Fundamentals of an Effective Organization

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 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.