

# President's Message

Maj Gen John L. France, President, NGAUS

## We Can Work Together for a Better National Guard

Let me begin by expressing my deep appreciation to all members for having elected me to the office of president of the National Guard Association of the United States (NGAUS). I'm excited about the prospect of not only working with you, but working for you! It's the kind of effort I've put forth on behalf of the Guard since my days as a member of the Reserve Forces Policy Board and in the offices I've held both in the NGAUS and the Adjutant Generals Association of the United States.

I'm excited because these are challenging times for the National Guard. In this post-Cold War era, we've watched as defense strength and funding have been sharply reduced. Those cuts were expected, but that hasn't made them easier to swallow. Within the National Guard Bureau, delays in the confirmation of a new chief have, in turn, delayed and even postponed programs that could benefit our people.

To some, these things might be viewed as obstacles. To me, and to the Association that you've elected me to lead over the next two years, these are only typical of the challenges we must prepare to face together.

For my part, I want you to know that I'm looking forward to spending more "face time" in Washington, D.C. I will be visiting Department of Defense (DoD) officials and members of Congress and appearing before those congressional committees whose support is critical to the health of the Guard. I want them to be deeply involved and educated about where we've been, what we are today

and where we're headed. And I will have the Association headquarters staff beside me when I make those appearances.

I also plan to carry the Guard banner high as I get more closely involved in the Offsite process between the Department of the Army and the Army National Guard. Since it was first proposed to the Association at our annual Conference in Hawaii, it has proven effective in getting agreements on end-strength through 1999 for the Army Guard with which both we and Congress can live. There are still issues, however, that remain unresolved. We must be prepared for some tough negotiations with the Army in the not so distant future.

Similarly, I will work hard to establish the same kind of interface with the Air Force. Like the Army, already we've reached common ground on a multitude of issues. On other matters, however, there's still much to be done. The experience and leadership at the NGAUS can and should be a part of that process.

We also need to look at ways to improve internal communications between the NGAUS and our members. As America's computer technology continues to build an information superhighway to take us into the 21st century, I intend for the NGAUS to find ways to use this technology to communicate information faster and better with you. I promise it will happen during my tenure.

My presidency, however, will not be all give and no take. In order for these ideas to succeed, I will need as much commitment from each and every one of you as I am willing to give myself. You may ask how you can get involved.

First, you can help by getting more active in your state association. If you're not a member, I encourage you to join; but don't let it stop with a check for your dues.

Are you acquainted personally with any elected officials? I'm not just talking about a U.S. representative or senator. Do you count a state legislator, county commissioner or city council member among your friends? If you do, would you be willing to act as a conduit to bring that friend and the Guard together on issues of mutual importance to your community?

It sounds almost too simple. Yet, that's how armories get built, equipment gets modernized and missions remain viable within the Guard. It starts with grass roots communication with the leadership at all levels of local, state and federal government. All you have to be willing to do is facilitate—to open a door.

I'll encourage your adjutants general and state associations to establish a database for people like you—one that your state leadership, as well as the NGAUS, can tap into as the need arises. It will be one way among many that you can play an active role in the future of the Guard in your community, your state and your nation!

But don't stop there. I will still need your help and your ideas. Without you, the dream on the Guard as a result of downsizing will continue, it has gone too far already. It's time to turn off the spigot, assess the impact, and, if necessary, rebuild where actions on the floor of Congress or within the Pentagon have had drastic results on readiness in the field.

Let me hear from you; and let me hear from you often. Together, we can make this Association and the National Guard not just better, but the best we've ever been with a bright promise for the future. Thank you again for letting me hold high the torch that will light the way.

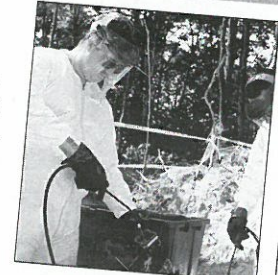
# NATIONAL GUARD

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## Features

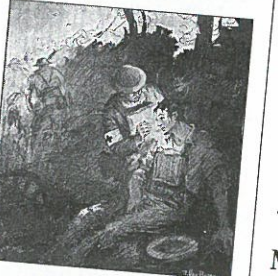
### Pennsylvania Assists in Crash Cleanup 14

Hope against hope, they searched and searched for a survivor and found none. The crash of USAir Flight 427 practically happened in the backyard of the 171st Air Refueling Wing, Pennsylvania Air National Guard. The lives of these Pennsylvania Guard men and women, who helped in the search mission and the site cleanup operation, will never be the same again.



### His Pen Was Mightier than His Sword 20

When New York's Silk Stocking Regiment reached the front in World War I, New York artist John Sargent had hiked more than two hours to meet an American Doughboy, Private Raeburn Van Buren, who was using his pen to keep the men in his regiment "cheerful" with his drawings and sketches of combat life. Van Buren, a New York Guardsman, was a renowned cartoonist who named the Guard like everybody else to make a few extra bucks.



### Taming the Lawless West's Hoodlums 24

COL Mac McGlasson, former editor of NATIONAL GUARD and author, said the Guard's recent "flood" of state missions is not unusual. In fact, he said in several instances if it wasn't for the governors having their National Guard units, the West might well be the lawless place it once was. Read about Phenix City, Alabama; Borger, Texas; and Copperfield, Oregon. It was the National Guard that tamed these lawless western towns.



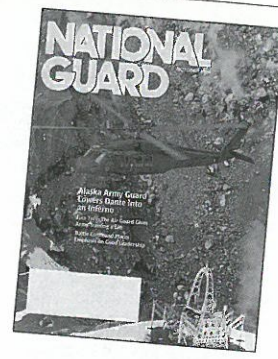
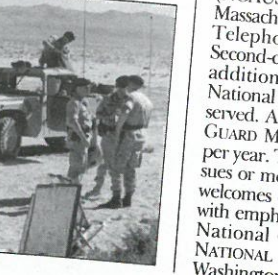
### How About a Lift Big Fellas? 30

How About a Lift Big Fellas? was a repeat performance of an Air Guard C-130 air-lift training exercise designed to train numerous Air National Guard C-130 units to respond to a massive airlift requirement on short notice. Sounds like the Haitian invasion? Exercises like this keep traditional Air Guard pilots and crew members current with flying requirements and jump standards. The reason the Guard exists, according to Lt Col Dan Watkins.



### Decision Making and Leadership 34

Decision Making and Leadership has two key elements: leading and deciding. Leadership is the process of influencing others to accomplish the purpose, direction and motivation. The relationship of decision making to command is basically the same. There is no command unless there is a decision. COL Bill Doll, the National Guard senior advisor at the Studies Institute, U.S. Army War College.



Cover: An Alaskan Army UH-60L Black Hawk from the 207th Aviation Battalion hovers over the Mount Spurr volcano after lowering the Dante II research robot onto the edge of the volcano's rim. The Alaska Army Guard supplied logistical support for the NASA-sponsored team from Carnegie Mellon University, Pennsylvania. Story on page 22. Photo by Al Grillo. Cover by Dennis and Sackett Design.

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