West Point Societies Handbook in 2005. The handbook offers an overview of structure, administration, and programs for societies to follow and provides details on the activities and events a society should plan. The handbook also instructs societies on handling pertinent administrative matters, which greatly helped WPSNE when it began a fundraising campaign to establish the Joanne Holbrook Patton Summer Leadership Experience Scholarship.

Similar to the Association’s society resources, WPAOG class services provides personal attention to each and every graduate, family member, friend of West Point, or individual who is curious about what WPAOG has to offer. Class services can be as simple as helping a graduate update his or her Cullum File or as involved as supporting USCC class events through the 50-Year Affiliation

Program (such as the Yearling Flag Ceremony or Ring Weekend), during which WPAOG staff coordinates between the semicentennial classes to foster the “gripping of hands,” which strengthens the bonds between classes for the betterment of the Long Gray Line. One service that has grown over the last few years is WPAOG’s online registration services (websites that provide the details/agenda of events and register attendees), which handled a record number of events in 2012 and broke the record again in 2013. Major Joseph Da Silva, the President of the Class of 2002, says that WPAOG also helped his class plan and execute its five-year reunion, which was a difficult task since a majority of its members were deployed overseas. “In addition to their excellent reunion services, WPAOG has assisted with our fundraising and ensures that we are meeting our class goals,” says Da Silva. Similar to the Societies Handbook, a Class Leader Toolkit also provides resources on a number of class-related topics, including governance processes (from the election of class officers to the revision of class constitutions), class trademark authorization, and “how to” instructions regarding WPAOG communication procedures. And, of course, the staff is available via email and phone to answer any question not addressed in the toolkit.

This last item is hands down the best resource WPAOG has to offer class and society leaders. According to Kurtz, “The staff at WPAOG is exceptional; everyone is willing to help and provide assistance.” Knowledgeable and dedicated WPAOG staff and motivated class and society leaders—two great teams building great things together. ★

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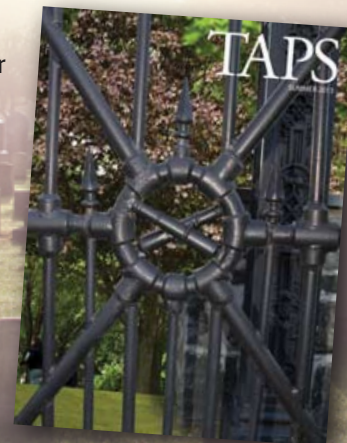
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CDT Matthew Rohrbach '14 (with hands clasped) and CDT Charlie Kelly '14 at Northeast Normal University in China where they taught English.

Raising Funds, Raising Perceptions

By a show of hands: when you were a cadet, how many of you thought about the function of the West Point Association of Graduates? Yup, just like we thought. Cadets are so busy studying for their classes, maintaining their fitness level, and developing their leadership skills that they have no time to wonder what goes on in that Tudor style building south of Lusk Reservoir. In this respect, WPAOG is like electricity; you don't think about it until it goes out. If the "power" from WPAOG was turned off, there would be fewer hands-on and out-of-classroom leadership experiences, less cultural immersion opportunities, scarcer club and athletic team endowments, dwindling academic and research centers for cadets and the U.S. Army, and rarer renovations and improvements to the landmark known as West Point. These programs and features wouldn't disappear per se, but it is the difference between reading by candlelight and reading by the 72 flood lights atop the Hoffman Press Box at Michie Stadium. So, how does WPAOG ensure that the power doesn't go out? The answer is fundraising.

The United States Military Academy receives appropriated funds to support its core military, academic, and physical development

programs, but there are many factors beyond the core that play a role in making USMA the premiere institution it has become. These are known as Margin of Excellence programs, and they allow the Academy to remain competitive in attracting high-quality candidates and enable members of the Corps of Cadets to achieve their highest potential. According to the Memorandum of Understanding it has with USMA, WPAOG is tasked with raising the money to fund these needs (i.e., "those for which appropriated money is not available and is unlikely to become available").

Just as electricity can be generated using coal, gas, nuclear, or renewable energy, WPAOG pursues several pathways to raising funds. These include annual giving, class giving, corporate and foundation giving, major giving, and planned giving. Annual gifts are vital to the Margin of Excellence because they ensure continued direct support for the Academy's immediate needs. Class gifts allow graduates to come together as a class and support an Academy initiative towards which they feel passionate. Corporate and foundation gifts allow companies and foundations to develop strong, mutually beneficial partnerships with West Point's faculty

and staff while furthering the ideals of the Academy. Major gifts allow donors to align their philanthropic interests with the strategic priorities of the Academy. Finally, planned gifts can take many forms, but they are typically made from assets in the donor's estate, which become an integral part in continuing West Point's long-standing mission for years to come. Regarding all of its fundraising efforts, Brigadier General Tim Trainor '83, Dean of the Academic Board, says, "The Association of Graduates does a tremendous job in finding the resources that enable us to do the Margin of Excellence activities, which so much enrich the cadets' academic experience, their physical experience, their military development, and truly just better develops them as leaders of character for our Nation in the future."

At present, WPAOG is in the midst of its most "power"ful fundraising effort to date, known as *For Us All: The Campaign for West Point*. The second comprehensive fundraising campaign in Academy history, *For Us All* seeks to raise \$350 million for five priority areas: the cadets, the West Point landmark, the Nation, the Long Gray Line, and current needs. All gifts made to WPAOG are included in the campaign until it closes on December 31, 2015. In another words, every gift counts. And the rate of alumni participation, not the amount of contribution, is one of the factors agencies such as *U.S. News and World Report* use to rank colleges and universities. So far, the campaign has received 334,303 gifts from 38,546 donors, 65 percent of which are graduates, representing \$322 million or 92 percent of the total campaign goal.

One program that has benefited immediately from *For Us All* is the Academy Scholars Program, which is a scholarship for cadets that supports out of classroom experiences such as immersion trips and internships. Colonel Rickie McPeak '79, Professor and Head of the Department of Foreign Languages, says that these immersion opportunities benefit cadets across all domains of Cadet Leader Development. "To a cadet, they return with a greater appreciation of the value of language and culture, along with skills and perspectives that make them better equipped to lead their soldiers anywhere in the world," McPeak says. Thanks to the William Clay Robison '49 Endowment, one of the many Academy Scholars endowments that WPAOG manages, Cadet Sarah Allbright '14 was able to study at the Center for International Learning in Muscat, Oman, as part of the "Arabic in Context" Academic Individual Advanced Development (AIAD) program at the Academy. Allbright credits this AIAD with helping her develop

both as a student of Arabic and as a future Army officer. "Because of all the Arabic I was able to speak, I grew more confident in my speaking and reading," Allbright says. This helped her to form relationships with her Omani hosts and opened her eyes to preconceived notions she had of Middle Eastern cultures. "I saw firsthand the importance of religion to Omanis," she says. "I know we learned in class how important religion is to this region but living it was an experience that I will never forget." This AIAD taught Allbright that when she becomes an Army officer, she should not rely on expectations but rather be 100 percent devoted to understanding a nation's culture.

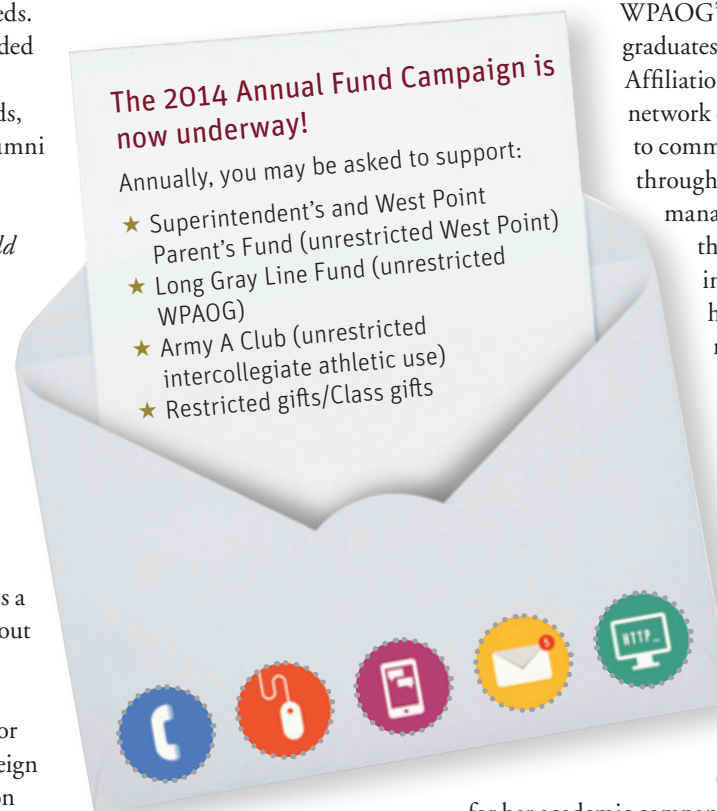
Relationship-building is not isolated to Academy AIADs; it is vital to the mission of WPAOG as well. Keeping graduates connected through shared experiences and traditions: that's what the Long Gray Line means to WPAOG, and it is the focus of the Long Gray Line Fund. This Fund engages every heart in gray by providing the means to facilitate reunions, to offer memorial support, to

recognize great Americans through WPAOG's awards, to link cadets and graduates through the 50-Year Affiliation Program, to foster graduate network contacts and career seminars, to communicate with graduates through various media, and to

manage historical records so that the Nation never forgets the impact the Academy has had over time. One of the most prominent ways in which WPAOG had an opportunity to demonstrate its mission occurred last spring. During the public launch of the *For Us All Campaign*, WPAOG told stories about the impact of its mission to donors and other guests. One of those stories involved Cadet Alexis Salmon '14, who edits the C-3 Coyote Column, a newsletter

for her academic company. She says, "After spending time with graduates and their families, I learned the importance of WPAOG and how life-altering its services can be and how it keeps the Long Gray Line connected through its programs and events." What Salmon learned, and what she hopes to communicate to her fellow cadets, is that the real source of WPAOG's power is the generosity of its supporters—most of whom are graduates—who understand the profound importance of maintaining the unbreakable bond that exists among members of the Long Gray Line. ★

Learn more about the campaign at WestPointForUsAll.org.



Under Construction

No matter the season, you'll find a construction site on the grounds of West Point. It's part of the never-ending process to maintain the Academy's position as the premiere leadership development institution. Acting as the link between the Superintendent, who assigns the priorities, and graduates and donors who fund those priorities, the West Point Association of Graduates is constantly building something new and ensuring that each project is built to high standards.

"All of these things contribute to the Margin of Excellence," says Robert McClure '76, President and CEO of WPAOG. "These improvements are part of what sets West Point apart from other institutions."

For projects funded by donor gifts, WPAOG (in concert with Academy liaisons) is responsible for all aspects of construction, including requests for proposals, budgets, architect and engineer relations, and contracts. At any given time, a dozen or so projects are in the works, somewhere between the preliminary discussion phase and a ribbon cutting (at which point the projects are turned over to the Academy). The columbarium, a welcome addition to the West Point Cemetery, is one such project scheduled to be completed this spring.

"When deciding how we wanted to allocate our donation to West Point, the Class of 2001 wanted to

contribute something tangible to our Alma Mater," Sean Morrow, Class President, says. "Our donation to the columbarium at our cemetery represents a commitment to our heritage and those, including our classmates, whose final resting place is the West Point Cemetery. It also represents a commitment to our future because today's cadets draw inspiration from the lives, stories, and examples of those interred there."

Supporting these brick-and-mortar projects gives graduates the chance to physically shape the landscape of the Academy that shaped them into leaders years earlier.

Shaping the Landscape

The next time you visit West Point, keep an eye out for new and ongoing projects. Below are some improvements that are recently completed or will be in the next few years.

- ▶ West Point Cemetery Columbarium
- ▶ Memorial Room in Cullum Hall
- ▶ Lights at Doubleday and Clinton Fields
- ▶ Coaches Housing
- ▶ Visitors Center



Photos: Marissa Carl/WPAOG





America's Fund is a program of the Semper Fi Fund created to direct urgently needed resources and financial support to injured and critically ill members of all branches of the U.S. Armed Forces and their families.

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Duty, Honor, Currency

Think about the West Point Association of Graduates for a minute. What comes to mind? Herbert Alumni Center and its stunning amenities. Steady solicitations for donations to *For Us All: The Campaign for West Point*. Financial services. *West Point* mag... wait, did you say “financial services?”

Yes, it might surprise some graduates, but WPAOG offers professional, regulated, and transparent financial services to all classes. WPAOG has a number of accountants, financial professionals, and a chief financial officer on staff to manage about 150 class administration and gift accounts. They also manage approximately 250 endowments totaling around \$240 million.

These are professionally overseen by the Investment Committee of WPAOG’s Board of Directors, which is a team of graduates who have made their mark in the world of investments (we’re talking AIG, Oppenheimer Funds, and other billion-dollar firms here). The committee pools the assets of the accounts and endowments into three different investment allocations (depending on the time of their anticipated use): current (up to one year), short-term (one to three years), and long-term (more than three years). That first investment pool is a money market fund comprised solely of cash and equivalents. The second investment pool is 100 percent short-term bonds. Lastly, the long-term investment pool is an aggressive mix of stocks and other capital appreciation assets prudently invested by the above committee, which meets quarterly to discuss the performance of all funds. While their management is the same, a key difference between the administration and class gift accounts is that the first is like a typical checking account with deposits from graduates to be used for class functions, while the latter is comprised of tax-deductible donations that will eventually be presented to the Academy or WPAOG in the form of class gifts.

Balance sheets, income statements, pooled assets... pretty ho-hum, right? Not as far as the Academy and the Corps of Cadets are concerned. That’s because for every \$1M contributed to a

class gift account for an endowment to be donated to USMA, WPAOG’s financial services may generate roughly another \$150K through market return, which gets added to the gift. That’s scientific hardware for one of the research labs, a handful of study-abroad opportunities, or dozens of new pieces of equipment for a cadet club to purchase. Furthermore, the interest on administration funds typically go toward reunions or activities involved with a class’ sponsorship of a current class in the 50-Year Affiliation program. In other words, the money returns to support the Academy or WPAOG in some significant way.

Without WPAOG’s financial services, the Academy would have a

difficult time offering the Margin of Excellence programs that have propelled West Point into the upper echelon of undergraduate colleges.

Classes benefit too. Colonel (Ret) Dick Buckner, who has been the Class of 1961 Treasurer for 17 years, says that when his Class Committee decided to close out its Administrative Account at a local bank in 1995 and depend solely on WPAOG financial services for all its organizational monetary support, “it was one of the best moves the Class of 1961 ever made.” Buckner says that WPAOG provided tax exemptions for the Class of 1961’s 40th, 45th, and 50th reunions (on payments to vendors and hotel payments) and assisted ’61 during its two major fundraising campaigns: Reconciliation Plaza and the Center for Oral History. He also

notes that WPAOG’s finance staff always responds immediately to requests to send “In Memory Of” (IMO) donations to local charities when notified of the death of a classmate. “The bottom line,” says Buckner, “is that WPAOG’s financial services has not only provided my class outstanding support, but has saved us quite a few dollars.”

So the next time you think about the West Point of Association of Graduates, try to remember the financial services it offers. The Academy and the Class of 1961 certainly never forget! ★





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Before Herbert Alumni Center (1995, above right inset), there was Smith Rink (1930).



*Times and conditions change so rapidly that we must
keep our aim constantly focused on the future.*

—Walt Disney

“Great” for a Reason: WPAOG’s Great Hall

There is always a lot happening at West Point. Because of this, gathering places on post are in constant demand. One of the most beautiful spots to reserve is the West Point Association of Graduates’ Great Hall.

Located on the grounds of the James K. Herbert Alumni Center, the Great Hall is really three venues in one. First, there are stunning features outside of the Great Hall. The Class of ’70 fountain, the colorful gardens, and nearby Lusk Reservoir make this a serene setting for all business and social functions. Once inside the Great Hall, there are two areas in which attendees can meet and mingle: There is the Class of ’64 Reception Hall, which features a coat room, a bar area, an open rotunda, and a grand staircase leading to a second floor seating area. Then there is the Class of ’46 Great Hall itself. This 3,000-plus square-foot, two-level ballroom features floor-to-ceiling windows, gleaming hardwood floors, leather sofas and overstuffed chairs, matching polished brass semi-spiral staircases, and three fireplaces—including a majestic stone hearth directly across from the Hall’s double-door entrance. The Hall accommodates up to 200 attendees for a lecture or business meeting or up to 120 guests with a dance floor (160 without dance floor) for social events.

“We visited several venues in the area, looking for the ideal spot for my daughter’s wedding reception,” says Kim McDermott ’87. “The Great Hall won hands-down: it is the perfect size, the cost was right, the setting can’t be beat, and the fireplace, hardwood floors and brass-trimmed staircases will make for stunning photographs.”

What really makes the Great Hall beautiful and the perfect spot for a West Point gathering is the way it blends the Academy and its graduates in its design. Class flags from the most recent graduating class to the most recent 50-Year Affiliation class encircle the perimeter of the second floor. The walls are also populated with paintings depicting famous Academy landmarks and scenes, many done by graduates. Finally, there are numerous plaques honoring those West Point grads who played a role in the Nation’s history.

The Great Hall is available year-round and can be rented for class reunions, graduation parties, military promotion or retirement ceremonies, and more. Of course, the Great Hall is great for wedding receptions, too, and it is now available for betrothed couples who are not affiliated with West Point or active military. And for all Great Hall gatherings, WPAOG provides an event coordinator to assist in logistical matters (catering, floral decorations, music, photographic services, etc.). How “great” is that? ★





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President & CEO
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WPAOG's Career-Building Tools



Scenes from the May 2013 SACC conference held in Washington, DC.



One of the most popular services offered by a typical alumni association is its career office, where grads receive interviewing tips, resume workshops, and networking opportunities. Going beyond the typical, the West Point Association of Graduates (in partnership with the other service academies) offers SACC, where grads can get all of the above and more; as well as iSABRD, an online directory, and JSAJE, an online job and resume-posting service.

For those planning to transition from a military to civilian career, SACC is an efficient and essential resource. "Other conferences and recruiting firms receive commissions for hiring candidates, so there's pressure on candidates to accept a job that might not be the best fit," says Stephanie Marckich '99, who attended the Washington, DC, SACC in 2005 and landed a job with Procter & Gamble. "SACC is really a safe environment to ask questions and receive coaching on the whole job transition process."

Teresa Haering '89 says, "After my military career ended, I attended multiple SACCs to test the waters for my career path and found each to be a win-win scenario for both job seekers and hiring companies."

Daniel Harris, a recruiter for Cleaver-Brooks who attended his first SACC in San Diego last August, says the benefit for the 70 or so hiring companies that attend SACC each quarter is the ability to have so many technically gifted candidates in one room. "Other job conferences or fairs take days of sifting through candidates to find one potential hire," he says.

The key to SACC's productivity is the career services staff at each service academy's alumni office, such as WPAOG's Amy Hagan. "They have the ability to provide information to and from the job seeker and the employer prior to their meeting at the conference," says Harris. "Both sides can come prepared to have meaningful discussions about future employment and leave with opportunities and interviews."

Marckich, now with P&G's Service Academy Team as a recruiter, highlights the pre-SACC, Thursday night Q&A panel with company representatives as an invaluable resource for those preparing for the job transition. "I would advise every Academy grad transitioning out of the military to attend SACC and take advantage of this great resource," she says. "The service academies do a tremendous job of continually improving SACC to make each one better than the last for both candidates and recruiters." ★

Service Academy Career Conference

**Your Successful Career Transition
Starts at SACC.**

Savannah, GA	Mar 6 – 7
Washington, DC	May 29 – 30
San Diego, CA	Aug 21 – 22
San Antonio, TX	Nov 20 – 21



To register for any SACC as an attendee or exhibitor, go to **sacc-jobfair.com**.

If you would like more information, call **1.800.BE.A.GRAD, Ext. 1618**.

*Service Academy Career Conferences are held exclusively for federal service academy graduates.

WPAOG Career Resources

WestPointAOG.org | 845.446.1618
Email: careers@wpaog.org



West Point Graduates, along with their family and friends, on the Great Wall of China.

Taking West Point Afar and Abroad

Tim Riggers '73 has a message to members of the Long Gray Line: Don't throw out those mailed travel brochures from the West Point Association of Graduates! Riggers and his wife Kathy had been receiving those brochures for a while, but despite being experienced travelers, they never considered a WPAOG-sponsored trip until they received the brochure for the 2013 *Ancient Kingdoms of China* package. Now, they can't wait for the 2014 WPAOG Travel Program brochure to hit their mailbox.

"As we reviewed the *Ancient Kingdoms* brochure, we couldn't believe all the opportunities and amenities offered," says Riggers. "And having the unprecedented addition and participation of Julie Nixon Eisenhower and David Eisenhower during the tour galvanized our interest."

The Riggers' trip lasted for 16 days and took them to Shanghai, Xi'an, and Beijing. Within that time, they sailed the Yangtze River

through the Three Gorges Dam area and toured The Great Wall. "From start to finish, all details were fully anticipated and completely arranged," says Riggers. "It was truly enjoyable and immensely informative!"

Even though this tour was conducted in partnership with a dozen or so alumni associations, Riggers notes that the West Point contingent was the most "spirited" and "noticed" of these. Like other services WPAOG offers, the Travel Program's purpose is to strengthen and support the Long Gray Line. Riggers says, "This tour was a perfect forum for West Point graduates, along with family and friends, to gather, experience, and grow together."

On his next WPAOG trip, Riggers looks forward to leading a chorus of "On Brave Old Army Team" and executing "The Rocket" with other like-minded and exuberant grads. WPAOG tours—RAH, RAH, RAH!!! ★



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Remembering Our Own

“We need to do this. We need to do this.”

That was the resounding thought running through Geoff Tumlin’s and Stu Shapiro’s minds after having lunch together in Texas and realizing that none of their deceased classmates (Class of 1994) had memorial articles in *TAPS*. After lunch they contacted Ted Williams ’94, the class president, who sent out an email seeking volunteers to write classmates’ memorial articles.

“Responses came flooding in,” Tumlin says. Despite busy schedules and other priorities, the Class of 1994 rallied together to make sure all 16 classmates received proper remembrance. “Our Class memorial project was meaningful for the people whose sons and daughters died,” Tumlin says. “It was important for those families to have their loved one’s stories told.”

Shapiro was late for a meeting in the summer of 2011 when he made a quick pit stop to the mailbox. Among the mail was his issue of *TAPS*

magazine, the first to memorialize any of his classmates, and it stopped the world around him. “It was really dramatic, really moving, and very emotional to see all of our fallen classmates together again,” Shapiro says. “In a weird way we were reunited as a class through these memorial articles.”

The Class of 1994 now has a protocol for when death notifications come in, including a group of classmates who have volunteered to be go-to writers (though every article authored by a classmate simply reads, “Written by the Class of 1994 and the family”). They didn’t come up with the procedures all on their own, however. Colonel (Ret) Ed Samuel ’44, who has tirelessly worked to make sure his own classmates’ stories are told, helped the Class of 1994 navigate the process. Nearly 400 of Samuel’s classmates have been memorialized in *TAPS*. Also, to ensure that his piece becomes part of the puzzle, he, like many others, has already written his own memorial article. “The individual is in the best position to do his own memorial because he is the best source of his own history,” he says. As the Class of 1944 grows older, Deborah Shahid James ’92, Samuel’s granddaughter, has begun taking over the Class’ memorial program (currently managed by Lieutenant General (Ret) John Cushman ’44).

“Grads always say ‘No soldier left behind,’” says Marilee Meyer, WPAOG’s Memorials & Archives Administrator, “and that applies to memorial articles; they shouldn’t be left undone.” For the younger classes, Shapiro has high hopes. “They can do this a lot better than we can,” he says, adding that social media and technological advances help classes stay connected and can really help classmates with memorial articles.

For its part, immediately following a graduate’s death, WPAOG posts a memorial page on its website that allows friends, family, and classmates to write testimonials and post photos. This page will also eventually host the memorial article that appears in *TAPS*.

Another WPAOG service immediately available to families choosing to use the West Point Cemetery is the Memorial Services Assistance Program, endowed in memory of Major General (Ret) Rexford Dettre Jr., Class of 1943 January, by his wife. This program makes a coordinator available who acts as a local liaison and works with the Academy’s Memorial Affairs Office to provide assistance with anything the families may need. In a thank you note to Shelisa Baskerville, Memorial Services Coordinator, Missy Criss, granddaughter of Colonel (Ret) George William Criss Jr., Dettre’s classmate, wrote: “It still brings tears to my eyes thinking of the compassion and care you and everyone we came into contact with showed us. It is a fitting tribute to our country’s former Soldiers to have such a program in place.” ★

Preserving Their Stories

When a classmate or family member comes forward to write a memorial article, one of the first steps is for WPAOG to provide them with the Cullum File of the deceased. The Cullum Files are an archiving system that includes self-reported information on every Academy graduate. (Prior to the graduate’s death, the graduates themselves are the only people who can access their own file.)

These files contain first orders, résumés, news articles, and other information provided by graduates and their classmates from the Class of 1905 to the most recent graduating class, an impressive slice of American history that grows larger every day.

While new information is monitored and scrubbed of any data that could potentially be a personal security risk (such as social security numbers), WPAOG is also in the process of going through all of the existing files to redact all private information.

Cullum Files

History as Told by the Long Gray Line ▶

Along with the *Register of Graduates*, memorial articles are truly a repository of American history. Reading them provides a window to the past through personal narratives written by spouses, children, classmates who served alongside the individual, or, in some cases, by the individuals themselves while they were still alive.

In 2012, WPAOG started posting memorial articles online where graduates and their families may access them, leave a personal testimonial, and upload photos. *TAPS* magazine is still published annually in the summer. (For information about ordering the print publication, see the ad on page 21.) This service underscores the importance that WPAOG places on preserving this information and making it available for graduates and their families, for West Point, for our Nation, for all time. Herewith, at right, is a brief glimpse into the history embedded in memorial articles...



Scan this code for guidance on writing memorial articles.



1 SAMUEL E. TILLMAN, CLASS OF 1869

"Young Sam was informed by his father that through the request of Andrew Johnson, then-Military Governor of Tennessee, President Lincoln had awarded him an appointment at large to the Military Academy at West Point... in later years he recalled tolling a bell for Lincoln's funeral." (*Note: While Superintendent at West Point, Samuel Tillman originated the Memorial Ceremony at Thayer Monument. He was elected President of the Association of Graduates in 1919.*)

2 JOHN C. TILLSON, CLASS OF 1878

"On April 6, 1917, at 3:20am, Colonel Tillson performed the first overt act of World War I by taking possession of all the ships of German Registry in New York Harbor, among which was the *Vaterland*, later rechristened the *Leviathan*, and interned their crews."

3 JOHN MILLIS, CLASS OF 1881

"In 1886 Lieutenant Millis prepared the project for illuminating Bartholdi's 'Statue of Liberty Enlightening the World,' which had been recently erected on Bedloe's Island in New York Harbor... At that time, the whole country was thrilled and excited by this statue, a magnificent gift from the Republic of France to the people of the United States of America."

4 CHARLES D. ROBERTS, CLASS OF 1897

"Charles was born June 18, 1873, at Cheyenne Indian Agency, South Dakota Territory. In 1886, as a boy of 12, he accompanied his father, who was aide to General Crook, on Crook's expedition into Mexico, which resulted in the surrender of the Apache Chief, Geronimo."

5 WILLIAM D. DENSON, CLASS OF 1934

"William was internationally known for his work as U.S. Chief Prosecutor of Nazi war crimes in the trials of those involved in the operation of the Dachau, Mauthausen, Flossenbürg, and Buchenwald concentration camps. Of the 177 war criminals he prosecuted for atrocities perpetrated upon concentration camp prisoners, 97 were sentenced to be hanged and the remainder were sent to prison, many for life."

6 ROBERT V. WHITLOW, CLASS OF 1943 JANUARY

"While on Air Staff at the Pentagon, Bob was selected to be an exchange professor from USMA to El Colegio Militar de Mexico. In reality, he was assigned to coach the Mexican cadets in American football. In his last year, the team tied as the Mexican National Champions. Later, Bob organized a bowl game in Mexico City, bringing some of the 'tops' in American football from Randolph Field to play. Due partly to the high altitude, his Mexican cadets won this first 'Super Bowl'. Bob was awarded the Merito Militar de Mexico, one of Mexico's highest honors. When the U.S. Air Force Academy was founded in 1954, he was selected as the first Director of Athletics and Head Football Coach."

7 J. FRED BUZHARDT, JR., CLASS OF 1946

"When President Nixon's Watergate problems began, several influential people—including Secretary of Defense Melvin Laird and General Alexander Haig—recommended Nixon make Fred his Watergate counsel. Thus, Fred became deeply involved in one of the most famous political events in U.S. history... Fred took on Watergate's worst job: He became official listener to the presidential tapes. Fred was the one who told Nixon about the key tape that, in effect, ruined his presidency."

8 DAVID G. BINNEY, CLASS OF 1964

"Dave received his appointment from Senator John F. Kennedy of Massachusetts. As a cadet, he marched with his company in President Kennedy's inauguration parade. In 1963, an Army colonel personally escorted Dave to view Kennedy's casket in The Rotunda, then to his funeral, and then to Arlington National Cemetery for burial."

36 in Review BY THE NUMBERS

201



graduates attended
a Class Reunion

3,122

500,000 plus visitors to
WestPointAOG.org



1988

midpoint of
Long Gray Line
(living graduates)

hole-in-one
at the Alumni Golf Outing
(Dave Nicholson '72)

36 rings
DONATED TO RING MELT



\$6.18
MILLION

Total amount
of class gifts
presented





*gift fund
project accounts
managed by
WPAOG*

674

102 age of oldest living graduate
BG Robert Tripp '33 (USA, RET)

TWO-HUNDRED FIFTY-FIVE

graduates traveled
the world with the
WPAOG travel program



WEST POINT
SOCIETIES

worldwide



Forty

classes represented in the Grad March Back
(1945-2011)



172

combined years
of active duty
served by
Distinguished
Graduate Award
recipients





LTC Jennifer Voigtschild Minus '93 (back row, second from right) with other women graduates on Founders Day 2010.

"My favorite Founders Day was 2010 in Baghdad, Iraq. More than 100 grads gathered in Al-Faw Palace Ballroom and WPAOG and the Academy had sent us "Founders Day in a Box." It was a great night and a nice break from deployment for a few hours."

—LTC Jennifer Voigtschild Minus '93

Mark Your Calendar!

If you view the West Point Association of Graduates' (WPAOG) online calendar, it may seem that every day of the year has some type of West Point-related event going on somewhere around the world. WPAOG aspires to engage all graduates in activities both at the Academy and in their local areas. Some of the most popular—and most fun!—events for graduates to participate in with classmates and other members of the Long Gray Line are Founders Day, affinity reunions, and tailgates.

Founders Day

Though Founders Day celebrates the day that the United States Military Academy opened (March 16, 1802), the excitement isn't limited to just one evening. Throughout February, March, and April, West Point graduates around the world throw one heck of a party celebrating this anniversary.

While the details vary—who gives the "Old Grad" speech? ACUs or formal attire?—there is always cake and there are always smiles. To ensure that each event is a success, WPAOG offers a helping hand by working to coordinate speakers for events around the country, by

helping societies recognize non-grads who embody the "West Point way" through the Friends of West Point Award, by providing registration support and sending invitations on the society's behalf, and more. The goal: Bring the Academy to the graduates, whether they're celebrating in Anchorage or Baghdad!

Scan this code or visit
WestPointAOG.org/FoundersDayPlanning
 after February 13th to find everything
 you need for this year's event!





Former Sprint Football players back for their reunion pose for a picture after playing a game against the current cadet players.

Affinity Reunions

West Point graduates identify with their classes as well as with the athletic teams and clubs they played for as cadets. To strengthen these bonds, WPAOG enables corps squad teams and Directorate of Cadet Activities clubs to have their own reunions. Spanning all classes, these affinity reunions allow swimmers who shattered pool records in their day to meet the cadets whose names now live on the record board (and then challenge them to a race in the pool!), and lets recent Glee Club grads swap stories with “Old Grads” about those with whom they performed on stage.

Though a fairly new WPAOG service, some of these affinity reunions will soon rival class reunions in size (more than 75 graduates attended this year’s Men’s Lacrosse reunion), while others are in their infancy but expected to grow exponentially (the Rabble Rousers hopped on the bandwagon this year and held their first-ever reunion).

Looking for more reasons to reunite? Mini class reunions (off-site and during off years) and women’s reunions are also gaining steam.

“There is no better way for my players to understand excellence than to see it for themselves before their very eyes in the form of our alumni.”

—LTC Mark West ’91, Sprint Football Head Coach



“Old Rabs” meet current Rabble Rousers during the Army-Wake Forest football game in September. Former Rabble Rousers came back to West Point to take part in the first ever Rabble Rouser reunion, one of many team reunions that WPAOG supports.

Tailgates

Many Army fans start their game day with fellow graduates at an official WPAOG tailgate. Every away game and two home games each season are equipped with full-fare tailgates in Herbert Alumni Center. (Even if there’s not a tailgate scheduled, fans can stop by for free coffee and cookies!) Registrants are likely to run into Academy leadership as the Rabble Rousers perform basket tosses and someone serves them piping-hot pulled pork.

The tailgate series culminates in the annual Army-Navy tailgate (the place to be before kickoff), where fans can expect the Army mule to lead a rocket and the cadet Spirit Band to get their black and gold blood pumping. Music, face painters, promotional giveaways, and football player cutouts for photo ops also help keep the party going. ★

Scan this code or go to WestPointAOG.org/calendar for a complete list of events!

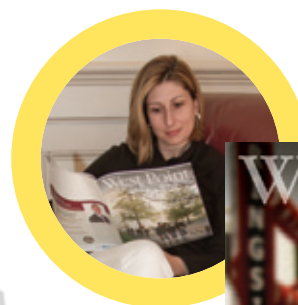


Go Army! tailgaters show their team spirit before a home game on a crisp fall day.



Reaching Out Every Day and in Every Way

There is no information without communication, and the West Point Association of Graduates prides itself on keeping its globally dispersed members apprised of all things West Point. To this end, WPAOG has developed numerous channels of communication over the years to keep graduates informed about the various military-academic-physical activities at the Academy, the development of cadets, and class and society events after graduation. Using technological advances, WPAOG has evolved from relying strictly on mass mediated print communication (think *ASSEMBLY* magazine) to the latest in personal digital communication (think the *West Point* magazine app). WPAOG's stories about West Point have also advanced from being reported mainly through pages of text (and the occasional B&W image) to being experienced through vibrant pictures and dynamic video, which are circulated in new print and electronic communication efforts. The apex of this is WPAOG's recently re-designed website, which is the portal for all the information WPAOG has to offer—we are talking thousands of individual web pages here—chock full of information on West Point classes, societies, events, resources, history, and more. Finally, not believing in the one-way model, WPAOG actively listens to feedback from its members, engaging in conversations with many of them through our social media forums (including several conversations that begin with, "The Corps has..."). If you are feeling left out of these conversations, remember that we can't communicate with you without your contact information. Visit **WestPointAOG.org** and check your profile to verify that we have your current address and preferred email on file. ★



West Point Magazine



First Call eNewsletter



WPAOG Social Media





WestPointA0G.org Apps



Death Services
Memorial Articles



Meet the Team

The West Point Association of Graduates (WPAOG) is proud of the role it plays in making excellence a standard both at West Point and in service to our graduates. Our 77-member staff feels deeply privileged to serve and support the Long Gray Line (which includes about 20 percent of our workforce). Through our jobs at the James K. Herbert Alumni Center, we provide assistance to classes, societies, individual graduates, and their families; offer career transition resources; produce communications through social media, WestPointAOG.org, and *West Point* magazine that keep you connected to your alma mater; plan a wide range of events where you can reconnect with former classmates; raise funds from graduates, parents, corporations, foundations, and friends of West Point for cadet programs; and maintain historical records on graduates of the United States Military Academy. Additionally, through WPAOG operations, we offer alumni travel opportunities, private event space, and a gift shop. Our Alumni Support & Business Operations, Communications & Marketing, Development, Finance, Human Resources, and Information Technology teams make all of these efforts possible. Get to know some of our staff members here, but please visit your “home away from home” to meet others and learn how we can better serve you! ★



Cheryl Brooks
*Director of
Human Resources*

“
EVERY DAY BRINGS A NEW
CHALLENGE.
≈ IT'S SO ≈
SATISFYING
WHEN A WEST POINT PREPARATORY
SCHOLARSHIP PROGRAM
CANDIDATE CALLS TO
THANK
ME FOR
HELPING TO MAKE THEIR
DREAM
OF ATTENDING WEST POINT
A REALITY.
”

Linda Giacoio

Executive Assistant to the President/CEO & COO

The daughter of a Hellcats drum major, Linda was born and raised an Army fan and began her lengthy WPAOG career in the Address Department (now Data Services) in 1973!



“
WITH EVERY PHONE CALL, I
LEARN
MORE ABOUT OUR
GRADUATES
AND THEIR ACCOMPLISHMENTS.
IT'S EXTREMELY
REWARDING
≈ TO HELP THEM ≈
PROMOTE
THEIR BUSINESSES, PUBLICATIONS,
AND MORE.
”

Amelia Velez

Advertising & Sponsorship Representative

Amelia grew up on the grounds of West Point and, while attending college, began working in the WPAOG Gift Shop in 2008, paving the way to her current position in Communications and Marketing.



“
 BEING ABLE TO
GIVE BACK
 TO AN INSTITUTION THAT PLAYED
 SUCH A TREMENDOUS ROLE
 IN SHAPING
MY LIFE
 BY RAISING PRIVATE MONEY
 TO SUPPORT THIS
NATIONAL TREASURE
 IS ONE OF THE MOST
**SATISFYING,
 REWARDING**
 THINGS I HAVE EVER DONE.
 ”

Freed Lowrey '67
 Major Gifts Officer

Raised in a family whose military service dates back to the Revolutionary War, Freed never considered any alternative to West Point. He spent his career as an Infantry officer and joined WPAOG after retiring in 1997.



“
 EVERY DAY I
HELP
 GRADS, CADETS, WIDOWS, PARENTS,
 AND FRIENDS OF WEST POINT.
 IT'S THE
SERVICE
 PIECE THAT
USMA INSTILLED IN ME
 AS A CADET AND NOW AS A GRADUATE—
 THIS SENSE OF SERVICE TO
**OUR NATION,
 COMMUNITY, AND
 EACH OTHER.**
 ”

Lisa Benitez '88
 Senior Director of Annual Giving

A Track & Field star in her cadet days, Lisa started giving back to the Academy as part of the WPAOG Annual Giving team in 1997.



“
 THE AMOUNT OF
RESPECT
 I HAVE FOR THE
**ACADEMY, ITS GRADUATES,
 AND THE CADETS I
 SUPPORT**
IS INDESCRIBABLE.
 WEST POINT IS A SPECIAL PLACE AND
 I'M BOTH FORTUNATE AND
 PROUD TO BE A PART OF THIS
 COMMUNITY.
Beat Navy!
 ”

Zach Hurst
 Major Gifts Officer for Athletics

Following stints at the University of Georgia, Marquette University, and the University of Maryland, Zach joined the team in 2011, representing both WPAOG and the Army Athletic Association.



★ WPAOG **INFORMS** THE LONG GRAY LINE ★



LETTERS *to the editor*

One of the interesting things about WPAOG's membership is that graduates often take time to write the editorial staff and give us additional information on a topic that's been covered in *West Point* magazine, to give us ideas for new topics to cover, or simply to ask questions that are relevant to a topic that has been explored in a recent issue. So from now on, we will devote space in the magazine to this correspondence and choose those that we believe have the most widespread appeal. For those topics that we cannot cover in a brief answer, we will provide a link to where a more comprehensive answer can be given, or research provided, on our website at WestPointAOG.org.

If you would like to submit a comment or question, send it to Editor@wpaog.org. And remember that you are always welcome to chat with us on one of our social media channels!

FROM: Michael J. Conrad, MG (USA, Ret); President, Class of 1956

I just finished reading the fall issue of *West Point*. I think it's an excellent work. I enjoyed most all of the articles, especially the one covering Army Athletic Facilities. As a member of the Class of 1956, my classmates and I are very proud of the fact that this area next to Michie Stadium is sometimes referred as the "'56 Corner" consisting of the Hollender Center, Randall Hall, and the Walkway. I was surprised, then, to note in the article that the Walkway was referred to as the Class of 1956 Skybridge. This is the first time that I have seen or heard the Walkway so named. More than ten years ago as we sought and gained approval to fund and build the Walkway, through the funding years, and finally the dedication in 2006, the name has always remained the Class of 1956 Walkway. I realize that some writers and editors may have liberty to change or enhance the texts, but I would suggest that this is not appropriate here. It is interesting and a little puzzling to note that the illustration of the facilities found on page 11 correctly names the Walkway.

RESPONSE:

Thank you for taking the time to contact the editorial staff at West Point magazine about the 2013 fall issue. We are delighted to hear that you enjoyed reading the articles. As for the Class of '56 Walkway/Skybridge matter, we apologize for the confusion caused by the discrepancy between text and graphic. The word "skybridge" is commonly used by ODIA for the Class of '56 Walkway (see <http://www.goarmysports.com/facilities/randall-hall.html>). WPAOG Publications, however, designed the graphic on p. 11. We should have recognized the inconsistency in terms and questioned the matter ourselves. This was an oversight on our part and not an attempt to take liberty with names. Again, please accept our apologies in this matter, and thank you for the Class of 1956's continued support of the Academy and WPAOG.



FROM: Tom Claffey '58

I took myself to lunch today with my newly arrived *West Point* Magazine. I had just read the article about the Director of Admissions and her efforts to attract young men and women from the enlisted ranks when I happened to glance at a table a short distance away where two young Army enlisted women were having lunch. Their plates were almost clean, so I shifted into fast-read to finish the magazine before they got up to leave... made it to their table just in time! I thanked both of them for their service to our country then gave them your special issue on Women at West Point. "Wow!" one of them exclaimed. Their smiles brought sunshine into the entire restaurant! Having worked as a Field Admissions Officer for Colonel Manley Rogers '50 for ten years, I think I hit a couple of hot buttons. Thank you for a fabulous issue of *West Point*.

RESPONSE:

We're glad that we hit a "hot button"! You can look forward to the fall 2014 issue of West Point magazine, which will be about West Point's Field Force... staff at West Point, West Point Societies, and individual volunteers that do an amazing job of recruiting prospective cadets to the Academy.

FROM: Dan Howett '87

I just want to thank you again for starting the new alumni magazine. I am one of the many grads who'd stopped reading *ASSEMBLY* and lost touch with our alma mater until the new magazine came out. Then lo and behold, your summer issue arrives and there's an article about research at West Point. Come to find out that research is headed by Colonel John Graham, a classmate and fellow member of "the Flying Circus." I do energy research at Oak Ridge National Lab so it was a natural fit for me to get in touch with John. Now we're laying the groundwork for some interesting projects between Oak Ridge and West Point; projects that will benefit the Army, the Academy, our cadets, and Oak Ridge. Thank you again for taking the step to bring out the new magazine. It's been a pleasure reconnecting with our Rockbound Highland Home and being able to give back in a meaningful way.

RESPONSE:

Glad we could help you make that connection! Thank you for your support.





THANK YOU!



Thanks To You, we raised approximately \$40 million in 2013!

Thanks To You, nearly 19,000 graduates, parents, widows, friends, and organizations made a gift to West Point and the Long Gray Line last year!

Thanks To You, the Academy received more than \$25 million to support Margin of Excellence programs for our cadets!

Thanks To You, the West Point Association of Graduates received more than \$8 million to support programs and traditions that serve the Long Gray Line!



FOR *US* ALL

the Campaign for West Point

WestPointForUsAll.org

POP OFF!



Duty. Honor. Country. The Academy's abiding motto, made famous in a 1962 speech by General Douglas MacArthur, Class of 1903, has long defined the core values of the Long Gray Line. We asked our Facebook, Twitter, and LinkedIn followers, "What does it mean to be a West Point Graduate?" The responses below reflect the essence of those three resounding words.



John Champagne To live up to the ideals of a fellowship that has served this nation since 1802 and continues to serve the nation in a variety of capacities. One of the best quotes is that "at West Point much of the history we teach was made by the people we taught". Beat Navy, Best of the Line - 1969



William Spracher
Faculty Member, National Intelligence University

William

It's the constancy of West Point's values and the camaraderie among its brothers and sisters that for me serve as guiding azimuths in an otherwise turbulent world.



James Miller
Sr. Quality Systems Analyst Case Monitoring Unit at Roche

James

What it means to be a West Pointer
Being a West Pointer means never having to wonder about the difference between a manager and a leader: Having a low tolerance for useless nonsense
Understanding we are in fact trudging in the footsteps of history and hoping we make the positive difference.
Being able to prioritize on the fly,
Being able to see the many paths to success



David Fitzpatrick For me, it was a sense of obligation to serve my nation that has never left me.



Fred Bothwell
Technology Marketing, Education, and Communications Consultant

Fred

From the perspective of 50+ later, the most enduring value of a West Point education is the lasting bond of camaraderie with nearly all other graduates. No matter the decade of our graduation, the commonality of our experience as cadets generally overcomes personality differences, and differences in age, race, West Point curriculum, physical fitness standards, gender, Regulations USCC, and sexual orientation. Although there are always outliers, most of us left West Point with a high probability of having internalized standards of behavior and methods of learning, analyzing, and communicating information that can facilitate instant rapport among any group of us, anywhere in the world, under any circumstances.



Bill Aquino Commit to upholding the values of the Long Gray Line.



Ellen Houlihan
Business Development at Raytheon

Ellen

I borrow a characterization from GEN (ret) Edwin G. Meyer. "West Point graduates share a common, yet uncommon experience." That uncommon experience forges a foundation of excellence, perseverance, and honor that forever shapes West Point graduates decisions and actions.



Barbara Rapisarda 21 years of active Duty...seeing the world and making Army friends that last forever... best time of our lives.



Josh @josh_correa 6d
@WPAOG it means who've achieved a challenge only a proud few can do.



Mike Scott You feel strong emotions both when you see it through the windshield or in the rear view mirror. What I value most is instant kinship with every Culm number in the Line. Go Army!



James Grunseth
Author / Mentor at Cru (Campus Crusade for Christ)

James

G-1, 1974 Jim Grunseth
I wanted to honor my dad, Frank Grunseth, who was a medic and served in the Battle of the Bulge during WWII. He was with the 104th Wolf Pack Infantry Division. I also wanted to honor my older brother, John, who served in Viet Nam in the Air Force. Graduating from West Point means so much to me. Experiencing highs and lows, good times and my share of Thayer Days, and learning more about myself than I thought possible... These along with the lasting friendships and living the Honor Code are things I will treasure for the rest of my life.



Ted Dannemiller A life of commitment, servant leadership, and eternal bonds of friendship.



Rich Kornacki
Executive Vice President & Chief Operating Officer at Michelin (Retired)

Rich

Instant, recognizable, almost awe-struck respect. Few people understand what it took, yet many admire our continued attention to 'Duty, Honor, Country'



Join the conversation on Facebook!





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- Complimentary hot breakfast
- Free Movie Channel, HBO
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START*the*DAYS!

FEBRUARY	MARCH	APRIL
<p>COUNTDOWNS BEGIN:</p> <p>1</p> <p>500th Night for the Class of 2015</p> <p>22</p> <p>100th Night for the Class of 2014</p>	<p>IKE HALL SHOWS:</p> <p>2</p> <p>Disney's "Beauty and the Beast"</p> <p>8</p> <p>"Celtic Crossroads"</p>	<p>23</p> <p>Grant Wreath-Laying Ceremony</p>
<p>8</p> <p>Yearling Winter Weekend for the Class of 2016</p>	<p>14-16</p> <p>Plebe Parent Weekend</p>	
<p>24</p> <p>14th Annual Ring Melt</p> <p>Gold from this year's melt will be used in the Class Rings for the Class of 2015.</p> 		<p>26</p> <p>Sandhurst Competition</p>
<p>24</p> <p>Cadet Glee Club and Alumni Glee Club Joint Concert</p> <p>Concert takes place in Eisenhower Hall.</p>	<p>16</p> <p>Founders Day</p> 	<p>26</p> <p>Spring Games (Special Olympics) West Point</p> 

Upcoming events suggested by West Point staff & faculty.

Events for May 2014—Jul 2014 should be sent to editor@wpaog.org by Feb 15, 2014.

For the entire calendar, go to WestPointAOG.org/calendar



West Point's Eisenhower Hall Theatre



MEMPHIS

**Sunday,
January 26th
3 p.m.**

Disney's BEAUTY AND THE BEAST

**Sunday,
March 2nd
3 p.m.**

**Saturday,
March 8th
8 p.m.**

**Sunday,
April 27th
3 p.m.**



For Tickets and Information Visit IKEHALL.COM

Eisenhower Hall Theatre, 655 Pitcher Road, West Point, NY 10996
Box Office 845-938-4159



Newly Published Books by James Malony '45

"Simple yet eloquent stories of Army life gone by..."

—LTG (Ret) Larry Jordan '68,
Chairman, WPAOG Board of Directors

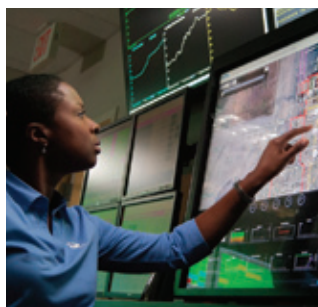
KALEIDOSCOPE

A collection of stories that spring from Malony's youth growing up in the Dustbowl in Oklahoma, as well as later experiences at West Point and through service in West Africa, Russia, and South America (which included two assassinations and several coups!)

STORIES MY FATHER TOLD ME

A collection of factual stories as told to Malony by his father, covering over 20 decades of family military service to America from 1768 to 1947 by five generations of West Point graduates. Duels, Confederate and Union service, the Panama Canal, Poncho Villa, and World War I are all featured in this colorful, engaging narrative.

Printed copies and eBooks
are available for purchase at
jamesmalony.com



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friend, or coach in a significant, lasting way.



The West Point Association of Graduates Brick and Paver program allows you to etch a meaningful inscription on a brick that is placed in the historical grounds surrounding the James K. Herbert Alumni Center. The walkways serve as visible places for a permanent, elegant remembrance to visitors entering the building from Mills Road and surrounding parking areas.

This is truly a unique opportunity to recognize someone in a manner that will become part of West Point history. Both bricks and pavers are offered, and payment options are available.

Call 800.BE.A.GRAD

WestPointAOG.org/BricksandPavers



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Legacy
BRICK BY BRICK

Gripping Hands

“Grip hands—though it be from the shadows—while we swear as you did of yore, or living or dying, to honor the Corps, and the Corps, and the Corps.” —Bishop Shipman 1902

1976

Odierno Named Distinguished American

GEN Raymond T. Odierno '76, the 38th Chief of Staff of the U.S. Army, received the National Football Foundation Distinguished American Award on December 10, 2013. The award recognizes an outstanding person who has maintained a lifetime of interest in the game and who, over a long period of time, has exhibited enviable leadership qualities and made a significant contribution to the betterment of amateur football in the United States.

GEN Odierno '76 (left), pictured with NFL Commissioner Roger Goodell who received the NFF's Gold Medal the same evening.



The Secretary of Defense has announced that the President has nominated:

To the rank of Brigadier General:

Colonel Daniel G. Mitchell '85

Colonel Kurt L. Sonntag '86

1933

Tripp Becomes Oldest Living Grad



Just days before celebrating his 102nd birthday, BG (R) Robert C. Tripp '33 (pictured with wife, Liliane) became West Point's oldest living graduate!

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Past in Review

“TO SERVE WEST POINT AND ITS GRADUATES” A History of Your Association Of Graduates

The Early Years: Records show that the idea for an Association of Graduates was first proposed by Robert Anderson, Class of 1825. In a letter to Sylvanus Thayer, Class of 1808, Anderson suggested the formation of an association of graduates to promote the welfare of the Academy. Thayer was receptive to the idea and subsequently envisioned an Academy oversight committee made up of graduates. The organizational meeting finally came together years later—in May 1869—and a constitution and bylaws were adopted that actually ignored any oversight activities, focused purely upon fraternal activities and prohibited political discussions or any other discussions foreign to these purposes, and established the Association as a dues-based organization. Some historical references suggest that the Association was formed to reconcile those graduates who had fought each other in the Civil War for both the North and the South, but evidence confirms that this became an agenda once the Association was established.

Years later, at the annual meeting held in June 1891, it was resolved that the Association be incorporated under the laws of New York. In November of that year, the submitted certificate of incorporation was approved and filed, with its stated object being, “To cherish the memories of the Military Academy at West Point, and to promote the social intercourse and fraternal fellowship of its Graduates.”



BvtBG Sylvanus Thayer, Class of 1808.

1892 was a pivotal year for the Association. George W. Cullum, Class of 1833, died and his bequest provided \$250,000 to fund the construction of a Memorial Hall (later named in his honor); \$20,000 in trust to purchase appropriate plaques, portraits, and statuary; and another \$20,000 in trust to ensure the continued updating and publication of his *Register*, which then became the property of the Association and its responsibility to publish.

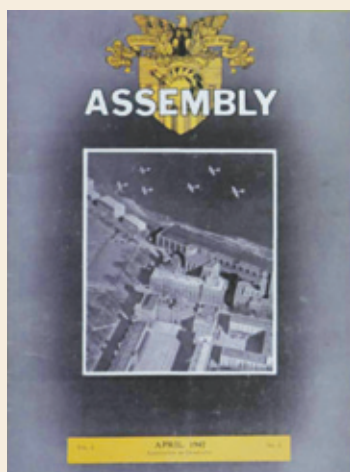
Evolution of the Association: George S. Greene, Class of 1823, was the last Association president appointed on the basis of age. (“The oldest graduate belonging to the Association shall be the President; and in his absence, the senior graduate present shall preside at meetings of the Association.”) He was first appointed in 1893-94 and served under this provision through 1896-97. At the 1896 meeting, changes to the Constitution were proposed, including one making the Superintendent the President of the

Association, ex-officio, and another requiring an annual election of the Association President. Greene was also the first elected president of the Association, 1897-98. Noted architect, Stanford White, was chosen to design Cullum Hall in 1898: construction began, and it was completed in 1900, whereupon the Association took residence in what is still one of the most richly decorated buildings at West Point.

At the annual meeting held in June 1922, amendments were passed to amplify the mission statement of the Association with a passage that is still relevant today: “to cherish the memories of the Military Academy at West Point, to promote its welfare and that of its graduates, and to foster social intercourse and fraternal friendship.” Also at this meeting, Lovell H. Jerome, Class of 1870, suggested having an Alumni Day at the following Annual Reunion. The first Alumni Day was then held in June 1923 at West Point, including an alumni wreath-laying ceremony at the statue of Sylvanus Thayer, thus beginning a tradition continued to this day.



An early photograph of Cullum Hall.



The inaugural issue of *ASSEMBLY* magazine.

At the 1927 meeting, provisions were made for the establishment of an Endowment Fund, the annual income from which would provide necessary operating funds for the Association in perpetuity to ensure the continuing solvency of the Association in the face of rising costs of publishing the decennial *Cullum Register*, and the inadequacy of membership fees to cover annual operating costs. This is known today as the Long Gray Line Endowment, the size of which is unique among service academies due to the foresight of Association leaders.

1942 marked the launch of *ASSEMBLY* magazine, a subscription-based Association publication that took the place of the former *Annual Report*.

And Then the Changes Really Began: The modern Association took shape during the Superintendency of General William C. Westmoreland '36, who convinced Congressional leaders in 1961 of the need for a fund (originally called the Superintendent's Fund—known today as the West Point Fund) to provide cadets with worthwhile projects outside the scope of the defense budget. Although unsolicited gifts were



GEN William C. Westmoreland '36.

received over the years, an active fundraising program was really non-existent prior to 1972. As fundraising became a new focus, the retirement of Robert J. Lamb '46, the last active duty officer to serve as a member of the Association staff, marked another shift in 1972.

In another evolutionary move, the Board of Trustees of the Association approved the creation of The West Point Societies Program in 1986, with Morris J. Herbert '50 as its first director. A reorganization of Academy staff in the early 1990s moved the Academy officer with primary responsibility for coordinating the fundraising program from his co-location with WPAOG fundraising staff to the Academy headquarters building; this changed again several years later, and finally became what is known today as the Directorate of Academy Advancement, with staff located in Herbert Alumni Center.

In 1993 dues were eliminated and all graduates, beginning with the Class of 1994, automatically became members of the Association. In a second milestone, ground was broken for Herbert Hall, named in honor of James K. Herbert '30, whose bequest provided initial funding for plans and design. 1994 marked the first year an alumni class (1944) participated in events known today as the 50-Year Affiliation Program, when the senior fifty-year class is paired with the incoming plebe class. As cadets "Grip Hands" with those who preceded them a half-century earlier during events such as the Yearling Flag Ceremony and the Class Ring Memorial Program, the 50-Year Affiliation Program



has matured to become an indispensable element in not only the development of cadets but also in the strengthening of the Long Gray Line.

1995 was a landmark year for the Association of Graduates. Seth Hudgins '64, then-president of the Association, led a complex move from Cullum Hall to the new Herbert Alumni Center; the Association's website was launched; and \$11.04 million was raised by Development from 14,454 gifts, with graduate participation increasing to 24



The James K. Herbert Alumni Center.

percent, an all-time high at the time. Also, the Association Chairman, General Edward C. Meyer '51, announced three objectives:

1. The focus must be on service—to the Societies, the Classes, and to individual Graduates.
2. The momentum of fundraising activities must be maintained.
3. The Association must improve its capabilities to communicate, especially to provide timely information to the Societies, Classes, and Graduates about West Point and challenges to its continued contribution to our Nation.

WPAOG Expands Its Outreach: While the momentum for serving graduates and improving communications had been growing in the previous few years with



elimination of membership dues, the launch of SACC and iSABRD, and the debut of *First Call* newsletter; the chairman's objectives emphasized the initiative. In the next decade, momentum also grew for establishing traditions and mechanisms for recognition of graduates and their participation, evidenced by the first Distinguished Society Awards, presented in 1996 for the year 1995, and the first Nininger Award for Valor at Arms, presented in 2006.

1997 was notable as it marked a paradigm shift for fundraising at West Point. After considering a request from Superintendent Dave Palmer '56 to increase fundraising for USMA that could support what became defined as "The Margin of Excellence" by visionary WPAOG leadership, the Association launched its first comprehensive fundraising effort, *The Bicentennial Campaign for West Point*. The benchmark for Association fundraising was set when the campaign successfully concluded in 2002 with more than \$218 million pledged

and \$160 million already in hand. During this first comprehensive fundraising campaign for a federal service academy, an unprecedented 48 percent of USMA graduates donated.

2002 also brought a change to the Association's mission statement, which became, "To serve West Point and the Long Gray Line." This statement was revalidated in 2006 when the Association's purpose was revised and the bylaws were changed to read: "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."

Memorial articles, which were first published in the Association's Annual Reports and then in *ASSEMBLY* magazine, became a separate publication named *TAPS* in 2004. Today, memorial articles are also posted online at WestPointAOG.org, where visitors may share their personal testimonials.

In 2008, WPAOG first ventured into social media with the establishment of its Facebook page, and in 2010, the first of WPAOG's apps debuted. Today, about half of all visitors to WPAOG's website come through one of its social media channels, and its apps have been downloaded in over 50 different countries.

2011 brought a greater emphasis on class support by making available a range of options for reunion assistance, tailored to fit the levels of service needed and/or desired by class leaders. The year also saw another Association milestone when *ASSEMBLY* magazine, a subscription model, was retired, and *West Point* magazine made its debut.

In 2013, *For Us All: The Campaign for West Point* was launched, which will conclude in 2015. The goal for this campaign is to raise \$350 million for the Cadets, for the Landmark, for Our Today, for the Nation, and for the Long Gray Line.

That brings us to the present day: All graduates are part of the history written here. Grip Hands! ★

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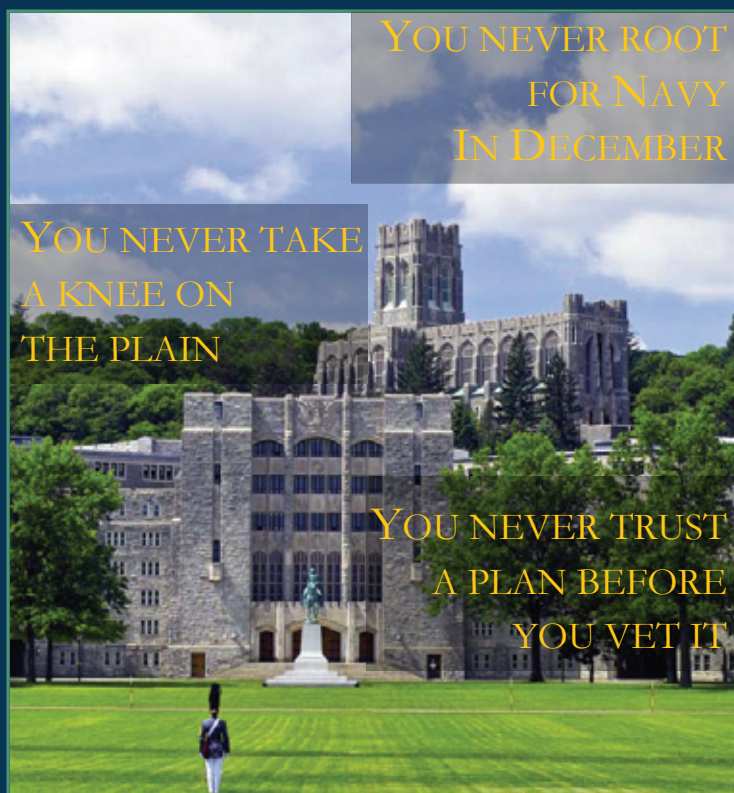
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