



KORN FERRY

Confidential Position Specification

**CONFIDENTIAL**

**President & CEO**



February 14, 2023

## **CONFIDENTIAL POSITION SPECIFICATION**

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<b>Position</b>	President & CEO
<b>Organization</b>	West Point Association of Graduates. Must be USMA graduate.
<b>Location</b>	In office at West Point, New York (not remote)
<b>Reporting Relationship</b>	Reports to the Board of Directors
<b>Website</b>	<a href="http://www.westpointaog.org">www.westpointaog.org</a>

## **ORGANIZATION BACKGROUND**

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The West Point Association of Graduates (WPAOG or the Association) is the alumni association and foundation for the United States Military Academy (USMA or West Point or the Academy). Its mission is to serve West Point and the Long Gray Line. Its vision is for the Long Gray Line to be the most highly connected alumni body in the world. WPAOG is a 501c3 non-profit, tax-exempt corporation.

WPAOG was founded in 1869 following the American Civil War. Today, it continues to strengthen the bonds of the "Long Gray Line" through communications and services to graduates, Classes and Societies; as well as building relationships with current Cadets at West Point... our future graduates.

By Memorandum of Agreement with the Academy, WPAOG is the primary private organization authorized to raise private funds on behalf of the United State Military Academy. As a non-profit, tax-exempt corporation, its philanthropic pursuits maintain the "Margin of Excellence" at West Point, providing needed support for over 170 Cadet activities, cultural immersion programs, scholarships and facilities.

The Association has annual revenues of \$70-\$100 million, a budget of \$22 million, assets over \$650 million, and over 125 employees. WPAOG is dedicated to furthering the ideals and promoting the welfare of the United States Military Academy, and to supporting and serving over 54,000 living graduates.

## **KEY RESPONSIBILITIES**

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In accordance with WPAOG's powerful mission, vision, and values, the President & CEO is accountable to the Board of Directors and provides leadership to preserve the rich legacy of West Point and provide support to USMA for the continued growth and success of the Academy and its graduates. S/he is responsible for the development and execution of a strategic plan and the overall administrative management and oversight of operations, and external affairs of all of WPAOG's activities, services, outreach and fund development.

Primary duties and responsibilities include:

#### ***Leadership***

- Provides inspiring leadership to ensure the strength of WPAOG services and brand.
- Develops and implements strategic and operational plans in alignment with WPAOG's mission.
- Coordinates leadership alignment with the Superintendent of the United States Military Academy, ensuring coordination on the tactical and strategic level.
- Regularly assesses services and operations to ensure a sustainable model for the future.
- Ensures an internal culture that supports the mission and promotes synergy and collaboration across the enterprise.
- Communicates a clear vision that is compelling, widely supported, and effectively implemented.

#### ***Board of Directors***

- Works in partnership with and reports to the Board of Directors and Board Chair to support and guide WPAOG's governance.
- Maintains a transparent relationship with the Board, and works collaboratively with Board members to set the enterprise's strategic direction and policies, enabling the enterprise to adapt to the ever-changing needs of its constituents.
- Works with the Chair to develop the Board's agenda.
- Keeps the Board informed of the organization's progress, activities, and challenges.
- Works in partnership with the Board of Directors and is an *ex officio* member of the Board.

#### ***Administration***

- Ensures a sound organizational structure and effective administrative operations.
- Maintains a well-functioning, efficient organization through effective communications and teambuilding.
- Develops measurable goals and objectives to enable WPAOG divisions and affiliated organizations to provide the highest quality of services.
- Ensures the retention of existing alumni services and identifies new opportunities that support the mission and success of WPAOG.
- Develops business plans to address proposed program expansion or implementation.

### *External Relations*

- Serves as the public face and official spokesperson of WPAOG, and promotes WPAOG's mission and services to all constituencies, the general public, and the media.
- Strengthens relationships with local and national businesses, nonprofits, government entities, and officials.
- Continues to increase WPAOG's brand equity by delivering high quality services that are needed by graduates and effectively markets the value of those services using traditional and digital communication channels.
- Educates leaders and the general public on the enterprise's commitment to global leadership.
- Works with Academy, Army, and DoD leaders to encourage statutory and regulatory frameworks that allow WPAOG to optimize its support of USMA.
- Provides executive oversight and strategic direction for WPAOG's development and fundraising efforts and provides appropriate support for efforts such as major donor programs, planned giving, capital campaigns, and special events.
- Approaches potential donors and serves as an active fundraiser responsible for growing and diversifying fundraising sources.
- Must be willing and able to travel to fulfill responsibilities.
- Represents WPAOG at many USMA events in the evening and on weekends.

### *Fiscal Management*

- Oversees the formation of the annual budget and the enterprise's capital structure.
- Oversees and seeks outside funding in all forms; oversees the development office.
- Promotes alumni services that are produced in a cost-effective manner, attempting to employ economy while maintaining a high level of quality.
- Provides accurate quarterly reports and annual budget to the Board.

### *Personnel Management*

- Directly manages and supervises an executive leadership team.
- Ensures the attainment of WPAOG's objectives through the selection, development, motivation, and evaluation of personnel.
- Fosters an entrepreneurial culture that empowers and leverages the strengths of the senior management team to develop young talent for future leadership.
- With the approval from the Compensation Committee of WPAOG, (the "Compensation Committee"), administers the annual compensation for all of the WPAOG associates and affiliates, including all of the senior officers of WPAOG.

## YEAR ONE CRITICAL SUCCESS FACTORS

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1. Achieve the Operating Plan as approved by the Board of Directors and develop a strong relationship with USMA leaders.
2. Lead the WPAOG strategy process and meet the milestones related to the organization's current 2030 Strategic Plan.
3. Embrace Human Centered Design and instill a design mindset among the WPAOG staff and volunteers to continue moving towards the aspirational vision, *For the Long Gray Line to be the Most Highly Connect Alumni Body in the World*. Lead the process for continuous improvement using Human Centered Design and data driven decision making.
4. On a continuous basis, sustain and improve our alumni services through strong planning, management, state-of-the-art technological solutions, appropriate expert personnel, and continuous benchmarking of best practices.
5. Develop and execute annual talent upgrade program and succession plan. Create the talent pipeline to address our alumni's needs, challenges and expectations.
6. Continue to meet the goals of the **WestPoint Ready** Fundraising Campaign
7. Continue to progress the Hudson Valley Project and CONNECT with the goal of revitalizing the Town of Highlands and Highland Falls.
8. Maintain a robust alumni community. Integrate with Classes, Societies, Shared Interest Groups, Cadets, Surviving Spouses, Parents Clubs and alumni communities.

## PROFESSIONAL EXPERIENCE/QUALIFICATIONS

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The ideal candidate will be an innovative and inspiring leader with at least 10 years of successful experience in an organization of comparable size and complexity. This includes having served in a leadership position with a corporation, military, social service organization, or government entity. S/he should possess the following:

- Experience in many, if not all, the chief executive officer functions, including interfacing with diverse boards, communicating to diverse constituencies on a national level, managing a major budgetary function, program delivery, resource development, and public relations.
- A commanding and credible public presence coupled with an unflappable demeanor under pressure.
- Strong professional ethics, integrity, and accountability in all actions.
- Unwavering personal and professional commitment to the Academy's values of Duty, Honor, and Country.



- An ability to listen and communicate clearly, effectively and persuasively at all levels of the organization, both orally and in writing.
- Strong leadership abilities and strategic thinking to create, plan, share, and implement the organization's vision. Ability to influence and motivate others toward reaching organizational goals.
- A thorough understanding of business and management principles involved in strategic planning, leadership, human behavior and performance, and coordination/collaboration of people and resources.
- Entrepreneurial orientation and thought-leadership to recognize future trends and new opportunities. Ability to maintain a nimble organization that can sustain changing external forces.
- A proven ability to lead, direct, and support senior level professionals.
- An ability to promote the brand and safeguard the reputation and mission of WPAOG.
- A transparent approach and political savvy to build and sustain relationships with many constituencies, both internal and external, including government agencies and funding sources, and the media.
- Decisiveness with keen analytic, critical thinking and problem solving abilities that support and enable sound decision-making.
- Knowledge of federal and state laws and regulations pertaining to nonprofit management, education, athletics, and other relevant socio-economic issues.

## **LEADERSHIP CHARACTERISTICS**

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### **Focusing on Action and Outcomes**

- Attacks everything with drive and energy with an eye on the ultimate objectives; not afraid to initiate action before all the facts are known; drives to finish everything s/he starts.

### **Being Organizationally Savvy**

- Maneuvers well to get things done; knows where to go to get what s/he needs; politically aware and agile; knows the right thing to do; presents views and arguments well.
- Ability to drive organization and cultural change to meet demanding needs of clients and regulators.

### **Communicating Effectively**

- Writes and presents effectively; adjusts to fit the audience and the message; strongly gets a message across.

### **Managing Diverse Relationships**

### **Inspiring Others**

- Relates well to a wide variety of diverse styles, types, and classes; open to differences; effective up, down, sideways, inside, and outside; builds diverse networks; quick to find common ground; treats differences fairly and equitably; treats everyone as a preferred customer.
- Is skilled at getting individuals, teams, and an entire organization to perform at a higher level and to embrace change; negotiates skillfully to achieve a fair outcome or promote a common cause; communicates a compelling vision and is committed to what needs to be done; inspires others; builds motivated, high-performing teams; understands what motivates different people.

### **Creating the New and Different**

- Is able to come up with the next great breakthrough thing to do; is creative, a visionary, and can manage innovation; is an effective strategist full of ideas and possibilities; sees multiple futures; has broad interests and knowledge; can both create and bring exciting ideas to market; comfortable speculating about alternative futures without all of the data.
- Can work well in a team and matrix environment and able to maximize organizational effectiveness in an environment of flexible employee work models (on-site, hybrid, remote).
- Is a person of high character; is consistent and acts in line with a clear and visible set of values and beliefs; deals and talks straight; walks his/her talk; is direct and truthful but at the same time can keep confidences.

### **Acting with Honor and Character**

#### **EDUCATION**

Must be a graduate of the United States Military Academy

#### **COMPENSATION**

Compensation will be competitive and commensurate with experience.

# West Point Association of Graduates Governance Model

