

classes, together with the Superintendent, decided what the gifts would be; the AOG acted as "honest broker and banker."

At about the same time, largely in response to the more senior and junior classes, the AOG also established, along with the class gift funds, class administrative funds for use by classes in managing class affairs. The more senior classes welcomed this service because of normal infirmities; the more junior classes, because it freed class officers of an administrative chore during their early career years. The end product was that in providing that service the AOG was encouraging classes in their own support of and responsiveness to the Academy.

As the Academy moved from the period of change in the early '70's into the post Vietnam war period, so too the AOG moved from a period of marked change to a period of challenges, enhancements and service opportunities. A basic fund raising program which could be expanded as needed had been established. All alumni affairs which could not be performed by the government had been consolidated under the AOG. The financial assets of the AOG had been markedly increased by the Trott estate, with operational flexibility and capability similarly enhanced. Financial control of these increased assets had been restructured to support the overall reorganization and redirection. The principal AOG staff positions had been filled with retired graduates, thus providing the staff continuity essential to sound management and expanded support. Finally, space in Cullum Hall, previously used as transient billets, had been made available for expansion.

Much had been accomplished to place the alumni affairs organizational structure and procedures in a position to provide increased graduate support should it be needed by the Academy. But, much remained to be done if this support was to be forthcoming efficiently and with responsible expenditure of graduates' contributed funds.

## CHALLENGES, ENHANCEMENTS AND SERVICE

In his farewell remarks to the members of the West Point community upon his departure from West Point in 1991 Lieutenant General Dave R. Palmer '56, Superintendent from 1986 to 1991, observed that of the recent superintendencies only his was sufficiently free of critical contemporary problems to permit appropriate long range planning. He was referring not only to the problems of the late '60's and early '70's, which have been cited earlier, but also to later ones, such as those associated with the Honor Code violations of 1976-1977, the admission of women as cadets and the intercollegiate athletic program. As the Academy moved through this period of continuing adjustment and resolution of serious issues, the AOG, newly reorganized, better financed and better prepared to reach out to the Academy at a time of apparent need, entered a period of increased service and of challenges to and enhancements of its increased capabilities.

One of the early challenges to the AOG of this period came when the EE304 Honor cases of 1976 and the resulting investigations of the Academy evolved into a serious problem for the Academy. When the large number of cases were identified and the nature of the infractions made it appear that there was widespread disregard for the Honor Code within the Corps of Cadets (a later Superintendent referred to it as a "cancer"), a body of graduate opinion developed which held that the AOG should play an active role - "clean up the mess." There was less advice offered regarding precisely what that role should be.

At the same time, a feeling developed within the Academy administration that, since the public and graduate furor over the seeming breakdown in the Academy's ethical base was uninformed and unfair, the AOG should assist in the dissemination of official information regarding the situation as it unfolded - "tell it like it REALLY is."

The two principal players for the Academy and the AOG in defining a role for the AOG, if any, were the Superintendent, Sidney B. Berry '48, who had succeeded Knowlton in 1974, and Charles E. Saltzman '25, who had succeeded Thompson as President of the AOG in the same year. Berry, the last Superintendent to the present time who would look forward to further military service after his superintendency, returned to the Academy with arguably the most promising Army future of all of his contemporaries. He had "done everything" and, with distinction. Saltzman, First Captain of '25, football team manager and

citizen-soldier of the first order, had established an enviable reputation in Wall Street financial circles before World War II. During and after the war, he was a close associate of George C. Marshall, World War II Army Chief of Staff, and General Mark W. Clark April '17. Throughout his civilian and military careers Saltzman had maintained an unusually close relationship with West Point.

In the two years of their incumbencies Berry and Saltzman met frequently, both officially and socially. Though some 23 years separated their graduations from the Academy, they shared a tradition of service and an uncommonly profound regard for West Point and the Corps of Cadets. Their discussions were frank and agreement was not always forthcoming.

During 1976, as the revelations concerning the Honor Code infractions grew more frequent, the public and graduate reaction became more intense, the Secretary of the Army and the Chief of Staff interposed their offices into the affair, and Congress discussed the relationship between the crisis and the Academy's future. Within the AOG Saltzman and the Executive Committee, after much discussion and debate, determined that, ironically, at a time when the Academy seemed to need help the most, the AOG, lacking direct knowledge of the facts surrounding the affair and lacking organizational and legal responsibility, was limited in the scope of actions it could take. While the laws regulating organizations like the AOG permitted it to lobby Congress, the AOG was neither informed nor staffed to conduct effective lobbying operations.

When it appeared that the Congress might take strong action regarding the future of the Academy, with the foreknowledge of the Academy administration Saltzman took two actions which were clearly within the AOG's sphere of activity and responsibility. He directed that West Point societies across the country be provided with information concerning the Honor investigations for use by graduates in their discussions with members of Congress. The objective of disseminating this information was minimization of the possibility of serious revision of the Academy's traditional role in contributing to the security of the nation.

The second act was to arrange a meeting between the AOG's Executive Committee and the Chief of Staff of the Army, Bernard W. Rogers June '43. Rogers had been interested and active in the investigations and at one point addressed the staff and faculty on the serious implications the investigations held for the Academy and the Army. The purpose of the Executive Committee meeting with Rogers,

which did not include the Superintendent, was for the AOG to voice its concern that actions to be taken in the aftermath of the Honor situation not degrade the quality of the Academy's academic program, and thus its standing as one of the oldest and most prestigious institutions of higher education in the land.

The Department of the Army took two major actions to resolve the complex issues which had become associated with the "Honor Crisis." The first was the appointment of a special commission headed by Frank Borman '50, and the second was the creation of an Army study group to follow up the Borman Commission report and to recommend remedial Army and Academy actions. The reports from these two extremely wide ranging studies were to occupy Berry's successor, Andrew J. Goodpaster '39, and the Academy staff for years. If nothing else demonstrated the serious position the Academy was in at this time, the recall of Goodpaster to active duty and at a rank lower than he held at his retirement as NATO Commander, left no doubt.

To some graduates it appeared that in the AOG's restraint it had failed this major challenge and that its activist image was in fact a mirage. To others that same restraint reflected a wise reluctance to interpose the Academy's alumni organization into an extraordinarily complex issue of profound importance and significance to the nation and the Academy.

One of the early challenges to the AOG's newly established fund raising capability also arose during General Berry's superintendency in the mid-'70's. It was not surprising to those who knew him that his evaluation of the overall situation at the Academy included the desirability of using the existing fund raising capability aggressively to enhance the Academy and the cadet experience.

General Berry presented the challenge in two parts. The first was a request that the AOG, through the West Point Fund Committee and its new Chairman, E. Douglas Kenna '45, who had succeeded Gavin in that position, raise several million dollars for a variety of projects and activities which the Academy had concluded would not qualify for appropriated funding by Congress. The second part was a more limited request that the AOG raise private funds to supplement other Military Academy funds for the installation of artificial turf in Michie Stadium. The football coach, Homer Smith, who had been hired to rehabilitate the Army football program, was told by George Welsh, the successful Navy Coach, that artificial turf in Michie Stadium would

move two losing football games to the win column, a compelling, though dubious estimate, at a time when Army football wins were hard to come by.

In response to General Berry's request for capital funds of some \$18 million, the AOG, with the assistance of a professional fund raising firm, conducted a feasibility study to determine whether or not such funds could be raised for the purposes proposed from the Academy's private funding constituency as it then existed, and within the then current leadership attitudes of the AOG.

The overall results of the study were not encouraging to the Academy administration. It was clear to Saltzman and members of the AOG Board of Trustees that the Academy's private fund raising constituency, which consisted almost entirely of Academy graduates, was not prepared to support a capital fund raising effort of the scope proposed by the Superintendent. This conclusion had the effect of reinforcing a tenet of the fund raising program as reorganized under Thompson's presidency - that the Academy should rely upon appropriated funds for essential funding and not seek private funds for mission accomplishment - a tenet with which Saltzman was in complete agreement.

Based on the feasibility study results and the subsequent discussions, the AOG, with General Berry's concurrence, decided not to proceed with the capital funding activity. However, there was an awareness that, unlike the abortive \$10 million campaign of March 1970, the Academy had used the system properly, had made a request of its alumni for private funding help and was, albeit for good reason, denied. Tax funds would still provide for the essential Academy programs and activities.

General Berry's request for private funding assistance for artificial turf in Michie Stadium received a more favorable response from the AOG Board and West Point Fund Committee. While declining to conduct an alumni-wide appeal for the necessary funds, the AOG noted that some government resources and some \$100,000 of Army Athletic Association (AAA) funds would be available and agreed that the project was appropriate for funding through the West Point Fund, i.e. tax dollars were not likely to be available for the unfunded part of the project. This agreement came after the Superintendent was informed specifically and unequivocally that Congress would not appropriate funds for artificial turf. The AOG agreed further that unrestricted funds already in the West Point Fund could be used and that a limited appeal to classes, to alumni and friends with a

football program relationship and to other prospective donors would be appropriate.

This limited solicitation for the turf project is significant because it was the first real test of the AOG's active fund raising program. Organized under the aggressive staff direction of Richard L. Gruenther '46, who had succeeded Fuqua as the AOG Director of Development in 1975, the turf solicitation consisted primarily of a phonathon, designed to appeal to football alumni for the turf project and, at the same time, to improve response to the annual giving program. The overall effort was an instructive success for the Development staff and set the high standard for effectiveness and propriety which Kenna and Gruenther sought for future fund raising operations.

Having met the first two challenges to its reorganized and enhanced capabilities, the AOG faced an entirely different one in the spring of 1978. In preparation for the 1978 Annual Meeting of the AOG, held at that time along with the Alumni Luncheon in the Cadet Mess during Graduation Week, the Board of Trustees, acting on its Nominating Committee's recommendation, had selected James M. Lampert '36 as nominee for President to succeed Saltzman, who had served four one-year terms. Lampert, who had served as Superintendent from 1963 to 1966, was widely admired and respected within the AOG Board. After retirement from the Army he had become the Vice President for Development of Massachusetts Institute of Technology and had been selected to serve as an AOG Trustee and member of its Executive Committee. In the winter of 1977-1978 he was stricken with cancer and at the time of his election to the AOG presidency was seriously ill in Walter Reed Army Medical Center. The disease overtook him on 10 July, just 10 days after he became only the fifth Superintendent to serve as President of the AOG and the first since Samuel E. Tillman Class of 1869 served a one-year term in 1919-1920.

No previous President of the AOG had died in office and, perhaps because there was no perceived need for a succession provision in the AOG Constitution, there was none! However well the AOG might have functioned in earlier years without a duly constituted president the changes which had been made in the '70's required continuing policy guidance for the staff and meant that the office of the president could not long remain vacant.

In resolving the "crisis" in leadership the Executive Committee, with its senior member, George F. Dixon Jr. '40, acting as chairman, met and decided to ask the senior of the 11 class Vice Presidents, because of that seniority, to

serve as President until appropriate Board of Trustees and AOG membership action could be taken to choose a successor.

The senior vice president so designated was Luke W. Finlay '28. As with all class vice presidents, he had been selected for service by his 1928 class officers, not by the Board's nominating committee. He had assumed that post at the same time Lampert had assumed the presidency and while he had remained dedicated to the Academy in the years since graduation and had served with distinction as a citizen-soldier during World War II and the Korean War, he had not been actively involved in the AOG and in the affairs of the Academy. Nevertheless, his strong sense of duty and legal propriety impelled him to agree to serve.

A very obvious issue confronting Finlay early in his presidency was the matter of the presidential succession. At the same time, it became apparent to a number of Trustees that while the AOG had become more active in its support of the Academy and had redirected much of its activity, its governing document, the Constitution and By-Laws, remained rooted in the 19th century. As a distinguished corporate lawyer and former General Counsel for Exxon Corporation, Finlay recognized the need to update the Constitution, and he appointed a small committee of Trustees headed by Frederick W. Smith Jr. '44, the Dean of the Academic Board, to develop proposed changes.

Importantly, Finlay also appointed to that committee a relatively young Trustee, also an attorney, Joseph J. McCann '61. McCann was a member of the Executive Committee and exceptionally knowledgeable concerning all AOG affairs. He believed strongly that from any point of view, e.g. management, legal, governmental, the Constitution needed not just an update, but a completely new approach, one which would reflect the late 20th century, not-for-profit, New York State legal environment in which the AOG was operating. The original draft of the new Constitution which evolved from this thinking was McCann's and, while there were later contributions by others and modifications during the review process, the final document remained largely McCann's work, a gift of time and professional talent of inestimable value to the AOG and to the Academy.

In 1979 the AOG received a challenge to its maturing fund raising program of a different sort; in this case the challenge lay in the acceptance, management and use of an especially large gift - \$2.0 million - by George H. Olmsted '22, a gift which ranks in constant dollar amount with the Cullum gifts of the 1890's, the Pierce gift for the

Officer's Club in the early '60's and the Trott bequest of the early '70's.

From the period of the reorganization in 1972, when Olmsted had participated in the WPAF consideration and ultimate approval of Thompson's reorganization plans, Thompson had been aware of Olmsted's deep love of West Point and of his generous gifts to other institutions. At one point in their relationship Thompson had suggested that a new alumni building, replacing the soon to be outgrown Cullum Hall and bearing the Olmsted name, might be welcomed at West Point.

In early 1979 without any apparent relationship to preceding events or cultivation, the George Olmsted Foundation, named for General Olmsted and of which he was President, offered the AOG the aforementioned gift of \$2.0 million in stock in International Bank, one of Olmsted's financial institutions, for the Military Academy museum. The formal proffer of the gift spelled out in some detail not only how the gift funds would be used but also how they would be managed. Possibilities for its uses ranged from activities and accessions to enhance the museum to the construction of a new museum building. The idea of AOG offices co-located in such a museum, or in a satellite museum building, was not unacceptable to Olmsted, and several years later became a specific, and controversial, proposal of the George Olmsted Foundation. Meanwhile, income from the investment of the gift funds was used in a limited way for museum activities and for the purchase of items for the museum displays. Also, with the passage of time the fund grew through investment to some \$4.0 million.

If West Point, the geographical location of the Military Academy, is among the more valuable pieces of land in New York, surely the area around Trophy Point, with its magnificent and dominant vistas, is the prime piece of property in the entire state. On this location, facing north up the Hudson River on the site of the old hotel, the AOG formally proposed to the Academy that a satellite of the West Point Museum, with AOG offices in below-ground-level space, be constructed, using the Olmsted gift and named for Olmsted '22.

Though considerable money, time and influence were expended to see "Olmsted Hall" on Trophy Point, it was not to be. The AOG, representing the donor, the Olmsted Foundation, and hopeful of gaining modern office space in a choice location, vigorously sought the Superintendent's approval of the site. A significant element of the Academy staff and faculty strongly and boldly opposed new



construction at that historic site, especially new construction which would bear the name of someone, who in the view of some, was not worthy of that honor in ways other than simply being a wealthy alumnus. The Superintendent, Willard W. Scott '48, who by that time had succeeded Goodpaster '39, initially seemed to favor the proposal. Finally, however, he disapproved the proposed construction on that site, a decision which, of course, left the \$4.0 million Olmsted Fund intact for specific use to be determined in connection with the West Point Museum.

Several years later, after the Academy had purchased the old Ladycliff College campus in Highland Falls, the Superintendent, with the concurrence of the AOG, decided to use the Olmsted gift in conjunction with government funds to rehabilitate the Ladycliff Administration Building to house the West Point Museum. That "new" structure, officially named "Olmsted Hall," is today a state-of-the-art museum building, perhaps the finest in the Hudson Valley.

There was one other major challenge to the new fund raising program during this period. Since the completion of the MacArthur Monument in the late '60's there had been a near certainty that at the right time a monument to Dwight D. Eisenhower 15' would also be erected in the vicinity of the Plain. In the early '80's that time had come. General Thompson, who had accepted appointment to the chairmanship of the West Point Fund Committee several years after his presidency, agreed to undertake a special fund raising appeal for the monument. To assist him he had, of course, the AOG Director of Development, Gruenther '46, and his staff. Needless to say, this effort to memorialize Eisenhower at his alma mater also had the support and assistance of Gruenther's father, Alfred M. Gruenther '19, probably Eisenhower's closest associate and confidante.

The Eisenhower Monument appeal for funds was to 1200 graduates of the more senior classes, special friends and organizations. The campaign, which could be safely forecast to succeed because of its appealing purpose was, nevertheless, carefully planned and vigorously executed by Thompson and Gruenther, working together. Succeed it did, with surplus, and the AOG's growing fund raising program, with its more experienced committee and staff, had added another successful campaign to its operations.

The Eisenhower Monument project was also instructive to the AOG staff in a different way. While in most cases the funds the AOG raised for West Point were "granted" to the Academy for expenditure, in the case of the Eisenhower monument, the AOG commissioned the sculptor, Robert L. Dean

Jr. '53, oversaw his work and presented to the Academy a finished monument. While this type of AOG service to the Academy was to become more normal in later years, the Eisenhower Monument project was one of its first instances.

These then were the major challenges to the AOG's capability to assist the Academy during the middle years of the two decades of change. There were, however, other calls for assistance, other opportunities for service. Among these were: participation in efforts from outside the Academy to correct the official records and gain proper recognition of the first black graduate of the Academy, Henry O. Flipper Class of 1877; participation with and support of the West Point Society of New York in staging at Radio City Music Hall the New York premiere of the movie "MacArthur"; and participation in support of the Academy's program to erect a Jewish Chapel at West Point. The AOG now had the staff, resources and interest needed to participate in these types of activities, and the Academy staff had come to rely on the AOG and to appreciate its contributions to the promotion of the Academy's welfare.

As the AOG moved through the late '70's and into the '80's, major internal adjustments and additions were made, further enhancing its support capability. Perhaps the most significant addition at that time was made to the fund raising program, which had consisted primarily of an annual appeal and occasional appeals for special purposes, such as the Michie Stadium artificial turf and Eisenhower Monument projects. As the West Point Fund Committee and the AOG Development office, under Gruenther's direction, evaluated the fund raising program's future, they were convinced that the most likely and cost effective avenue of large gifts for the Academy from its graduates was "planned" or "deferred" gifts - bequests, charitable remainder trusts, gift annuities - mainly gifts of funds which would benefit the donor during his or her lifetime but which would benefit the Academy after the donor's death. It was recognized that the payoff would not be immediate and that staff expertise and specialized legal advice were essential.

As the planned giving program evolved over the ten years following its initiation, it became increasingly the centerpiece of the fund raising program. Under Gruenther's direction, first while serving as Director of Development and later as Director of Planned Giving, the program gained recognition among graduates of West Point and by other institutions. The most sophisticated planned giving instruments were offered to and accepted by a growing number of graduates, and estate planning advice, which sometimes resulted in a major gift for the Academy, became the norm.

In the AOG's Planned Giving Program, properly emphasized and used, the Military Academy had a source of major gifts of private funds which was arguably the most appropriate source for the Military Academy and its graduates.

As the '70's turned into the '80's, there were three staff executive positions on the AOG staff - the Executive Vice President, the Director of Publications and the Director of Development. With the marked increase in activity across all of the staff and with larger graduating classes, the addition of a fourth staff executive became essential. The important functions which were being carried out in all parts of the staff and which were chosen for bringing together into one staff section were alumni records, information and services. The person chosen to fill the position by Finlay '28, President of the AOG, was Morris J. Herbert '50, who had served four years as the active duty Director of Alumni Affairs on the Academy staff and who was completely familiar with the AOG staff and operations.

This major staff reorganization was essential, not only because further expansion would have been impossible without it, but also, the current level of operations could not have been sustained without the computerization and records modernization which the addition of a staff director made possible. Under Herbert's direction all addresses, fund raising data and membership information were incorporated into an integrated, in-house computer system. Later, using an expanded AOG in-house computer program the entire Register of Graduates, which since the early '70's had been computerized by the WPAF and stored by a commercial service company, was added to the AOG computer system. In a related action, graduates' biographical information, which filled some 20 file cabinets, were reduced to microfiche and stored in a single 3' by 3' cabinet. The final element of the Records Modernization Program, the financial records, which had not been substantially modified since the early '70's as part of the broad alumni affairs reorganization, were revised under the direction of Williams L. Harrison '52, who had been appointed to fill another new position, Director of Finance and Services and Treasurer, and computerized under a separate system.

Throughout this period of change, challenge and refinement, in fact, since 1958, one of the important activities of the AOG had been the selection of the Sylvanus Thayer Award recipient each year and, in coordination with the Academy, its presentation by the AOG in ceremonies at West Point. The criteria for the Award specified that the recipient be a distinguished American whose service to the

country exemplified the ideals upon which the Academy motto, DUTY-HONOR-COUNTRY, is based. Among the recipients had been: Francis Cardinal Spellman, John Foster Dulles and Neil Armstrong. Also, three Academy graduates had been honored by their own alumni organization - MacArthur, Eisenhower and Bradley.

In the early '80's, as a result of recommendations from a succession of Thayer Award Selection Committees, the President of the AOG, George F. Dixon Jr. '40, who had succeeded Finlay in 1980, appointed a committee to review the criteria for the award and to propose changes, if appropriate.

The Committee, chaired by Finlay '28, the former President, reviewed the history of the Award from its origin, when it was proposed to the AOG by the Class of 1931. Considering not only the current award and criteria, but also the question of what kind of award the AOG should make in order to "promote the welfare" and advance the interests of the Military Academy, the Thayer Award Review Committee concentrated much of its deliberations on the question of eligibility for the award and specifically the eligibility of West Point graduates. Aware that some members of the Board of Trustees believed that graduates should be eligible and also that if graduates were declared ineligible such a finding could reflect unfavorably on the three distinguished Academy graduates who had already received the award, the Committee, nevertheless, emphasized the purpose of the award and its relationship with and significance to the Academy, rather than personalities, whatever their stature.

Finally, after extensive debate within the Committee and within the Board of Trustees at the time of the Committee report, the Committee recommended and the Board approved a provision making graduates of any service Academy, as well as others whose primary service was in military uniform, ineligible for the award. The rationale for the consensus within the Committee as expressed most persuasively by Harold K. Johnson '33, a Committee member and former Army Chief of Staff, was simple: WEST POINT GRADUATES SHOULD NOT RECEIVE SPECIAL RECOGNITION FOR LIVING THEIR LIVES BY THE WEST POINT MOTTO; RATHER, GRADUATES SHOULD RECOGNIZE THE IMPORTANCE OF SUCH SERVICE IN OTHERS AND ENCOURAGE THEM TO LIVE THEIR LIVES BY THE HIGH STANDARDS OF THE MILITARY ACADEMY.

In the early '80's as the changes, challenges and refinements of the '70's were met and absorbed by a more active Board of Trustees and a maturing and expanding staff,