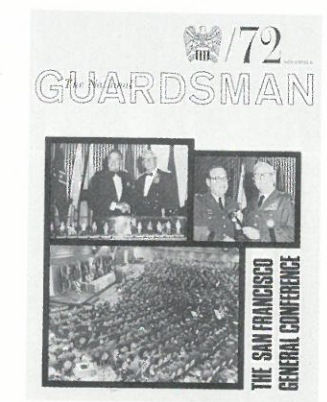


THE SAN FRANCISCO GENERAL CONFERENCE:

A SUMMARY OF WHAT TOOK PLACE	2
THE FEATURED SPEAKERS	8
WHAT'S GOING ON IN THE ARMY GUARD?	14
WHAT'S GOING ON IN THE AIR GUARD?	20
THOUGHTS FROM THE JUNIOR OFFICERS	26
THE NGAUS' VIEW OF U.S. MILITARY POSTURE	28
THE DELEGATES PRESCRIBE THE POLICIES	29
THE LEADERS REPORT TO THE MEMBERS	32
PHOTOS OF THE AWARD PRESENTATIONS	34
THE WINSTON P. WILSON MATCHES	31
VIEW FROM THE HILL . . . AS CONGRESS ADJOURNS	39



*The cover shows a few glimpses from San Francisco: newly-elected President, MG Henry W. McMillan, presents NGAUS' top award to Bob Hope; retiring President, MG James F. Cantwell, passes gavel to his successor; and the opening business session.*

**DEPARTMENTS**

YOU OUGHT TO KNOW	24
WASHINGTON REPORT	40
POSTING THE GUARD	43

**S T A F F**

EDITOR / *Col. Allan G. Crist*  
 ASSOCIATE EDITOR / *1st Lt. Luther L. Walker*  
 ADVERTISING & CIRCULATION / *Maj. John Bibb*

*The Privilege of Service*

**D**ELEGATES to the NGAUS' 94th General Conference, representing officers of every State, paid me the distinct honor of selecting me to serve as the Association's President for the next two years.

I regard it as a privilege to serve this organization and its members in any capacity, and to serve in the Association's highest elective office a very great privilege indeed. I deeply appreciate this expression of your confidence in me and those elected to serve with me: Major General Duane L. Corning of South Dakota, Vice-President; Colonel Karl N. Smith of Louisiana, Secretary, and Colonel Richard A. Miller of Oregon, Treasurer. Singly and collectively, we pledge that we will strive sincerely and energetically to give the National Guard Association of the United States the kind of inspiration and leadership it needs at this significant juncture in its long and productive history.

Our Association has been dedicated for nearly a century to helping make the National Guard an effective, responsible component of the National defense structure. It has pursued that goal earnestly and unswervingly through good years and bad, in times propitious and unpropitious.

The National Guard, Army and Air, exists to defend the Nation, and to serve its States and communities, whenever needed. We cannot conceive of any other enterprise in which an American can feel greater pride, or one in which successful accomplishment can produce a greater sense of satisfaction.

We can take equal pride in the many, significant contributions this Association has made toward the attainment of that eminently worthy goal.

The next two years will constitute a decisive period for the Guard, and for Guardsmen. Programs are in preparation, and important decisions are in the making, which will determine the course and character of the Guard for many years to come.

Total Force, and its concomitant rapid reaction missions, high training standards, early readiness requirements and critical manpower problems, has reached the stage where the Guard's fortunes will hinge on how well this Association performs its crucial functions.

As in years past, our Association and its members will help shape the important decisions yet to be made, for good or bad, by the dedication, wisdom and integrity we all display. Our role is to focus our members' collective knowledge, experience and thought on defense problems that concern the Reserve Components, and then to make our views known to the Nation's legislative, political and military leaders.

The NGAUS and its 45,000 members represent a massive reservoir of experience and know-how in the business of producing effective, responsive military units. I regard it as my responsibility, shared with other Association Officers, the Executive Council, the professional staff, and individual members, to insure that our collective views are considered seriously before vital decisions are made that affect us.

The Guard cannot achieve its difficult training, readiness and manpower goals unaided. The need for more assistance is most critical in the fields of recruitment and retention. We have waged a determined effort in the Pentagon and on Capitol Hill these past two years to gain approval for additional recruiting/retention incentives. The Department of Defense and the Services are firmly convinced that such incentives are badly needed and have conveyed those sentiments to Congress. Our task now must be to make it indisputably clear to the members of Congress that the incentives we seek are absolutely essential if we are to maintain combat-ready military units.

That will be the first order of business for this Association until the objective is attained. I hope that our many fine State Associations, and every Guardsman, will make it their goal as well.



Henry W. McMillan  
 Major General, FLARNG  
 President  
 National Guard  
 Association of  
 The United States