

## Fundamentals of an Effective Organization



MG James F. Cantwell  
President

National Guard Association  
of the United States

AT the recent annual meeting of the Adjutants General Association of the United States in Reno, Nevada, I chose to speak on what I put forth as the fundamentals of an effective organization—

- Good management
- Sound fiscal policies
- Membership support

Certainly these are the foundation of the NGAUS. We have all three in good measure and they combine to account for the success we enjoy as an organization—an association that is effective in its mission area and one that is respected nationwide for its professionalism.

I was particularly pleased to learn a few weeks ago that membership in the NGAUS, this year, exceeds the goal we projected in developing our operating budget one year ago. This, to me, reflects an increased interest in the Association and a willingness of the Adjutants General, State Association leaders and others in the States responsible for membership, to give maximum support. Furthermore, I sense a greater enthusiasm and interest in all areas of NGAUS activities.

At 1 Massachusetts Avenue, we are busier than ever—doing more things, and doing them well, in my judgment. I am equally impressed with the sound management of our financial and business affairs as I am with the aggressiveness with which we engage in other activities.

There has been, especially, an increase in our legislative activities. We are having, as a result of this, I believe, more impact in the Congress. Most of the legislation which we are pursuing aggressively is in movement, although in Washington this is not necessarily assurance of passage. But the fact is that we now have, more than ever, a strong National Guard presence on Capitol Hill.

I have touched just briefly on what I recognize as the fundamentals of an effective organization: good management, sound fiscal policies, membership support. We also have dedication to the cause and a spirited pursuit of goals. Because of this, we have a strong and viable National Association of which all of you are a part and to which all of you make substantial contributions. ♦

# The National GUARDSMAN

JUNE, 1972

XXVI

6

### TRAINING FOR THE TEST 2

Major changes in the structure and missions of the Army Guard and USAR could evolve from tests to be taken by selected organizations.

### THESE TROUBLED TIMES 15

Guard called again in two States as dissenters stir trouble on campuses.

### WELCOME . . . JUST DON'T CALL IT "FRISCO"! 16

San Francisco has many sights to offer those who attend the NGAUS' General Conference next September.

### ADJUTANTS GENERAL FOCUS ON PEOPLE AND READINESS 22

An account of what took place at AGA Conference.

### IN GOOD HANDS 26

Graduation Day also was "Business and Industry Day" at the ANG NCO Academy.

### PLENTY BUSY AT THE PANEL 28

CAP fliers provide "live training aids" for ANG communications specialists.

## DEPARTMENTS

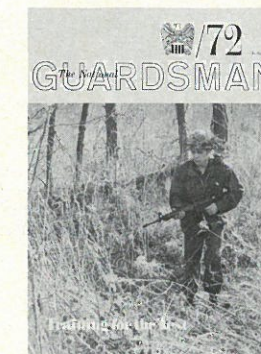
|                       |    |
|-----------------------|----|
| WASHINGTON REPORT     | 9  |
| YOU OUGHT TO KNOW     | 20 |
| POSTING THE GUARD     | 30 |
| PENTAGON PARAGRAPHS   | 38 |
| LETTERS TO THE EDITOR | 40 |

## STAFF

EDITOR / Col. Allan G. Crist

ASSOCIATE EDITOR / 1st Lt. Luther L. Walker

ADVERTISING & CIRCULATION / Maj. John Bibb



From Coast to Coast, Guardsmen in selected units are devoting weekends to preparation, in the field, for tests directed by the Defense Dept. to explore possible ways of reducing deployment lead-time.

Official publication of the National Guard Association of the United States. Published monthly except in August. Publication office 1 Massachusetts Ave. N.W., Washington, D.C. 20001. Second class postage paid at Washington, D.C., and at additional mailing offices. All correspondence and address changes should be addressed to 1 Massachusetts Ave. N. W., Washington, D.C. 20001. "THE NATIONAL GUARDSMAN" welcomes original articles bearing on National defense, with emphasis on the Army and Air National Guard. Manuscripts must be accompanied by return postage, and no responsibility is assumed for their safe handling. Domestic subscriptions for home delivery: \$2 per year. A year's subscription is included within NGAUS members' annual dues. Subscriptions to foreign addresses, \$3 per year. Single copies, 25¢. Copyright, 1972, National Guard Assn. of the U.S. All rights reserved.

JUNE, 1972