

MG Robert F. Ensslin Jr., President, NGAUS

PRESIDENT'S MESSAGE

GOALS AND OBJECTIVES: A REVIEW ENTERING YEAR #2

A year ago, when I entered the office of Association president, I spelled out in this space some goals and objectives for my two-year presidential term. Thirteen months later, I'd like to revisit that list, make a few comments and then set out the agenda for 1992.

The six goals I established upon election at the Reno Conference were:

Communications. Do a better job of telling the membership in the states what we are doing in Washington, D.C. Some might say that if one reads this magazine, you will know much of what you need to know about the workings of the NGAUS. Further, we routinely send out ACTIONGRAMS, the Legislative Action Plan, the Long Range Plan and other documents that spell out the Association's ongoing activities. But as the company grade letter writing contest proved last year, many of our members still aren't getting the word. We must redouble our efforts to push the NGAUS message down the chain of command so that all our members, not merely general officers, know of our activities and support the Association's goals.

Full Disclosure. A perception had grown up that we were keeping some things secret, such as the budget. We published the full budget in this magazine in the March 1991 issue. We have had far fewer questions about it since then. In particular, there had been a widespread perception among many members, which the NGAUS' leadership knew was untrue, that vast quantities of money were being lavished on high-living task forces. The fact is that the task forces consume just \$46,730 out of a total Association budget of \$3.2 million.

Membership. Beginning in the mid-1980s, the NGAUS began to experience some difficulties in maintaining its traditionally high level of membership. For many years, we had been able to boast that we spoke for upward of 98 percent of the officers in the National Guard. By 1989, that had

sunk below the 90 percent level.

Several years ago, partially in response to this situation, we created a permanent Membership Committee. It is chaired by our NGAUS secretary, MG William J. Jefferds (ret.) of California. This committee has developed some innovative approaches to improving membership performance. Today, we are happy to report that in 1991, we reached 95 percent of potential.

Getting back to communications, telling the NGAUS story to the junior officer continues to be one of the greatest challenges for the Association's leadership. "What have you done for me lately?" remains a legitimate question from a lieutenant to the NGAUS Executive Council. If we can't articulate a proper and convincing answer to this question, then membership deserves to suffer. We believe we do have a convincing answer, however. It merely is for us and for the National Guard leadership in the states to transmit this answer to all levels of the Guard officer membership.

Full-time vs. Part-time. In my initial column, I noted that there seems to be a perception in the states that the NGAUS spends an inordinate amount of time pursuing issues of primary interest to the full-time force rather than to traditional Guard members. As I mentioned, this was not my perception after having served—at that time—more than eight years on the NGAUS Executive Council. However, as perceptions sometimes are more important than reality, we needed to address this notion.

Only the membership can tell us whether we have done a good job on this one. Perhaps our attention to force structure issues in 1991, which will continue in 1992, is part of the answer. Maintaining an appropriate level of force structure in the Army Guard is both a traditional and full-time issue in the Guard.

Minuteman Trust. This is an ongoing challenge. We continue to move

toward a successful conclusion of a \$5 million fund drive. This money, what is required for us to begin final work on the Museum of the National Guard. We hit the \$2 million mark in cash and pledges toward \$3 million amount we plan to raise within the National Guard family. The balance is our target from corporations, foundations and historical trusts.

We dedicated the new National Guard Memorial in Washington on September 22. A part of that dedication was the consecrating of the Medal of Honor Gallery and the formal unveiling of the new Minuteman statue. However, much remains to be done. We need the remainder of the money to do it.

Feedback. Ma Bell runs both ways. While it may seem that the NGAUS constantly calling the states and the members to agitate them into action, we at the NGAUS headquarters also want to hear from the members. What do you want us to do? What are your priorities? Do they differ from those as reflected in this magazine or otherwise communicated? Please explain.

One manifestation of this process was the fact that the 113th General Conference in Honolulu adopted 50 resolutions, up from 74 a year earlier. While quantity does not necessarily equate to quality, we believe the increase in the number of resolutions coming from state associations and from the membership indicates that you feel more comfortable proposing ideas for consideration at the national level.

On pages 72-73 of this issue, you will find a wiring diagram of the NGAUS full-time staff in Washington. On pages 90-91 you will find the Executive Council chart. Members should feel free—are encouraged—to call any of us to ask questions, express your views or to otherwise send your signals up the tape.

This is one of the integral parts of having as successful a year in 1992 as we did in 1991.

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FEATURES

Maryland Wins Gunsmoke

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The 175th Tactical Fighter Group, Maryland Air Guard, made Air Force history when it became the first A-10 unit to grab the top spot at the Air Force's worldwide gunnery meet, Gunsmoke.

Guard's Role in SOUTHCOM Increases

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Southern Command's (SOUTHCOM) commander in chief, GEN George A. Joulwan, believes the Total Force is alive and well in this region as the Guard's presence becomes greater and greater.

Lessons Learned in the Gulf War

40

As the Army and Air Guard were mobilized to support the Gulf War, one aspect became crystal clear: The Total Force Policy worked. This article discusses the many roles the Guard played in this successful operation and how that validated the Total Force Policy.

What Constitutes a Just War

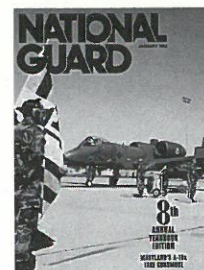
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Author Chaplain (Lt Col) David W. Wollenburg, a chaplain at the Air Guard's Professional Military Education Center, takes a hard look at when war is justified.

America's Army Is a Total Force

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GEN Gordon R. Sullivan, chief of staff of the Army, shares his vision of America's Army as a Total Force trained and ready to fight, serving our nation at home and abroad; a strategic force capable of decisive victory.



COVER:

Lt Col Charlie Morgan, team leader for this year's Gunsmoke World Champions, the 175th TFG, Maryland Air Guard, arrives after his last flight while his crew chiefs and maintenance team wait. Photo, Maj Jean Marie Beall. Design, Johnson Design Group.

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