We are fortunate in having in our Association a "can do" type of individual like our good friend the distinguished Adjutant General of Arizona. If it were not for his willingness to respond on very short notice to our request that this 88th General Conference be held in Phoenix, we might well have been meeting elsewhere. I am sure you will agree that there are few places with the climate and natural beauty of the great Southwest, few more pleasant spots where we might have assembled.

It is no easy task to support a Conference of this size and it becomes more difficult when it must be done on short notice.

But being a "can-do," "will-do" and "mission-accomplished" type of soldier, our host gained the necessary support of his State's Government, sparked the enthusiasm of a working committee and rolled out the red carpet.

General Alice, the National Guard Association of the United States is indebted to you and you have my deep personal appreciation for having the Delegates and our friends in such large numbers as your guests.

Like so many of the places where we have convened in the past, Arizona is a beautiful part of the Country. With its vast deserts and the grandeur of its mountains, it offers most of us a type of scenery and atmosphere to which we are not frequently exposed.

Unlike many areas of the Country that were fully settled and developed a century or more ago, Arizona, as we view it today, is a relatively new land. It is, with the exception of Alaska and Hawaii, the most recently admitted State to the Union. Although it has been admitted since 1912, it is, as a matter of fact, so recently admitted, relatively, that its senior United States Senator, the Hon. Carl Hayden, the oldest member of the United States Senate, and once a Captain in the Arizona National Guard, has represented this State in the Congress since it came into Statehood.

This is a land that sparked the imagination of men of courage, knowhow, and the determination to build and develop great and dynamic cities on ground and in vastness where, just a few years ago, it appeared impossible.

Imagine what they might have done with a little more water.

Look To The Future

It is appropriate that the National Guard, the oldest of the Nation's organized military forces, having come into being even before there was a Union, should be meeting in this land of tomorrow. Because if we are to accomplish anything during this Conference, it must be that we will bring ourselves full cycle to look more to the future and to the part we must play in a complex and changing military situation.

The magnificent record of service we have compiled, commencing in the pre-Revolutionary War period, is something of which we will be ever proud, and justly so. But, unfortunately, what we have accomplished in the past and how well we carried out our assigned missions is not something that will justify our existence as a military organization in the decades to come.

I came to the Presidency of our Association, having made my views clear over a period of years. If these can be summarized, it is that I am

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