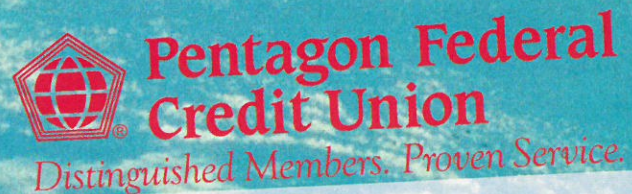


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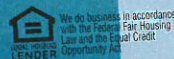
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## Cover:

The National Guard Association's grass-roots efforts are focused on the Capitol building in Washington, D.C. This month's issue highlights the Association's accomplishments on Capitol Hill over the years. Photo by Belinda L. Reilly. Cover design by Dennis and Sackett Design.

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# NATIONAL GUARD

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## Features

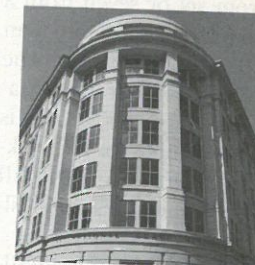
**Four Pillars of NGAUS Success** 18  
The NGAUS has been a legislative force on Capitol Hill for more than 100 years. While members live every day with the results of the Association's work, many NGAUS members do not know how the process works and what it takes to be a success on the hill. Read how the resolutions process; the legislative process; grass-roots support; and the full-time Association staff come together to make the NGAUS the success it is.

**The New Chief Speaks Out** 26  
The Chief of the National Guard Bureau, LTG Edward Baca, gives the Guard a peek at its future force structure. In an interview with NATIONAL GUARD, General Baca discussed force structure; updated the Reserve Component Automated System's progress in the Guard community; and discussed the priorities of his tenure at the Pentagon. Full-time manning, force stabilization and mission readiness will be his top priorities.

**NGAUS Memorial Is a Fiscal Triumph** 42  
MG Robert F. Ensslin Jr. (ret.), NGAUS executive director, discusses the National Guard Memorial's financial situation. The general dispels rumors of a grim future for the Memorial building. General Ensslin details how, despite the increased costs of recent years, the full-time staff's fiscal prudence has allowed the Association to continue its operations at the Memorial. It's your Memorial; arm yourself with the facts.

**The Dos and Don'ts of Membership** 56  
What Guard officers can and can't do in support of private organizations is becoming much more closely regulated than ever before. The Department of Defense (DoD) adopted the 400-page *Joint Ethic Regulation (JER)* in August 1993. The *JER* replaced the 50-page *Standards of Conduct (SoC)*. With the rules getting tougher, NATIONAL GUARD publishes a brief overview of the *JER*.

**Change Is the Only Constant** 70  
Change is the only constant in the Guard. The continued restructuring, base closings and recent elections have all led to a Guard that looks very different than last year. In order to keep abreast of these changes, NATIONAL GUARD has printed a guide to the Army and Air Guard's organizations. The guide is broken down by NGAUS area and state. Each state's governor and adjutant general are listed, as well as their of major commands.



**The Dos and Don'ts of Command and Community Relationships**  
Personal Relationships  
Other Ethical Issues

