



MG Robert F. Ensslin Jr., President, NGAUS

PRESIDENT'S MESSAGE

GOALS AND OBJECTIVES FOR 1991-92

A person learns many interesting and worthwhile things in the process of running for NGAUS president. And when the race is vigorously contested, as it was in Reno last October and during the campaign year that preceded it, one has the opportunity to travel to more states than would otherwise be normal and to talk face-to-face with many Guard members who are keenly interested and concerned about the direction and the future of our Association.

Although I have been on the Executive Council for eight years and have served on or chaired a number of special committees and task forces, the opportunity to visit states and to address election caucuses in Reno was an educational experience.

What followed was healthy and positive. Although it was a tough campaign, I would be remiss if I failed to acknowledge the courtesy and integrity of my presidential opponent, MG Carl D. Wallace of Tennessee. The process of the campaign helped me to shape and reinforce my ideas with respect to my hopes—and goals—for the next two years. In my first column as the NGAUS president, permit me to discuss some of my observations and goals.

Communications. The NGAUS and its members in the states need to stay in closer touch. We have to find more and better means to keep the people in the field informed on our view of the issues, what we are doing and what you can do to help. It is obvious to me that our grass roots Guard members are ready and eager to assist.

Full disclosure. We don't have any secrets at the NGAUS headquarters in Washington. I personally believe we are telling it the way it is. I also understand that perceptions may be otherwise. Perceptions are reality in the eye of the believer, and only full disclosure and good communications can erase the doubt created by misperceptions in the minds of our members.

If our members have questions, they will be answered. As an example, just as we began publishing an

NGAUS financial statement in the annual report several years ago, we will publish the Association's budget in the magazine next year.

Membership. We have to do better on our goal of 100 percent membership among National Guard officers. To do this more effectively in today's environment, we have to be more convincing in telling these officers what the NGAUS does and what it continues to do for the Guard. This story may be the best kept secret of all time. As one senior Army Guard commander from a less-than-100-percent state noted in Reno, the NGAUS has a compelling story to tell about its effectiveness in Washington. The mission is to convey that message to officers who question our level of activity.

The Membership Committee is moving ahead with the production of a short video to use in selling the value of membership.

Full-time versus part-time. Another perception is that the NGAUS devotes an inordinate amount of time in pursuit of full-time (AGR and military technician) issues to the detriment of issues of interest to traditional Guard members. This has not been my perception in recent years, speaking as one who was not full-time before I was appointed adjutant general of Florida. But this perception has achieved a reality of its own. The NGAUS exists to serve all Guard members, full-time and traditional; officer and enlisted; male and female. I am committed to this principle.

Minuteman Trust. One of the great successes in Reno was the progress we made in raising money for the Minuteman Trust in behalf of creating an expanded museum in the new National Guard Memorial. Those who visited the old building will recall the Heritage Gallery, our military museum that told the National Guard story very effectively. The new building, which will open for NGAUS occupancy next month, contains considerably more museum space for the Museum of the National Guard.

The Minuteman Trust's goal is \$5 million to fully implement a complete National Guard story line and add the artifacts we need to display that story. The Heritage Gallery did a magnificent job from the Revolution to Korea. Vietnam was not there. Obviously, Grenada, Panama and the Middle East are not represented at all. They must be. It is our goal to see every state and territory represented.

A final point about the Minuteman Trust. Earlier in 1990, the NGAUS set some fund-raising goals for states. These are *not* quotas. We intentionally have stayed away from the one-day 's-pay strategem of the 1950s (when the original building was built) because of its coercive implications. We want the states to participate with enthusiasm.

Feedback. The telephone lines run both ways. We want to hear from you. The NGAUS works best when it is both a bottom-up and top-down organization. We want members to identify who their area representatives are (see page 6) and get in contact with them. They represent you on the Executive Council. Let them hear from you. Beginning sometime next year, we will provide their telephone numbers. Don't blame us if you haven't called.

The NGAUS is an association of 54 states and territories. We want to avoid factionalism and regionalism. We are a national organization. Back 112 years ago when the officers of the North and South got together in St. Louis in the first constructive meeting between the two former enemies to establish the NGAUS, they concluded that they wanted to be united. We have found that when we are united—to include united with the Adjutants General Association and the Enlisted Association—we usually can prevail. When we are divided, we usually lose.

Now that the 112th General Conference is adjourned, let us draw together to support the programs (in whatever forum they arise) that are essential to the future of a strong National Guard in the 1990s and into the 21st century.

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FEATURES

NGAUS Conducts 112th Conference 16

Nearly 4,500 conferees gathered in Reno, Nevada, for the 112th NGAUS General Conference, the largest Conference to date. A new board of officers was elected to govern the Association, and the NGAUS Harry S Truman Award was presented to GEN John W. Vessey Jr. (ret.) at the States Dinner.

Speakers Discuss National Guard Issues 21

Operation DESERT SHIELD and the Total Force Policy were the two key issues discussed by speakers during the main business sessions at the 112th General Conference. The list of distinguished speakers included Secretary of the Air Force Donald B. Rice; Dr. Theodore Marrs, a prime mover of the Total Force Policy; Army Chief of Staff GEN Carl E. Vuono; and many others.

President Reports to the Conference 27

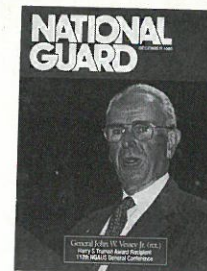
MG Charles M. Kiefner, then NGAUS president, reports on the state of the Association and on the progress and accomplishments of the past year. He discusses the status of the new National Guard Memorial Building, and also the legislative issues facing the National Guard in light of the dramatic developments in world events.

General Honors Award Recipients 40

The 11th Annual President's Recognition Awards Luncheon was conducted at the 112th General Conference in Reno. Conferees took time out of their busy schedule to honor those award recipients who were judged to have distinguished themselves above and beyond the norm.

74 Resolutions Adopted 46

The 112th NGAUS General Conference adopted 74 resolutions in Reno that were proposed by the states. These resolutions represent key issues judged by the membership to be of prime importance for the NGAUS legislative efforts.



COVER:

GEN John W. Vessey Jr. (ret.), former chairman of the Joint Chiefs of Staff and Minnesota National Guardsman, received the NGAUS Harry S Truman Award at the States Dinner during the 112th General Conference in Reno. Photo, Capt Jean Marie Beall. Design, Johnson Design Group.

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