

WPAF method) you are making a dreadful mistake. There is nothing to discuss.'

Dead Eye Henry told me later that Clay's assault almost gave him, Dead Eye, apoplexy. Me, I felt a surge of anger. I refolded my chart, snapped shut the folder, and said to Lucius Clay: 'So be it. I would have liked to show you what we are proposing. But if there is nothing to discuss, so be it.' Dead Eye told me later that my response to Lucius Clay came close to giving him, Dead Eye, his second attack of apoplexy all within two or three minutes.

"As I remember it Lucius Clay said something about there being no need to fly off the handle, let's go have lunch, and during lunch let's talk, without benefit of charts. That is what we did, we went to an elegant dining room, had lunch, and talked.

"Clay explained his aversion to endowing AOG with fund-raising responsibility. He said the impression would be conveyed that the funds so raised would be used exclusively, or almost exclusively, for AOG, and that USMA at most would get crumbs. I was taken aback by this reasoning. I said that it had seemed so elemental to me that the money would be raised primarily for USMA that I had never given the point any serious thought. That, I admitted, had been a goof on my part. I then (as I recall it) thanked General Clay for having brought forward a point heretofore overlooked in our studies, and I assured him (a) that we thought of fund-raising first and foremost in terms of USMA (not AOG), and (b) that we would take his point seriously and never, in our future deliberations, lose sight of it.

"It was a good lunch, and ended with cordial handshakes. My carefully packed loose-leaf folder remained unopened. General Clay remained a good friend, and if not a fervent supporter of our 'reforms,' at least, so far as I ever knew, he refrained from sharp criticism. General Lucius Clay remains the father of modern-day fund raising at West Point, and if there was to be a West Point graduate President of post-war USA, too bad it couldn't have been General Clay."

With the presumed support of his own AOG Board of Trustees, the Superintendent and General Clay, Thompson could then turn to the Board of Managers of the WPAF. He recognized its established record of service to the Academy, the importance of its work for West Point and the bonding which existed among its members, most of whom were also members of the Class of 1922. He has recalled in retrospect he "anticipated that the WPAF Board would be harder to

'persuade' than turned out to be the case....that there were (at least) two reasons for the happy (from our standpoint), quick and relatively painless outcome of the exercise: (a) that our case was inherently strong, and that we had done our homework and had devised effective presentations; and (b) that the Board was composed of worthy individuals who, like ourselves, had the best interests of West Point at heart."

In the fall of 1970 Thompson met with the WPAF Board of Managers at the Bank of Commerce in New York City, one of the many interests of George H. Olmsted '22, a WPAF Board member. Olmsted had been the First Captain under the superintendency of MacArthur in the early '20's and had been reduced in rank to cadet private because of a serious hazing incident which occurred in the Corps of Cadets. Interestingly, his brother was First Captain of the Naval Academy Brigade of Midshipmen at the same time. Young George's leadership qualifications as First Captain were reflected in his later life, when he became one of the Academy's most successful graduates in the business world. His close relationship with West Point had continued through adult life and he gave his regard for the Academy its most tangible expression in 1979 in the form of a \$2.0 million gift to the AOG for the West Point museum, a gift which was to increase through investment to over \$4.0 million and become the core funding for the development in the 1980's of "Olmsted Hall" - the long needed and permanent home of the Academy's outstanding military museum.

Perhaps the most important participant in the 1970 New York City meeting was the new President of the WPAF Board of Managers, Schuyler '22. Only a few years earlier he had served as President of the AOG and was thus familiar with the organizational arrangements and functions then existing in the AOG and WPAF. He had accepted the WPAF Presidency upon the death of Charles N. Branham '22, who had served for many years as the WPAF Executive Manager and prior to that as the active duty Secretary-Treasurer of the AOG. General Schuyler's reasoned and responsible views were widely respected and admired by Board members of both organizations. Thompson said later of Schuyler: "We were indeed fortunate that General Cort Van Schuyler, wise, patient and reasonable, was Chairman of the WPAF Board. I can recall him offering an occasional word of counsel and advice to me, the upstart AOG President."

Thompson's first meeting with the Board of Managers turned out to be partially exploratory and partially educational for him and explanatory for the WPAF Board. Prior to the meeting Schuyler, after reviewing the

reorganization plan, advised Thompson that he planned to recommend Board of Manager approval subject to Board of Manager satisfaction on the financial soundness of the plan and approval of the plan by the AOG Board of Trustees. The meeting produced agreement that Schuyler and Thompson would work out the details, that Thompson would seek approval of the AOG Board and that Schuyler would then "call a special meeting of the Board of Managers with a view to securing formal action by the Board on this plan."

During the following year Thompson completed the details of the reorganization plans, coordinated them with Schuyler, obtained formal AOG approval and began the preparation of implementing understandings. He returned to the Bank of Commerce Board Room in the fall of 1971. By the end of that meeting the WPAF Board of Managers had decided that it would be in the Academy's best interests to transfer its fund raising and publishing responsibilities and all of its assets to the AOG; the Board approved Thompson's plan. The significance and poignancy of the endorsement to the WPAF Board members was perhaps reflected best in General Olmsted, who with tears in his eyes, expressed both his pride in what the WPAF had done for West Point and his hope that the AOG would continue that tradition. Thompson said later that he wondered if there were not some other "close-to-tearful eyes" at that meeting.

The WPAF fund raising program had been very successful under the early leadership of General Clay and then, more recently, under Leonard D. Henry '31. The program having been practically halted because of the pending reorganization, one of Thompson's first considerations after formal approval of the plans was the reestablishment of the leadership and effectiveness of the fund raising committee. To lead the reorganized and redirected program he wanted someone who, like Clay, loved West Point and would command the attention and respect of both the national military and civilian communities. The graduate he sought was James M. Gavin '29.

After his retirement from the Army in 1958 Gavin had been appointed Ambassador to France by President Kennedy and had served as Chairman of the Board of Arthur D. Little and Company of Boston. He had not been active in West Point affairs and Thompson did not know in advance of his approach to him what his reaction would be.

Off to Boston Thompson flew again, this time to recruit Gavin as the Academy's chief fund raiser. After lunch and an hour-long discussion of the new fund raising concept, Gavin agreed enthusiastically to serve as chairman of a new

AOG committee which would be appointed and charged with responsibility for the Academy's private fund raising operations in the AOG. Thompson remembered later: "I always regarded my decision to ask Jim Gavin to organize and chair the West Point Fund Committee a particularly good one, partly because I took it with some trepidation. At the time Jim was not too highly regarded in some echelons of the Army due to his (Jim's) off-beat views on strategy and Vietnam. I will always remember the warm glow within me which Jim's answer to my plea generated. Jim had listened patiently to my outline of what we hoped to do through the West Point Fund. His answer: 'Paul, I'm your man.'" The former "Superintendent's Fund" having been renamed the "West Point Fund" during the '60's, General Gavin's committee would be called the "West Point Fund Committee."

As Thompson worked through the plan development, concurrences and approvals process, he was aware in the fall of 1970 of a movement within the AOG, which, if successful, would not only derail the plans which he was developing but also would change the basic character and purpose of the AOG. This movement was spearheaded by Garrison H. Davidson '27 and sought to counter the widespread anti-military sentiment which had sprung from the Vietnam War, nowhere more apparent than in Davidson's home area of San Francisco-Oakland, California. The rationale of the Davidson movement was straightforward: the purpose of the Military Academy is to provide military leadership for the nation; the environment in the cities of the country is antithetical to that purpose; in order for the AOG to assist and support the Academy, its members, acting through the AOG, should assume the mission of influencing the national environment to favor military service.

This, indeed, was a call to arms and, in addition to its remarkable substance, reflected General Davidson's view that the AOG should be more active in its support of the Academy. As a former Superintendent, former head football coach and distinguished military leader, General Davidson had continued to maintain a close, active relationship with the Academy throughout his military service. His love for and service to West Point were widely recognized.

In justifying this sharply new direction for the AOG, General Davidson chose to emphasize that part of the AOG purpose pertaining to encouraging the study of military science at West Point, in this case by reducing or eliminating anti-military sentiment in the country. When Davidson formally proposed the AOG's adoption of the program, Thompson's action as President of the AOG was to appoint an AOG committee to "study situations which today

confront graduates of West Point in areas pertaining to the oath they have taken and the ideals they uphold and to make recommendations as to the posture which in those situations, the AOG can and should assume." Since the committee was to recommend an AOG "position," Thompson called it the descriptive and unequivocal "Position Committee." In view of the critical importance of the committee's work to the AOG and its relationship with the Academy, Thompson appointed to the committee Trustees whose judgement commanded the widest respect. To assure that General Davidson's ideas were presented to and understood as well as possible by the committee, he asked General Davidson to serve as its chairman and he accepted.

During the fall and winter of 1970-1971, as the Vietnam War entered its final phases, as the Army struggled with its image and acceptance by the nation and as West Point completed its historical expansion, a committee of distinguished West Point graduates met, met and met again to study and debate how best they and their fellow graduates could serve their nation and their alma mater at one of the times of their greatest need. As it was a critical and serious time in the life of the nation, it was also such a time in the history of the AOG.

At the heart of the Davidson proposal was the initiation of programs and activities within the AOG and West Point Societies across the nation which would identify sources of anti-military action and opinion and expose those sources or otherwise reduce their effectiveness. It was understood that such sources might include political, religious, social and judicial entities and that the AOG would be fundamentally changed if it moved in that direction.

During the course of the Committee discussions and debate, a Committee position took shape which, if ultimately adopted, would have provided the AOG the authority and flexibility to move forward with the Davidson program of change. The AOG Constitution would be changed in two ways. First, the mission statement would be expanded to include: "Uphold and advance the honor and dignity of the military profession." Second, a constitutional provision prohibiting "political, or any other discussion foreign to the purposes of the Association..." would be amended to prohibit "political, or any other discussion not for purposes beneficial to the interests of the Military Academy, the military profession or the national security."

In the Davidson plan of action, which was given to Thompson by Davidson before he presented it to the Board of

Trustees, Davidson recommended these Constitution changes and ancillary actions as first steps to committing "the Association to an entirely different kind of operation than it has ever undertaken in the past and require more personnel continually active in Association affairs than are presently so involved."

In Thompson's response he referred to the proposed Constitution changes, but they were not his primary concern. His concern was with the "entirely different kind of operation" which Davidson envisioned and which Thompson had reason to believe would conflict "not so much with the phraseology of the AOG Constitution, but with the intrinsic nature of our organization."

Thompson went on to spell out his view of the nature of the AOG - an organization composed not only of retired officers and civilians but also almost 50% active duty officers, and an organization which is both tax exempt and qualified to receive tax deductible contributions. With regard to the former, the AOG is "a body indivisible." Therefore, since active duty officer members could not participate in the kinds of activities Davidson foresaw, the organization as a whole could not be committed to them. While this was the controlling and conclusive issue, Thompson, nevertheless, pointed out that the loss of the AOG's qualification to receive tax deductible contributions, almost certainly a consequence of Davidson's proposal, would be disastrous to the AOG's financial health.

The Thompson reaction and response to Davidson's report had a strong, restraining influence on the Position Committee deliberations. Nevertheless, Thompson sensed that a majority, perhaps all, of the Position Committee were leaning toward the Davidson proposals. He sensed also that the reaction of General Westmoreland, then Army Chief of Staff, would be "a crucial factor in the equation." Just prior to a critical Position Committee meeting in March 1971 Thompson visited Westmoreland in Washington. Thompson remembers that Westmoreland told him that if the Davidson ideas were to be adopted by the AOG Board of Trustees, he (Westmoreland) would feel compelled to resign his membership in the AOG and so would all other graduates who were AOG members and on active duty.

From General Westmoreland's office Thompson proceeded to the home of General Alfred M. Gruenther '19, who was not only one of the Academy's most widely respected graduates in both civilian and military circles, but who was also a close, family relation of General Davidson. Thompson remembers: "Al heard me out, took a position essentially the

same as Westmoreland's and impressed on me the high importance of keeping the AOG Board from even having to vote on the issue."

Thompson returned to West Point early on the morning of the March Position Committee meeting. He went directly to that meeting. He recalls: "Al Gruenther authorized me (rather, instructed me) to quote him in my talks with Gar (Davidson) and his Committee. (I did just that...quoting General Gruenther and General Westmoreland)."

While the final report of the Position Committee to the Board of Trustees recognized the need for wider latitude for AOG action, the Thompson position was upheld by the Board and there was no change in the AOG organizational purpose and direction. Thus, a serious internal questioning of the very nature and purpose of the Academy's alumni organization had been resolved - probably the most serious since its founding in 1869 and certainly since the schism among the membership created by the different attitudes regarding the 1951 Honor issues.

Hardly had the Position Committee action been completed when Thompson was again diverted from the ongoing reorganization planning, though not in as protracted or serious a way as with the Davidson initiative. In 1972 as the campaign for the Presidency of the United States was in full swing, President, and candidate, Nixon, seeking a second term and accompanied by one of West Point's most distinguished graduates, Alexander M. Haig '47, visited West Point. Haig, who had earlier served as a tactical officer and Deputy Commandant of Cadets, was a member of Nixon's National Security Council staff and later served as Reagan's first Secretary of State.

Taking a tour of West Point and driving past Battle Monument, Nixon was informed of the object of the monument. Thinking perhaps of the Southern vote, he opined that even-handedness demanded that there be an appropriate monument at West Point to the Southerners who were killed in the Civil War. Haig dutifully relayed the Commander-in-Chief's desire to the Superintendent, Knowlton, who, knowing that appropriated funds could not be used for such a purpose, asked the AOG to provide the funds for a monument to Southerners, similar in purpose to that of Battle Monument.

Thompson, with considerable wariness, presented Knowlton's request to the Board of Trustees. After extensive and heated debate in the Board meeting, debate which one observer suggested had overtones of the conflict

under discussion, the Board, by a narrow margin, voted to approve the Superintendent's request.

When Thompson reported the Board's action to Knowlton, he emphasized the closeness of the vote and the tenor of the Board's discussion of the issue. Thompson reminded Knowlton of the Board's instinctive attitude of support for the Academy in all matters. He also informed Knowlton that were it not for that natural desire to support the Superintendent, the Board, in all likelihood, would have voted against the monument proposal. Consistent with their consultative and cooperative relationship Thompson and Knowlton agreed that because of the narrow margin of support and the obvious lack of enthusiasm for the project, the monument to the Southern dead would not be pursued.

With this diversion and the Davidson challenge behind him, a challenge not only to Thompson's plans but to his presidency (he said later he would have felt compelled to resign his membership had the Davidson proposal been approved), Thompson then returned to the task of completing the reorganization plans and seeking their approval.

Based on informal understandings concerning the reorganization among the Academy, the AOG and the WPAF, Thompson might have proceeded with the changes within the AOG, expecting corollary action by the Superintendent and the Board of Managers of the WPAF. Thompson chose, however, the more formal vehicle of memorandums of agreement (MOA) to be signed by the three affected organizations: the Academy, the AOG and the WPAF. There were to be two such MOA, one for fund raising, among all three parties, and a second, for publishing, between the AOG and the WPAF.

The fund raising MOA was the more significant and complex because it represented a joint commitment between a government institution, USMA, and two private organizations, the AOG and the WPAF. Under the agreement the AOG and USMA would have continuing responsibilities for the fund raising program; the WPAF was a necessary party because under the agreement it transferred its responsibilities and assets to the AOG. Underlying the commitment was a confirmation of the fundamental concept upon which private fund solicitations were begun under Clay and Westmoreland. That was: PRIVATE FUND SOLICITATIONS SHOULD BE CONDUCTED FOR PURPOSES AND IN WAYS WHICH WILL MINIMIZE THE POSSIBILITY THAT CONGRESSIONAL FUNDING FOR ACCOMPLISHING THE ACADEMY'S PURPOSE AND MISSION WILL BE PLACED AT RISK BY THE EXISTENCE OF A PRIVATE FUND RAISING CAPABILITY.

Within the commitment there was also an important recognition of reciprocal capabilities for the Academy and the AOG: the Academy knows best what private funds are needed, but may not solicit them; the AOG can solicit private funds for the Academy but lacks the knowledge of what such funds are needed for and for what purposes. The AOG and the West Point Fund Committee would solicit the funds. To determine what projects and activities would be funded through the AOG fund raising operation, the fund raising MOA provided for a USMA committee, the "West Point Fund Advisory Committee," responsible to the Superintendent. These two committees, one, USMA's, the other, AOG's, operating in close coordination with each other, and supported respectively by a USMA staff officer and the AOG staff officer responsible for fund raising, would be the key to the successful adaptation of conventional college fund raising to the needs of a government institution. Thompson has called it "our most innovative action." Thus arose the sometimes controversial provision that as the Academy necessarily leaves to the AOG the solicitation of private funds, the AOG, even though it raises the funds, with equal necessity leaves to the Academy the responsibility for determining what projects and activities will receive private funding and for using the funds raised by the AOG for the purposes for which they were given.

Another significant organizational feature of the joint commitment of the Academy and the AOG was the division of responsibility for that broad category of mission having to do with alumni affairs. In the assignment and acceptance of alumni functions there was recognition that the Academy would perform those functions which it wanted performed and which it could legally accept; the AOG would perform those other alumni functions which it could legally perform and which were important to both the Academy and the AOG.

It is relevant to note here the close working relationship between the Academy and the AOG which was formally established in the fund raising MOA. It was and is a relationship which demands mutual understanding and trust - advice and consent - between the Superintendent and the AOG Board of Trustees and between the Academy and AOG staffs. Perceived or actual attempts by the Superintendent to control or heavy-handedly influence the body of graduates directly, or withholding support or threats to withhold support of the Academy by the Board of Trustees are equally detrimental to the interests of the Academy and its graduates and, if not in the short term, certainly in the long term will be self-defeating.

The fund raising MOA provided a vehicle for organizational changes to both the Academy and the AOG staffs. The Academy abolished its staff section which was directed only at gifts and established a new staff section responsible for gifts and alumni affairs. To maximize the necessary coordination and exchange of knowledge between USMA and the AOG and to minimize the possible recurrence of the embarrassing fund raising initiative of March 1970, the new staff section was co-located with the AOG staff in Cullum Hall. The AOG established its first fund raising office and employed its first Director of Development, Stephen O. Fuqua Jr. '33 to head the staff effort and support the newly reconstituted West Point Fund Committee. Finally, the MOA provided for what the AOG probably would have done anyway; that was to employ its first Executive Vice President, a position which had been authorized in the AOG Constitution for many years but which had remained unfilled for lack of funds. In the spring of 1972 the Board of Trustees, on Thompson's recommendation, elected the incumbent Academy Alumni Secretary and AOG Secretary-Treasurer, Robert J. Lamb '46, to fill the Executive Vice President position. Lamb retired from the Army to become what in effect was the "managing director" of the AOG, thus permitting the AOG to take on the private fund raising activity as a major element of the AOG's expanding functions and responsibilities.

The second MOA which Thompson developed, the publishing agreement, provided for the consolidation in the AOG of all responsibilities for publishing Assembly magazine and the Register of Graduates, including those responsibilities previously lodged under the WPAF. The dual objective of this agreement was the centralization in one organization of overall editorial policy development, which had been divided between the AOG and the WPAF, and management of the publishing business. Based upon the studies and other information which had been available to him Thompson believed that sound management and organizational considerations made it imperative that, since the AOG could then afford it, the AOG should have full responsibility for publishing as well as fund raising. The replacement of the active duty Secretary-Treasurer with the retired graduate Executive Vice President as managing director of the AOG staff removed the earlier obstacle to the AOG's solicitation of advertising in the alumni publications. Finally, an important element of the publishing understanding between the AOG and the WPAF was the agreement of Michael J. Krisman '39, who was then serving as Executive Manager of the WPAF, to become the AOG's first Director of Publications under the reorganization.

By the summer of 1973, three years after Thompson assumed the Presidency of the AOG and Knowlton assumed the Superintendency of the Academy, the basic elements of the reorganization of the Academy's alumni affairs were in place. The plans and MOA which reflected the reorganization were firmly anchored to the AOG's Charter of Incorporation, which authorized the AOG to "promote the welfare" of the Academy, and to the Internal Revenue Service finding which authorized the AOG's tax exemption and recognized its qualifications to receive tax deductible gifts. While it had continued to perform its traditional functions and to provide timely support throughout this three-year process, the AOG was now organized and legally constituted to expand its activities in support of the Academy as the Board of Trustees and the Superintendent might determine were in the Academy's best interests.

As the reorganization actions proceeded, the AOG sought to improve its assistance to the Academy in two vital areas - support of the Academy's Admissions Program and enhancement of USMA classes' support of the Academy.

During those early years of the '70's the Vietnam War and its deleterious effects on the country's attitude toward all things military were being felt in the Academy's Admissions Program. Not only was there reduced interest by young Americans in admission to West Point, but also, there were larger classes to fill as a consequence of expanding the size of the Corps and there was a need to attract outstanding members of minority groups as a result of a determination to assure future minority leadership in the Army.

For some years the AOG Board of Trustees had been interested in the Academy's Admissions Program and some West Point societies had provided assistance in specific areas. A committee of the Board acted as liaison between the Academy and the AOG for admissions purposes. However, unlike many civilian institutions with well organized alumni organizations, West Point and the AOG did not have an active, organized activity for alumni support of the Admissions Program. This was at least in part due to the highly structured, regulated process by which young Americans gained admission. There was a perception within the Academy administration, shared by some alumni, that uninformed alumni might do more harm than good and that the process should be managed exclusively by the Academy's professional admissions staff.

While there was a growing body of opinion within the AOG that it could do more to assist the Academy in its

Admissions Program, the mutual trust and understanding which were evolving in the fund raising program and the acceptance by the Academy staff that the AOG could play a significant role were still missing.

Nevertheless, even as the broad reorganization was underway and without Academy encouragement, Thompson, with the help of Trustees who had worked closely with the Admissions Program as individuals in their home states, determined to move the AOG into a more active posture in admissions support. The committee of the Board of Trustees whose mission had been to advise the Board on admissions affairs was reoriented to include providing active support in local communities around the country. Ties between AOG Admissions Committee members and West Point societies were formalized, providing a critical link between the AOG and its societies in admission support affairs, and guidelines for alumni participation which were acceptable to the Academy staff were developed. This first, tentative outreach had far to go before the AOG would realize its organized, staffed and funded admissions support activity of the late '80's, but the forward movement had begun and it is perhaps significant that one of the two Trustees who worked hardest for the AOG program in the late '70's and early '80's was later to become President of the AOG.

One of the assumptions underlying the activities which were initiated in the redirection of AOG affairs was that certain types of AOG assistance might be more effective when provided indirectly through other organizations, such as West Point classes and societies, with the AOG acting as a catalyst, or channel, for support. Specifically, the AOG established a program of assistance to West Point classes in their efforts to promote the Academy. A similar program for West Point societies was initiated in the mid-'80's. Like many civilian colleges, West Point has a long history of gifts from classes to their alma mater. Perhaps the most well known at West Point are class windows in the Cadet Chapel, which until all the window spaces were used, were presented by classes at their graduation. There have also been class memorial gifts at various stages in the lives of classes; such gifts became normal practice in the '60's and early '70's with the Class of '15 fountain and the Class of '16 WWI Renault tank.

In order to encourage classes to make repeated gifts to the Academy after their graduation, the AOG became in effect the collector and custodian of class funds for gifts to West Point, assuring that income earned on the investment of the funds was credited to the class funds themselves. The