



BOARD OF DIRECTORS MEETING

12-13 May 2022 Meeting Minutes

APPROVED

Board Members Present: Bob Lowe '71, Chair; Will Gunn '80, Vice Chair; Ginny Caine Tonneson '80, Secretary; Glenn Strebe '87, Treasurer; Hans Mueh '66; Garry Dudley '68; Mark Volcheff '75; Randy Helms '79, President, Class Advisory Senate; Brian Bishop '83; Mark Mavity '84; Dennis Dabney '89; Kendra Lowe '01; Andrew Hendel '09; Emma Przybyslawski '10; Joseph Bledsoe III '11.

Board Member Absent: Nancy Taylor '01.

AOG Staff Present: Mike Gould '76, AOG/AFAF CEO; Mark Hille '97, AOG/AFAF President; Corrie Grubbs, SVP for Operations; Jennifer Harwig, CFO; Naviera Walkewicz '99, SVP, Alumni Relations and Business Development; Wyatt Hornsby, AOG/AFAF VP of Marketing and Communication; Emma Ross, Executive Assistant; Tony Capistrano, IT Support Specialist; Jillian Wood, Special Assistant to the President and Board; Paul Ackerman '82, VP of Academy and Community Relations.

Guests Present: Lt Gen Richard Clark '86, USAFA Superintendent; Michael Montelongo, President and CEO, GRC Advisory Services LLC; Capt Wade Lawal, Aide-de-Camp to the Superintendent; Karl Weiss, President and Founder of Market Perceptions.

I. Call to Order/Chairman's Welcome

Chair Lowe called the meeting to order at 8:30 a.m. MDT, on Thursday, 12 May 2022.

II. Chair's Comments

Chair Lowe talked about the 11 May reception with the cadets from the Cyber Team. He discussed the two-day strategy session and noted that we will need to continue this work over the next several years to become a high-performing board. He introduced Michael Montelongo, the National Association for Corporate Directors (NACD) facilitator for the strategic planning session. He then thanked the Directors who helped to set up the session.

III. Consent Agenda

The consent agenda included the 20 April 2022 Special Meeting Minutes (Attachment 1).

MOTION: Director Tonneson moved and Director Gunn seconded to approve the consent agenda. The motion was unanimously approved.

IV. Agenda

MOTION: Director Tonneson moved and Director Gunn seconded to approve the agenda. The motion was unanimously approved. The approved agenda can be found in Attachment 2.

CEO Gould briefly discussed the selection of Mr. Montelongo.

V. Strategic Planning Session Day 1

Mr. Montelongo led the Board through a strategic planning session for the remainder of the morning and early afternoon. The discussion centered around the role of the Board versus the role of management, fiduciary duties, the Board structure and key committees, the Board operating model and Board effectiveness, strategy oversight, risk oversight, and stakeholder engagement.

VI. Presentation of Joint Strategic Plan Framework

CEO Gould discussed the joint AOG/AFA Foundation strategic plan framework to include the joint mission and vision (Attachment 3). He then showed the strategic priorities which include engagement, philanthropy, stewardship, communication, and organizational excellence. Each strategic priority has sub-priorities, which will have goals and matrices so that progress can be tracked. CEO Gould then played a video the AOG created which shows how the Academy is emphasizing space and space education. The Superintendent plans to show the video at Corona.

VII. Chair's Comments

Chair Lowe went through several action items and items to consider. Director Tonneson will create a list for Directors to review and the items will be posted on Basecamp (Attachment 4). He also requested that CEO Gould provide a succession plan for President Hille and other key officers and devise a travel budget and professional development budget to account for Board meetings plus a speaking event, possible training event, and attendance at another event. Director Volcheff reminded the Directors to fill out the attributes form so that the Nominating Committee can determine any gaps that need to be filled in the upcoming election. They plan to brief this at the July meeting.

VIII. Adjournment on May 12

Chair Lowe adjourned the meeting for the day at 4:40 p.m. MDT.

IX. Reconvene on May 13

The Board reconvened at 8:34 a.m. MDT on Friday, 13 May 2022. Chair Lowe went over the agenda for the day.

X. Guest Speaker, Lt. Gen. Richard Clark, USAFA Superintendent

Lt. Gen. Clark provided an update on his four priorities to include developing leaders of character, defeating Covid-19, preparing cadets for future conflict, and cultivating and demonstrating a culture of dignity and respect. In response to several questions, he discussed the demographics of the graduating class, reactions to the North Gate project, an update on the non-federal entity legislation, Elon Musk's visit, and how they are preparing cadets concerning the thought processes involved in being a warfighter. When asked what the AOG could do to help, he responded that we should find ways to get the new classes involved. He noted that we need active members and that free membership to the AOG does not necessarily mean that members will be engaged. He also stressed the importance of considering the future of the AOG and what our goals might be 10 years into the future. We need to have a diverse group on the AOG staff.

MOTION: Director Dudley moved and Director Bledsoe seconded to go into executive session at 11:06 a.m. MDT. The motion was unanimously approved.

XI. Executive Session

The Board went into executive session IAW Bylaws Article V Section 8 at 8:39 a.m. MDT to discuss Board conduct.

MOTION: Director Dudley moved and Director Tonneson seconded to return to open session. The motion was unanimously approved.

XII. Open Session:

The Board went into open session at 11:14 a.m. MDT.

XIII. Strategy Session Part II

The Board continued the strategic planning session. The session began with Karl Weiss discussing the preliminary results of the survey, which was conducted to understand the components of pride in the Academy and to learn how the AOG can adjust in ways that better meet the needs of the graduate community. Eight focus groups were conducted among graduates, and from these focus groups, the survey instrument was presented to all 51,038 USAFA graduates. Future issues of *Checkpoints* will discuss the results of the survey.

Mr. Montelongo reviewed the highlights of the strategy session yesterday and then facilitated a discussion on the Board's reactions and impressions to the survey findings to

provide the AOG with an initial strategic direction for further research, discussion, and next steps.

XIV. AOG Update

a. CEO Review of AOG Performance

CEO Gould reviewed the history behind the Single CEO and how the organization had been modified. He commented that he had hoped more graduates would have been engaged by this time, but that we need to continue to make changes to be relevant. It will take time – likely through the remainder of 2022 – to sort through the survey results and determine any needed actions. We need to be patient to get it right. He will provide the Board with a timeline on the action plan related to the survey results. Chair Lowe requested that the AOG also provide talking points so that the Directors can talk about the survey results with others.

One thing we have learned from the survey is that it would be beneficial to have a better bond between the AOG and cadets. What that might look like is still unknown, but it is important to help cadets understand those things that have made an impact on them including activities and facilities. Because the Superintendent is still working the non-federal entity issue through the legislative tract, the AOG is not yet in a position where they can work with the cadets in the many ways they envision. CEO Gould noted that there is momentum on this issue and believes it is getting close to resolution.

He concluded his comments by updating the Board on the issue of the four cadets in the Class of 2022 who have not taken the COVID-19 vaccine due to religious reasons. He also reminded the Board that as the AOG works through the rebranding effort, the staff is also extremely busy with graduation, the Ring Dance, and other events.

b. CEO Monitoring Reports

CEO Gould reported compliance with the required monitoring reports: 2.1 Treatment of Member and Other Constituents, 2.3 Financial Planning and Budgeting, 2.4 Financial Conditions and Activities, and 2.9 Board Awareness and Support. President Hille noted that the weekly updates he has been providing the Directors are for our internal use. Chair Lowe would like a better feel for the AOG calendar and more situational awareness. Some of this is now available on Basecamp.

c. President's Report

President Hille provided an update on staff actions since last meeting. He will have more information at the July meeting on how they will take the strategic framework and develop a comprehensive strategic plan over the next year. He commented on the dynamic power between the AFA Foundation and the AOG and noted that they

are looking for ways to bring both staffs together with the goal of having a single staff serving both organizations. President Hille discussed how a joint group can improve the financial performance of both organizations, but commented that they still have two CFOs, and may for a while longer.

He then discussed several initiatives. The Membership for All Graduates program has resulted in an additional 3,200 graduate members this year. Starting with the Class of 2026, appointees will be able to opt in to say that they plan to join the AOG upon graduation. He believes the survey results will provide a new baseline for the transformation of the AOG upon which we can build for the next decade. He then discussed the campaign and Doolittle Master Plan. He asked that every Board member be a part of the campaign. In response to a question about donations, he commented that contributions to the Long Blue Line Fund will now count toward Sabre Society membership.

d. Quarterly Financial Update

CFO Harwig provided the background on the total operating revenue, total operating expenses, and net operating revenue from 2020 to the present (Attachment 5). She noted that the 2021 revenue figure had an additional \$7.9 million for the deferred revenue for life memberships. We are below budget this year due to delayed hiring of some budgeted positions. She then went through the income statement comparing the variance between the 2021 and 2022 year-to-date figures. She concluded by reviewing the balance sheet. Total net assets are \$124.8 million. Based on our investments, we are good for a number of years. Director Strebe noted that if there is a long-term degradation of the market, it could be problematic. Our portfolio managers take a long-term view but rebalance quarterly as needed.

Chair Lowe reiterated that he would like to be able to fund four to six events for Directors plus professional development each year. He asked the AOG to determine whether that is doable within the current operating budget and in 2023. President Hille commented that they will come before the Board in October with a suggested budget for Board support (Board meetings and other events) and will provide the backdrop on how it was calculated. Ms. Wood concluded the session by providing a tutorial on Basecamp, the new project management system the AOG recently adopted.

XV. Heritage and Traditions Committee

Committee Chair Bishop discussed the omission of the name of 1Lt Robert P. Gradle '72 from the Silver Star plaque at the Southeast Asia Pavilion. It will cost \$5,000 to add his name, which should be completed prior to his class reunion.

MOTION: The Heritage and Traditions Committee moved to approve the correction of the Silver Star Plaque in the Southeast Asia Pavilion. The motion was unanimously approved.



BOARD OF DIRECTORS SPECIAL MEETING

20 April 2022 Meeting Minutes

APPROVED

Board Member Present via Videoconference: Bob Lowe '71, Chair; Will Gunn '80, Vice Chair; Ginny Caine Tonneson '80, Secretary; Glenn Strebe '87, Treasurer; Hans Mueh '66; Garry Dudley '68; Mark Volcheff '75; Brian Bishop '83; Mark Mavity '84; Dennis Dabney '89; Nancy Taylor '01; Kendra Lowe '01; Andrew Hendel '09; Joseph Bledsoe III '11.

Board Members Absent: Randy Helms '79, President, Class Advisory Senate; Emma Przybyslawski '10.

AOG Staff Present: Mike Gould '76, AOG/AFAF CEO; Mark Hille '97, AOG/AFAF President; Corrie Grubbs, SVP for Operations; Jennifer Harwig, CFO; Naviera Walkewicz '99, SVP, Alumni Relations and Business Development; Wyatt Hornsby, AOG/AFAF VP of Marketing and Communication; Emma Ross, Executive Assistant; Jillian Wood, Special Assistant to the President and Board; Paul Ackerman '82, VP of Academy and Community Relations.

I. Call to Order/Chairman's Welcome

Chair Lowe called the meeting to order at 4:00 p.m. MDT on Wednesday, 20 April 2022.

II. Chair's Comments

Chair Lowe discussed the upcoming May strategy session and thanked the Directors involved in planning the session. He commented on the CAS meeting last night and how the CAS is a force multiplier. The Board will have a joint dinner with them on 13 May. He mentioned the 9 April AFA Foundation meeting which four AOG Directors attended. His goal is for all Directors to attend an AFA Foundation meeting.

III. Consent Agenda

The consent agenda included the 23 February 2022 Meeting Minutes (Attachment 1) and 4 March 2022 E-Vote Minutes (Attachment 2).

MOTION: Director Tonneson moved and Director Dudley seconded to approve the consent agenda. The consent agenda was unanimously approved.

IV. Agenda

Chair Lowe briefly discussed the agenda.

MOTION: Director Tonneson moved and Director Bishop seconded to approve the agenda. The motion was unanimously approved. The approved agenda can be found in Attachment 3.

V. Committee Updates

a. Nominating Committee

Committee Chair Volcheff noted that the committee has emailed the individuals who volunteered to fill vacancies on the Board, committees, or on ad-hoc committees to reconfirm that they are still volunteers and to get a list of their attributes. The committee will put the list of attributes into a matrix to assist committee chairs with finding the right match from the pool of candidates to fill vacancies. The committee also is creating a matrix of the attributes of the current Directors which will help identify gaps which could potentially be addressed when appointing new Directors. He then noted that the committee decided not to define what a “qualified” candidate is as it is too subjective and could serve to exclude candidates. The committee thought the requirements that will be put on the ballot will be sufficient to determine the quality of the candidate.

MOTION: The Nominating Committee moved to change the wording of Bylaws Article VIII, Section 6ciii to read: “The Nominating Committee shall maintain a pool of candidates ~~qualified~~ **eligible** to serve as directors or committee members.” [Changes are in strikethrough and bold.]

Discussion: President Hille mentioned the lack of Board members from the ‘90s and noted that in the past, the size of the slate has worked against trying to attract certain types of candidates. Chair Lowe discussed the importance of having a lot of participation in the election and noted that the onus falls on the classes. If they want representation on the Board, they should run. A discussion ensued about recruiting graduates to run for election to address the attributes we are seeking and the fact that we can use the Appointed Director position to fill any gaps that remain after the election. The importance of having Directors with finance and legal backgrounds was also discussed. The motion was unanimously approved.

Committee Chair Volcheff also discussed the fact that the Nominating Committee is charged to develop and seek Board approval of the desired attributes for candidates for each election. The committee proposed making minor changes to the current list of attributes to include “the time and flexibility to attend AOG Board meetings” and the addition of “gender” to the listing of sample types of diversity.

MOTION: The Nominating Committee moved that the Board approve the proposed Board attributes as shown in Attachment 4.

Discussion: A short discussion ensued about the fact that the attribute list was intended as what we want for the Board as a whole, not for each individual

candidate. We can make this known when the election process begins. The motion was unanimously approved.

b. Governance Committee

Chair Lowe assigned Governance Policy Chapter 3 for review. Committee Chair Gunn then talked about the four recommendations the committee received from the Bylaws Task Force.

- Recommendation 1: In light of the Membership for all Graduates policy, which eliminated the requirement for graduates to pay dues to become AOG members, the Bylaws Task Force recommended that the Governance Committee consider revising or eliminating Bylaws Article III, Section 9, which deals with termination or denial of membership. The Governance Committee determined that now is not the time to make the change because graduates still have to opt-in to become members and because we have a membership termination issue on the table awaiting finalization. The committee reached consensus to have some other option open to the Board such as censuring or taking other actions short of membership termination. Chair Lowe tasked the committee to recommend a Bylaws amendment to that effect.
- Recommendation 2: This recommendation involved the elimination of Bylaws and Governance Policy references to “President and CEO” as they are now separate individuals. The Governance Committee recommended that the AOG staff conduct an administrative review of both documents to recommend changes. Chair Lowe asked the AOG staff to review the documents and to come up with the recommended wording.
- Recommendation 3: This recommendation dealt with the removal of Directors and Officers of the Board. There is an apparent discrepancy between Bylaws Article V, Section 11c and Article V, Section 12 as far as whether the Board can vote for a Director’s resignation or whether removal must be in accordance with Colorado law, which the committee believes would mean an elected Director could only be removed by a vote of the group that elected that Director. The AOG staff will obtain legal advice as to whether the only way to remove an elected Director is by a vote of the entire membership of the AOG. Until we have the clarification, the Governance Committee recommends leaving the language as-is.
- Recommendation 4: This recommendation related to placing certain proposed Bylaws changes before the entire membership for comment and feedback to ensure greater transparency and to ensure that the Board is acting in a manner consistent with the desires of the AOG members. The Governance Committee believes that the Directors were elected to do a job, and while we receive feedback from the membership, that process does not

need to be formalized. The desire is to solicit input from the CAS and others on issues of importance. A short discussion ensued about the history of allowing the Directors to make changes to the Bylaws and how it provides agility that we previously did not have.

Committee Chair Gunn then addressed Executive Limitation 2.11, which denies the CEO the power to change life membership dues. The Governance Committee recommended eliminating Executive Limitation 2.11 because under the Membership for all Graduates policy, graduates no longer pay dues.

MOTION: The Governance Committee moved to eliminate Executive Limitation 2.11, which states: “The CEO may not change the life membership dues. The CEO may adjust annual dues and fees.” The motion was unanimously approved.

Committee Chair Gunn then discussed Bylaws Article V, Section 8, which deals with allowing virtual or remote access to Board meetings by graduates who are not Board members. The committee recommended that the AOG staff provide an assessment of their ability to ensure security for executive sessions in a way that excludes non-Board members who are participating in the meeting remotely. Chair Lowe asked the AOG staff to investigate the feasibility and obstacles of allowing attendance by phone or video-conferencing.

The Governance Committee had no recommended changes to the Board calendar. Chair Lowe noted that the Board meetings should become more set. The February meeting will be virtual, the May meeting will stay as is, the July meeting will coincide with the Distinguished Graduate Award dinner, and the October meeting will be aligned with a football game and the AFA Foundation Board meeting.

c. Finance and Investment Committee

Committee Chair Strebe noted that the Investment Subcommittee did some balancing of the portfolio. The financials for the end of last quarter should be completed next week.

d. Audit Committee

Committee Chair Bishop had nothing to report. CFO Harwig noted that the audit will be finished this week.

e. Heritage and Traditions Committee

Committee Chair Bishop noted there may be a missing Silver Star recipient, so the committee may come back in May to request another \$5,000 for a plaque. He is working with VP Ackerman to create a strategic policy document for the Heritage Trail so that a plan is in place for when they break ground on the Doolittle Hall expansion project.

f. Awards and Recognition Committee

Committee Chair Taylor commented that the letters notifying the Young Alumni Excellence Award have been mailed. She is checking on the status of the award recipient announcement on social media. The committee is working on an attachment to the Board's Governance Policies Manual and adding milestones to the Board Calendar to assist the committee and AOG staff with planning ahead for administrative actions related to the awards for which they are responsible (i.e., Sullenberger Award for Courage and Young Alumni Excellence Award).

g. Distinguished Graduate Award Committee

Committee Chair Mueh commented that the only criticism the committee received related to the Distinguished Graduate Award had to do with why certain people were not nominated. He suggested having an extra media blitz when the nominating cycle gets closer to emphasize the nomination process and timeline.

h. Strategic Focus Committee

Committee Chair Dabney commented that the Membership for All campaign has been very well received from graduates. He then talked about the upcoming May strategy meeting. He mentioned that the USMA and USNA alumni associations have strategic goals, which we will be working on at the strategy session. All three alumni organizations are aligned on the themes of service, fundraising, and engagement.

i. Joint Executive Committee

Committee Chair Lowe noted that because the Joint Executive Committee has not yet met, there is nothing to report.

j. Joint Finance Committee

Committee Co-Chair Strebe had nothing to report.

VI. Chair's Comments

Chair Lowe thanked CEO Gould, President Hille, and the AOG staff for their hard work and diligence. He reminded the group about the schedule for the May Board meeting. CEO Gould noted that they would follow up on the taskers and are looking forward to the May strategy session.

VII. Adjournment

Chair Lowe adjourned the meeting at 5:26 p.m. MDT.

Note: Portions of the minutes may have been rearranged from the time sequence to topical sequence.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

Atch:

1. 23 February 2022 Approved Meeting Minutes
2. 4 March 2022 Approved E-Vote Minutes
3. 20 April 2022 Board Meeting Agenda
4. Proposed Board Attributes

XVI. Chair's Comments

Chair Lowe thanked the Directors and reminded them to review the to-do list.

XVII. Adjournment

Chair Lowe adjourned the meeting at 3:10 p.m. MDT.

Note: Portions of the minutes may have been rearranged from the time sequence to topical sequence.

Respectfully submitted,
Virginia Caine Tonneson, Secretary

Atch:

1. 20 April 2022 Approved Special Meeting Minutes
2. 12-13 May 2022 Board Meeting Agenda
3. Joint Strategic Plan Framework
4. To-do List
5. Quarterly Financial Update



Board of Directors Meeting Agenda
11-13 May 2022

11 May 2022

5:00 – 6:00 p.m. Board Reception w/Cadets

Tavern 34, Eisenhower Golf Course

123 Golf Drive

USAF Academy, CO 80840

Attire: Business Casual (Men: Open collar w/jacket. Women: dress, slacks/skirts, and blouse)

12 May 2022

8:00 - 8:30 a.m. – Breakfast - Library

8:30 a.m. – Location: Boardroom

- I. Call to Order
- II. Moment of Silence & Pledge of Allegiance
- III. Notified Absences & Introductions
- IV. Consent Agenda Approval
 - 1. 20 April 2022 Board Meeting Minutes
- V. Conflict of Interest Statements

9:00 a.m.

- VI. Strategic Planning Session (Day 1)
 - Governance 101 – Board Roles and Responsibilities
 - 1. The Role of The Board Member vs Management
 - 2. Fiduciary Duties
 - 3. Board Structure & Key Committees
 - Governance 101 – Board Operating Model
 - 1. Pre-Meeting: Agendas and Meeting Effectiveness
 - 2. Meeting Execution: Chair, Committees
 - 3. Post-Meeting: Executive Sessions

12:00 – 1:00 p.m.

Lunch - Library

1:00 – 3 p.m. – Location: **Pavilion**

VI. Strategic Planning Session (Day 1) Cont'd.

Governance in Action – Strategy Oversight

1. Strategy Development
2. Developing and Monitoring the Strategy

Governance in Action – Risk Oversight

1. Board and Management Roles
2. Risk Appetite

Governance in Action – Stakeholder Engagement

1. Identifying Stakeholders
2. Classification and Prioritization

Governance in Action – Summary

1. Board Governance Best Practices

3:15-4 p.m.

VII. Presentation of Joint Strategic Plan Framework

AOG Board Dinner

5:30 – Cocktails, 6:00 p.m. - Dinner

Location: Garden Room, Margarita at Pine Creek

7350 Pine Creek Rd

Colorado Springs, CO 80919

Dress: Business Casual (Men: Open collar w/jacket. Women: dress, slacks/ skirts, and blouse)

13 May 2022

8:00-8:30 a.m. – Breakfast - Library

8:35 a.m. Location: Boardroom

Guest Speaker: Lt. Gen. Richard Clark, USAFA Superintendent

9:30 a.m.

I. Strategic Planning Session (Day 2)

1. High-Level Graduate Survey Findings Presentation
2. Board and Staff Brainstorm Session on Way-Ahead (Leveraging Joint Strategic Plan Framework, Superintendent Update and Survey Findings)

12:30 – 1:30 p.m.

Lunch – Library

1:30 p.m.

- II. AOG Update
- III. AOG Financials
- IV. Executive Limitations
 - 1. 2.1 Treatment of Other Constituents
 - 2. 2.3 Financial Planning and Budgeting
 - 3. 2.4 Financial Conditions and Activities
 - 4. 2.9 Board Awareness and Support
- V. Heritage and Traditions Committee

5:00 p.m.

AOG Board and CAS Dinner

5:00 – Cocktails, 6:00 p.m. - Dinner

Location: Rotunda, Club at Flying Horse

1880 Weiskopf Point

Colorado Springs, CO 80921

Dress: Business Casual (Men: Open collar w/jacket. Women: dress, slacks/ skirts, and blouse)



VISION

TO BE AN ASSOCIATION AND FOUNDATION OF INFLUENCE AND IMPACT, SUPPORTING THE ACADEMY'S ENDURING MISSION OF DEVELOPING LEADERS OF CHARACTER FOR THE NATION, AND PROVIDING A LIFETIME OF SERVICE TO THE LONG BLUE LINE.



MISSION

TOGETHER, WE SUPPORT THE ACADEMY, SERVE OUR GRADUATES AND PRESERVE THE HERITAGE OF THE INSTITUTION.





STRATEGIC PRIORITIES

ENGAGEMENT - CULTIVATE LIFELONG RELATIONSHIPS AND PROVIDE VALUED SERVICE TO THE ACADEMY AND OUR GRADUATES

PHILANTHROPY - ENHANCE FINANCIAL STRENGTH AND STABILITY TO ADVANCE THE ACADEMY AND SUSTAIN OUR MISSION

STEWARDSHIP - RESPONSIBLY SEEK AND MANAGE GIFTED TIME, TALENT, TREASURE AND RELATIONSHIPS

COMMUNICATION - TELL THE STORY OF OUR ACADEMY, OUR GRADUATES AND OUR MISSION WITH OUR WORDS AND ACTIONS

ORGANIZATIONAL EXCELLENCE - RECRUIT, RETAIN AND DEVELOP TOP LEVEL TALENT

ENGAGEMENT

CULTIVATE LIFELONG RELATIONSHIPS AND
PROVIDE VALUED SERVICE TO THE ACADEMY
AND OUR GRADUATES

CREATE AND FOSTER
LIFELONG CONNECTIONS
BETWEEN THE LONG BLUE
LINE AND THE ACADEMY

SERVE OUR GRADUATES
AND FAMILIES AT CRITICAL
MOMENTS THROUGHOUT
THEIR LIFETIME

PRESERVE AND CELEBRATE
THE ACADEMY'S HERITAGE
AND THE ACCOMPLISHMENTS
OF THE LONG BLUE LINE

[PHILANTHROPY]

ENHANCE FINANCIAL STRENGTH AND
STABILITY TO ADVANCE THE ACADEMY AND
SUSTAIN OUR MISSION

LEAD SUCCESSFUL
COMPREHENSIVE CAMPAIGN
- *DEFINING OUR FUTURE*

GROW RESOURCES
AVAILABLE TO SUSTAINABLY
FUND ONGOING OPERATIONS

EXPAND AND DIVERSIFY
SUPPORT FROM SUCCESSIVE
GENERATIONS OF DONORS

STEWARDSHIP

RESPONSIBLY SEEK AND MANAGE GIFTED
TIME, TALENT, TREASURE AND RELATIONSHIPS

ACCEPT, INVEST AND STEWARD
GIFTS AS DONORS INTEND

INVEST ALL HUMAN AND
FINANCIAL RESOURCES
SMARTLY TO MAXIMIZE
RETURN AND IMPACT

NURTURE STRONG
RELATIONSHIPS WITH THE
ACADEMY AND PARTNER
ORGANIZATIONS

[COMMUNICATION]

TELL THE STORY OF OUR ACADEMY, OUR
GRADUATES AND OUR MISSION WITH OUR WORDS
AND ACTIONS

ENHANCE AND SAFEGUARD
BRAND AND REPUTATION OF
AOG AND FOUNDATION

SHARE THE STORY OF
THE ACADEMY AND OUR
GRADUATES IN DIVERSE AND
EFFECTIVE WAYS

MAINTAIN READINESS FOR
SUCCESSFULLY NAVIGATING
CRISES AND ADVERSE
DEVELOPMENTS

ORGANIZATIONAL EXCELLENCE

RECRUIT, RETAIN AND DEVELOP TOP LEVEL TALENT

CONTINUALLY COMPETE
TO RETAIN TALENT

FOSTER A CULTURE OF
INCLUSION AND RESPECT,
AND AN ENVIRONMENT THAT
FOSTERS INNOVATION

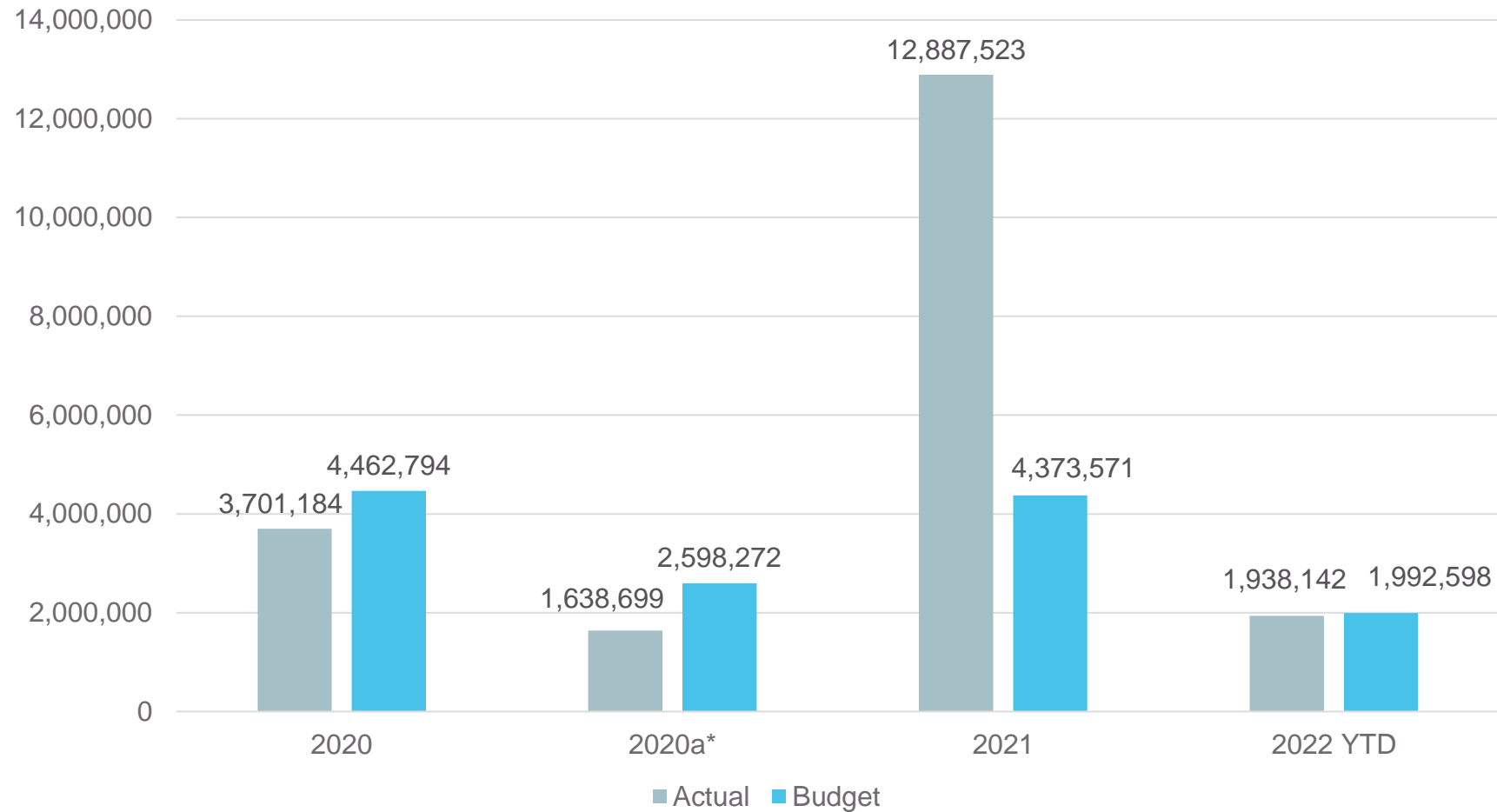
EXHIBIT OUR CORE VALUES
IN EVERYTHING WE DO
- INTEGRITY, SERVICE,
EXCELLENCE

12 May BOD Meeting Take-aways

Action/ Consideration	Item	Responsible Party	Due
Action	Directors provide Membership for All Graduates/Survey Results/Supt Update/N. Gate and other Infrastructure Projects briefing to AOG chapters or other grads	All Directors	NLT Jan 2023
Action	Guest speaker from Duke alumni engagement office	Bishop	TBD
Action	Go through slides from 12 May session to help flesh out the strategy section of briefing (to include 8 key items) and come back with recommendations	Strategic Focus Committee	Jul BOD Mtg
Consider	How can we delegate and give committees more responsibility? Do we need to have a committee meeting day?	All	ASAP
Action	What committees can be eliminated/combined? (Hold off on charters/calendar items for committees until this is decided.)	Bishop/ Mavity/ Przybyslawski	Jul BOD Mtg
Action	For AOG briefings, tell BOD whether the info is for the BOD to: 1) know, 2) approve; or 3) provide input on	BOD/AOG	Jul BOD Mtg
Consider	What is the right composition of the Board	All	Ongoing
Consider	Be aware of AOG staff workload	All	Ongoing
Action	Directors sponsor new Board members	BOD Volunteers	Following Feb election
Action	What should on-boarding process look like?	Bishop/ Tonneson/ Strebe/ K. Lowe/ Mavity	Jul BOD Mtg
Action	Develop a plan for Director Continuing Education (other options exist such as leveraging our Nominating Committees list of volunteers with Board experience)	Lowe/Hille	Jul BOD Mtg
Action	BOD meeting schedule: all dates other than Oct can be set well ahead of time. Oct mtg will depend on football schedule/Corona	Lowe/Hille	Jul BOD Mtg
Action	Set schedule for virtual BOD meetings in between quarterly BOD meetings	Lowe/Hille	Jul BOD Mtg

Total Operating Revenue

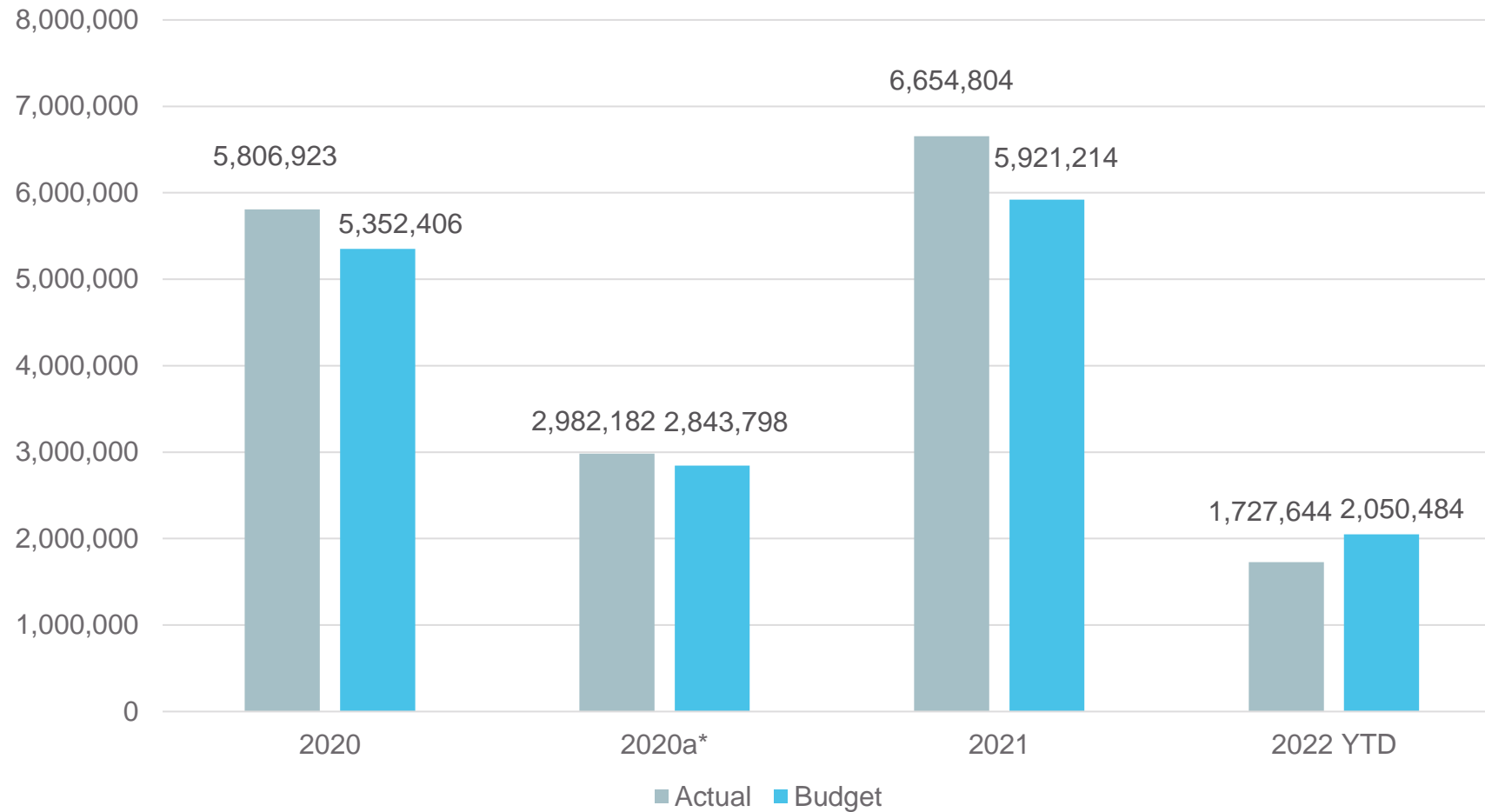
Budget to Actual



* 6-month period from July 1 to Dec 31, 2020 to change

Total Operating Expenses

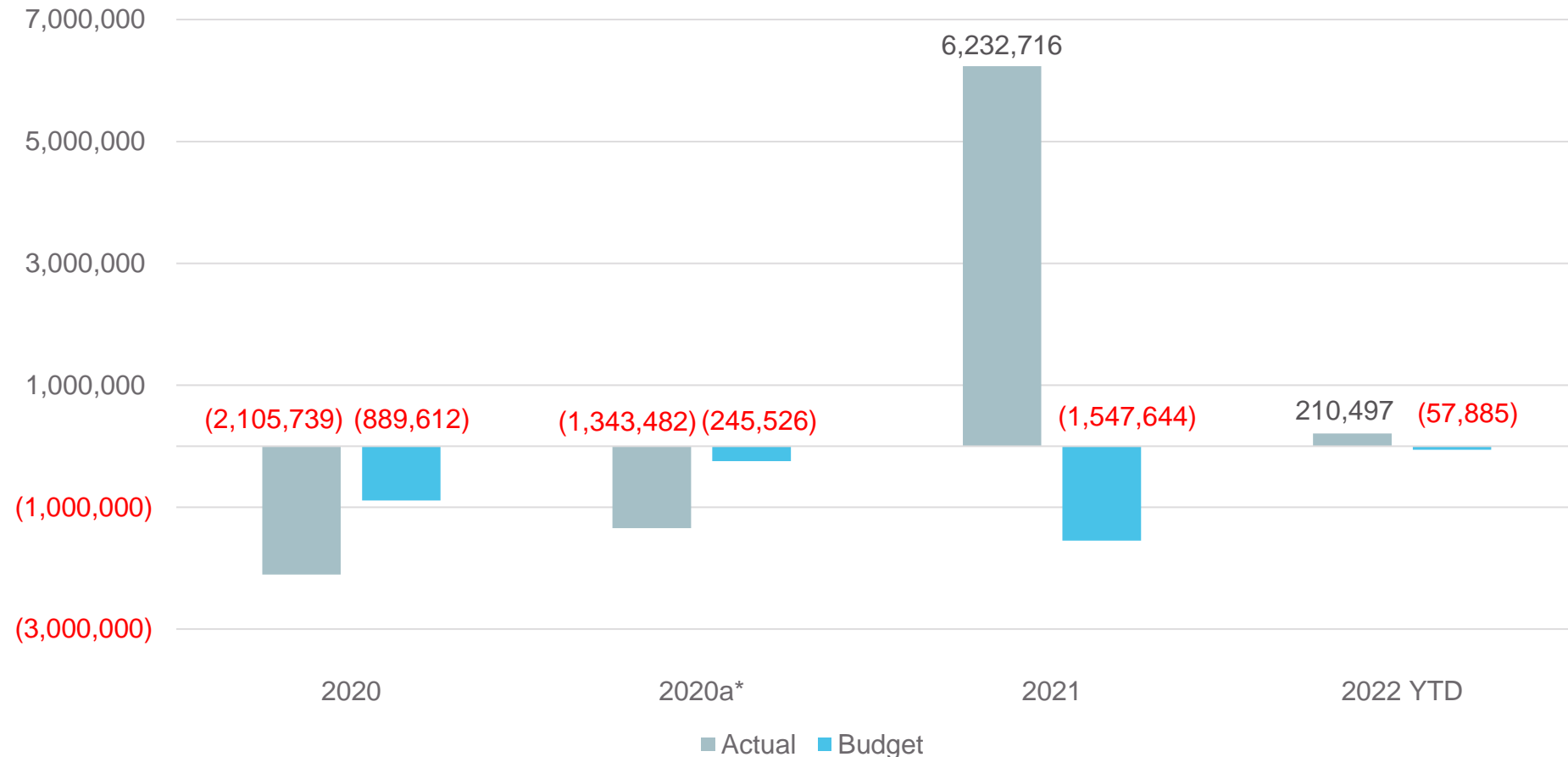
Budget to Actual



* 6-month period from July 1 to Dec 31, 2020 to change

Net Operating Revenue

Budget to Actual



* 6-month period from July 1 to Dec 31, 2020 to change

Income Statement

	2021 YTD Actual	2022 YTD Actual	2022 YTD Budget	Variance
Operating Revenue	\$2,291,171	\$1,938,142	\$1,992,598	(\$54,457)
Salary & Benefits	1,015,627	1,103,496	1,248,742	(145,246)
Other Expenses	743,446	624,148	801,741	(177,593)
Total Operating Expenses	1,759,073	1,727,644	2,050,483	(322,839)
Net Operating Gain/(Loss)	532,098	210,497	(57,885)	268,382
Investment Income	2,968,898	(3,263,967)	740,160	(4,004,127)
Net Gain/(Loss)	\$3,500,996	(\$3,053,470)	\$682,275	(\$3,735,745)

Balance Sheet

	March 31, 2021	March 31, 2022
Assets		
Cash	\$544,093	\$1,348,619
Investments	56,874,950	56,979,717
Beneficial Interest in Trust	60,633,909	64,854,207
Other Assets	5,375,974	5,594,993
Total Assets	\$123,428,926	\$128,777,536
Liabilities & Net Assets		
Total Liabilities	\$11,593,113	\$3,948,583
Net Assets Without Donor Restriction	35,742,029	42,686,408
Net Assets With Donor Restriction	76,093,784	82,142,545
Total Net Assets	111,835,813	124,828,953
Total Liabilities and Net Assets	\$123,428,926	\$128,777,536