

Class President's Handbook



Thank you for your interest in the United States Naval Academy *Class President's Handbook*. As a class officer, you have been entrusted with significant responsibilities regarding class governance, reunions and fundraising projects. This handbook will outline many of these responsibilities and guide you as you communicate with your class, the United States Naval Academy Alumni Association and the United States Naval Academy Foundation. This handbook has been designed to include useful resources, policies and procedures. Much of this information is fundamental and applicable for all Naval Academy alumni and classes; however, some elements of this handbook can be modified to accommodate the needs of each unique class. As you develop new ideas or questions regarding the contents of this handbook, please contact the Alumni Association or the Foundation. An active dialogue with class leaders is an essential part of the Alumni Association and Foundation's mission to serve the Naval Academy. In this way, our combined efforts will bring honor to the Academy that has given so much to USNA graduates, the Navy and our nation.

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CHAPTER I

CLASS ORGANIZATION

Class Administration and Governance

General: While a Constitution for a class may be a “stand alone” document, clearly taking the step toward incorporation provides individual legal cover for the class in addition to that provided by the Alumni Association and the Foundation. Bylaws provide the operating rules for the Corporation. The Class Plan, while not required, provides the general outline for day-to-day operations. There are a myriad of documents used by alumni classes assigned to benefit individual class requirements (see APPENDIX A).

Class Constitution: The legal document that officially describes the Class, Organization and General Powers. This document outlines what actions may be performed by the governing body and what relationship exists related to funds. The membership qualifications in the organization, the role of the governing body as it interacts with the membership will also be outlined. Officers of the Corporation and their general duties as well as elections should be spelled out in general terms. The Class Constitution should exist for the life of the class and be general enough in content so that very few changes, if any, are required for the life of the Class and its Constitution. This document could exist as a governance tool without Articles of Incorporation with its accompanying Bylaws.

Articles of Incorporation: Classes wishing to be incorporated under General Law would do so normally in the State of Maryland. All classes are under the umbrella of the Corporations in place filed in the State of Maryland for both the Alumni Association and the Foundation. Therefore, all actions by a class can be covered by this umbrella provided the class is acting in accordance with the purposes as outlined by the Articles of Incorporation of the Alumni Association and/or the Foundation.

Articles of Incorporation provide the name, purpose, membership, officers and governance rules for the class as a corporation as related to the Constitution. Incorporation has the additional requirements of Bylaws and meetings that must be met at a minimum.

Class Bylaws: Bylaws are the working document related to the Articles of Incorporation. They provide for the governance of the class and can be amended as required to allow for the changes relative to class operations. They would normally include the mission, organization, detailed responsibilities, elections, meetings, dues,

and handling of funds and introduce a class plan, if applicable, to the class. Bylaws are the lifeblood of the Corporation.

Operating Plan (Class Plan): The Operating Plan outlines the day-to-day functions of the class. It is the tool of the Executive Committee that provides the groundwork for all actions associated with the class organization. These plans may include administration, communication, budget and finance, class projects and social activities. These areas can cause class functional plans to be developed and usually contain annual goals and objectives.

Tax-Exempt Status of Class Organizations: Care should be taken in preparing Articles of Incorporation and Bylaws to be sure that provisions will meet IRS requirements for non-profit tax-exempt status. IRS Publication 557 gives information on these requirements and on applying for a tax-exempt determination. Also, IRS Form SS-4 must be filed to obtain an IRS identification number. Note that classes can use the USNA Alumni Association as the address of their “principal office” and that governance documents should be filed with Maryland or whichever state is chosen for the office.

The broadest and most flexible tax-exempt status is 501(c)(3), organizations with “charitable, religious, educational, scientific, etc.” purposes and that includes “alumni associations” and to which contributions are fully tax-deductible. The USNAA/USNAF and many classes are in this category. Some classes have organized under 501(c)(7), social and recreational organizations, whose purposes did not qualify them as an “alumni association” under 501(c)(3) and to which contributions made specifically to the class may not be tax-deductible. Another option is 501(c)(19), veterans organizations, which includes past members of “armed service academies” and their spouses and widows.

In all cases, as spelled out in IRS Publication 557, there are restrictions on certain activities (e.g. lobbying or political campaigns) and annual information tax returns are required if gross receipts or class income exceed certain levels.

Class Officers

Class Organization: A Class Constitution will describe a class organization. In the absence of a constitution, a set of guidelines and procedures should be in place to elaborate on what form of governing body will be in place to legislate class business. Naval Academy class organizations are varied, but generally speaking there is a President, Vice-President, Secretary, and Treasurer who comprise the Class Officers and who are elected by their classmates to govern the class. Many classes have formed an Executive Committee, Boards of Trustees, and other selected groups that encompass members of the class. Some classes have multiple Vice-Presidents, similar to corporations that act on behalf of a certain area of responsibility.

Class Officer Responsibilities: Some examples of Class Officers and their respective responsibilities:

President – Shall be responsible for the leadership of the organization; represent the class in all affairs; be responsible for the overall supervision of the long-range class plan; appoint, with approval of the class officers and/or executive committee, other volunteer classmates for specific duties. Select those non-elected members of boards and committees in accordance with the class constitution, by-laws, etc.

Class Presidents will normally provide annual nominations for the Distinguished Graduate Award. Nominees need not necessarily be a member of the Chapter or Class forwarding their nomination. A narrative detailing the nominee's contributions and distinguished service justifying selection as the recipient of the Distinguished Graduate Award must accompany the nomination. Complete guidance is provided in Chapter IV of this handbook.

One of the most important duties of the Class President is to facilitate fundraising by his class on behalf of the Naval Academy. He/she should do so by:

1. Personally working with the Foundation on annual fundraising solicitations and class projects if he/she is comfortable with fundraising, or
2. Finding a classmate who is comfortable with fundraising to be the Class Fundraising Chair who will work with the Foundation on annual fundraising solicitations and class projects. The Foundation recognizes that not every Class President is comfortable with fundraising. If that is the case, the position of Class Fundraising Chair should be utilized to support the class' fundraising efforts. Classmates should not be denied the opportunity to financially contribute to the support of the *margin of excellence* at the Academy. Each class has ardent financial supporters of the Academy. The Foundation can help you find one or more who would be willing to be the Class Fundraising Chair(s).

Complete guidance on fundraising is provided in Chapter V of this handbook.

Vice-President – Shall perform the duties of the President in his/her absence or in the event he/she is unable to serve his/her full term of office.

Secretary – Shall keep a record of the proceedings of the class organization and other assigned committees; prepare newsletters or any other correspondence related to class business as directed by the President; and in some classes, the Secretary will also be responsible for submitting monthly articles for the class column to *Shipmate*.

Treasurer – Shall be responsible for the general financial activity of the class organization. The Treasurer will receive all funds for the Class and invest or deposit them with the Naval Academy Alumni Association treasury as a separate class account. The Treasurer shall follow the guidelines as established by the class-governing document.

Note: The Treasurer does not handle project funds.

Executive Committee – Classes may determine from their constitution that an executive committee shall be established to be the governing body of the class (operates as in a board). This committee or board will be empowered in accordance with the class-governing document.

Shipmate - Classes may appoint or elect a *Shipmate* coordinator who will be responsible for submitting a monthly class column. Classes may also appoint the *Shipmate* officer to maintain a current class record of addresses, phone numbers, and e-mail addresses.

Webmaster – Classes may appoint or elect a Class Webmaster who will be solely responsible for maintaining a class web site.

Database Manager - A classmate should be designated as the official data base manager for the class. This officer will work with the USNA AA data base administrator to reconcile class and USNA AA databases to ensure accuracy. Individuals within a class should not maintain a separate, unshared database, but should consider the Alumni Association as the best and safest repository of their data.

Class Historian - Classes may appoint or elect a Class Historian who will be responsible for chronicling the class history, keeping class histories on file at the Alumni Association current, and act as the point of contact for class centered historical inquiries.

Three officers from each Class will be given online capability to obtain entire class data at any time: President, Web Contact and Class Data Base Manager. When these officers log into Alumni Only at www.usna.com, an option will be displayed which will allow them to access their year group's data base. This will only occur if their record has been properly annotated. More detailed rosters and spreadsheets of graduates, non-

graduates, widows, remarries affiliated with a specific class will be provided to these officers upon request to the USNA AA Data Base Administrator.

Board Member (Trustee or Executive Committee) – A member of the class appointed to the Executive Committee, Board of Trustees, or other committees as assigned.

Fund Raising Chairman – A member of the class appointed for the purposes of fund raising; responsible for selecting class campaigns and projects.

Elections: Class Officer Elections for each class shall be held prior to graduation. Thereafter, elections will be held as indicated in the class governing document (Constitution, By-Laws, etc.). The term of office will be dictated by this document and will vary depending on the class. Various examples of periodicity are 1 year, two years, 5, 10, 15 or 20 years (based on reunion cycles), or for life. Each class will determine its own process for electing Class Officers.

Please notify the Alumni Association when there has been a change in class officer status.

CHAPTER II

COUNCIL OF CLASS PRESIDENTS

Policy and Procedures

The Council of Class Presidents came into existence as the result of a letter from the AdHoc group of Presidents to the Chairman of the Board of Trustees (BOT) of the U. S. Naval Academy Alumni Association. A Governance Study Group (GSG), of which four Class Presidents were members, was established.

The GSG produced a comprehensive report which recommended major changes to the BOT, notably the inclusion of seven Class Presidents as members of the Board. Three would assume seats in May 2000, three in 2001 and one in 2002 for terms of two years, reelectable twice, but serving no more than six out of eight years.

Election of Class Presidents to the Board of Trustees is a principal focus of the Council. To promote continuity and take optimal advantage of Board experience, Decade Representatives, as defined by the Council, should try to serve a minimum of four years on the Board of Trustees.

The responsibilities of the Council members as trustees are set forth in the BOT Bylaws and the Operating Policy and Procedures Manual as amended by the changes brought about by the GSG. The Class Trustees, in addition, will be responsive to the advice and recommendations expressed by their decade members.

Decade Representation on Council

The Class Presidents will be advised by seven-person Council of Class Presidents in which each decade will be represented by an elected/selected President as follows:

1930/40's:	1
1950's:	1
1960's:	1
1970's:	1
1980's:	1
1990's:	1
2000's:	1
2010's	1

As each new decade is integrated in the fifth year of the decade, the three senior decades will be combined and be represented by one Class President. In the event of a decade President's death, resignation or otherwise requiring relief, the remaining Class Presidents of the decade will arrange for the election/selection of a new representative.

The Class Presidents will elect, from the Council, a Chairman and Vice-Chairman; the former to serve on the Board of Trustee Executive Committee. A third member will be elected as the third trustee to join the Board of Trustees in May 2000. In subsequent years, additional trustees and relief Chairman/Vice Chairman will be elected.

Decade representatives to serve on the Council of Class Presidents will be selected by the individual Class Presidents in any appropriate manner they choose. The senior Class President in each decade will serve to coordinate such selections including the delegation of this coordinated responsibility to another Class President within the decade.

Classes should make every effort to permit their Class President to complete their term(s) of office as either a member of the Council of Presidents or BOT member consistent with their governance policy.

Class Presidents Meetings

The Alumni Association Board of Trustees meets semi-annually in Annapolis with the first day set aside for Committee meetings and the second for a plenary session. Class Trustees will be expected to attend both of these two-day meetings; and all Class Presidents are invited to attend.

In addition, all Class Presidents shall meet in Annapolis semi-annually in April and October to generate Issue/Position papers for the Council of Presidents and receive updated information from the Alumni Association. Insofar as possible, all decade representatives should attend this meeting as well. These meetings may be directly related to the Naval Academy Foundation and fundraising purposes.

Class Presidents should make every attempt to have officer representation at these meetings if he/she cannot attend. Agendas for all meetings will be transmitted approximately a month in advance by the Chairman to all Class Trustees (Decade Reps) and Class Presidents.

CHAPTER III

CLASS SUPPORT

Reunions / Class Events

Class Support is ready to assist with reunion planning from the first reunion committee meeting to the final execution of your events. We invite you to ask for meeting to go over all the services we provide.

Updating your addresses/emails. The first step in reunion planning is to insure your database is as accurate and complete as possible so that every classmate will be informed of the event either through letter or email. Class lists are available online to Class Presidents, Data Base Managers or Web Contacts. You can access this list by visiting www.usna.com and signing into your account. Once signed in, click on the *My Account* link in the bottom right hand area of the page. Once in *My Account*, click on the *Class List* link.

Fields available for download include: Register Number, Full Name, Address, City, State, Zip, Home Phone, and Email Address. We can provide in comma delimited or table format. Grads and non-grads are available and we can sort the information by last name or State.

If there are any questions regarding this feature, please contact Denise Clark at 410-295-4079 or denise.clark@usna.com

Special consideration for 50th reunions and above: For major reunions, 50th and above (increments of 5 years) we provide three free mailings (2 one page and a final multi page) to all graduates, non-graduates, widows and remarried widows of the year groups to publicize their reunion.

50th reunion classes have **priority for using the floor of Alumni Hall if you desire for a sit-down banquet during the weekend of your 50th reunion.** Only one class event can be held in Alumni Hall per quarter and the 50th reunion class is the only one that can use the floor of Alumni Hall for a large sit down dinner/banquet per year.

Requests for dates will be forwarded to the Alumni Association Class Support Office. Class Support will work with the Special Events Office on the Yard to secure the desired date and time. There is a fee for use of Alumni Hall which will be billed directly to the class.

Other USNA AA services:

- Two free pages of reunion mailing information in Shipmate magazine any time during the planning period of each major (5 year) reunion. Preferably a maximum of two pages per issue. The information must be “camera ready hard copy”. If necessary, we can assist in preparation of an advertisement.
- On line registration for your reunion
- The Alumni Association will provide a listing of Annapolis area accommodations and frequently used vendors. The Alumni Association will provide contact information for hotels, caterers, florist, memorabilia, etc.
- The Alumni Association offers a “Cash Management System” wherein all monies remitted for reunions can be received, processed and deposited directly into the Class account. This service also includes credit card payments and processing. (Attachment of agreement explains in more detail.) We also offer twice a month payment of class authorized invoices. Payments made through the Class Alumni Association Account will benefit from our Maryland Tax Exempt status.
- Class Support will provide assistance with Memorial Service – provide a list of the deceased with obituaries that have been printed in Shipmate; plus last information we have on relatives’ addresses so they may be invited to the service. We hold examples of programs and can assist.
- Class Support will assist in the coordination of speakers – CEO, USNA AA, Superintendent, Commandant, other officers and staff of USNA.
- USNA AA will help provide information for folders/packets given to attendees.
- Class Support will meet with the reunion point of contact at the beginning of the planning process and throughout as necessary.

The Class’ responsibility includes, but is not limited to, the following:

- The reunion point of contact shall provide camera-ready copy to the Alumni Association, at least three (3) weeks in advance to the deadline of any class mailing.
- Identifying, negotiating and signing all contracts (i.e. hotels, caterers, memorabilia, etc.)
- Assigning a local point of contact to run errands, answer questions, etc.

- Assigning a local representative to receive emailed digital copies of class reunion registration forms mailed to Cash Management System and stored at USNA AA for pick up.
- Assist in updating class roster and email addresses.
- Assign overall Reunion Chairman and committee head for each event/activity.

For more detailed reunion planning information please see the Reunion Planning Handbook on the Reunion page at www.usna.com

Another Link in the Chain

The bond that is formed between generations of alumni from the U. S. Naval Academy is indicative of a tradition of responsibility, respect and concern for other U. S. Naval Academy graduates. Alumni classes have increasingly become more active in the lives of midshipmen 50 years their junior. In 2000, a new tradition was initiated when the Class of 1950, in celebration of their 50th anniversary of graduation, personally presented gold Ensign/2nd Lt bars inscribed '50-'00 to the newly commissioned officers of the Class of 2000. This participation has become known by the program title, "Another Link in the Chain."

The concepts and organization of this program are outlined in USNA INST 1531.48A dated 19 March 2002 (See APPENDIX C). The voluntary opportunities for participation are listed in USNA INST. All coordination must be done through USNA AA POC Noreen Frenaye (410)295-4016 noreen.frenaye@usna.com.

Memorial Affairs for Deceased Classmates

This message is intended as an overview of the official USNA Instructions (USNAINST 11170).

The Memorial Affairs Coordinator coordinates all of the funeral services held at USNA. This office arranges for the use of St. Andrew's or the Main Chapel, Chaplains, organist, Marines, Band, security, notify the Alumni Association, etc. In addition, this office responds to all questions regarding the USNA Cemetery or Columbarium. The office is located in the Chaplains' Center, Mitscher Hall, 2nd floor. The Memorial Affairs Office does not prepare programs for the service. This is the responsibility of the family or class.

The mailing address is:

Memorial Affairs Coordinator
101 Cooper Road
Annapolis, MD 21402-5027

By phone, the office can be reached at: (410) 293-1101; by fax at: (410) 293-4809. E-mail can be sent to: memorial@usna.edu

Columbarium: The eligibility requirements for the Columbarium are as follows:

- 1.) All USNA graduates
- 2.) Military personnel currently stationed at USNA

3.) Currently enrolled midshipmen

4.) Civilian faculty who complete at least 20 years of service at USNA *and* are honorary or associate members of the Alumni Association

5.) Spouse and unremarried widow(er) of an eligible person. A spouse and one child under the age of seven may share the niche with those eligible. The inurnment of a dependent may precede that of the eligible person.

The niches are 10 ¼" high, 8 ½" wide, and 10 ¼" deep. Please consider this size when ordering urns. When the niche is assigned, mail a check to this office made payable to the USNA Alumni Association (USNAAA) to cover the cost of engraving. Currently, the fee is \$300.00 per person.

Cemetery: Space in the USNA Cemetery is very limited and therefore the eligibility requirements are more stringent. Please check with the Memorial Affairs Coordinator for details.

The Superintendent must authorize requests for waivers of the eligibility requirements. Eligible flag officers may make a reservation for burial in Section 17. Cemetery plots are assigned sequentially at the time of need. The family of the deceased must obtain a headstone, either through the VA or a private monument company.

Honors: All honorably discharged veterans are eligible for simple military honors. Honors are rendered at the Columbarium or Cemetery, depending on the interment site. Please check with the Memorial Affairs Coordinator for details.

- 1.) Appropriate military honor guard as arranged by the Memorials Office
- 2.) A bugler from the U.S. Naval Academy Band will play taps
- 3.) An officer will present the Veteran's flag to the deceased's next-of-kin.

Flag officers are eligible for full military honors. Honors are rendered at the Columbarium or Cemetery, depending on the interment site. This consists of:

- 1.) Appropriate military honor guard and band as arranged by the Memorials Office
- 2.) A bugler will play "Taps" at the Cemetery

3.) An officer will present the flag to the next of kin.

Veteran's Flags: Flags are provided by the VA free of charge (VA Form 2008). The VA also provides Presidential Memorial Certificates. All funeral homes are able to obtain these. The VA can also be contacted via the Internet at or through a local office.

Times of Services: Funeral Services held on Monday through Thursday begin between 0900 and 1400, while those held on Fridays begin between 0900 and 1100. Services are not held on holidays, weekends, or during Commissioning Week. Memorial Services may be held in the Main Chapel or St. Andrews Chapel. When the funeral service is held in the deceased's home church, only a committal service is held at USNA. If the deceased is of the Roman Catholic faith, we ask that the Funeral Mass be held in the home parish, as we cannot provide one at USNA.

Parking: Limited parking is provided along Blake Road during the Chapel service and along Ramsay Road during the committal service at the Columbarium.

How to Write an Obituary, Last Call

From Shipmate, December 2001, page 29
A Fitting Tribute: How to Write an Obituary
By Chester H. Shaddeau Jr. '47

First of all, get the obit into print ASAP. The normal print lag is about seven weeks. Don't add to it! And be aware of the prevailing length limit (presently 400 words).

I generally begin the obit with a flat statement, including full name and title, of the time, place, and cause (if available) of death.

I then proceed to place of birth, date of birth, age, early schooling and parents, as available and appropriate, followed by the source and type of appointment to the Academy.

The description of their Midshipman career is usually very short, but may well expand if he was an All-America, six-striper, Rhodes Scholar, or whatever, and I try to include clubs and sports as available. I always indicate which Company he (or she) graduated with, as it is invariably asked for by Classmates. If married, I try to include wife's maiden name (or husband's name), home, and date of marriage. If multiples, be as accurate as possible— these can be dangerous rocks and shoals!

I generally follow this with his (or her) service career, in as much detail as possible, but keeping it concise. I try to ignore routine "meritorious" and "attendance" medals but highlight decorations for valor. Ships, stations, aircraft squadrons I attempt to pinpoint as fully as possible, but exact dates are not usually included—hard to get right. Civilian careers should be covered in just as much detail, and include honors, fraternities, and

civic distinctions as appropriate. Advanced education and degrees are important in both civil and military careers. Fit them in where they occurred.

In full retirement, hobbies, charities, and clearly interesting activities should be included. Use judgment about detail in listing survivors —if there are only a few, be detailed, but if he had 14 grandchildren, don't name them all. Finish off with known details about place, date, and manner of final disposal of remains and services. Probably best to avoid matters regarding memorial donations unless requested by family. Remember that the family will be extremely attuned to details, so be cautious about making any assumptions as to relationships. Avoid them if unsure. Try to talk with a member of the family *other* than the widow, in most cases, who will be able to get details without inflicting further pain. I refer here to divorces, estranged children, live-in girlfriends, etc., but it refers to *all* details.

Try to get an obit from the local paper—it usually has much of what you want, but remember that you are writing for an audience (Academy Alumni) who is possibly interested in some things that the paper (and the family!) may not understand. (References to “driving battleships” when he was a DD skipper are not uncommon!) Correcting that is your job. Navy acronyms (like COMSUBORDDEVDET) probably should be avoided if their meaning is not obvious.

If *you* write the obit, sign it. If the family writes it, credit *them*, even if you edit. Keep in mind that the family will probably clip and retain the obit, and it will be a keepsake for them. They deserve good work. For God's sake, try to get all the names spelled correctly!

The following is just one (fictionalized) example, but you may find others in previous and subsequent issues.

WATER TIGHT DOOR '47

Water T. Door died of a stroke at Albion, KY, on 26 June 1999. He was 75 years old. A native of Albion, “Leaky” attended Kansas State University prior to receiving his congressional appointment to the Academy from Alabama. He graduated with the Class of 1947 in June of 1946, a member of the 15th Company. Upon graduation, he served briefly in JONES (DM-36), and decommissioned it, then operated from the Philippines for a year in PCE-871 and another year out of Kwajalein in PC-1186. He served thereafter in WALDRON (DD-699) until his resignation in 1949. In 1949 he began his engineering career with Southland Widget Power Co., where he was to spend his entire civilian working life. He climbed the corporate ladder, and on the way up served as plant superintendent of two widget producing stations; superintendent of production; assistant chief engineer, then chief engineer; vice-president, executive vice-president, president in 1970, president and CEO in 1971, then chairman and CEO from 1984 to 1989, when he retired as chairman emeritus. He served on the boards of numerous businesses, as well as on

the Robert E. Lee Council of the Boy Scouts of America, the Multiple Sclerosis Society, and the Board of Trustees of Beauregard College and of Agnes Scott College, was a past president of the Albion Chamber of Commerce, and of the Paul Jones Society of America. He held membership in numerous professional, business, and technical societies, was a member of Sigma Chi and of Rotary, and was particularly active in working to keep Albion as host city for the 1960 International Widget Competition. He is survived by his wife of 53 years, the former Mary Lee; sons, Water and Explosion; ten grandchildren; and one great grandchild. Memorial services were conducted at the Albion Memorial Church.

Chet Shaddeau '47

***Please note that we have recently instituted a maximum word limit of 400 words. Obituaries may be submitted electronically to obits@usna.com, or via USPS to: *Shipmate* obituaries, 247 King George Street, Annapolis, MD 21402-5068. One photo may accompany the text and will be returned once the magazine has been printed. We request that irreplaceable photos not be sent in case of loss or damage in transit. If sending the photo electronically please be sure that the resolution is least 300 dpi. Close up photos work best since the final photo will be about 1 X 1.5 and Lucky Bag (yearbook) photos are available (for graduates), upon request. If you have any questions regarding submission of obituaries to *Shipmate*, please contact your Class secretary, or *Shipmate's* obituaries editor, at 410-295-4064.

Membership and Data Base Management

USNA AA has developed an Information Management plan that frees you from database management duties and allows for you and your class leadership to engage in other value added activities. There will be a centralized database system where the information is stored in one central location. That location will be in Annapolis. Our infrastructure has been built to handle the demands of a centralized database. We will provide this information to our internal customers (Class and Chapter Support, Naval Academy Foundation, Career Services, etc.) as well as the leadership of our constituency groups (Class, Chapters and eventually Parents) for their official use.

Alumni Profile

The Alumni Association is very interested in proactively managing our database to ensure we have the most up to date and correct information possible. Please take the time to encourage your classmates to visit usna.com to update their career and contact information.

To do so, please go to the USNA Alumni Association website at USNA.com. Once there, click on "Sign In" to log into your account.

For classmates that have an account in the Online Community at the Alumni Association website, please visit www.usna.com and log into your account. If you do not have an account in the Online Community, then please follow the prompts on the sign in page to set one up. If you are not sure, then contact onlinecommunity@usna.com and we will be happy to check for you!

If you have an account but do not remember your user name and/or password and have the same email address as when the account was set up you can submit a request online to retrieve your username and/or password.

If your email address has changed, PLEASE DO NOT SET UP ANOTHER ACCOUNT. Instead, contact the Alumni Association and we will be happy to look up your user name and password so that you can access your account to register for the reunion and update your contact information. Please email onlinecommunity@usna.com for user name and password look up.

Once signed in, click on My Account in the bottom right hand corner of the page. Click on Update Profile to update your contact information, and then click on military salutation to update your current rank or civilian status, followed by updating Class Mail so that your class officers can continue to communicate with you.

If you have any trouble, please contact onlinecommunity@usna.com for assistance!

Access to Class Listings

“Class List” is a function available to Class officers and other designated members of the class for downloading biographical information for your class. You can access this list by visiting www.usna.com and signing into your account. Once in the My Account link you will see a link to Class List.

Class Presidents, *as well as anyone they designate as Web Contact and/or Database Manager*, will be able to obtain a class list when they are signed into www.usna.com. To designate a person as such, please contact the Alumni Relations Manager.

Fields available for download include: Register Number, Full Name, Address, City, State, Zip, Home Phone, and Email Address. We can provide in comma delimited or table format. Grads and non-grads are available and we can sort the information by last name or state.

If there are any questions regarding this feature, please contact Denise Clark,
(410)295-4079 or denise.clark@usna.com

CHAPTER IV

DISTINGUISHED GRADUATE AWARD PROGRAM

Criteria: The Distinguished Graduate Award is to be given to a living graduate of the United States Naval Academy whose character, distinguished military and civilian services and stature draw wholesome comparison to the qualities that the U.S. Naval Academy strives for in keeping with its traditional values of duty, honor, integrity and “Through Knowledge Sea Power”. With the purpose of identifying to the public and Brigade of Midshipmen, the broad national significance of the Naval Academy as one of the Nation’s cherished institutions, candidates for the Distinguished Graduate Award will be living graduates of the United States Naval Academy who:

- *Have demonstrated a strong interest in supporting the Navy and the United States Naval Academy*
- *Have provided a lifetime of service to the Nation or Armed Forces*
- *Have made significant and distinguished contributions to the Nation via their public service*

The Presidents of the Naval Academy Alumni Chapters or Class Presidents will normally provide nominations for the Award. Nominees need not necessarily be a member of the Chapter or Class forwarding their nomination. A narrative detailing the nominee’s contributions and distinguished service justifying selection as the recipient of the Distinguished Graduate Award must accompany the nomination. The Award will not be given to individuals who occupy or are candidates for elective office, or who are still on active duty. The individual selected for the Award must agree to accept the Award at USNA.

Nomination procedure/timeline:

1. Nominations will be called for in the summer of each year. Each Class President will receive a letter from the USNA AA with a nomination form (See APPENDIX D).
2. A strong, written justification of why the candidate should receive the award must accompany the submission. Please see the nomination packet guidelines at the DGA page of www.usna.com.
3. See APPENDIX E for an example of a successful submission.

CHAPTER V

CLASS FUNDRAISING

FUNDRAISING in SUPPORT of USNA (Information for Class Presidents and fundraising volunteers)

U.S. Naval Academy Foundation

Mission

To support, promote, and advance the mission of the Naval Academy by working in conjunction with Academy leadership to identify strategic institutional priorities, and by raising, managing, and disbursing private gift funds that provide a *margin of excellence* in support of the nation's premier leadership institution.

Purpose

The Foundation's role in support of the Academy is broad-based, as reflected in its major responsibilities:

Develop, promote, and enhance the programs and facilities of the Naval Academy and its Alumni.

Solicit and provide private gifts and grants in support of the Academy's highest priorities within its Centers of Excellence – Leadership & Character, Academic, Athletic, and Admissions.

Receive, manage, distribute and invest private contributions exclusively for the benefit of the Brigade of Midshipmen, the Naval Academy and its alumni.

Advance the admission of highly qualified candidates to the Naval Academy by providing scholarship opportunities so that aspiring young men and women might attend private preparatory schools.

By carrying out these responsibilities, the Foundation provides the essential support and advancement of a broad range of mission enhancing activities, many of which would otherwise not be appropriate for government funding or full government funding.

History and Background

The United States Naval Academy Foundation (the "Foundation"), a registered non-profit corporation in the State of Maryland, was formed on 1 January 2000. Back in 1944, the original U.S. Naval Academy Foundation was formed to support athletic

excellence at the Naval Academy through scholarships, grants and award programs. This original Foundation united with what was then known as the Naval Academy Endowment Trust in 1999 to form the current fundraising entity for the Naval Academy.

The present Naval Academy Foundation is the sole fundraising entity authorized by the Naval Academy to solicit gifts for the benefit of the Academy. The Foundation coordinates and oversees all fundraising for private, voluntary gifts that benefit the Academy and the Brigade of Midshipmen. The organization also serves as “agent” for gifts designated for the U.S. Naval Academy Alumni Association, which ceased active fundraising efforts as of 1 January 2000. Still, donors may designate gifts for the Alumni Association, a separately incorporated 501(c) (3). By its charter and mission, the Foundation cannot and does not conduct fundraising activities for alumni class or alumni chapter operations, nor does it solicit gifts for individual alumni, their families, or other Navy/USNA affiliated organizations.

The Foundation is governed by a Board of Directors. This board is independent of and separate from the Alumni Association’s Board of Trustees. Operationally, the Foundation is led by a President & CEO. An Executive Vice President manages day-to-day activities and staff of the organization.

There are two divisions of the Foundation: the Development Division and the Athletic & Scholarship Programs Division. The Naval Academy Athletic and Scholarship Program (A&SP) was founded in 1944 as the original Foundation noted above. This division encourages and supports athletic excellence at the Naval Academy. The program is responsible for grants and awards that recognize superiority in athletics and a comprehensive scholarship program to ensure that the Naval Academy has the best scholar-athletes in the nation. The A&SP Division is led by a group of Trustees, separate and distinct from the Alumni Association’s Board of Trustees.

The Foundation’s fundraising year runs January 1- December 31. For example, gifts and pledge payments received during the twelve-month period 1 January-31 December 2007 will be recognized and recorded as 2007 gifts. Donors receive an appropriate receipt for their gifts and pledges are also acknowledged. Contributions to the Foundation or Alumni Association may be tax deductible to the extent allowed by law. Any questions in this area should be directed to a reputable tax advisor or legal counsel. The Foundation publishes a consolidated Annual Report in conjunction with the Alumni Association. The most recent published reports are available on our website, www.usna.com. In addition, the Foundation publishes an annual on-line Donor Report each spring which can be viewed at www.usna.com. The 2010 Donor Report will appear in the spring of 2011.

In April 2007, the IRS modified the public charity status/classification of the Foundation from 509(a) (3) to 509(a) (1) and 170(b) (1) (A) (vi). Further, the Foundation remains

classified as an organization exempt from Federal income tax under section 501(c)(3) of the Federal Internal Revenue Code.

A listing of Foundation staff may be found in *Shipmate* or on the Foundation website, www.usna.com.

Philanthropy in Support of USNA

Between 1 January 2004 and 1 January 2014, the Foundation provided more than \$174 million in direct private gift support to the Naval Academy.

The Leaders to Serve the Nation (LTSTN) Campaign

In June 2001, the Foundation launched the public phase of the *Leaders to Serve the Nation* Campaign. The campaign had begun with a “quiet phase” beginning on 1 July 1999. This was the most comprehensive fundraising campaign in the Naval Academy’s history. At its outset, the campaign fundraising goal was set at \$175 million, and was revised to \$225 million.

The highly successful campaign concluded on December 31, 2005. At its conclusion, the Foundation documented nearly \$254 million in gifts and pledges against the revised goal of \$225 million. The case for private gift support was clear and compelling among donors during the campaign, evidenced by broad participation of alumni, parents, friends, corporations, foundations and organizations. The campaign clearly helped to establish a culture of philanthropy at, and for, the Academy.

Current Activities / Post-Campaign

Today, the Foundation is a proud and motivated organization, dedicated to building upon a long history of philanthropy at the Naval Academy. Its focus has broadened to support the full spectrum of programs and facilities that contribute to excellence in preparing midshipmen to become leaders of our nation – in the military, in government and in the private sector. Contributions to the Foundation directly enhance many areas of midshipmen education and training, enabling a true *margin of excellence* at the Academy through current gifts, deferred gifts and permanent endowments. The Foundation also supports an active Alumni Association by funding programs that inform and services that engage the Association’s members.

In the post-campaign period, the Foundation seeks to nurture and build upon the culture of philanthropy established during the *LTSTN* Campaign through focused efforts to reach new donors and retain those who are already consistent and

loyal supporters. To this end, the Foundation Board of Directors has approved for fundraising a number of programs and facilities which represent the highest strategic

priorities of the Naval Academy. A current summary of the approved fundraising priorities can be found within the Giving section of the Foundation's website, www.usna.com. Additionally, the Academy has developed a 10-year plan called *Strategic Plan 2020*. Many current fund raising priorities are contained within this plan and new priorities will emerge from it in the near future.

The list of approved fundraising priorities should be viewed as dynamic. Some initiatives (e.g., the Naval Academy Annual Fund/Parents Fund and the Fund for Athletic Excellence) are recurring and will always remain on the list; some priorities are for capital projects (bricks-and-mortar) – once fully funded they will be removed from the list. Some priorities (e.g., endowments) may be funded by a single donor, small groups of individuals or, in some cases, an alumni class. When an endowment goal is reached and the endowment is functioning, active fundraising for the underlying gift purpose will usually cease, although individual gifts to the endowment will be accepted. Finally, new priorities will emerge from time to time, the result of a joint determination by the Naval Academy and the Foundation that the underlying gift purpose is both: 1) considered of strategic importance by the Naval Academy; and 2) considered by the Academy *and* the Foundation to be appropriate for private gift support. Thus, the Academy and Foundation jointly seek to maintain a close strategic alignment. Conversely, the Foundation and the Academy will not support fundraising efforts, nor accept gifts for gift purposes that are not considered of strategic importance and/or appropriate for private gift support.

Why Alumni and Others should support the U.S. Naval Academy

Educational institutions often reflect the values of our culture. Today, more than ever, Americans are paying close attention to how higher education performs. Are colleges and universities producing graduates who are capable of thinking deeply, articulating effectively, acting decisively and leading in a complex world?

The Foundation recognizes and accepts the challenge of adapting to an ever-changing culture, while at the same time remaining firmly anchored to the traditional values that the Naval Academy imparts to midshipmen: honor, courage, and commitment.

The Academy competes with the best universities in the nation in a “battle for talent” for students, faculty, and resources. Competition sharpens our focus; it makes us more productive and effective. And to stay competitive in today's changing environment, we must be committed to raising and resourcefully investing private gifts that help the Naval Academy meet its strategic priorities. In doing so, we will supplement federal funds with private contributions that provide a “*margin of excellence*” by creating or enhancing programs, attracting top faculty and mentors and building or refurbishing facilities that, when taken as a whole, help shape midshipmen into future leaders of our country.

A gift to the Naval Academy Foundation truly represents an investment in the future leadership of our country. Naval Academy graduates have long served the nation as leaders in the military, government, business and as community-minded citizens. They provide compelling testimony to the contribution of the Naval Academy in preparing midshipmen to serve as “leaders for the nation.” Graduates recognize their responsibility to lead and serve in the armed forces and as citizens of a country that invested so greatly in their education and training.

Private gifts make a tangible difference in the lives of the members of the Brigade of Midshipmen and in the Academy itself. Examples are both numerous and varied: a door is opened to a Naval Academy education through a scholarship at a prestigious preparatory school; a respected scholar/teacher is attracted to the Academy by the luster of a privately funded faculty chair; a gifted high school soccer player chooses the Naval Academy in order to play in a new, state-of-the-art facility; midshipmen facing academic challenges in the rigorous Academy curriculum seek out and receive assistance from peers and tutors at the Academy’s Class of 1963 Center for Academic Excellence; the list goes on and on. Further, private gifts place the Naval Academy on a stronger financial footing to attract top faculty and students and produce graduates who will serve our country with honor and distinction.

It is important to note that private gifts augment, but in no way replace federal appropriations. In fact, federal funding of the Academy is committed for the long-term and is relied upon to sustain the institution’s core activities and mission. Private gifts add value “at the margin” and enable excellence (vs. adequacy) in all facets of the Naval Academy’s operations, making private gift support from alumni, parents, friends and organizations increasingly important to both the Academy and to the midshipmen who learn, train and live in Annapolis.

Those whose character and leadership skills were developed at the Naval Academy have left a profound mark in the fields of military, science, technology, business, government, and athletics. For a century-and-a-half, the Naval Academy has responded to the changes and challenges created as a result of ever-changing technology by instilling basic values in midshipmen. This solid and timeless grounding allows Naval Academy graduates to not only respond to change, but provides them with the means to effect positive change. With the support of generous alumni and friends, the Naval Academy will continue to provide our country with graduates who have the knowledge and the skills to positively shape our future.

When one contributes to the Naval Academy Foundation, he or she invests in excellence at the Academy and it is strengthened in its ability to carry out its singular mission: to develop midshipmen morally, mentally, and physically, and to imbue them with the highest ideals of duty, honor, and loyalty.

Unrestricted Private Gift Support

An unrestricted gift to the Naval Academy Annual Fund (or Parents Fund) is the most flexible and immediate way to contribute to the improvement of the Naval Academy. Annual Fund gifts allow the Superintendent to meet both immediate and ongoing needs of the Brigade of Midshipmen and the Naval Academy. The Annual Fund also supports clubs, classes, chapters, and members of the USNA Alumni Association, and it ensures that the Association and Foundation can continue to operate efficiently and effectively.

Annual Fund gifts are used to fund a wide array of strategic initiatives and emerging needs in the Yard. Some examples of projects and programs made possible by the Annual Fund include: support for the Plebe Summer Cadre Leadership Seminar - an intensive leadership training program for the midshipmen who supervise the Plebes during their rigorous summer; public speaking training for second class midshipmen; Naval Academy Preparatory School (NAPS) program support; replacement of the aging synthetic turf on Rip Miller Field with a new playing surface that is more durable and less likely to cause injury; and outreach efforts in admissions. Annual Fund gifts are also used to produce the Plebe Summer videos which introduce parents to the activities and training their sons and daughters experience during Plebe Summer. Other unrestricted gifts to the Annual Fund support the Academic Dean's faculty enrichment initiatives, Distinguished Military Professor positions, the Bancroft Lecture Series, midshipmen internships, and funding for foreign language and cultural immersion opportunities. In many ways, both large and small, unrestricted gifts enhance greatly the Naval Academy experience for the Brigade of Midshipmen.

Annual Fund gifts also support the mission-critical functions of the Naval Academy Alumni Association and Foundation. Many member services and benefits are made possible by unrestricted gifts, including club, chapter, and class reunion support; the lifetime class email program; *Shipmate*; career program services and the several websites maintained by the Association and Foundation.

Finally, it takes money to raise money. All non-profit organizations like the Alumni Association and Foundation bear the inherent costs of raising funds. Unrestricted support for the Annual Fund allows the Foundation to cover the cost of *all* fundraising activities, including support for alumni class gift projects. Over the last seven years, the average cost of fundraising for the Foundation has been 16 percent - below the national average of 15 to 25 cents on the dollar. The Foundation strives to keep fundraising costs as low as possible, while working with donors to ensure that together we meet or exceed all goals. Unrestricted gifts to the Annual Fund provide incredible leverage, creating a nearly 8:1 ratio of dollars-raised to dollars-invested. Put simply, the power of unrestricted giving to the Naval Academy Annual Fund is both remarkable and transforming.

Because of its central importance to the Naval Academy and to the Foundation's ability to carry out its mission, the Foundation will *always* strive to ask every potential donor (alumnus, parent, corporation and organization, including classes), for an unrestricted gift, *every year*. Accordingly, when an alumni class embarks on a fundraising project, the class must also agree to set a "component" unrestricted goal as part of the effort. Typically, the unrestricted component goal is a minimum of 20% of the overall class project goal (for example, a class sets an \$800,000 goal to fund a Distinguished Military professorship; additionally the class sets a minimum goal of \$200,000 for the Annual Fund component of the project. The total class project goal is thus at least \$1,000,000).

These goals must be formally approved by the Foundation and the class leadership in a Memorandum of Understanding (MOU) which spells out both the restricted component(s) goal and the Annual Fund (unrestricted) goal, as well as other relevant points of agreement with respect to goal and process. Without an executed MOU in place, fundraising among the class cannot begin and gifts/pledges will not be accepted. This also applies to "continuation class gift projects" wherein a class seeks to return to and raise funds for a previously funded project (for example, the Class of 1963 in 2001-2003 raised \$1.4 million for the Academic Center for its 40th reunion gift; in 2008-13, the class is seeking to raise new private gift support for its 50th Reunion gift for the same purpose: *a new MOU is required*).

Fundraising Priorities

In a closely aligned partnership with the Naval Academy, the Naval Academy Athletic Association and the Naval Academy Alumni Association, the Foundation is focused on raising private gift support to meet strategic priorities as noted above in the "current activities" section. In its broadest sense, these priorities are divided into two categories: (1) Current Funds, required on an annual basis by the Academy to operate specific programs and projects; and (2) Capital Funds, large denomination requirements intended for facility construction and renovation or to fund permanent endowments.

A list of approved strategic fundraising priorities may be found on the Foundation's website, www.usna.com in the Giving section. Alumni class leaders may obtain additional information on the private gift fundraising priorities by contacting the Associate Director of Class Legacy Gift Programs. Fundraising initiatives for class fundraising projects must be approved initiatives by the Academy and Foundation Board.

Class leaders who are interested in identifying a gift project for an upcoming class gift project should first consult the approved list of fundraising priorities. The Foundation encourages class leaders to select from this list. Further, the class leaders should consult with the Foundation staff in order to validate the current Academy needs, and discuss goal-setting and other matters, prior to communicating the intended project

with the entire class or taking steps to further the project (i.e., contracting with outside vendors).

If, however, class leaders want to support a different gift purpose which does not appear on the approved priorities list, a discussion between the Foundation and the Naval Academy and an ensuing formal negotiation leading to an approved MOU must take place. This is often time-consuming. However, it is not impossible and there is ample precedent.

USNA Foundation Staff

Day-to-day activities of the Development Division of the Foundation are led by the Executive Vice President (EVP), who reports to the President and CEO of the Foundation and Alumni Association. Three senior directors report directly to the EVP. They are the Director of Development, the Director of Development Operations, and the Director of Development Services.

The Executive Vice President leads the professional fundraising activities of the Foundation. Four program managers report to the Director of Development. These four directors manage separate but highly integrated fundraising programs. They are:

- Director, Development Operations (Annual Fund, Class Giving, Presidents' Circle)
- Director, Major Gifts
- Director, Corporate and Foundation Relations
- Director, Planned Giving

Major Gifts

The Major Gift program at the Foundation is oriented toward prospective donors who have the ability to make gifts of \$100,000 or more in a period of five years or less. Major gifts include outright and planned gifts in support of the Naval Academy, the Brigade of Midshipmen and the Naval Academy Alumni Association. Potential major gift prospects are identified and evaluated through the research department. Major Gift Officers (MGOs) are responsible for maintaining periodic contact (phone calls, letters, personal visits, visits from volunteers) with assigned major gift prospects to develop their interest in the Academy; matching prospects with giving opportunities appropriate to their interest(s) and giving ability; and appropriate stewardship of donors who have made major gifts, acknowledging their contributions and encouraging future support.

Corporations and Foundations

Corporation and Foundation Relations (CFR) is responsible for soliciting major and special gifts from corporations, corporate foundations and public foundations in support of the Naval Academy and the Brigade of Midshipmen. CFR is responsible for

developing and maintaining relationships with prospective and demonstrated corporate and foundation donors across the United States.

Matching Gift Program – Many companies will match a charitable contribution to higher-education institutions, and some matching gift programs even include retirees and board members. Gifts will often be matched at a ratio of 1:1, 2:1 or even 3:1. Some companies have restrictions on their matching gifts in terms of donor recognition or types of programs that will be matched.

Donors are strongly encouraged to contact their human resources department or search their company website to find out if the employer has a program and how to participate. Generally, employers have forms, web-based application or a phone system in place to process the matching gift request. A list of companies that participate in the matching gift program can also be found on the Giving section of the Foundation's website, www.usna.com. Donors able to leverage their personal giving in support of a class project or other initiative with a matching gift benefit both the project and the base of support for the Academy.

Planned Giving

Planned giving refers to the process of making a charitable gift of assets to one or more nonprofit organizations. It requires thoughtful planning in light of the donor's philanthropic goals as well as his or her overall financial and estate plan. Planned gifts can include bequests through a will, charitable gift annuities, charitable trusts and gifts of insurance. Almost any asset can be used to fund a charitable gift, including cash, securities and real estate. Planned gifts provide a vital reservoir of support for many programs at the Naval Academy. Furthermore, planned gifts given for the purpose of benefiting the Naval Academy may qualify the donor for Robert Means Thompson Society membership.

Robert Means Thompson Society (RMTS)

Robert Means Thompson, Class of 1868, is among the Academy's greatest philanthropists. This society has been established in his honor to recognize individuals who make deferred gift commitments (estate plan gifts, life-income agreements, life insurance, etc.) to benefit the Naval Academy. It recognizes individuals who, through their foresight and generosity, help assure the Naval Academy a future of excellence. Society membership provides those who love the Academy special opportunities to become involved in Academy life. Members will be honored guests at an annual event, they will receive regular updates on Academy activities, and they will receive periodic invitations to Academy activities.

Annual Giving Programs

Annual Giving Programs consists of many program elements, all led by professional fundraising staff. These elements are: the Alumni Annual Fund program, the Parents Fund program, the President's Circle donor recognition society, Alumni Class Giving Projects, the Honor Chair Program and Honor and Memorial Gifts.

Annual Fund

The Naval Academy Annual Fund is the highest fundraising priority for the Foundation. As noted above, the Annual Fund enables immediate and flexible support for the moral, mental and physical aspects of the Academy's mission. The Annual Fund also supports mission-critical activities of the Naval Academy Alumni Association and Foundation.

The Foundation manages multiple efforts to engage alumni donors and prospects during the year. The primary solicitation engagement is through a partnership with alumni class leaders and the Foundation's phone/mail vendor (currently, Advantage Plus based in New Jersey). Relying on the bonds of alumni classes, the Foundation seeks support from alumni class leaders (Presidents/Fundraisers/others) to personalize solicitation letters that are sent in advance of a telephone solicitation follow-up with alumni. This effort has proven to be the most effective in securing participation and pledges at a targeted ask amount (which is approved by the Foundation).

The Annual Fund process is as follows. Early in the calendar year, the Associate Director, Annual Fund Programs emails information to all Class Presidents/Fundraisers regarding the schedule for the Annual Fund solicitation that year. Classes of the '60's, '70's, '80's, '90's and '00's are solicited by decade using a single letter signer for each decade. Letter signers are sent information about the Annual Fund program, their role, Advantage Plus's role, and the current year's Annual Fund letter template that may be personalized to reflect decade activities. It is imperative that the letter signer respond to the email package as soon as possible in order to stay on schedule and finish all calling by September 15th. As the class solicitation begins, each volunteer letter signer will receive their personalized letter via email and a call from Advantage Plus as a further quality check on the solicitation process. Every member of a class who is not on an open unrestricted annual fund pledge will be solicited by mail/email with a follow-up phone call from Advantage Plus or by direct mail only if the Foundation does not have a good phone number or the individual has requested not to be solicited by phone.

Other solicitations and fundraising initiatives include multiple direct mail pieces, the Foundation's annual Donor Report, envelopes for gifts in *Shipmate*, the Foundation's annual Calendar, year-end communications, and other targeted efforts.

Parents Fund

The Parents Fund is a key part of the overall Annual Fund fundraising program. Over the past five years, non-alumni parents have made new commitments on the order of \$1-1.5 million or more annually. Most of this support is unrestricted, yet some parents also support restricted initiatives, usually those associated with an activity in which their son or daughter participates.

Similar to the Annual Fund phone/mail program with alumni, the Associate Director, Annual Fund Programs coordinates with volunteer parent solicitors and an outside vendor (at present, Advantage Plus) to solicit non-alumni parents for a multi-year pledge. Plebe parents are asked to pledge at the President's Circle donor level for a 4-year period. As such, the average parent pledge is higher than that of alumni donors. Further, the number of non-alumni parents that are recognized in the President's Circle donor society continues to grow.

In subsequent years, solicitations are made of those parents that do not have an existing pledge, including years after their son or daughter has graduated. Parents of Midn 1/C are asked to make a gift that secures recognition via the Honor Chair program (see Definitions) in Alumni Hall.

President's Circle

The President's Circle (PC) is the premier annual giving recognition society of the U.S. Naval Academy Foundation. The President's Circle honors and recognizes those alumni, parents, friends and organizations who contribute \$2,500 or more within a calendar year. On average, President's Circle donors contribute 80% of the gifts and pledges documented by the Foundation each year.

The President's Circle staff also solicits PC-level donors for gifts in subsequent years, as well as engaging new or lapsed prospects. Solicitation of PC-level donors and alumni class project prospects happens simultaneously, but do not overlap.

Recognition Levels:

\$250,000 and above	President's Circle/Nimitz Associate
\$100,000-\$249,999	President's Circle/Halsey Associate
\$50,000-\$99,999	President's Circle/Dewey Associate
\$25,000-\$49,999	President's Circle/Lejeune Associate
\$10,000-\$24,999	President's Circle/Luce Associate
\$5,000-\$9,999	President's Circle/Worden Associate
\$2,500-\$4,999	President's Circle/Associate

President's Circle Benefits:

The President's Circle is more than a recognition program. President's Circle – level donors receive these benefits:

- Foundation's Newsletter *from the Bridge* published twice each year.
- Direct email communications, including "Leadership Updates," from the President & CEO.
- Invitations to Academy events such as concerts, plays and lectures (as approved by the Superintendent).
- Invitations to regional events (i.e. President's Circle reception at a Bowl Game).
- Personal updates and visits from Foundation representatives.
- Invitation to the annual President's Circle Weekend.

Alumni Class Activities/Process

First Gift Program

The First Gift Program helps to institutionalize a culture of philanthropy among younger alumni. The U.S. Naval Academy Foundation embarked on this effort in 2008 to afford members of the graduating class the opportunity to make their first charitable gifts to the Academy immediately following graduation. Appendix F contains more details about the program.

Class Legacy Gift Program

The Class Legacy Gift Program is a structured ten-year cycle of giving for alumni classes under which all donations received between 10-year reunions, including unrestricted gifts, will be credited to the Class Legacy Gift. *All donations for all purposes* from classmates count under the terms of the Class Legacy Gift Program. This includes unrestricted funds, which are an important component in *every* Class Legacy Gift project.

For most years in this cycle, Naval Academy alumni will be solicited for the Naval Academy Annual Fund based upon their alumni class affiliation. For instance, solicitation letters from a class leader, or other volunteer in limited circumstances, will be sent to members of each respective class. It should be noted that this process is applicable primarily for solicitations conducted via a mail/phone program. The Foundation also conducts broad direct mail solicitations when appropriate due to

limitations associated with incomplete contact information or the status of the alumni class (very junior or very experienced).

Additionally, it is possible – if not likely – that alumni may be solicited for contributions based upon their activities as midshipmen, such as athletic teams or clubs. The Foundation endeavors to keep the number of competing initiatives and solicitations to a minimum, so that donors may be informed and thoughtful regarding the purpose(s) of their philanthropic support benefiting the Academy.

Class Fundraising Projects

The Foundation recognizes the value of classes as strong partners in a wide-variety of fundraising efforts, including the Naval Academy Annual Fund and restricted purpose efforts (the two components of typical class projects). The overall cooperative spirit and bond that exists among members of an alumni class is a key element in the success of fundraising programs managed by the Foundation. The Class Giving staff within the Annual Giving Programs office coordinates each class fundraising project. At any time, the Class Giving staff is available to answer questions and provide amplifying detail on the mechanics of the class fundraising project process.

The class project solicitation has not changed significantly over past years. Ideally, a focused class fundraising project is linked to a class's major reunion ending with a "0". Thus, a great majority of class projects are intended to be concluded and celebrated at the 10-, 20-, 30-, 40- or 50-year reunion. Appendix E depicts the Legacy Gift Program 10-year schedule for all classes.

At least during the year of a class reunion ending in "5", but even better during the year proceeding this reunion year, the Foundation and the class leaders should be in communication regarding approved private gift initiatives that may appeal to the class, goal setting and identification of donor categories in the class. This process will begin with a Foundation-hosted meeting the day before the spring Council of Class Presidents meeting of Class Presidents and Fundraisers of classes beginning projects the following year. This meeting and the subsequent planning window will facilitate the selection of class gift initiatives and goals and the preparation of a fundraising Memorandum of Understanding (MOU) between the class and the Foundation. This document establishes the project components, its goals and purpose, the division of responsibilities between the class and Foundation and other matters. Ultimately, early in the year after the class reunion noted above, the solicitation program for all classmates will kick-off in earnest. Together, this initial solicitation period will be aimed at maximizing both participation and the dollars raised in gifts and pledges for the project components.

It is not the policy of the Foundation to establish "holding" accounts for future class projects whose goals have not yet been set and agreed to by the Class, the Foundation and the Academy. Donors must know precisely what they are donating to. Donors

would not know what they would be donating to if donating to such a "holding" account. Further, all such donors may not agree with the ultimate goal of the class project. However, once the class' fundraising goals are established and codified in a signed Memorandum of Agreement between the Class, Foundation and USNA, appropriate accounts will be established and gifts to those accounts will be accepted. During years that follow the focused period of class project fundraising, solicitation of a majority of classmates will be coordinated with the Foundation's Annual Fund program. Donors in the class who have an existing or open pledge to the Annual Fund, as part of the class project, will not be solicited for additional unrestricted gift support until their Annual Fund pledge is fulfilled.

Appendix D shows the normal timeline for a Class Project and lists the major tasks that take place during the three phases of the project.

During the planning phase of a class gift project, the Foundation staff will also develop a class roster dividing class members into donor categories. This is based primarily on the real or perceived gift capability of each prospect. The three main categories are described below.

(1) Lead-1 List (Major Gift Prospects) – those members of the class that the Foundation has validated as being capable of donating \$100,000 or more within a five-year period. Cultivation and solicitation of these prospects will normally be accomplished by the Foundation Major Gift team before and during the class campaign for the express purpose of cultivating and fulfilling a major commitment to the Naval Academy and in particular to seek leadership support for the class project. The class leaders or committee are encouraged to provide input to the Foundation regarding additional members of the class for inclusion on this list. In some cases, Lead-1 prospects will be solicited by a combination of a class gift committee volunteer and a staff Major Gift Officer. Typically, special letters will be sent to each Lead-1 prospect explaining the broad outline of the class project prior to the contact by the Major Gift Officers (MGOs) on the Foundation staff. These letters are usually hand-signed by the Class President or Fundraiser.

(2) Lead-2/P List (Special Gift / Peer Solicited Prospects) – those members of the class that the Foundation has validated as being capable of donating \$2,500 or more annually in a multi-year period, up to the major gift prospect criteria above. Those prospects on the Lead-2 list have been identified by the Foundation as special gift prospects. Classmates on the Lead-2 list will be cultivated and solicited on a peer-to-peer basis. Many classes form peer solicitation committees for this purpose. Members of such a committee should be those classmates who have already made their own personal commitment at the major or special gift level. This solicitation occurs during the class campaign and is coordinated with the Class Giving Office. The class project leaders will typically provide input to the Foundation regarding additional members of the class having the capability and/or inclination to give at this range. Such persons may be

placed on the Lead-2/P List. Specialized solicitation letters introducing the class project and the expected peer solicitation effort will be sent to each Lead-2/P prospect.

(3) B List (remaining class members) – The remainder of the class (less those on the Lead-1 and 2/P lists) is referred to as the B list. They are solicited by either a phone/mail solicitation program coordinated between the Foundation and its fundraising agent or a direct mail solicitation effort, depending upon the contact information available or the solicitation preference of the class member. The phone/mail solicitation effort is much more effective than direct mail at raising project commitments and participation. A solicitation letter, commonly called the “B” letter, will be sent to those being solicited by phone about 7-10 days prior to the calling team commencing the class project calling program. Solicitation letters and thank you correspondence use a “drop-in” digital signature from the designated solicitor or letter signer – usually the Class President or Fundraiser. Phone solicitation will occur for approximately three months. The Foundation’s agent will originate pledge reminders and thank you letters when a prospect makes a gift or pledge for the project.

In this Class Gift Project Program, major gifts by individual class members play a significant role in both setting fundraising goals and achieving them. It is fair to say that 5-10% of the class members will provide 80-90% or more of the total amount for a class fundraising project. The larger the class project, the more significant will be the class’s reliance on major gifts. And for more mature classes, planned gifts will bear similar importance.

The class leadership and/or fundraising team will receive support from the Foundation’s development staff to ensure program success. Periodic updates will be provided to the Class President and/or Fundraiser throughout the project. Fundraising data may also be found online via Online Community within the Foundation’s website, www.usna.com.

The Class President, and/or limited designees, may also request fundraising reports on an ad hoc basis by contacting the Class Giving office.

In the normal course of the Foundation’s solicitation program, when a class project goal has been reached, proactive fundraising will likely be curtailed with the exception of solicitation follow-ups with major and special gift prospects in the class. However, individual donors will likely be able to designate future gifts for a designated component(s) of the class project. It is also important to understand that project goals are considered “floors, not ceilings.” This means that if a class oversubscribes its goal, any surplus raised above the goal will be credited for the original underlying gift purpose- i.e., restricted class projects or Annual Fund. The surplus will **not** be allocated for a separate purpose.

Finally, once proactive fundraising for a restricted initiative is completed, or an appropriate level of gift funds have been received, the Foundation staff may prepare a

Gift Agreement formalizing the terms of the class gift to the Academy. Gift agreements are used for all endowment and significant programmatic initiatives. Fundraising for brick-and-mortar projects, by their defined nature, do not require a gift agreement as a general rule. The preparation of the agreement terms are guided by the project scope and goals set forth in the initial project fundraising MOU, the solicitation correspondence to the donors, and a discussion with the Academy as to its projected private gift funding requirements and responsibilities in carrying out the gift purpose.

Topics covered in the agreement will always include the fund and project purpose, and sometimes include limitations on disbursements and donor recognition opportunities. The agreement is between the Foundation (donee) and the class (donor) represented by the Class President. The Naval Academy Deputy for Finance/CFO will acknowledge the agreement, and other senior Academy staff may be included if appropriate.

The Navy Calling Team

The Naval Academy Foundation is prohibited by federal law from using midshipmen to contact prospects. As a result, the USNAF mail/phone program has been outsourced since 1991. However, since 2006, the Foundation has managed all donor pledge fulfillment activities on an in-house basis.

The current mail/phone fundraising programs for alumni are conducted by Advantage Plus, a company based in Fairfield, NJ. Prospects having a Caller ID device that are called by Advantage should see Private or USNA FDN 410-295-4100. The Foundation's mail/phone solicitation programs consist of two components:

Annual Fund has more than 25,000 alumni prospects (graduates and non-graduates). The Associate Director, Annual Giving Programs directs the Annual Fund component on a day-to-day basis.

Alumni Class Projects, directed by the Associate Director, Class Legacy Gift Programs, has an annual pool of approximately 4,000-6,000 prospects who are asked to direct gifts or pledges toward both restricted (including sports programs) and unrestricted initiatives (the class project).

Responsibilities

The USNA Foundation shall:

- Coordinate with Class leaders and/or the Class Gift Committee in determining class gift purpose, goal and project timeline
- Develop the Memorandum of Understanding
- Designate and maintain the Lead-1/2/P and B lists
- Have primary responsibility for soliciting Lead-1 prospects

- Provide background information, as available, on the Lead-2/P prospects for peer solicitation activities
- Approve all solicitations directed to members of the class
- Monitor Lead 1/2/P list gifts and pledges
- Monitor phone/mail solicitation program (B list gifts and pledges)
- Process all gift payments and pledges
- Monitor fulfillment of pledges
- Provide results of fund raising as requested by the class
- Advise class representatives about individual classmates who request a “classmate call-back” during the phone/mail program
- Develop a project Gift Agreement, if appropriate
- Steward the Class for the gifts they have given the Naval Academy
- Be the primary liaison between the Class and the Naval Academy staff as relates to project fundraising, execution and stewardship

Alumni Class leaders/project volunteers shall:

- Assist USNAF in determining class gift purpose, goal and project timeline
- Edit Lead-1/2/P list and provide inputs to Foundation on prospect inclination and gift capability
- Have primary responsibility for soliciting Lead-2/P prospects, with assistance from the Foundation
- Provide support to USNAF in soliciting Lead-1 prospects, as requested or appropriate
- Participate in the training of the Navy calling team prior to the kickoff of their respective campaign and provide direct input for the class “B” letter
- Provide class updates to Foundation/Alumni Association data base manager
- Supply backup for questions from classmates during solicitation process (phone/mail program and major donor list)

Information / Reports

Project and Class Fundraising Information – Separate from the information available from the Treasury office of the Alumni Association and Foundation, the Annual Giving Programs staff offers access to fundraising data online (www.usna.com) to select alumni class leaders. These volunteers are usually the Class President, Class Treasurer and Class Fundraiser. The three primary online reports cover the current Class Legacy Gift Period, the Current Class Project and the Current Calendar Year. As stated in a class project MOU, the Foundation staff will also be responsive to reasonable and timely requests for ad hoc fundraising data requests from approved class project leaders. This data encompasses the gifts and pledges from classmates for a distinct project or period or both as circumstances warrant. Class project volunteers are entrusted to keep the information they receive confidential and limit its use to the activities associated with

fundraising for the benefit of the Academy. The Foundation staff also annually publishes alumni donor participation data.

Stewardship Reports – In coordination with other Foundation staff and appropriate Academy contacts, the Foundation Stewardship office prepares annual Fiscal Year reports for both unrestricted and many restricted initiatives. The timing of the report coincides with the Academy’s academic year, as the Foundation’s fiscal year runs from 1 July to 30 June. Based upon the inputs and feedback received from the end-user, the Foundation is able to document the “*margin of excellence*” derived from private gift support. These reports are shared with major gift donors and alumni Class Presidents as appropriate. Class presidents are highly encouraged to share these annual Stewardship Reports with their classmates via class websites, newsletters, email or other means. These reports are also effective when engaging a prospective donor for a project already underway.

Key Volunteer Partners

Council for Annual Giving - The Council for Annual Giving (CAG) was established in 2005 to assist the Foundation in an advisory capacity. This 15-member, voluntary council advises the Foundation on the Annual and Class Giving programs, efforts to grow donor participation, effectiveness in reaching all constituents (young alumni, uniformed alumni, women, minorities etc.) and consistency of message and marketing.

The Council comprises a broad and diverse cross-section of the Foundation’s constituencies. This diversity is intentional to ensure that our practices, procedures and message are relevant to all of the Foundation’s constituents. A number of alumni class leaders serve on the CAG. The Chairperson of the CAG also serves on the Development Committee of the Foundation’s Board of Directors.

Terminology/Definitions

(Naval Academy) Annual Fund – The Naval Academy Annual Fund is the repository for all unrestricted private gifts for current operations raised by the Naval Academy Foundation on a yearly basis from all constituencies including alumni, parents, friends, corporations, foundations and organizations. Moreover, the Annual Fund is the chief source of support for the Alumni Association and Foundation, and the primary source of discretionary funds for the Superintendent of the Naval Academy.

“B” Letter – The Class gift project solicitation letter sent to prospective donors. It is mailed 7-10 days preceding the project calling to those with a known phone number. Alternatively, it is a direct mail solicitation letter to those with only a valid mailing address.

“Bundled Ask” – A solicitation made by the Foundation staff member that includes both a substantial class/restricted gift and an unrestricted gift component. It may also include a third element, a restricted gift to an additional purpose to the Naval Academy Alumni Association/Foundation of particular interest to the individual donor. In the past, this term was associated with major gift prospects, but can now be applied to nearly all alumni in the class project fundraising context.

Campaign – An organized effort to raise a specified amount of money for a particular purpose in a specified period of time.

Case Statement – A document outlining reasons why an institution or organization needs and merits financial support with emphasis on its services, past and present and its potential.

Cash Flow – The determination of available funds within given time periods to benefit a project. A cash flow analysis can take into account subjective factors, such as historical default on pledge payments.

Challenge Gift – A gift donated by a person made on condition that other gifts or grants will be obtained on some prescribed formula, usually within a specified period of time, with the objective of encouraging others to give.

Class Gift Project (restricted and unrestricted) – A class gift project that raises funds for the benefit of one or more of the Academy’s strategic priorities. The gift routinely contains both restricted and unrestricted components and funds raised can only be used for these purposes as defined in the MOU.

Class Legacy Gift – A Class Legacy Gift describes the total amount of funds donated by members of an alumni class during a 10 year period between 10th-year reunions for all purposes raised for the benefit of the Naval Academy, the Naval Academy Alumni Association and the Foundation. The Class Legacy Gift is all-inclusive and includes major

gift commitments, primary Class Projects and unrestricted gifts. Potentially, a Class Project(s) could be revisited during subsequent class project fundraising cycles. The Class Legacy Gift start date is normally January 1 of the year following a class' 10th-year (10th, 20th, 30th, etc.) reunion. In the case of classes which have not yet reached their 10th reunion, the Class Legacy Gift start date is 1 January of the class's graduation year.

Class Lifetime Legacy - A Class' Lifetime Legacy is the total amount of funds donated by members of an alumni class over all time for all purposes that support the Naval Academy, the Naval Academy Alumni Association and the Foundation. The class' Lifetime Legacy is all-inclusive and includes major gift commitments, primary Class Projects and unrestricted gifts.

Class Prospect/Donor List – Class listing of graduates and non-graduates. This roster is broken down into three solicitation categories. The prospective major gift donor list, commonly called the “Lead-1” list, includes those members assigned to the Foundation Major Gift Team for solicitation. A subset of the major donor list, commonly called the “Lead-2/P” list is assigned to the Class Fundraising Committee for solicitation. The remainder of the class roster, called the “B” list, will be sent correspondence from their Class President/Fundraiser (the “B” letter) and solicited by the Navy calling team during the phone solicitation phase of the project. The Class Gift Committee and the Foundation confer prior to the project kickoff as to the formulation of the major donor list.

Class Gift Committee and Solicitation – The Foundation establishes contact with the Class Gift Committee, and establishes an agreed upon process to solicit classmates. This process normally requires 3-4 months, and results in the assignment of the Lead-2/P list to the class committee, which is directly responsible for soliciting those Lead-2/P classmates. The USNAF will send a Leadership Donor Letter to those major donors on the Lead-1 and -2/P lists as an introduction to the class fundraising campaign.

Class Letter Signers – Normally the Class President, Class Fundraising Chairman or a notable member of the Class will sign the fundraising letters to fellow classmates.

Class Salutation List – The class roster that includes nicknames and informal salutations assigned by the Class President or letter signer. These salutations are used to personalize fundraising correspondence.

Commitment – In the Foundation's working terminology, a commitment is a gift (cash, check, securities, pledge payment, and/or real property) or pledge received and documented by the Foundation designated for support of the Naval Academy and/or Alumni Association and Foundation.

Donor – One who has made a gift, usually money, to the Naval Academy Foundation or Alumni Association.

Fulfillment – the process of regular communication with donors concerning scheduled pledge payments, including pledge reminders and acknowledgements.

Gift – In its simplest terms, it is “something given.” In the higher education, non-profit environment, it is something donated or contributed to a charity. The Foundation is a federal 501(c)(3) not-for-profit, independent organization, and a donor may receive certain favorable tax consequences due to the making of a gift to the Foundation. Thus, it is appropriate that the donor understand that he or she has ceded control of his or her property to the Foundation, not a class, when it is gifted.

Gift-in-kind – A donation of goods or services, rather than cash or appreciated property.

Gift Agreement / Endowment Gift Agreement – A document that sets forth the terms of programmed support for the Naval Academy as agreed upon by a donor and the Foundation. In certain instances, usually associated with programmatic initiatives, the Foundation and an alumni class may document the terms of support from an alumni class fundraising initiative to benefit the Academy via the completion of a gift agreement.

Honor Chair Program – The Foundation’s Honor Chair program is a meaningful and lasting way to remember and honor classmates, family and friends for graduations, anniversaries, memorials, athletic achievements or any occasion. Individuals are recognized with an engraved brass plate permanently affixed to a seat in the arena of the Academy’s Alumni Hall. Donors may select a chair in the honoree’s Naval Academy class section, in a section reserved for non-alumni, or in the legacy section where family members are grouped together for recognition regardless of branch of service. Honor Chairs are not restricted to Naval Academy alumni and may be used to recognize anyone from a spouse to a grandparent. Placement of the tribute is based upon the availability of each section and an unrestricted gift of \$1,000 is required.

In Memory of and In Honor of Gifts – A donation to the Naval Academy Foundation in memory or in honor of a family member, classmate or friend serves as a way to remember and recognize individuals while providing a legacy at the Naval Academy. The donor and the honoree or the family of the individual memorialized will each receive an acknowledgment card thanking them or informing them of the donation. No dollar amounts are mentioned in the acknowledgement. This gift is tax-deductible and the donor will receive a tax receipt. The amount can be of any size and both the donor and the person in whose name the gift was given are recognized in our yearly donor report.

Lead/Challenge Gifts – Those commitments by major donors as a class commences a gift project intended to stimulate giving by other classmates/friends to the class gift.

Major Gift – A defined commitment (gift and/or pledge) from a donor, individual(s) or other entity, that is documented at \$100,000 or more.

Major Gift Solicitation – An ongoing process that combines the efforts of the Foundation Major Gift Team and the appropriate Class Fundraising Committee in soliciting the major donors of a class to support the class restricted project.

Margin of Excellence - Private gift resources required to start or enhance a USNA program, facility or funded position to achieve a level of excellence beyond which federal appropriated funding can accomplish. To make a “good” program or facility “great.”

Matching Gift – Corporations will often match gifts made by employees, officers, directors, and in some cases spouses and/or retired employees, officers, or directors to a non-profit organization. More than 1,000 American companies have adopted corporate matching gift plans to help support higher education. Donors are encouraged to consult their company's personnel or community relations department for guidelines.

Memorandum of Understanding (MOU) – A document that the Foundation takes the lead in preparing prior to the commencement of an alumni class fundraising project. The MOU shall govern the relationship between the Foundation and the Class in matters pertaining to Class Gift and Class Project fundraising by the Foundation and the Class. As agreed upon by the Foundation and the Class, the MOU sets forth: the scope and goals of the project, the roles and responsibilities of the Foundation and the Class, and other relevant information. The MOU is acknowledged by Naval Academy leadership.

(Alumni Donor) Participation – A key benchmark in measuring the success of a fundraising program or project. Defined as the number of donors divided by the number of individuals solicited.

Philanthropy – Philanthropy can be defined in different ways. The origin of the word philanthropy is Greek and means love for mankind. Today, philanthropy includes the concept of voluntary giving by an individual or group to promote the common good. Philanthropy also commonly refers to grants of money given by foundations and corporate giving programs to nonprofit organizations. Philanthropy addresses the contribution of an individual or group to other organizations that in turn work for the causes of poverty or social problems, improving the quality of life for all citizens. Philanthropic giving supports a variety of activities, including research, health, education, arts and culture, as well as alleviating poverty.

Planned Gift – A variety of charitable giving methods that allow you to express your personal values by integrating your charitable, family and financial goals. Making a planned charitable gift usually requires the assistance of the charity's development professional and/or a knowledgeable advisor such as an attorney, financial planner, or CPA to help structure the gift.

Planned gifts can be made with cash, but many planned gifts are made by donating assets such as stocks, real estate, art pieces, or business interests—the possibilities are endless.

Planned gifts can provide valuable tax benefits and/or lifetime income for you and your spouse or other loved one. The most frequently-made planned gifts are bequests to charities, made through your will. Other popular planned gifts include charitable trusts and charitable gift annuities.

Pledge – A promise to make future contributions to an organization. For example, some donors make multiyear pledges promising to grant a specific amount of money each year.

Pledge Payment Reminders – The Foundation Gift Processing staff manages the process of sending scheduled pledge payment documents to donors. A significant number of donors making new commitments each year will schedule payments on an annual, semi-annual or quarterly basis. While some donors opt to schedule payments via electronic funds transfer (EFT) – automated credit card charges or checking account debit, others elect to receive mailed paper reminders.

Foundation Phone/Mail Program – Normally consumes a three to four month period. The Navy calling team will solicit all members of the class list who have been sent a solicitation letter (B letter) from the Class Project leader/leadership or other appointed solicitor.

President's Circle – The President's Circle is the premier annual giving recognition society of the Naval Academy Foundation. The President's Circle honors and recognizes those alumni, parents, friends and organizations who donate \$2,500 or more within a calendar year. The Mission of the President's Circle is to provide unrestricted and restricted financial support for the U.S. Naval Academy, the Naval Academy Alumni Association and the Naval Academy Foundation. There are multiple recognition levels within the President's Circle. The President's Circle was established in 1995.

President's Circle Weekend – Each year, the Naval Academy Foundation welcomes the opportunity to celebrate and recognize the generous contributions received from its leading donors during the prior calendar year or early in the current year. Usually scheduled to be held in Annapolis in the fall, President's Circle Weekend is just one way in which the Academy and the Foundation have the privilege of expressing a sincere 'thank you' for donors' philanthropy and confidence in the U.S. Naval Academy and its leadership.

"Quiet" Phase – A period of time, normally 6-12 months, prior to the active or "public" phase of a class campaign. During this phase, contact is established between the Foundation and the Class Officers, class committees are formed, a project is declared, and the solicitation of class major prospects is coordinated between the Class Gift Committee and the Foundation major gift team.

Solicitable Alumni – All graduates for whom the Foundation has a good address within the U.S. At the end of the calendar year, non-graduates that made a gift during that calendar year are added into this number. The equation would look like this:

Grads with good addresses in the US + Nongrads who have made a gift that calendar year
= total solicitable alumni

Solicitation – A request or appeal for a contribution of money, resources or a service.

Stewardship – In an organizational context, stewardship refers to management's responsibility to properly utilize and develop its resources, including its people, its property and its financial assets. In a development sense, stewardship also refers to thanking and recognizing donors. This includes organizing thank you phone calls, recognition events, and conveying the impact that the donor's gift has had.

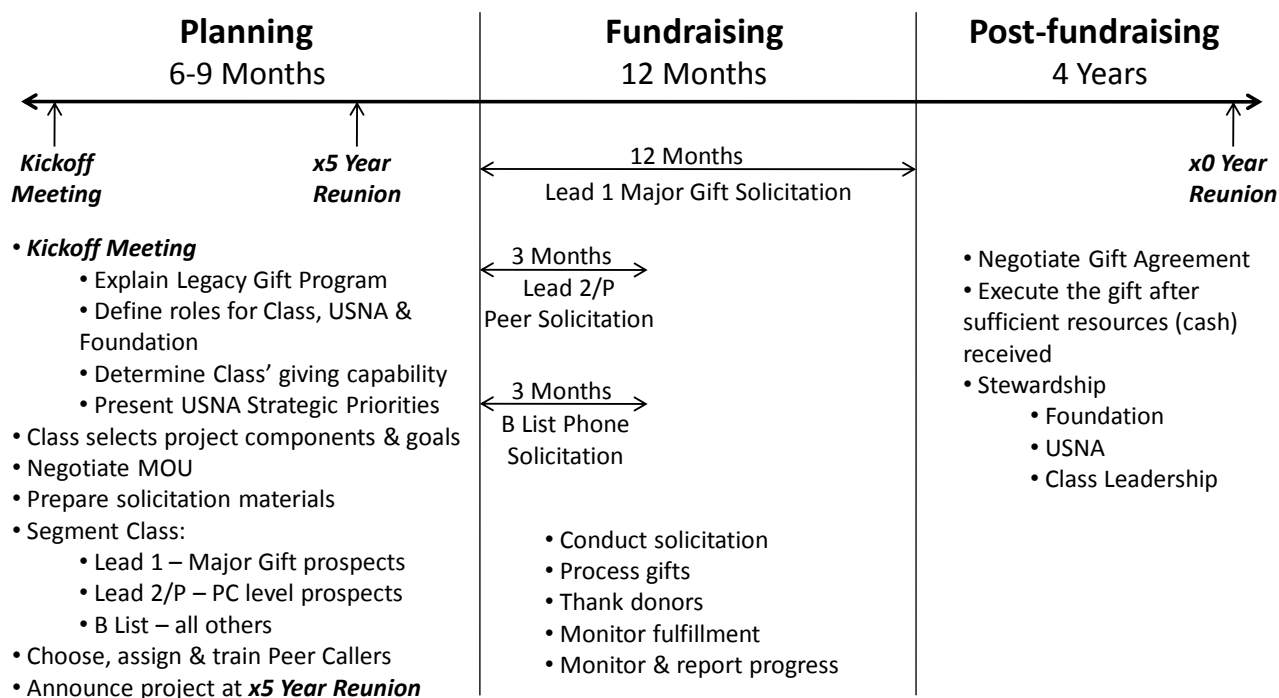
Take-A-Seat Program – With a tax-deductible gift of \$1,000 to a designated Stadium Fund, an individual can honor a classmate, loved one, friend, spouse, veteran or themselves by having a name inscribed on a nameplate that will be permanently affixed to a new seat in the renovated Navy-Marine Corps Memorial Stadium. Also available for a gift of \$1,000 the Baseball Program Fund (682000), an individual can honor a classmate, loved one, friend, spouse, veteran or themselves by having a name inscribed on a nameplate that will be permanently affixed to a new seat in the renovated Max Bishop Baseball Stadium. Participation in the Take-A-Seat program helps fund the renovation and maintenance of each respective stadium and ensures that its legacy lives on for generations of future graduates. Nameplates are awarded in \$1,000 increments up to ten nameplates per individual. Participation in the Take-A-Seat program is optional. If an individual chooses not to participate in the program, they must notify the Foundation so that they are omitted from future Take-A-Seat mailings.

Ways to Give – Gifts can be given to the Foundation in a variety of ways, including: secure online giving (www.usna.com/onlinegiving), mail a check payable to the U.S. Naval Academy Foundation to the Foundation, a credit card gift over the phone (call Gift Processing at 410-295-4115), military allotment thru DFAS, gift of securities, planned gifts (bequests, charitable gift annuities, trusts, real property, life insurance) and matching gifts.

501(c)(3) – Section of the Internal Revenue Code that designates an organization as charitable and tax-exempt. Organizations qualifying under this section include religious, educational, charitable, amateur athletic, scientific or literary groups, organizations testing for public safety or organizations involved in prevention of cruelty to children or animals. Most organizations seeking foundation or corporate contributions secure a Section 501(c)(3) classification from the Internal Revenue Service (IRS). Note: The tax code sets forth a list of sections 501(c)(4-26) to identify other nonprofit organizations whose

Appendix D

Fundraising Timeline



Note: x5 Year Reunion is the 5th, 15th, 25th, 35th, or 45th Reunion
 x0 Year Reunion is the 10th, 20th, 30th, 40th, or 50th Reunion

function is not solely charitable (e.g., professional or veterans organizations, chambers of commerce, fraternal societies, etc.).

	Classes Ending in 0	Classes Ending in 1	Classes Ending in 2	Classes Ending in 3	Classes Ending in 4	Classes Ending in 5	Classes Ending in 6	Classes Ending in 7	Classes Ending in 8	Classes Ending in 9
2005	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation
2006	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7
2007	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8
2008	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9
2009	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR
2010	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1
2011	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2
2012	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3
2013	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning
2014	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning
2015	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation
2016	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8	AF-7
2017	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9	AF-8
2018	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR	AF-9
2019	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1	AF-10 REUNION YR
2020	AF-10 REUNION YR	AF-9	AF-8	AF-7	CP Solicitation	AF-5; CP Planning	AF-4; CP Advanced Planning	AF-3	AF-2	AF-1

AF = Annual Fund Solicitation

CP Advanced Planning = Class Project Advanced Planning - Steps involved in researching potential projects

CP Planning = Class Project Planning - Steps involved in project selection, MGO "spade work", MOU negotiation, organization and training.

CP Solicitation = Class Project Solicitation - Steps involved in class committee solicitation of Lead 2/P prospects and Foundation solicitation of B list.

Appendix E

LEGACY GIFT PROGRAM

Class Ten-Year Timetable

CHAPTER VI

CLASS COMMUNICATIONS

Shipmate

For shipmate submission deadlines please visit the *Shipmate* page of our website at www.usna.com and click on “Deadlines”.

Shipmate Column Guidelines:

Capitalizations

- Please capitalize Plebe, Plebe Summer, Youngster, Youngster Cruise, Second Class, First Class, Firsties, the Yard, Midshipmen, and the Naval Academy, Reserve, Naval Reserve, and Reservist.
- Capitalize the word “Class” and “Classmate” when it pertains to your specific class. Capitalize Alum and Alumni when referring to Alumni of USNA.

Dates

- Follow military style.
- Correct: 1 June 1998 Incorrect: June 1, 1998

Names

- Please bold the names of classmates on first mention in your column. Do not include your class year after their names.
- If an alum is mentioned, but he or she is not a classmate, the class year of that alum should follow the name and the name and year should be bolded. For example: **Ollie Shearer '54** spent time in Virginia.
- If more than eight alumni are listed consecutively, their names will not be bolded. Excessive bolding of text is difficult to read.
- Always place the alum’s first name next to his or her last name, putting the spouse’s name first.
- Correct: Joyce and **Bill Smith '56** attended the lunch with Carolyn and **Paul Brown '79**.
Incorrect: **Bill** and Joyce **Smith '56** vacationed in Ireland.
- Please include first names of classmates in a list.

Photos and captions

- Indicate preferred placement of photo in your column by writing the photo number in the text of your column, followed by the caption.
- Please number your photos sequentially (digital and hard copy) to ensure their proper placement.
- Your column should follow this example:

- **Bill Jones** and **Wally Thomas** mentioned at the meeting that they had had a wonderful time at our last reunion.

PHOTO #1

Bill Jones and Wally Thomas celebrate at the 15th Reunion

An alumnus or a widow must appear in each photo.

Ships

- When mentioning a ship, please do not use “USS” or the word “the” before the ship’s name.
Correct. Our classmate spent time on Enterprise when he was a Plebe. Incorrect. Our classmate spent time on the USS Enterprise when he was a Plebe.
- If a hull number is mentioned it should follow the ship’s name in parenthesis, with the numbers and letters separated by a dash.
ex. Smith (DD-21) saw much action in the Pacific.

Time

- Please do not use military time.
Correct: 8:05 a.m. Incorrect: 0805

Titles

- Titles of books, newspapers, and magazines should be italicized.
- Titles of songs and articles should be in quotation marks.

Shipmate Scribes Top 10 Best Practices

1. **Wardroom Etiquette** – Please refrain from discussing politics, religion, sex or race.

2. **Word Limit:**

Total word limit for each chapter column is 750 words, including pictures.

Total word limit for each class column is 2,000 words, including pictures.

1-column photos count as 100 words

2-column photos count as 200 words

1/2/ - column photos count as 50 words

Note: Most pictures will be 1 column format – typically, single head-shots will be ½ column size and if resolution allows, photos with 10 or more will be 2 column width.*

If you have questions or concerns, please contact the appropriate Shipmate editor.

*Editors discretion / Word Count / Resolution / Clarity / Photo Placement

3. **Column Transmissions**

Submission accepted either by hard copy or electronic submission

Electronic Transmission of Articles and Photos:

Email subject line: Please label submission “CLASSYEAR Shipmate ISSUE” or STATE-CITY Shipmate ISSUE”

EXAMPLE: “58 photos for March Shipmate”

4. **Electronic MAXIMUM size limit for one email transmission: 10 MB –**

When sending many photos, break them up into several separate emails.

EXAMPLE: 83 Photos for March-1 of 3 emails

5. **Photo RESOLUTION**

Resolution: 300 dpi

Shipmate editors will contact you if your photo is unusable.

Set your digital camera to the highest resolution setting.

Photos taken from the Internet are usually 72 dpi and cannot be used, it is the discretion of the Shipmate editors to determine if a photo is usable.

6. **Columns and photos are expected by the deadline due dates.** Deadlines are always posted on usna.com/Shipmate.

Please contact Maria O’Shea (classnews@usna.com ; 410-295-4074) or Sandy Spadaro (chapternews@usna.com; 410-295-4076) if you know that you will be sending your column later than expected.

7. **Do not embed photos in word or excel documents.**

Shipmate may not be able to obtain the images intended for the column. Please do send your images as separate attachments to your email.

8. Label photos and please, provide captions.

Indicate placement of photos clearly in the column.

EXAMPLE: 84#1-insert photo here. If mailing hard copy photos, label each photo – Post-its work well and will not smear or mar photos.

9. Do not write in all capital letters or have excessive bolding.

Bold the names of alumni only on the first mention.

10. Send class columns to classnews@usna.com and all chapter columns to chapernews@usna.com

USNA AA Internet Services

Life Time Email Forwarding

The Naval Academy Alumni Association is pleased to announce a lifetime email forwarding service for the lifetime members of the Association.

Lifetime email forwarding allows lifetime members of the Association to register for a free, permanent alias email. The format of this email address will be name@classyear.usna.com (ex, tkobosko@1980.usna.com). Email sent to this account will be forwarded to an active email address that you provide to us. You can forward to real email addresses anywhere on the internet.

Web Pages

Before a web page is approved for linking to the Association's Website, the Class, Chapter, or Parents Club President must select a Website Contact who is responsible for maintaining the information (the two may be the same). The Website Contact is the liaison between the organization and the Association's Webmaster. Website Contacts are responsible for creating and maintaining their information, answering questions, and updating their information as necessary.

Publishing information on the World Wide Web may not be used in any manner prohibited by law or disallowed by licenses, contracts, or copyrights. Organizations are responsible for the information that they publish; they should be aware of the Association's policies pertaining to the World Wide Web. The Website Contact is expected to read and adhere to these guidelines.

To obtain a publishing account with the U.S. Naval Academy Alumni Association, you will need to fill out the Association's Publishing Contract for the World Wide Web and obtain the signature of your Class/Chapter/Parents Club President. Both your signature and that of your President are required for an account to be activated by the Association. You will be notified by email when your account information has been verified and your server space has been designated

- USNAAA offers Web space to Classes, Chapters, and Parents Clubs, so that they have an affordable way to keep their constituents informed.
- USNAAA is not an ISP, thus does not have the expertise to offer such options as CGI scripting, Front Page Extensions, Domain recognition, or databasing. This service may not be for everyone.
- Currently, each site is limited to 25 Meg of disk space. This should be enough room to hold all of your information. If you feel that you need more, please let the [Webmaster](#) know at webmaster@usna.com.

CHAPTER VII

USNA ALUMNI ASSOCIATION AND FOUNDATION

USNA Alumni Association Mission Statement

To serve and support the United States, the Naval Service and The Naval Academy:

By furthering the highest standards at the Naval Academy;

By seeking out, informing, encouraging and assisting outstanding, qualified young men and women to pursue careers as officers in the Navy and Marine Corps through the Naval Academy; and

By initiating and sponsoring activities which will perpetuate the history, traditions, memories and growth of the Naval Academy and bind alumni together in support of the highest ideals of command, citizenship and government.

As unanimously approved by
The Board of Trustees

1 June 1962

Revised 1980; Rev. 3 May 2002; Rev. 18 Nov. 2002; Rev. 7 May 2004

USNA Foundation

The U. S. Naval Academy Foundation is an independent, non-profit corporation. Its purpose is to raise private gifts to support all facets of the development of the Brigade of Midshipmen and the activities of the Naval Academy Alumni Association. The President of the Alumni Association is also the President of the United States Naval Academy Foundation to provide for unity of direction and coordinated action (See APPENDIX I and J). The mission of the United States Naval Academy Foundation is to provide the means and the incentives for alumni, parents, and friends to contribute private funds for programs at the Naval Academy which will, directly contribute to the enhancement of the highest levels of excellence in all areas of the Academy's mission and for which appropriated funds are not available.

At the United States Naval Academy we recognize the challenge of adapting to an ever-changing culture, while at the same time remaining anchored to the traditional values we impart to midshipmen: honor, courage, and commitment.

The Academy competes with the best universities in the country in a "war for talent" for students, faculty and resources. To stay competitive in today's changing environment, the Naval Academy Foundation is committed to strategically raising and resourcefully investing private gifts. These private contributions supplement federal funds to create or enhance programs that will help shape midshipmen into the future leaders of our country.

A gift to the Naval Academy Foundation truly represents an investment in the future leadership of our country. Naval Academy graduates have long served the nation as leaders in government, the military, in business and as community-minded citizens. They provide compelling testimony to the contribution of the Naval Academy in preparing midshipmen to serve. Graduates recognize their responsibility to lead and serve in the armed forces, and as citizens of a country that invested so greatly in their preparation.