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RAL CROWE RETIREMENT

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THE WHITE HOUSE

WASHINGTON

September 27, 1989

MEMORANDUM FOR THE PRESIDENT

THROUGH: CHRISS WINSTON

FROM: DAN MCGROARTY DMcG

SUBJECT: ADMIRAL CROWE'S RETIREMENT REMARKS

I. SUMMARY

On Friday, September 29, at 11:00 a.m. you will speak at the retirement ceremony for Admiral William Crowe at the U.S. Naval Academy. Preceding the speech, you, Secretary Cheney and Admiral Crowe will inspect the troops present, representing all the services. You will be introduced by Secretary Cheney.

II. DISCUSSION

The speech celebrates Admiral Crowe both as a man of the military and as a man of peace. It highlights his hard work at opening up relations between the American and Soviet military.

McGroarty/Dooley
September 28, 1989
10:00 a.m.
[CROWE]

PRESIDENTIAL REMARKS: RETIREMENT OF ADMIRAL WILLIAM J. CROWE
U.S. NAVAL ACADEMY, ANNAPOLIS, MD.
SEPTEMBER 29, 1989
11:00 AM

Thank you, Dick {Sec. Def. Cheney}. [Introductory acknowledgements. Members of Congress, members of my Cabinet.] And let me acknowledge just a few of the many distinguished men and women here this morning. Former Chairman of the Joint Chiefs, General Vessey. Governor Schaefer and Mayor Callahan {Annapolis}. All the Service Secretaries, Service Chiefs, and the Commanders in Chief of the Unified and Specified Commands, seated behind me. And of course, the men and women of our Armed Forces.

[[This is truly an impressive display. As I came in on Marine One, and saw all these other helos on hand, I thought we were heading into the Battle of Annapolis -- not the retirement of Bill Crowe.

You know, Bill and I have a lot in common. He's an old Navy man -- so am I. He's overseen all of the U.S. services -- and as his commander, so have I. His first command was on the U.S.S. Trout. [PAUSE] Well, I haven't been that lucky... fish today just don't follow orders...]]

I want to give a special welcome to the members of the Crowe family who are here today: Bill's wife Shirley. Their children Brent, Bambi and Blake -- that is, Captain Blake Crowe of the

U.S. Marines. And finally, the man with the unenviable task of filling Admiral Crowe's shoes: our incoming Chairman of the Joint Chiefs of Staff, General Colin Powell.

Days like this one are always bittersweet. I've just shared with Admiral Crowe his final inspection of members of the finest fighting forces in the world.

Many of us here today know Bill Crowe -- count him as a friend. All of us admire him.

In a moment we'll hear from the man himself. Maybe he'll tell us the story of how a fellow from a state that's land-locked chose the Navy -- rose to the rank of Admiral, and to the Chairmanship of the Joint Chiefs of Staff.

But what Bill Crowe will be too modest to talk about is his stellar career -- his many achievements in 47 years in uniform, a few of which we've just heard about.

For those who measure heroism in dazzling acts of concentration and courage, the Admiral's Bronze Star for Valor is testament enough. Proud evidence of the man's resolve and character.

But Admiral Crowe's heroism has reached far beyond serving in combat. Through a lifetime of acts of quiet valor -- through work, words, and deeds done for sheer love of country -- Admiral Crowe has done for peace.

William James once wrote that "Civic courage -- as we call it in times of peace -- is the kind of valor to which the monuments of nations should most of all be reared." What speaks

to the Admiral's civic courage -- more eloquently than any monument -- is the kind of integrity, honesty, and patriotism he's gleaned from his roots in Oklahoma.

Before Bill Crowe would mention titles like Admiral, Doctor of Philosophy, or diplomat, he'd "sooner" tell you about the one title he truly cherishes -- "Oklahoman."

One hundred years ago, Bill's grandfather was among the first to "make the run" into the Oklahoma territories. Those were strong people -- staking claims and standing firm in hard and hostile land. Today, when Shirley Crowe takes her measure of someone, she asks herself: "Would he have made the run?"

Today, a nation looks proudly toward Admiral Crowe -- and we know in our hearts that in his service to America, he **has** made the run.

The summer before last, Bill added a hat to his famous hat collection, that he probably thought he'd never see: a Soviet seaman's cap, given to him by Marshal of the Soviet Union Sergei Akhromeyev on the first of a series of ice-breaking visits involving the American and Soviet military.

Even more astounding was another gift -- given to Admiral Crowe, and to all of us -- in the moment when he stood on the deck of the Soviet cruiser Kirov. The sailors he had spent a career thinking of as adversaries were determined to honor him -- and they did, by playing the Star-Spangled Banner. Moments like that are rare, and precious -- not merely in the lifetimes of men, but of nations.

But I want to share a story about the Soviet Marshal's visit here, in July 1988. First, of course, came the trips to a series of U.S. military installations. But after Admiral Crowe introduced his Soviet guest to American troops and American fire-power, he decided it was time to introduce him to America. So Bill took Marshal Akhromeyev out to Oklahoma, for an old-fashioned barbeque the likes of which he'd never seen back in his own home town.

That's Bill Crowe. A no-nonsense toughness and resolve when it comes to defending America -- and a warm heart for what makes America worth fighting for.

Bill Crowe's four years as Chairman have coincided with a time of transition in international affairs. And Admiral Crowe has been steady at the helm. He's kept a clear eye on emerging opportunities, on changing international conditions -- and on the **one unchanging demand of national security: preserving the peace and freedom of this great nation.**

This combination of flexibility and firmness remains the right approach to national security in the challenging years ahead. We've got to take our bearings from the world we see around us -- even as we seek to shape a new world, a freer world, in keeping with our hopes and highest aspirations.

Admiral Crowe, I've seen your poise and professionalism in times of crisis. I've benefitted from your expertise and counsel. I know you as an advisor and a friend. [[Pause]] Bill, on behalf of a grateful nation, and as your Commander-in-

Chief, I thank you for the lifelong service you have offered our country.

I wish you God Speed. May God bless you, and the United States of America.

# # #

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The Washington Post
SEPTEMBER 24, 1989
Magazine



On the Admiral's Watch

William Crowe and the Shaping Of the Modern Military

By BOB WOODWARD

Adm. Crowe, retiring chairman of the Joint Chiefs of Staff, with his wife, Shirley.

Plus: Henry Allen in Idealand; Dave Barry's Friendly Skies

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ALLAN JANUS

The Maiden, near the entrance to Senior House at the Forest Glen annex, remains a sentinel for the long-past National Park Seminary.

FEATURES

18

He has a PhD from Princeton and he hasn't been to sea that much. His Navy career almost ended half a dozen times. But the political skills of Adm. William Crowe, outgoing chairman of the Joint Chiefs of Staff, have made him the paradigm of the modern military man

By Bob Woodward

28

Filled with everything from pergolas to pagodas, caryatids to colonnades, the Forest Glen annex of the Walter Reed Army Medical Center is a fading, quirky museum of American idealism

By Henry Allen

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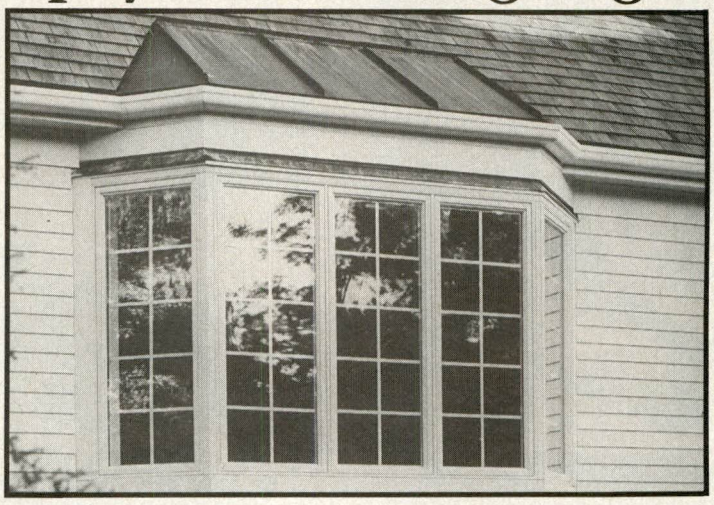
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COVER PHOTOGRAPH BY DAN BORRIS

Solution to last week's puzzle on page 41

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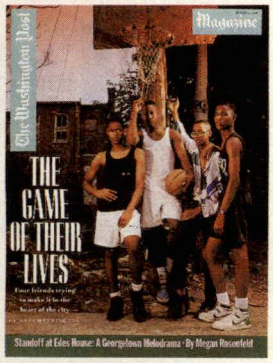
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DREAMS AND DREAMERS

IN A WORLD WHERE SO MANY YOUNG black men and women are being swayed by the temptation of using and selling drugs, it is exhilarating to read about positive young black men who have visions of a better life without drugs ["Hoops and Dreams," August 27].

But they need to read. They need to know about racism and how it can affect their future. They need to know about the black people who came before them and achieved, through hard work, education and support, the goals they had set.

Speaking from experience, I know paving their way in this world will not be easy. I think of my mother and the sacrifices she made for me as a single parent. She is still climbing the crystal stairs, and I know I can't sit down.

As for Fred Carey, Bryan Fulton, Derrick Boone and Chez DeBorous, I hope they try to keep their friendship alive. There is positive strength in numbers.

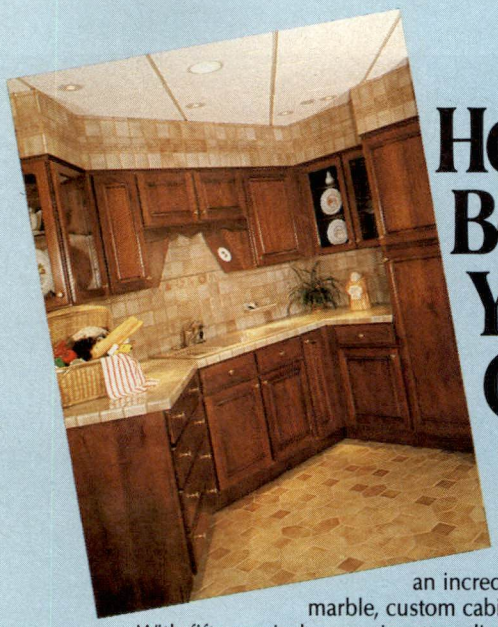
LUCILLE JOHNSON
Annandale

THOSE FOUR YOUTHS SEEM TO BE unique individuals who have not been plagued by drugs. Instead, they are doing something positive—playing basketball.

I am sure their hopes will stay alive with hard work and determination and their mothers behind them. I just hope others can be influenced by them.

DENISE L. HOWELL
Washington

WALT HARRINGTON'S SAD COVER PIECE could just as easily have been entitled "Born to Lose," for it is loss that most clearly defines the meager lives of the four friends from P Street—loss of identity and loss of real possibility. The racism that keeps them segregated in their own



How Beautiful Your Home Can Be!

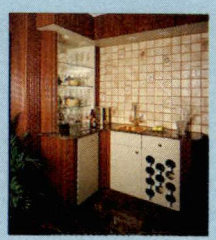
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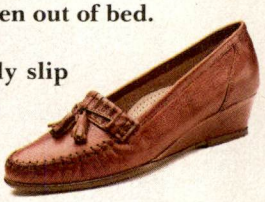
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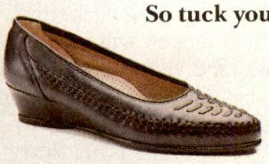
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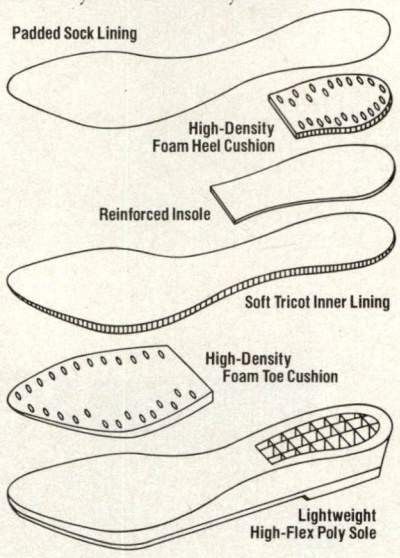
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city is enhanced by their own ignorance of black (and U.S.) history. And that ignorance is foisted on them by their mediocre schools, their so-called leaders and their well-meaning but hapless parents.

Where are the four friends supposed to find a substitute for their pointless, hopeless dreams? Why don't people like Bobby Seale and Julian Bond, as well as politicos like Marion Barry, Jesse Jackson and Andrew Young, throw their cautious, conservative rhetoric away and address the real-life problems of continuing segregation, racism, poverty and ignorance?

RAYMOND VARISCO
Arlington

TAKING NATURE'S COURSE

BROCK YATES GETS IN OVER HIS HEAD, and it's not a pretty sight. His article, wrongly titled "Nature Freaks vs. Car Crazies" [August 13], is clearly the act of a desperate and frightened little man. It should have been called "Nature Freaks Ruin the World."

Fret not, Brock. No one is plotting to outlaw the automobile.

ROBERT CAMPANELLI
Washington

I REMIND BROCK YATES THAT ALL motion is not forward, and all growth is not progress.

BILL D'ALESSANDRO
Amherst, N.H.

A KID'S-EYE VIEW

I HAVE JUST FINISHED READING "SO Long, Laura Ashley! Hello, Teenage Mutant Ninja Turtles!" [August 20]. I believe that the child, whatever age, should go with the mother to pick out clothing for two reasons: First, to make sure clothing fits, so you don't have to make an extra trip to return it. Second, so children can learn to pick out their own clothes.

Parents should let the child go to school wearing whatever he or she pleases as long as it is appropriate.

ELIZABETH GOLDMAN
Age 10
Burke

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CRITIC AT LARGE

BY RICHARD COHEN

No Holiday From Fear

MY FRIEND AL HAS A COUNtry home. He spends his summers there and occasional weekends the rest of the year. He loves the place, but one thing makes him nervous: the lack of crime.

Admittedly that is my interpretation of what Al told me. Unlike his apartment in the city, manned by a doorman and protected by many massive locks, his country place is a burglar's paradise. It has many windows and several doors, none of them particularly sturdy. In the summer, the windows are open, and the screen door, even if locked, is not much of a barrier. And, at night, the darkness is absolute. There are no street lamps.

But of course there is no crime, either. "No crime" is a bit of an exaggeration. The local paper reports the occasional domestic dispute, a few acts of vandalism and, from time to time, a burglary. The last two almost always occur while people are out of the house. Personal crime, the sort we fear so much, is rare. Muggings, rapes, assaults—these are almost unheard of. To a city person, there is really no crime to speak of.

But Al is a city person. His imagination is full of rapists and muggers, killers and stickup artists. On one level, he knows they are all a tank of gas away. On another level, though, they are very close, even imminent. He tries to think this through, but he cannot. When his wife, who works most of the year in the city, comes to stay in the country, Al is at peace. When she is away, Al gets nervous, and his sleep is fitful. Logically, this makes no sense. Al is a big man, a former college athlete who stays in shape. He does not need his wife for protection.

Al related his feelings to a small group of city people. We were all in the country at the time, and all of us said we felt the same way. A woman said she was nervous when her husband was away, much more nervous than when, under similar circumstances, she stayed in the city. Her husband, a strapping man, also admitted to fear, and so did I. Unlike many country residents, I lock the door at night and listen for menacing night noises. I hear them all the time.

To my knowledge, I was the only person in the group who was recently a crime victim, although not of a violent crime. My Washington apartment was burglarized while I was in it (not a happy experience), and my car was stolen in New York—all this in the last two years. But crime is never far from the thoughts of most city residents. We dread it, and it has become virtually controlling. Because of crime, those of us who have a choice do not go into certain neighborhoods. Because of crime, we will not live in certain areas. Because of crime, we bolt and lock our doors, buy security systems and, in cities like New York, expensive cars without radios because they would invariably be stolen.

But it did not occur to me until that conversation in the country the extent to which some of us have been shaped by crime. We have become creatures of our environment, so much so that even when we are out of it, we still react as if we were not. Fear of crime—which is to say fear of criminals—is in our marrow.

I am reminded of a woman I met in my childhood. She was, I think, a relative, newly arrived in the United States after World War II. My recollection is vague—a blur of images that, no matter how I try, I cannot bring into focus: a dark room (my great-aunt's?), massive furniture and a concentration-camp number tattooed on the woman's arm. We were in New York, I know that, and a plane flew over. The woman flung herself under the table in fear. It was bizarre behavior, I thought, and so it made an impression. The war was over. The woman was in New York. She knew all that, of course, but the fear was in her bones.

So now, many of us—me, my friends and, probably, you too—are victims, crime victims without even being victims of crime. When it comes to crime, we have extended the definition of "victim" in the same way that woman extended the definition of air-raid "victim." When the FBI calls for its survey on crime victims, most of us can say—knock on wood—not us. No, not this year. But think about it. What if the question were phrased differently? What if it were to encompass fear of crime, a fear so loony that to a big man a small woman in the house provides comfort? What then? Then we are all crime victims.

I watch city people in the country. I watch how they cannot stop thinking of crime. In the country, many of them leave their car keys in the ignition, which is crazy. I tell them that cars are stolen in the country as well as the city. But they are exulting in the relative lack of crime—overreacting, like farmers dancing, drenched, in the rain that has broken the drought. I bet the locals take their keys with them. But then the locals have not been made crazy by crime.

I am writing this in the country. In three days, I'll be back in the city. For some time now, I have been wondering if my apartment has been burglarized while I was away. I am almost reconciled to the loss of my TV set, my CD player and . . . Well, there isn't much else. I don't look forward to returning to a place where I was awakened by a burglar. I haven't really slept all that well since that night.

Here I sleep a bit better. There's no crime, after all. I keep telling myself that, but, at night and in bed, I hear things. Like a dog that was once beaten and has learned not to trust his master's hand, I have learned not to trust the dark. Like too many of us, I am a contemporary American phenomenon. I don't need a crime to be a crime victim. ■

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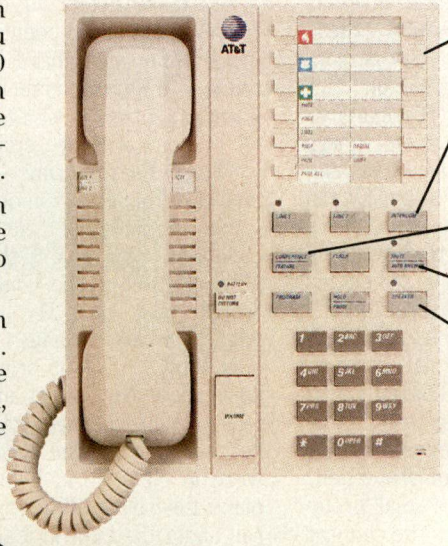
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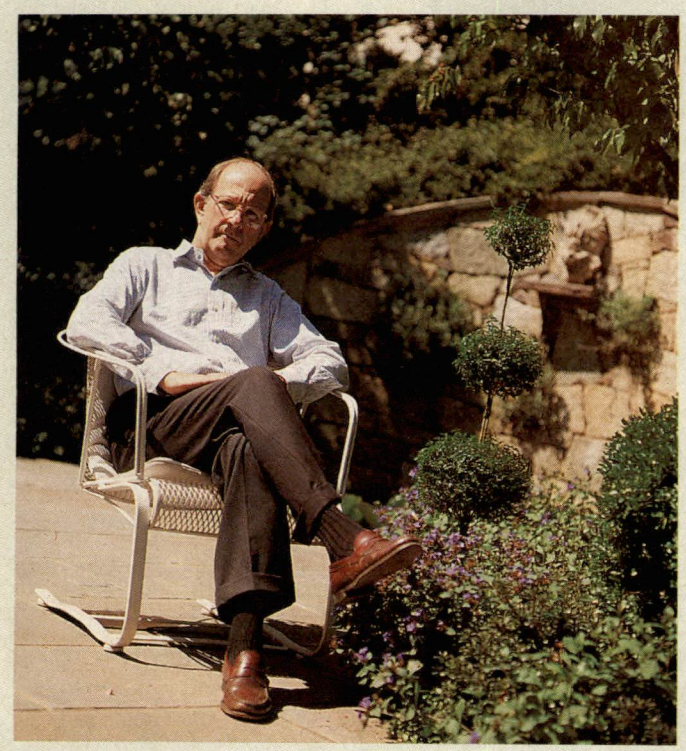
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J STREET

SIGHTINGS, ESSAYS AND STRANGE TALES FROM THE STREET L'ENFANT FORGOT



Patient gardener Michael Deaver at home with a three-tier Greek myrtle topiary.

The Controlled Growth Of Michael Deaver

"HAIRPINS ARE THE SECRET," SAYS MICHAEL DEAVER. "They hold it all together."

Deaver himself seems to have been holding it together very well after three years of big trouble Washington-style. And the one-time Reagan White House deputy chief of staff will tell you that no small amount of credit for the new-model Michael Deaver—steady, low-key, maybe a little wiser—should go to his new passion for topiary. That's where the hairpins come in.

"First you mold the chicken-wire form and fill it with the sphagnum moss," says Deaver. "Then you can train the ivy with the pins."

The "art of the tree barber"—the sculpting and training of a shrub or vine to resemble, among other things, the tail of a poodle—is enjoying a wave of upscale popularity. But it has never really caught on in this country as Americans seem to favor the randomness and spontaneity of nature. The best examples—with apologies to the extraordinary Ladew Topiary Gardens in Monkton, Md.—are found in Great Britain, where, with a milder climate, the cones, columns, spires and larger-than-life animal shapes can better withstand the elements.

Deaver's prize specimens are everywhere in and about his Wesley Heights home. There are pots of Greek myrtle, santolina, rosemary, boxwood and English ivy—all bending to his will.

"My wife, Caroline, designed little decorative Versailles planters that I place them in when we entertain," he says.

Even during his most powerful days at the White House, Deaver's horticultural pursuits measured progress in centimeters.

"It was bonsai then," he says. "I kept them up in the greenhouse above the East Wing." Then disaster struck: Like so many pieces of Truman china, they were gone.

"I was off on a campaign trip when they disappeared," he says. "It was like losing children."

Then came the lobbying, the congressional hearings, the admission of alcoholism, the perjury conviction. And tending to topiary has helped.

"It takes time, but I've got the time," Deaver says with a laugh. "I can hold a plant in my hand and pick every dead leaf. I can study every detail—the size, the design, the shape. I'm in control."

—WALTER NICHOLLS



HOW MUCH, HOW MANY

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—CHARLES ELDER

PHOTOGRAPH BY DAN BORRIS; PHOTOCOLLAGE BY EDWARD OWEN

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J STREET

The National Gallery's Moving Experience

ELEVEN YEARS AGO, A GREAT black and red Alexander Calder mobile was suspended from the glass roof in the National Gallery's new East Building. It was the artist's last major work, the largest Calder ever constructed, commissioned for the site. Unfortunately, it never moved quite the way it was intended to. Not, that is, until now.

"Everybody thought the mobile was driven by a motor," says Dennis Donaldson, the National Gallery's energy conservation engineer. But it was the steady current from the air-conditioning vents that turned the piece in an even, clockwise motion. When the blower was off, the mobile



Dennis Donaldson and the Calder.

stopped. Occasionally, the interference was institutional: The piece was sometimes tied with fishing line to keep its longest arm from colliding with some temporary wall erected for a special exhibition.

This was a far cry from what Calder had envisioned. The artist's model, made of pieces of scrap aluminum and coat hangers, was so buoyant that the slightest breeze would move it unpredictably—graceful sweeps, momentary hesitations and then a slowly resumed glide.

Paul Matisse, grandson of Henri and the kinetic sculptor who engineered the mobile's construction, had never been satisfied with the way the piece moved. Beginning a year ago, he and Donaldson vowed to give a sense of random motion to the work.

To start, they had the 920-pound

PHOTOGRAPH BY JOAN MARCUS

mobile taken down last winter to be inspected. Sure enough, several arms had become worn and locked into position. The solution: filling grooves of age with coated aluminum filler to allow free motion.

That left the problem of airflow. The pair spent several evenings sending smoke through various blowers of the air-conditioning system. After watching the smoke move, they decided to regulate the air out of the atrium's ceiling vents to create opposing currents. An optical encoder installed on the roof now counts the sculpture's revolutions in a given direction and, after a certain number, causes vents on the opposite side to be switched on.

The transformation has been remarkable: The rehung piece displays a new life and seeming weightlessness. Nonetheless, Donaldson continues to fiddle, adjusting vents, adding a random timer.

Donaldson is obviously pleased with the results and has names, like "crack the whip," for many of the sculpture's new moves and configurations.

It has taken a lot of engineering, but Calder's ideal has almost been reached. "When everything goes right," he is reported to have said, "a mobile is a piece of poetry that dances with the joy of life and surprises."

—SUSAN TAMULEVICH

Word Without End . . .

ONLY IN WASHINGTON WOULD one 7-year-old pass this joke on to another 7-year-old, let alone appreciate it.

But when Anna Solomon recently told Adam O'Brian that "I know how to spell John Sununu's name, I just don't know when to stop," they both laughed enthusiastically and began to spell the White House chief of staff's name ad infinitum: "S-U-N-U-N-U . . . N-U . . . N-U . . . N-U . . ."

Anna and Adam are second-graders at Tuckahoe Elementary School in Arlington. Anna's father, Burt Solomon, covers the White House for National Journal. ■

—BILL O'BRIAN

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The Washington Post Magazine

THE ADMIRAL OF WASHINGTON

William J. Crowe Jr., who retires this week as chairman of the Joint Chiefs of Staff, has spent a lifetime breaking the Navy mold. But the ultimate lesson of his success is clear: To lead the American military these days, you've got to be a politician at heart

By BOB WOODWARD

EARLY IN MARCH, AFTER ATTENDING A WHITE HOUSE MEETING WITH President Bush and other administration officials, Adm. William J. Crowe Jr., the senior U.S. military officer, was told Bush wanted to see him. Alone.

As Crowe was ushered into the president's small private office adjacent to the Oval Office, he limped slightly from a bad tennis knee. The sleeves of his naval uniform were ringed in bands of thick gold braid, and his chest was a splash of color from his 33 ribbons and decorations, yet Crowe was hardly the picture of military crispness. No ramrod posture or clicking heels. At 64, his movements are slow, and there is something vaguely untucked about his appearance, about the way his 6-foot, 198-pound frame has settled inside the formal naval uniform. In both look and manner he has a yielding, utterly unintimidating quality.

The president said that he wanted Crowe, who was seven months away from finishing four years as chairman of the Joint Chiefs of Staff, to accept a two-year extension—the legal maximum. John Tower's nomination as secretary of defense was in serious trouble; Crowe's reappointment would represent stability at a time of uncertainty for the new administration. Bush flattered Crowe, emphasizing their personal connection and how well they worked together.

"Well, Mr. President," Crowe told him, "you know I don't work for you."

"What do you mean you don't work for me?" Bush asked. "You work for me."

PHOTOGRAPH BY DAN BORRIS

"That's not true, Mr. President. I see you once every two weeks. The secretary of defense I see three or four times a day."

Crowe then told Bush why he wasn't enthusiastic about staying on. Some of his hesitation stemmed from the administration's next military budget, which proposed zero growth for defense. Even more troubling was the argument put forward by some in the administration that the country could get more defense for less money through short-run improvements in management and organization. At tense budget meetings in the weeks before, Crowe had made it clear he thought this pure fantasy. But most important, the admiral said, was a commitment he had made to Shirley, his wife of 35 years, and their three adult children that he would retire at the end of four years as chairman.

Don't talk to me about family, Bush said, that will win me over every time.

Crowe said he was honored by the offer but needed time to think about it.

You have 30 minutes, Bush joked.

Crowe said he wanted to talk to Shirley, and did not see the need to decide quickly.

"Mr. President, you've done a lot of things in your life," he said. "I've only been in one career my whole life. I've been in 47 years. And if I don't go now, I'm not going to do anything else of any substance."

There the matter sat. Within days the Tower nomination went down in flames, and within another week Rep. Richard Cheney had been nominated and confirmed as secretary of defense. Soon Cheney, who had little experience in defense matters, was asking what could be done to get Crowe to stay.

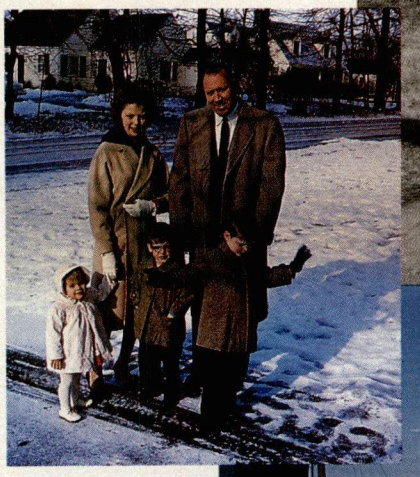
According to friends and associates, Crowe pondered the decision from every angle. At times he considered a compromise position: Stay for an extra year, or even less, until Bush decided on a suitable successor.

But Crowe had privately begun to describe his job as "enervating." He was frustrated by constant congressional dabbling in military issues. And he had grown tired of not being able to speak out as he wanted. There were policy questions he had to avoid because they are considered the province of civilian officials. He had written an article called "Straight Talk About Defense" and feared it would not clear the Pentagon censors. Even the minor constraints of his job annoyed him: A friend suggested a Dan Quayle joke for one speech, but Crowe—a man who loves to tell a joke and takes notes on the best ones he hears—knew it was out of the question.

He grew irritated with the talk of friends and colleagues that no one walks away from power. Could power be everything? he wondered. To be out could not be the end of the world, could it?

The weeks passed. "I need to decide," he said, throwing his hands in the air one afternoon on a plane trip, his voice at once restless and weary. "You know, I'd be better off if I didn't have a choice."













At age 4, right, William Crowe cut a military figure in a policeman's uniform; below right, after receiving his master's degree at Stanford in 1956; and below, with his wife, Shirley, and their three children while he was a doctoral candidate at Princeton in the early '60s.

From Annapolis to Vietnam: Above right, as a midshipman at the Naval Academy; above, in the back row center, as a lieutenant (j.g.) aboard the USS Flying Fish; right, during his tenure as the senior U.S. adviser to the South Vietnamese river force in 1971.

BEATING THE SYSTEM

IF IT WAS SURPRISING THAT THE NATION'S TOP MILITARY man would resist an appeal from his commander in chief, it was more astonishing that Crowe had risen to the job in the first place. A close examination of his military record and more than 300 pages of regular Navy evalua-

'Bill Crowe had what I would call a lousy career in that he had little sea duty and ship command,' said the admiral in charge of the promotion board. But 'this is the kind of man we need in the front office of the Pentagon for us.'

tions called "fitness reports" shows that he got off to a somewhat shaky start, deviated radically from the traditional naval career and reached more than half a dozen points where his advancement nearly ended abruptly.

While his contemporaries were out winning the Navy's traditional top posts—major ship and sea commands—Crowe was at Princeton, getting a PhD in politics, and then applying his academic training in a succession of politico-military jobs in Washington. Spending so much time ashore should have been the kiss of death. What's more, many of his staff jobs weren't even *with* the Navy but were joint assignments working for civilians or with the other services—both considered graveyards for a Navy officer.

But later in his career, his unusual résumé began to propel him forward, as he came to the attention of and built alliances with politically minded Navy officers and powerful civilians. Crowe is a master of the subtle application of personality—he has said he can get along with anyone, and has demonstrated it time and time again—and his ability to work the political system, rare in a military officer, won him admirers and patrons. He learned early that military decisions have to pass muster not only at the White House but with the State Department, Congress, the public and, at times, a dozen other power centers.

All this made him an odd bird for a Navy officer, but just the person for high military posts with heavy political content. And while each unconventional move threatened his career, their cumulative effect was to make Crowe the paradigm of the modern American military leader, as comfortable in Oval Office meetings and congressional hearing rooms as in the field. Crowe's four-year tenure as chairman has marked a significant transition in civilian-military relations, making the selection of his successor, Army Gen. Colin Powell—whose résumé is heavy with Pentagon and White House assignments—seem natural and almost inevitable.

William Crowe and his wife both were raised in Oklahoma, and their views are still colored by that state and its frontier heritage. Shirley Crowe has a character test that she has derived from Oklahoma's seminal historic event. "Would he have made the run?" she asks with a penetrating gaze. The "run" was the famous land rush of 1889, when the federal government opened a huge tract of central Oklahoma to settlement and anyone who wanted could stake out 160 acres free of charge. At the sound of a gunshot, thousands of risk-takers stampeded into the territory to begin new lives. Both Crowes admire those who made the run and like to think they would have too (as the admiral's grandfather did).

As a child, Crowe had been captivated by a book called *Annapolis Today*. In 1943, with World War II at its height, he entered the Naval Academy. "I was not a happy midshipman," he said in a 1987 speech to a small group at Princeton. "I did not take well to discipline." Yet he "never considered quitting, because I was enough of a conformist and found a great thrill in thrashing or beating the system and trying to work around it. I accumulated an alarming number of demerits and came away with a built-in suspicion of arbitrary rules."

He graduated in 1946, ranked 80th out of 823. Among his classmates were Jimmy Carter, ranked 59th, and Adm. Stansfield Turner, who was 24th and later served as Carter's CIA director.

Leaving Annapolis with what he called a "gnawing dissatisfaction," Crowe found "something missing" in his first years of naval service. The early records show that he was rated an excellent officer, but not one of the water-walkers destined for flag rank (rear admiral and above). In submarine school he graduated fifth out of 52, in the top 10 percent, but he was rated only in the top 30 percent in his overall fitness report, and the commanding officer checked the box indicating he would be "pleased to have him" in his command, rather than the superior "particularly desire him." In the world of Navy promotion decisions, a rating in these middling categories often means an officer is headed for premature retirement.

As a junior officer on the diesel submarine Flying Fish, Crowe came close to a career-ending disciplinary action. Forty-five minutes after his watch one night, the submarine ran aground off the East Coast of the United States. Crowe was investigated along with several others, and while he was not held responsible, his subsequent fitness report ranked him only within the middle 40 percent in the crucial area of "standing deck watches underway."

'WE'RE TELLING YOU TO COME'

EARLY IN HIS CAREER, CROWE BEGAN TO SEEK ADDITIONAL credentials. An advanced degree, he decided, would be useful wherever he ended up, inside or outside the Navy. The decision led him into conflict with the Navy brass.

He was accepted into a Navy-sponsored postgraduate program at Yale Law School, but two weeks before he was to start, Congress cut the funding. He then asked for duty in Washington, became a low-level aide in the White House during the Eisenhower years and started night law school at George Washington University. He went to California for a year and got a master's in education from Stanford.

In 1959 he became the personal aide to Vice Adm. Bernard L. Austin, who headed the Navy's Office of Plans and

Common Ground: Crowe's Soviet Exchange

AT THE SIGNING OF THE INF TREATY WITH THE Soviet Union in Washington in December 1987, Adm. Crowe met his Soviet counterpart, Marshal Sergei Akhromeyev. Crowe saw an avenue. He invited Akhromeyev—an intense man who was then the chief of the Soviet General Staff and a senior arms-control negotiator—for an unprecedented six-day visit to the United States in 1988. Crowe devoted extraordinary personal attention to this task, making sure that he and his guest had about 20 hours together to get to know each other and to find common ground.

In Akhromeyev, he found a kindred spirit—a man in his sixties, at the end of his career, who was just as determined to avoid a senseless superpower war. The two leaders corresponded and began to expand military-to-military contacts, both formal and informal. Akhromeyev retired from the Soviet military last year because of increased problems with his hearing but moved to an office just down the hall from Mikhail Gorbachev and now serves in a position analogous to that of national security adviser.



Crowe was the first chairman of the Joint Chiefs of Staff to visit the Soviet Union: Below, Crowe, back to camera, with Gen. Mikhail Moiseyev, center, on a flight to Leningrad; left, with Marshal Sergei Akhromeyev en route from Minsk to Volgograd; and at an open-air market in Samarkand, above right.

This year the Soviets reciprocated, and in June Crowe became the first chairman of the Joint Chiefs to visit the U.S.S.R. The trip was a personal high for him. He signed a breakthrough agreement to avoid military accidents when U.S. and Soviet forces are operating close to each other. And he was able to bring back a potentially important diplomatic message.

According to notes made by a U.S. official, Akhromeyev, who traveled with Crowe for five days, said that the Soviet Union would no longer press the United States on the issue of short-range nuclear weapons in Europe. Previously the Soviets had sought to reduce both sides to zero, but the United States instead had planned to go ahead with modernization of its short-range Lance missile. Akhromeyev criticized the U.S. position as stupid but told Crowe that the Soviets did not want to destroy NATO's unity, which was threatened by pressure in West Germany to eliminate the Lance.

"That's your fight, your problem," Akhromeyev told Crowe. "We will try and not hurt you, but we're not going to help you."

Establishing a connection with Akhromeyev's successor was more difficult and put Crowe's personal skills to the test.

On June 21, the 10th day of his Soviet trip, he faced Gen. Mikhail Moiseyev six feet across a long table in a cavernous room of the Defense Ministry in Moscow. The new chief of the general staff, a somber, 50-year-old man with thick eyebrows, had been handpicked by Gorbachev. Moiseyev said he had a complaint about an American general's recent statement that the United States needed short-range nuclear weapons despite improved U.S.-Soviet relations.

According to notes made by the American side, Moiseyev then launched into a denunciation of the general's argument that NATO should be ready to use tactical nuclear weapons if necessary, as if this demonstrated some grave inconsistency in Crowe's efforts to establish a friendly dialogue.

The general "didn't say anything that hasn't been said before," Crowe replied, protesting that the United States has always said it would rely on nuclear deterrence.

"That's the past! That's the past!" Moiseyev said, erupting. "We've improved our relationship. [The American general] shouldn't be advancing such views. I'm not expecting a response from you," he continued, gesturing toward Crowe. "You must study this . . . I don't believe such statements will be instrumental in our relationship. The day of looking at each other through gun sights is gone."

Baffled by the outburst, Crowe became



PHOTOGRAPHS BY BILL SMULLEN



steely-eyed. Perhaps, he observed, the rapidly changing U.S.-Soviet relationship was running ahead of official policy and pronouncements.

But Crowe added pointedly, "You don't move my society, nor does President Bush." In other words, U.S. policy is made by many people through a complicated interaction among many democratic institutions, and neither Soviet desires nor even President Bush himself could make it change overnight.

Moiseyev abruptly stood up and announced it was time to leave. Stiffly, the two men exchanged gifts.

The testy exchange gnawed at Crowe for the rest of the day. That night the U.S. ambassador hosted a dinner at Spaso House, his grand official residence. Still brooding about Moiseyev's hit-and-run diatribe, Crowe knew he needed a more honest, personal relationship with him, not one in which they scored ideological debating points against each other.

Later in the evening, Crowe steered Moiseyev into a corner away from the crowd of aides and dignitaries.

"General," he began, "let me talk to you as an older man to a younger man." The 14-year difference in their ages had been a topic of gentle ribbing during the trip. "We have an expression in our country, 'Keep your eye on the ball.' " Crowe went on to explain the game of baseball to Moiseyev. "If you want to be good at hitting that ball, you don't listen to all that noise coming out of the bleachers. You try and concentrate on that ball. And let me tell you, if you're going to get excited about every statement that's made in the United States, you're not going to last very long. You're going to go crazy. And if you want to stay in this job and you want to be good at it, you'd better start worrying about the important things in life, and quit worrying about all this nonsense and all this background noise. If that's what you want to worry about, then you and I shouldn't be talking."

The chief of the Soviet General Staff broke into a broad grin. "That's what Akhromeyev told me," he said. "Bear with me, I'm young, but I'm learning."

—BOB WOODWARD

Policy in the Pentagon. Known by its numerical designation on the organizational chart, "06," the plans and policy job is the Navy's top politico-military post. Austin required such long hours of his staff that Crowe had to give up on his law degree. Worse, the admiral three times rated him in less than the highest category, describing Crowe's approach to solving problems as "stolid"—a lackluster adjective hardly implying that he was destined for a stellar career.

Crowe did well in his first command at sea, the diesel submarine USS Trout. But nuclear submarines, not diesels, were the wave of the future, so he applied several times for Adm. Hyman Rickover's nuclear Navy. When he didn't get invited to Washington for the personal interview Rickover required, Crowe applied for and was accepted to a three-year PhD program in politics at Princeton.

Two months before he was to start classes in the fall of 1962, word came that Rickover wanted to see him.

His squadron commander told Crowe he had no choice. "It'll ruin your career" to offend such a senior admiral, the commander said. Another submariner advised the opposite. "You can go and get your doctorate at Princeton," he said, "and you can come back and no matter what they do to you,

'I want to finish at Princeton before I come to your program,' Crowe said. 'GET OUT!' Adm. Rickover screamed.

you've always got a PhD. But if you go to nuclear power school and get command of a nuclear submarine and you hit a rock, they'll throw your ass right out of the Navy and they won't give you the time of day."

Crowe declined the interview and finished his first year at Princeton. Then he got another call from the submarine desk in Washington.

"You don't understand," the desk officer said when Crowe balked. "We're not asking you whether you want to come. We're telling you to come." Rickover had selected a group of officers he wanted to interview but decided, "I won't interview any of them until Crowe gets here." Crowe gave in.

In the interview, Rickover ridiculed Crowe's desire to get a doctorate in politics. "Who wrote the book on psychology you studied?" he demanded.

Crowe told him.

"I know that guy," Rickover said, then cursed the man, his profession and Crowe. "Get out!" the admiral screamed. As was his custom, he sent Crowe to think things over in a room alone. Then he summoned him back.

"Do you want to get in this program?" Rickover asked.

"Of course I want to get in this program. I've been applying for it for years."

"Well, if I accept you, will you be ready to go in December?"

"No, I want to finish at Princeton before I come to your program. But I'd be happy after I've finished at Princeton."

"GET OUT!"

Once more Crowe waited in a room alone and was brought back and asked if he had reconsidered. He held his ground.

"Thank you," Rickover said as icily as possible.

Word soon came to the submarine desk that Crowe had not been accepted. Distraught and depressed, he later heard the reason through the Navy grapevine: Rickover wouldn't let *anyone* put conditions on admission to the nuclear Navy.

'THE NAVY WAS GOING TO HAVE TO ACCOMMODATE ME'

FOR ANYONE IN HIS LATE THIRTIES WHO THINKS HIS CAreer is in a rut, Crowe's Princeton years show how things can be turned around.

Crowe has often cited Princeton as the most important preparation he had for heading the U.S. military, more so than any Navy work or Pentagon job. The program, he says, taught him the importance of fully understanding other points of view, a key requirement for a chairman of the Joint Chiefs of Staff, who must build consensus among the military services.

Four letters about Crowe from Prof. Harold Sprout to the Navy trace the intellectual flowering of the Navy commander. In the first, Sprout noted that Crowe "showed the effects of being several years away from systematic academic study." By the time of the second, a year later, Sprout wrote, "Everyone's esteem for him grows month by month." In the third, Crowe had passed his general examinations "with high distinction." In the final letter, Sprout said, "Rarely has this department had a more gifted and self-disciplined graduate student."

In the course of earning his doctorate, Crowe spent four months in England researching his 450-page dissertation, "The Policy Roots of the Modern Royal Navy, 1946-1963." He conducted 97 interviews, using unnamed sources and informants galore and promising "no attributions or citations by name." One of his secret sources was none other than Admiral of the Fleet, Lord Louis Mountbatten, who talked in confidence for an hour and a half and provided introductions to other key sources.

Crowe's research deepened his understanding of the character of a military-civilian bureaucracy. The British Admiralty, he observed, had "a long history of bureaucratic infighting . . . The outside observer cannot resist forming the impression that it operates better under pressure." And he found that "military organizations function better in peacetime if they are stimulated externally" by civilians, legislatures and public debate.

Near the end of the dissertation, he wrote a striking sentence anticipating the problem he would face when he returned to the Navy: "It is difficult to create an environment in which individuals are expected on the one hand to obey orders unquestioningly and on the other to speak their minds freely."

Crowe left Princeton in 1965 determined to speak his mind. If he was going to stay in the service, he concluded, "the Navy was going to have to accommodate me," not the other way around.

'HERE'S CROWE TO EXPLAIN'

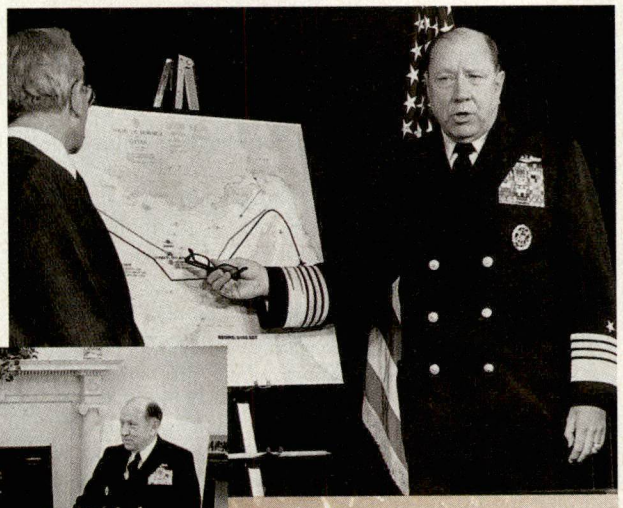
COMMANDER CROWE, PHD, QUICKLY DISCOVered that independent thinking didn't always fly.

In 1967 he was sent to Washington as head of the East Asia and Pacific Branch of 06, the politico-military division. Asked by a senior officer to prepare a memo on why a particular Air Force position was full of holes, Crowe studied the matter and wrote a paper concluding that the Air Force argument was acceptable.

For a Navy officer, this was heresy. Crowe's boss told him, "We didn't send you up there to come back with new ideas. We sent you up there to learn how to write and represent the ideas we've got. If we want you to do original thinking, we'll let you know about it."

The vice admiral heading 06 assigned Crowe to write a paper for the secretary of defense addressing any violations of the Geneva Accords arising out of the Vietnam War. Crowe produced a paper he considered balanced and honest, concluding that the North Vietnamese had certainly violated the accords in numerous ways and that the United States had probably violated them as well. Crowe was called to see the vice admiral, who said, "What in the hell is this about the United States violating the Geneva Accords? You're crazier than a loon." A rewrite was ordered.

Before Crowe could get to work, the vice admiral called everyone who worked in 06 to a meeting. For 45 minutes he lectured about some unnamed younger officers' misconceptions about Vietnam; he said he had been there for







Top, Adm. Crowe with Defense Secretary Frank Carlucci during a 1988 press briefing on the Persian Gulf; middle, with President Reagan in the Oval Office shortly after Crowe's selection as chairman in July 1985; right, the admiral on his way to the Soviet Union.

Crowe's success sends a message, one admiral complained. 'In the 1950s, the way to the top of the Navy was to be an aviator, and in the 1960s and '70s it was to be a nuclear submariner, and now the way is to have a PhD and Washington assignments.'

months, served on numerous delegations and knew the truth. The United States was right and had violated no agreements.

The rewrite presented Crowe with a moral dilemma: He was determined not to swallow a one-sided gospel that shredded the facts, yet he could not refuse the order. His solution was to fuzz up his writing. Crowe turned in his new draft and never heard another word about it.

In 1968 North Korea captured the spy ship USS Pueblo, and Crowe was assigned to be the Navy point of contact on the incident. This required him to deal with Congress, the White House and the chief of naval operations, Adm. Thomas H. Moorer.

Everyone wanted information from the secret court of inquiry established to examine the conduct of the Pueblo's crew. The inquiry was supposed to be totally independent, and the Pentagon had to keep hands off until the formal recommendations were passed up the chain of command, but House Armed Services Committee Chairman L. Mendel Rivers was shouting, "Goddamit, you find out! I want to know!" So the admirals told Crowe to go to the West Coast, where the court was meeting, and determine in what direction it was leaning. Crowe realized this would be illegal and proposed an alternative—bring the court members back to Washington for background briefings, in which the State Department and the Congress could ask their own questions. The court was brought back, and the situation was defused.

"Here's Crowe to explain" became a refrain around the Pentagon as he tried to reconcile the legal niceties of the Pueblo incident with the public statements and desires of everyone from President Lyndon Johnson on down.

Still uncertain about his future, and hedging his bets, he started saving copies of all the Pueblo papers, figuring that one day, if he ever became a professor, he could teach a course on the incident.

But his successful maneuvers through this political minefield drew raves. Crowe's "tact, thorough knowledge and engaging manner has largely resolved the many differing views held by those involved in this important project," wrote Rear Adm. James W. O'Grady, who recommended Crowe for accelerated promotion to rear admiral. (The fact that he'd been a captain only about a year made such a promotion unlikely.) "His background and temperament suit him ideally for billets in the foreign relations field," O'Grady added.

By 1970, however, there was a new rear admiral in charge of the 06 branch, and he did not recommend Crowe for accelerated promotion. Once again, Crowe looked ahead to a possible civilian future. The number one political science topic for the next 20 years was going to be the Vietnam War, he thought, so he asked for an assignment there. If he did stay in the Navy, he knew the combat experience would be essential to his advancement.

Crowe spent 10 months in Vietnam commanding the Navy's river advisory force in the Mekong Delta; comparatively speaking, he was involved in successful operations. He left Vietnam without any real scars, not having seen the most demoralized American troops, the uncontrolled drug-taking or the incidents in which enlisted men turned on their own officers. But he did take home a strong belief, shared by many Vietnam era officers, that the United States must carefully weigh foreign interventions in the future.

"My position is you don't commit American men to combat unless you've got good and sufficent reasons," he said once. "The goals and the stakes have got to be high enough to do that, and they've got to be vital goals."

'A MAN CANNOT BE IN TWO PLACES AT ONCE'

ONE DAY NEAR THE END OF HIS VIETNAM TOUR, CROWE got a call informing him of his next assignment: He was to represent the Department of Defense in negotiations on the status of the obscure group of Pacific islands known as Micronesia, an area he had handled previously at the Pentagon. He said he didn't want to go because he was in line to command a major ship.

An admiral promised to change the orders, but called back and said that Adm. Moorer, by then chairman of the Joint Chiefs of Staff, had requested Crowe for the job, and the decision was irreversible. To make matters worse, when Crowe arrived at the Pentagon, he was told that if not for the Micronesian assignment, he would have become the commanding officer of the USS Newport News, then the largest gun cruiser in the world.

He was heartsick. Instead of the high seas, he worked out of an office in the Interior Department. Certain his career was over, he convened a family meeting with Shirley and their three children. He would be getting out of the Navy soon, he told them; where did they want to live? The family took a vote, the majority favoring a move to Denver, then being touted as the city of the future.

But this political post paid dividends. Some of the senior admirals who admired Crowe for taking the Micronesian assignment got Moorer to sign one of Crowe's subsequent fitness reports. It was perfect ("is not exceeded") in all 16 categories. "His primary task is the blending of military requirements into negotiating positions and tactics. In this task he has no superior," Moorer wrote, and he recom-

He was beginning to dwell on that sitcom appearance more and more. Someone would stop him and say, 'I saw you on "Cheers," ' then add, 'You're doing a great job.' But those people didn't know anything about his job or how he was doing.

mended Crowe for promotion to flag rank "at the earliest possible date."

Crowe was considered for rear admiral in 1972 but didn't make it. He was informed that he had been the last man to be dropped from the promotion list: The Navy had made 32 rear admirals that year and Crowe had been 33rd. He was not sure whether to be despondent or hopeful.

Adm. Bernard A. Clarey was the president of the rear admiral promotion board the next year. The board was to select 36 out of 1,650 candidates, giving each captain about a 1 in 46 chance. Required to meet for at least 10 days, the 12 board members meticulously sifted through the files, or "service jackets," of the captains. First each admiral picked a stack of jackets at random and wrote one-page summaries of each career. The admirals then gathered behind closed doors in an amphitheater, where the summaries, together with the candidates' fitness reports, were flashed on large screens. When a file came up on the screen, the admiral who had reviewed it gave an oral report, adding information about the reputation, background or performance of the captain in question.

Under a cover next to each of the 12 board members' seats was a keypad with buttons marked "yes" and "no." After the oral presentation, the admirals cast secret electronic votes, and the tally was flashed on one of the screens. A captain had to receive at least nine "yes" votes to make the first cut.

When Capt. Crowe's file appeared on the screen, it included a virtual order from Moorer, who was well aware that he had endangered Crowe's career with the Micronesian assignment. "I ask that Selection Boards take careful note of the fact that by accepting his present assignment CAPT CROWE was deprived of his opportunity to be assigned to his Major Command—for which he is exceptionally well-qualified," Moorer wrote. "However, a man cannot be in two places at once." Moorer pointed out that Crowe took the Micronesian assignment at "my request" and recommended promotion to rear admiral at the earliest possible date.

Despite this extraordinary endorsement from the nation's top military man, Crowe came up with fewer than nine votes.

Clarey, however, had been Moorer's vice chief of naval operations and was keenly aware of Crowe's performance during the Pueblo incident and on other sensitive matters. "In all, several hundred were held for further consideration after this initial sifting," Clarey said in a recent interview. "As president of the selection board, I had made a rule before we started that if anyone wanted a record re-reviewed that had been screened out, all they had to do was [anonymously] leave the name of the captain on my desk and we would take it up again.

"Bill Crowe had what I would call a lousy career in that he had little sea duty and ship command, but I called it back for re-review myself and said this is the kind of man we need in the front office of the Pentagon for us. He has got the education, he has the personality, and he has been recognized by the civilians."

Clarey, whose account is confirmed by another member of the selection board, called for a second vote on Crowe. This time all 12 board members voted "yes." Crowe survived further cuts and made rear admiral in August 1973.

When the promotion list was released, one of Crowe's colleagues said, "That's the damnedest thing I ever heard—that anybody in Interior could make admiral."

CIVILIAN ALLIANCES

EVEN AS A YOUNG COMMANDER, CROWE HAD UNDERstood the role of politics in the modern Navy. Once, in a discussion of the qualifications for chief of naval operations, the Navy's top job, he couldn't resist baiting a tradition-minded senior officer on the subject. "We shouldn't get a guy out of the Navy chain and make him CNO," Crowe said mischievously. "We should go to New York City and hire the best lawyer we can get because what he has to do is go around the tank [where the four service chiefs meet] and persuade people and go over to Congress and persuade people . . ."

"Not a naval officer?!" the other man shouted, furious.

But Crowe, warming to his own radical management theory, persisted. "We'll put a hat on the guy and give him a coat with a lot of stripes on it."

Clearly, the system had produced a rear admiral with unconventional ideas. But even in 1973, Crowe was far from assured of rising any further.

His next job was as a deputy director of 06, the plans and policy division. Then, from 1975 to 1976, he was the deputy to the civilian deputy assistant secretary of defense for East Asia and Pacific affairs. Yet his relative lack of experience at sea still kept him off the Navy's fastest track.

Retired Vice Adm. James B. Stockdale, who was Crowe's best friend at the Naval Academy and has stayed close to him over the years, recalls sitting in the Pentagon Officers Athletic Club steam bath one day in 1976 with a senior admiral looking for someone to recommend for the job of commander of the Middle East Force. Stockdale asked him if he knew about Bill Crowe, who was interested in the Middle East and had been trying to learn Arabic in

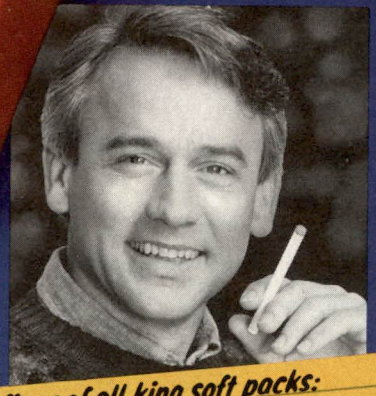
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A Great Idea While It Lasted

The Forest Glen annex of Walter Reed is a time capsule of American idealism and the internationalist spirit. It's also a nice Sunday drive

By Henry Allen

IN AMERICA, WE DON'T HAVE A LOT OF HISTORIC MONUMENTS, WE HAVE A LOT of historic ideas instead.

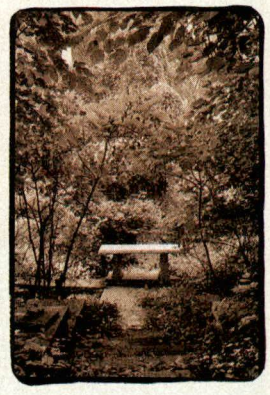
That's the whole point. Truth, justice and a better mousetrap. In Europe it's all rain-streaked marble and lawns where something happened. Here what you see is a wilderness full of voices crying about everything from freedom of speech to Manifest Destiny to the invention of the drive-thru funeral home; things commensurate, as Fitzgerald said, to our capacity for wonder.

The pharaohs left their pyramids. We've left the ghosts of a million "improvement" schemes—the Florida land boom, phrenology, mass production, the Oneida commune, the poetry of Walt Whitman, the 1950 Studebaker and architecture that ranges from the Empire State Building to the house in Margate, N.J., that's built in the shape of an elephant. The City on the Hill is not without its junkyard. Sometimes it's not easy to tell one from the other. Look on our ideas, ye mighty, and despair.

This brings us to the Forest Glen annex of the Walter Reed Army Medical Center.

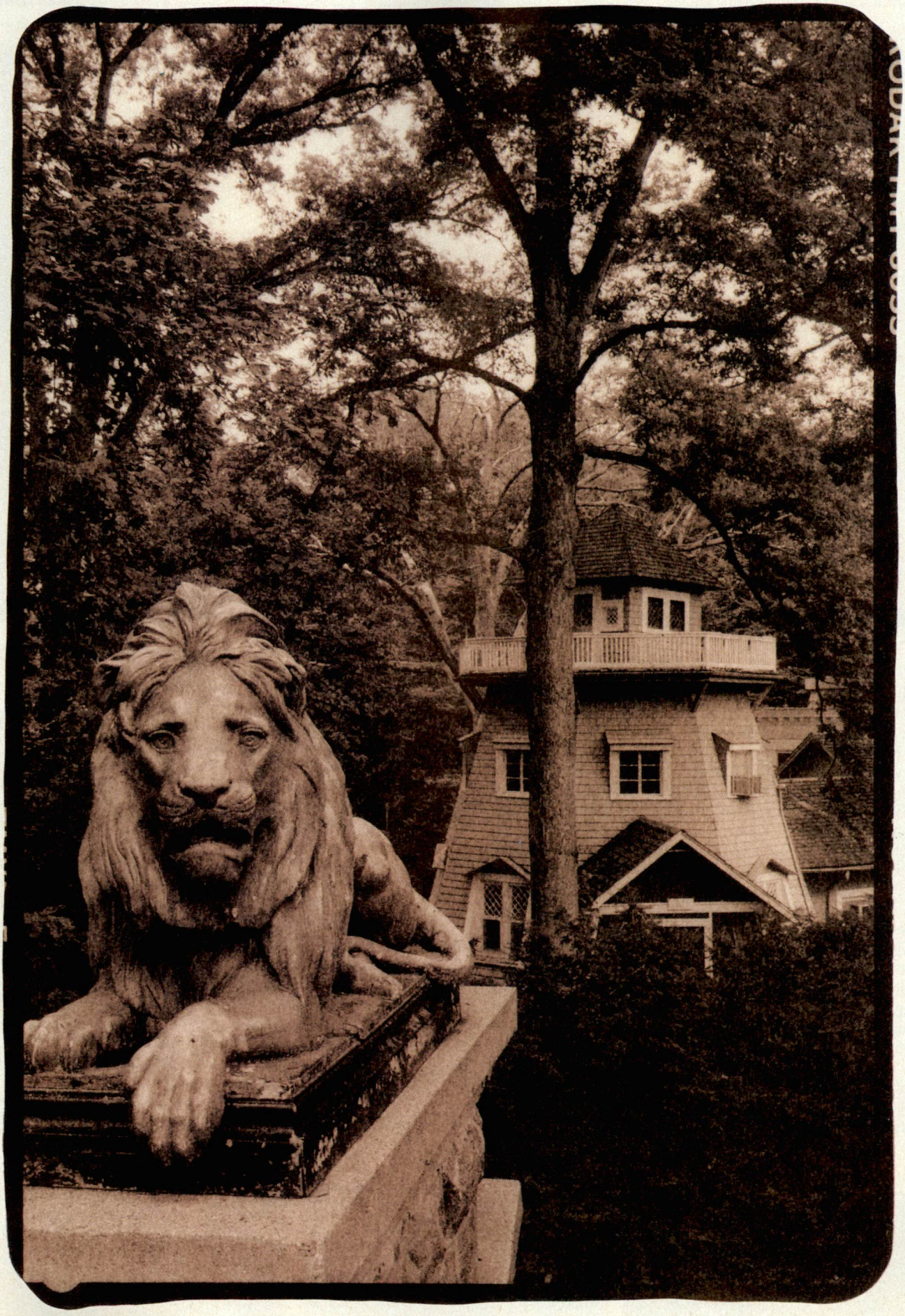
It's in that quirky, woodsy little area between Silver Spring and Kensington, a neighborhood whose *genius loci* has also attracted a huge Mormon temple and the old railroad station on Forest Glen Road, which is built like an amusement park castle and is said to have been a whorehouse and speak-easy during Prohibition—Prohibition being exactly the kind of monumental American idea we are talking about here, though it has nothing to do with the Forest Glen annex.

In the winter, when the leaves are off the trees, you can see part of the annex from the Beltway. What you see is a Greek temple called "the Odeon." This is a big,



A DUTCH WINDMILL, RIGHT, ADDS TO THE INTERNATIONAL FLAVOR OF THE FOREST GLEN ANNEX. THE VARIOUS STATUES DOTTING THE GROUNDS ARE PAINTED BY THE ARMY.

Photographs by Allan Janus





paint-peeling theater that fox-grape vines are pulling apart. Just uphill are a Swiss chalet, an English castle, a Dutch windmill, a half-timbered northern European hall with the name "Ye Forest Inne" written in stained glass over the front door, a pagoda, a Tuscan villa with the airless air of a spa that nobody goes to anymore and a building called the "Aloha."

The Aloha has it all. It started out in the 1890s as a sort of combination of Dutch colonial and bungalow styles. Later, the porch pillars were replaced by caryatids, like the stone maidens that used to hold up the roof of the Erechtheum, next to the Parthenon. On the whole, the place has the aesthetic effect of a combination of, say, Isadora Duncan and a miniature golf course. The American genius has been at work here.

Most of the credit goes to a couple named Cassedy, who built the bulk of this place as a girls' school they called the National Park Seminary. They called it a seminary even though there was no religious emphasis beyond whatever was required by the sort of rich parents the Cassedys were appealing to. The school lasted from just before the turn of the century until World War II, when the Army bought it.

Now the annex is falling apart, dry rot in the fluted columns, pools of water on the floors. The drawbridge has long since vanished from the English castle, and there's a plywood coffin inside, empty and upside down under the old kind of fluorescent lights that look like ice trays and don't work.

Beltway traffic overwhelms what one historian of the girls' school recalled as "the tirra-lirra of thrush . . . the laughter of a loitering brook." Somebody has spray-painted Satanist symbols inside the Odeon, where Sen. Robert La Follette, the champion of progressivism, once debated Sen. Henry Cabot Lodge, the spiteful prophet of WASP decay and the man who kept America out of the League of Nations after World War I.

Above the stage, a painting of the Four Graces disporting themselves with a breast or two bared (thou still unravished brides of quietness!) has been marred by either patches of mildew or some sort of target practice.

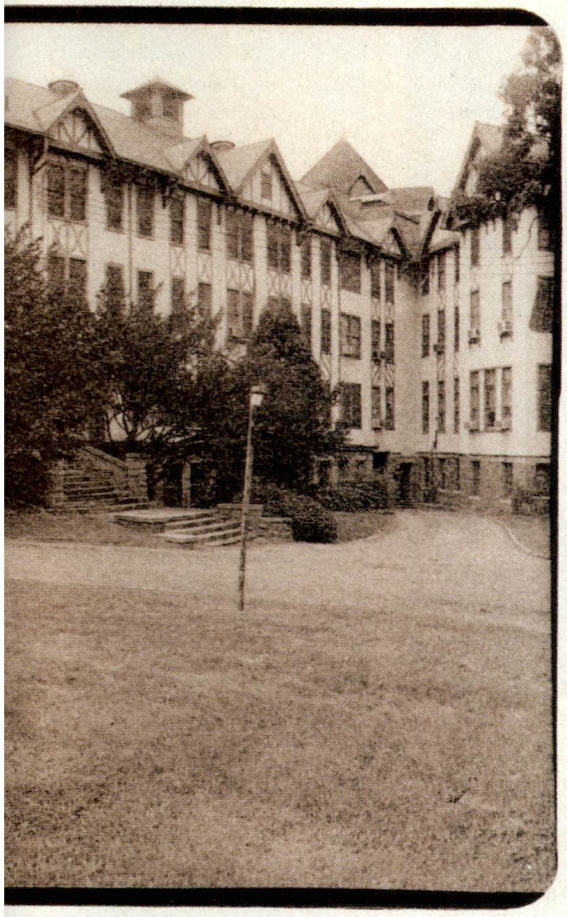
This monument to American idealism began in 1887, when real-estate speculators called the "Forest Glen Improvement Company" built a hotel where prospective buyers could rock on the porch while salesmen worked on them. One reason the company built where it did was that the B&O railroad and a trolley line had been put through. As Henry Adams noted in his autobiography, "From the moment that railways were introduced, life took on extravagance."

The architect was T.F. Schneider, who put up about 2,000 buildings in Washington, including the 160-foot Cairo Hotel,





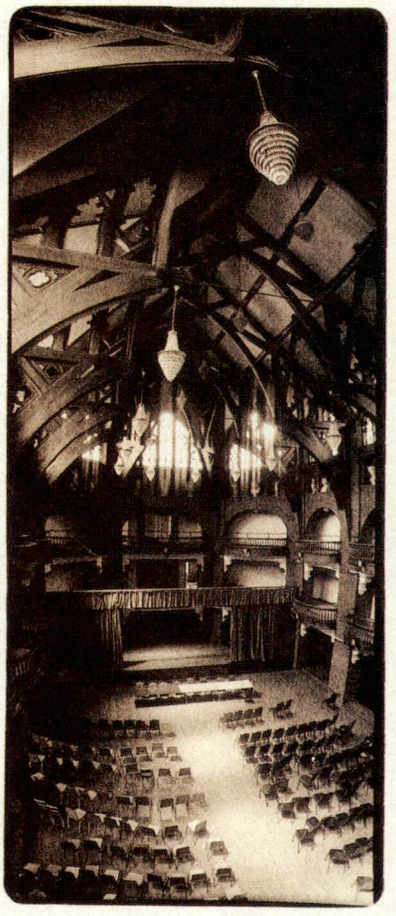




YE FOREST INNE, LEFT, WAS BUILT AS A HOTEL IN 1887, BUT NO ONE CAME TO STAY IN IT. THEN IT BECAME A CASINO AND LATER A SCHOOL. A PANORAMIC VIEW, BOTTOM LEFT, REVEALS THE GRANDEUR OF THE INNE AND DEWITT CIRCLE FOUNTAIN.

THE INNE'S BALLROOM, RIGHT, IS MORE THAN 100 FEET LONG AND AT LEAST 60 FEET HIGH. THERE ARE TWO ROWS OF BALCONIES TOPPED WITH BEAM-BUTTRESSED DORMERS.

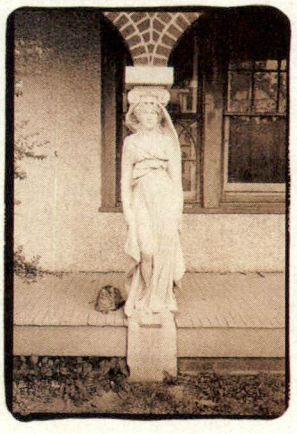
PORCH PILLARS AT THE ALOHA, WHICH WAS BUILT IN THE 1890S, WERE REPLACED BY CARYATIDS, SUCH AS THE ONE BELOW.



which provoked the District government to pass the height limitation that is still in effect. Schneider also invented a battery-operated trolley called an Autocarette, and was described in the Evening News of November 5, 1889, as "what the Westerners call 'a hustler.' "

Ye Forest Inne was a wonderful example of the American shingle style, with Queen Anne turrets topped with flagpoles, and verandas abounding.

Nobody came to stay in it. The owners turned it into a casino. Nobody wanted to gamble in it. John and Vesta Cassedy, owners of Norfolk Junior College, then bought it and started the school. By 1907 they had added 25 buildings, including sorority houses in the various international motifs.



"Cassedy did not have any grand scheme or landscape plan for the school," said a study conducted by the Montgomery County Planning Board in 1972. The study was to help find a new grand scheme, but that was 17 years ago, and no grand scheme has emerged. It is a white elephant, a little like the Glen Echo amusement park, but without benefit of carousel.

In 1916, the Cassedys sold the National Park Seminary to James E. Ament, who hid the shingles of the shingle-style Ye Forest Inne with half-timbering and stucco. Roy Tasco Davis took it over in the late '30s, and in 1942, the government acquired the school as a rehabilitation center for the Army.

The Army added buildings of a government style distinguished by soda machines and parking spaces reserved for commanding general only. It used the place for a number of things: It showed movies at the Odeon for 35 cents a ticket, it set up the headquarters of the Armed Forces Pest Control Board, and then it turned most of the old school into a mental hospital. Inside Ye Forest Inne, a mural in the public-works style shows patients in red pajamas listening to a band concert on the lawn around the DeWitt Circle Fountain. Why were the pajamas red?

The mental patients are long gone. The Catholic Church now runs a homeless mission in a Dutch-style building where the maids and the gardeners used to live when the girls were there. The Army lingers on. It mows the lawns. It paints the statuary (Hiawatha, Woman With Urn etc.) a mustard color that's about as close to gilding as the federal budget will allow.

Plaster falls. Walkways molder—there are endless arcades, pergolas, colonnades, corridors, cloisters, galleries, peristyles, loggias, breezeways, bridges and staircases, as if the idea was to teach the girls the American lesson of always appearing to be on your way somewhere else. Places to go. People to see.

Only the ballroom still glows with the charm of this American dream at its height—a room more than 100 feet long and at least 60 feet high, ringed with two rows of balconies and statuary niches and topped with beam-buttressed dormers. There are chandeliers too. Light pries into the gloom through high stained-glass windows, providing the phantasmagoria that signaled the mysteries of culture back when the Cassedys were guiding prospective students and their parents around the place. A wonderful photograph from a 1938 yearbook shows a ball going on, with all the girls dressed up and dancing with each other.



A GREEK TEMPLE CALLED THE ODEON, LEFT, CAN BE SEEN FROM THE BELTWAY IN WINTER. THE ODEON, PANORAMIC VIEW BELOW, WAS ONCE USED BY THE ARMY AS A MOVIE THEATER. THE PRICE OF A TICKET: 35 CENTS.

JUST UPHILL FROM THE ODEON IS A PAGODA, OPPOSITE PAGE, ERECTED FOR CHI PSI UPSILON SORORITY.

THE GRIEF OF ACTAEON, OPPOSITE PAGE, IS ONE OF MANY STATUES THAT GRACE THE LAWNS OF THE ANNEX.

So now what?

The Army would like to build housing on part of the land and preserve the most important of the old buildings. Preservation would cost $30 million, the Army figures. Curmudgeonly taxpayers are bound to ask: Why bother? As monuments of architecture—Greek, Japanese, English or whatever—these buildings aren't that big a deal.

As monuments to the history of American ideas, however, their meaning seems obvious, at least to those of us educated after World War II. The meaning is the spirit of international brotherhood, the spirit that lived in everything from Wendell Willkie's One World in the 1940s to Marshall McLuhan's Global Village in the 1960s, along with the songs from many lands we had to sing in grade school. It was a moral crusade that not only went toe-to-toe with communism, but made having won World War II all the more satisfying. I remember a trio of Japanese schoolgirls singing me the songs of Stephen Foster in this spirit one day on Okinawa, a quarter-century ago. I didn't have the heart to tell them that Stephen Foster songs, for the most part, are music that exists only in schoolbooks, much in the way that the entree known as "Swiss steak" is a dish that exists only in cafeterias, hearty but institutional.

Anyway, at the National Park Seminary, one could imagine the young ladies eating a lot of Swiss steak, and a statue of Stephen Foster would not have been out of place. (One can imagine the inscription—perhaps merely Foster's name, followed by "1826-1864" and the simple but eloquent "Doo-dah, doo-dah.")

But internationalism, that esperantic grail quest, had little to do with the girls' lives, at least as far as the architecture goes. In early prospectuses mailed out to girls and their parents, the pagoda/castle/chalet/temple business gets hardly any play at all.

What catches your eye, in a 1908 prospectus, is the word "espionage."

"When the daughter is free to expand and develop without the system of espionage that so often represses the moral nature and renders it suspicious, secretive and resentful . . . " The point of the seminary was to wrest young girls away from the whispering, gossip, backbiting, snobbery, snubbery, cattiness, cadliness of what the Cassedys called "the social whirl," with all its vices summed up by the word "espionage."

Of course, that sort of female behavior has become a historical curiosity in itself, feminism and so on having eradicated it as surely as Rome eradicated Carthage, and no doubt the National Park Seminary played its part in sowing those particular fields with salt.

What would replace the social whirl would be "the concept of Bacon's 'New Atlantis,' where parks, gardens, statues and fountains all contain suggestions for scientific culture, and where the beautiful can be used to develop character."

A girl could learn in its place an "appreciation of Nature, which comes from loving near to her heart." The prospectus also pointed out that Washington, with both its monuments and social whirl, was only minutes away too, 14½ cents by train, 9 cents by trolley.

But why build the pagoda, the windmill, the statuary and so on, if the idea wasn't to turn the girls into little Eleanor Roosevelts?

For one thing, these buildings were in the great tradition of European gardens with their "follies," whose pointlessness was their grandeur. Americans have never been comfortable with this idea. They tend to snicker at the 18th-century noblemen who built ruins in their gardens to remind them of everything





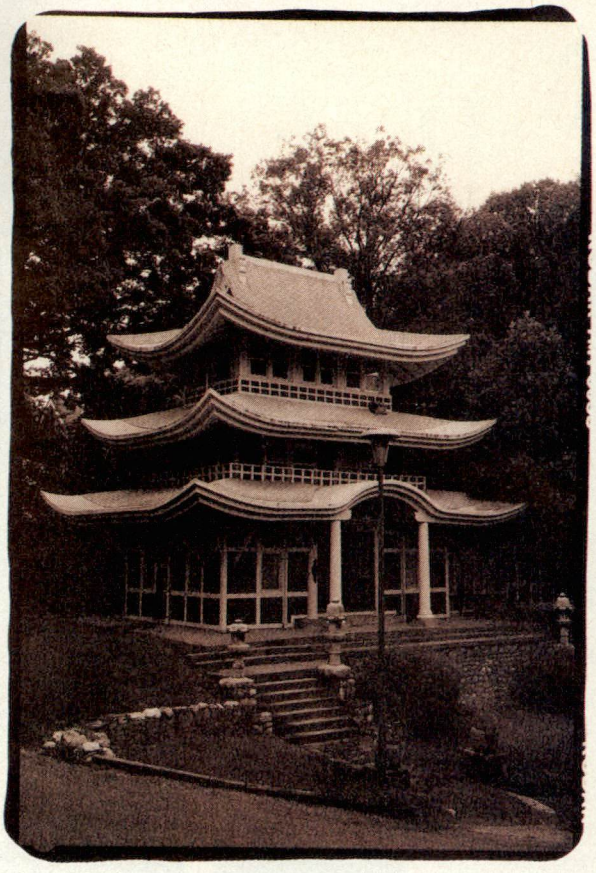


from mortality to the glory of the ancients, and hired hermits to live in them.

Follies make a lot of people uneasy—the Eiffel Tower was one, and it was built on condition that it be torn down immediately after the centennial celebration of the French Revolution, in 1889. In 1625, Francis Bacon, in his essay "On Gardens," condemned statues and extravagant topiary, though he proposed turrets cut in hedges for bird cages. Ann Scott-James, a more recent theorist, points out: "Most garden critics, from Cicero to William Robinson, have complained of artifice while indulging in all sorts of artifice themselves." As for Americans, they have tended to hold their follies down to the level of concrete lawn dwarfs and that wrought-iron furniture you can't sit on.

Or, in the Chautauqua style of self-improvement so popular when the school was founded, they have called them, as the Cassedys did, "scientific culture."

According to this doctrine, mentioned in the prospectus, exotica for its own sake came to seem a positive good, in the way that the speaking of foreign languages seemed a moral virtue to the same theorists who had schoolchildren singing songs from many lands. The seminary features a Turkish room and an East Indian room, darkly cushioned and fringed in the height of the fashion of the time. Victorian explorers had ransacked the world for glory, oddity and money, but they had done it for science too, and so the follies of the seminary grounds also breathed the pure air of rational enlightenment, the same sort of enthusiasm that gave us the National Geographic magazine, and made heroes of explorers and people like Charles Lindbergh. Try explaining now to a 12-year-old





why Charles Lindbergh glowed with a light that would have outshone the second coming of Elvis. It's a lost idea, and in a few more years it will be gone for good.

On and on, from one idea to the next.

America is like one big vacant lot with a patent office in the middle of it. Or maybe an old attic stacked with cardboard boxes full of the sort of forgotten novels where boys lie awake listening to that lonesome whistle blow, and saying: "Train, someday I'm gonna go someplace on you."

As for the Forest Glen annex of Walter Reed, there it sits, a museum of American idealism and collapsing stairways. A memoir of the seminary, written by Josephene Patchen Robertson in 1960, said that graduation from the school was "like blowing one big bubble, the biggest possible, hopeful it may endure; the dancing iridescence of the effort is everything hoped for; then it is gone completely."

It was a great idea while it lasted, though, and it makes a nice Sunday drive. Kids love it—there's something empty and cluttered about it at the same time, like a schoolroom, a quality that's very American, as if we believe that we're always starting fresh, but starting fresh for the last time. ■

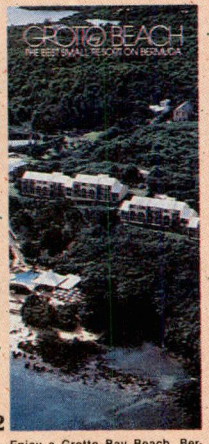
Henry Allen's last story for the Magazine was a meditation on Takoma Park.

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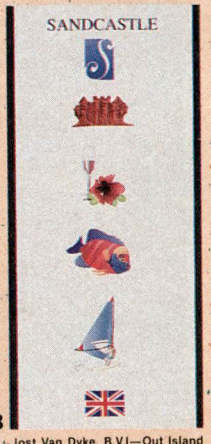


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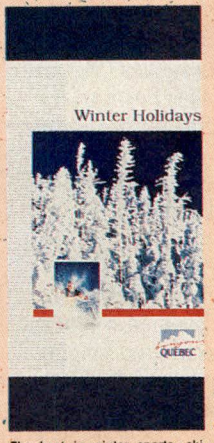
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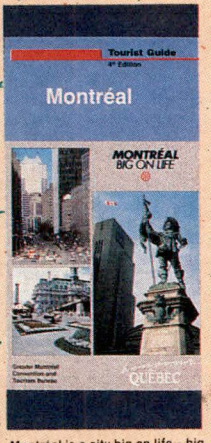


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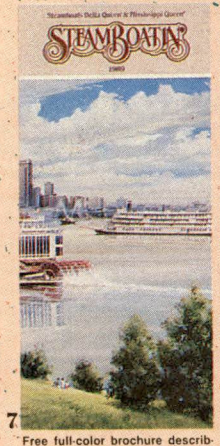
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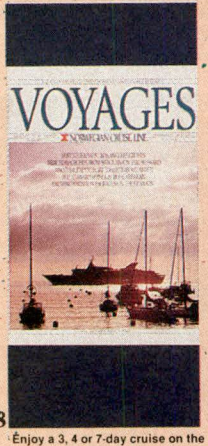


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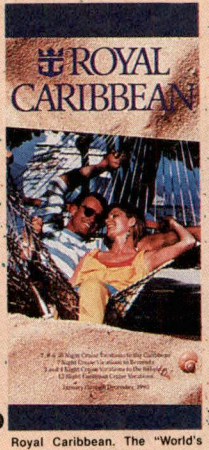
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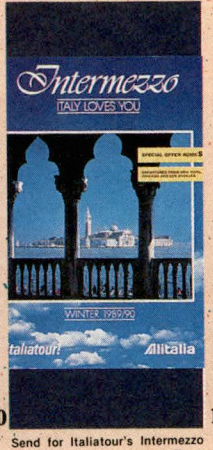


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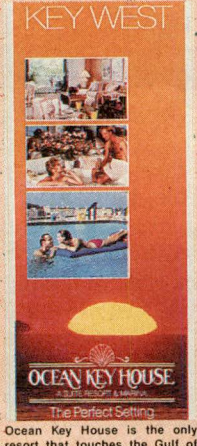


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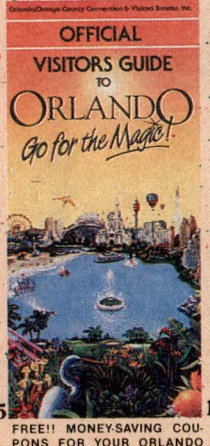
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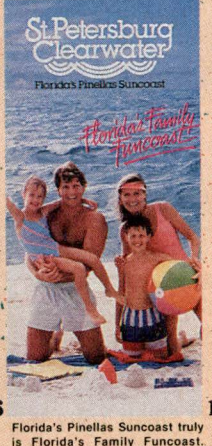
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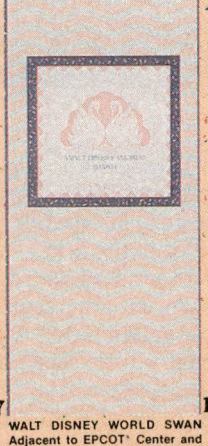
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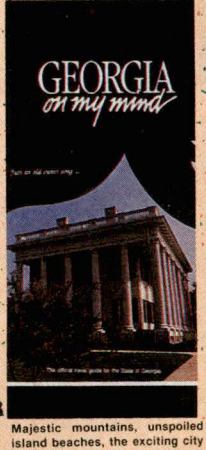


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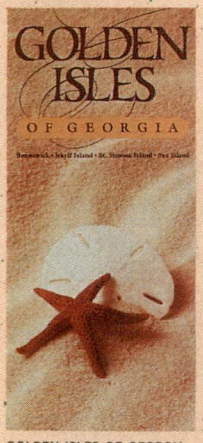
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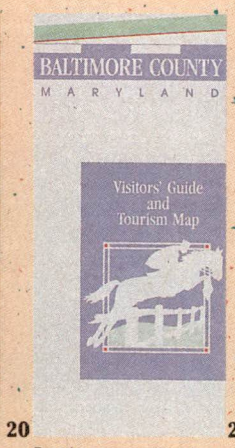
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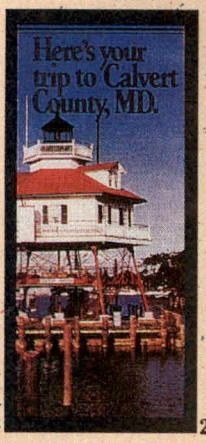
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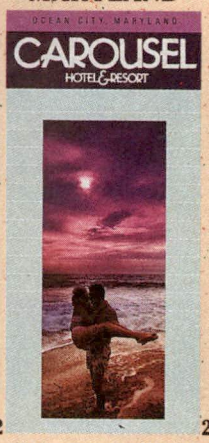
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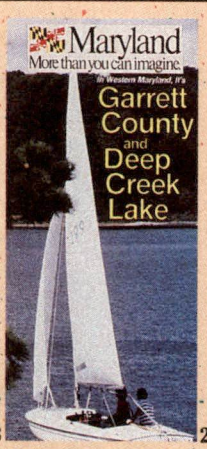
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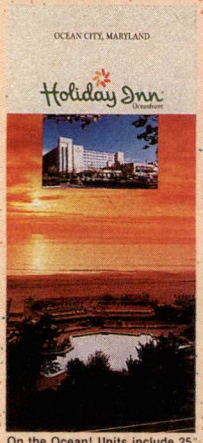
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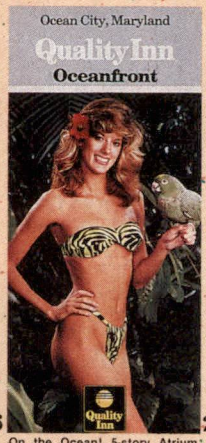
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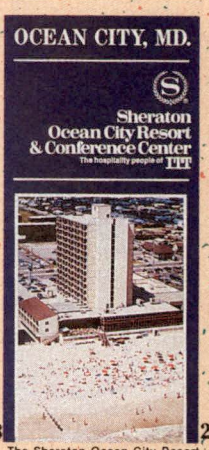
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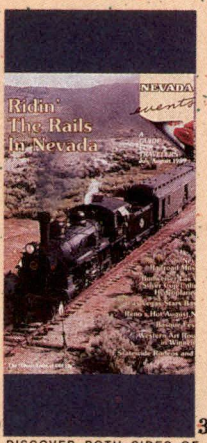
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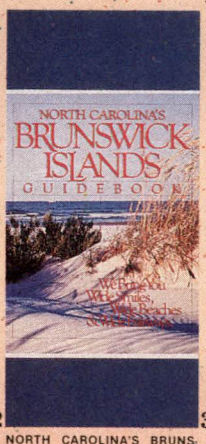
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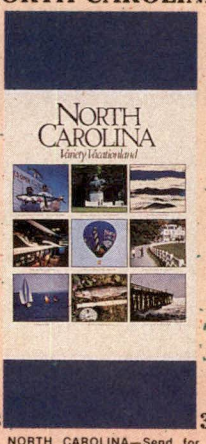
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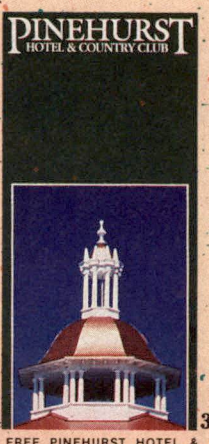
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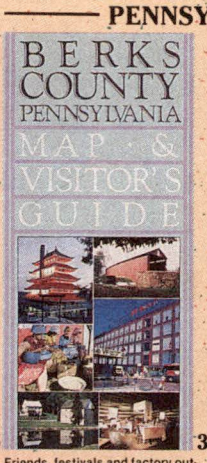
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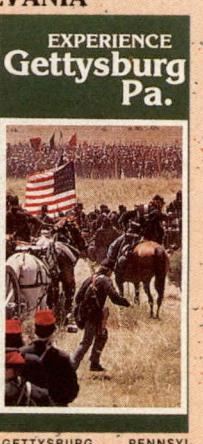
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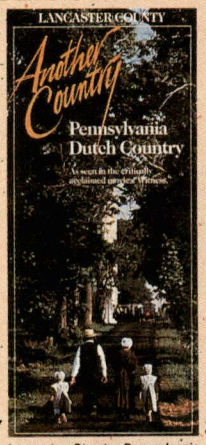


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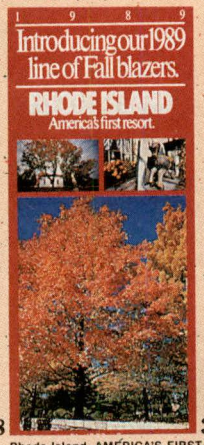
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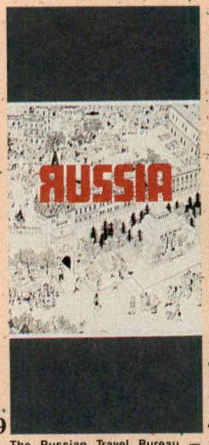
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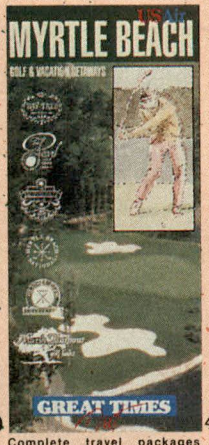
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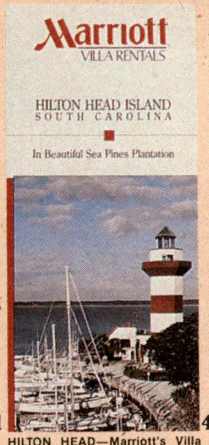
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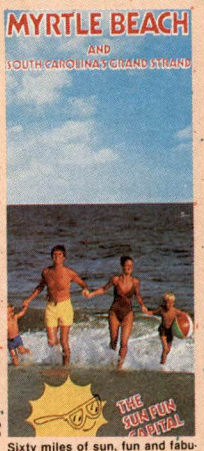
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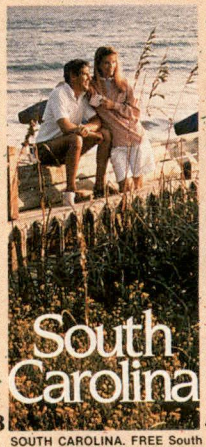
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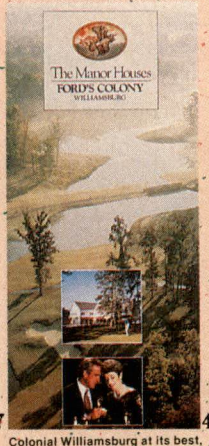
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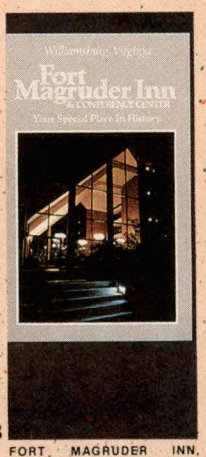
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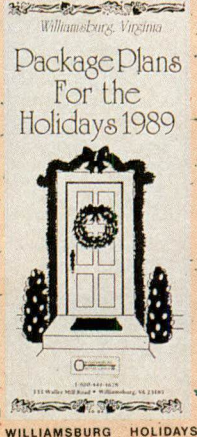
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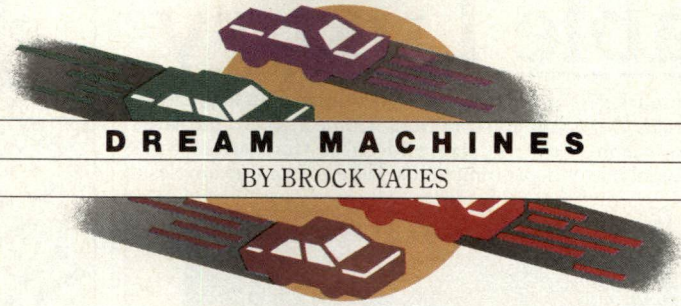
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DREAM MACHINES

BY BROCK YATES

What's Tina Got to Do With It?

IN THE EVENT YOU HAVEN'T HEARD, let me pass along the exciting news: Tina Turner is starring as the spokesperson for Plymouth. Yes, the electrifying rock and roll singer has been hired to add a little juice to Chrysler Corp.'s decidedly low-voltage brand, known for its dishwater-dull Horizon and its popular but hardly glamorous Voyager mini-van.

Turner's assignment is simple: She is expected to add glitter merely by slinking up to one of the products and mouthing a few brash zingers to the TV audience.

Meanwhile, the Leo Burnett advertising agency is trying to do Plymouth one better. It handles the Oldsmobile account and is responsible for the "this is not your father's Oldsmobile" spots that feature famous dads and moms with their kids slavering over the marvels of various Oldsmobiles. Exciting stuff, except for a minor glitch: Since the campaign was introduced, Oldsmobile sales have slumped steadily. Undaunted, Oldsmobile and Burnett have added eight more celeb-offspring spots featuring luminaries like Ringo Starr, Harry Belafonte and Albert Einstein's great-grandson, which should serve to remind us that desperate men do desperate things.

It should also remind us of the endlessly repetitive "Heartbeat of America" campaign from Chevrolet, which features every quick-cut, happy-face editing trick long since driven into the cliché-mongers' hall of fame by the beer and soft-drink industries. Although the effort has been celebrated up and down Madison Avenue for its cleverness, Chevrolet's sales pulse is slower now than before the Heartbeat hoopla began.

According to the logic of the advertising wizards from whose fertile brains such campaigns well forth, the very fact that a Tina Turner would allow herself to appear on the same set as a car like a Plymouth implies an automatic transference of glamour. The equation goes like this: Tina Turner is a sexy, talented, attractive, contemporary woman, and therefore any prop, in this case an automobile, that basks in her aura automatically absorbs some of her vivid personality. In the ad biz, this is called "image."

It's not new, of course. Michael Jordan does it for basketball shoes, Karl Malden did it for years with traveler's checks, and John Madden does it for hardware stores.

Although the automobile industry refuses to let go of this selling game, the process depends for success on a perverse logic. American automobiles usually are designed with only a loosely defined audience in mind, most often relating to how fat their wallets are. The car is then turned over to the marketing and advertising types for an infusion of image. Legions of androgynous cars are pumped out—without vivid personalities or engineering traits—and then, through the personal dynamics of the Tina Turners of the world, are overlaid with an aura. Albert Einstein's great-grandson presumably will tell the witless masses, at least by implication, that an Oldsmobile Calais is an intelligent choice.

All of that is backwards, of course. Celebrities can only enhance existing images; they cannot create new ones. John Madden's presence works for a hardware chain because there is a genuine "real guy" quality about him, and when he says he doesn't know a blowtorch from a bucksaw, we believe him. But if the same hardware store chain chose to take on Bloomingdale's, for example, it would obviously need new inventory and a totally revamped marketing strategy long before it fired everybody's favorite coach and hired Lauren Bacall.

Since I seem to be the only person within 1,000 miles of Detroit and Madison Avenue who has this simple wisdom, I will take the liberty of suggesting a few celebrities whose own image more properly fits the products Turner and Starr are trying to represent.

Plymouth, for example, is a car that somehow reminds me of Gary Burghoff, who played Radar O'Reilly in the TV series "M*A*S*H."

Considering that Oldsmobiles are still bought mostly by people who are old enough to be grandfathers, they ought to bring back Dick Van Patten and his whole tribe and pile them into the old family wagon again. He certainly speaks more directly to the core Oldsmobile audience than the ex-Beatle.

And while I'm at it, let me suggest a different use of Tina Turner's talents—imagine her strutting her stuff in front of a Ferrari Testarossa. Now that's matching image to product. ■

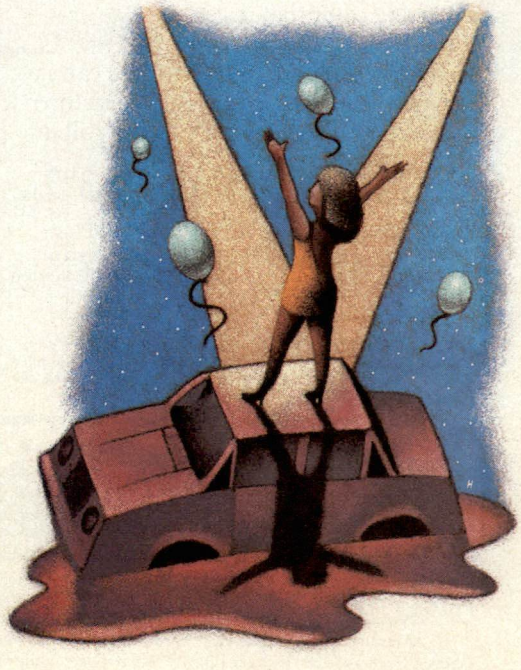


ILLUSTRATION BY PETER HOEY

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BY PHYLLIS C. RICHMAN

Sapporo's Learning Curve

SAPPORO—*2809 M St. NW. 337-9494. Open: for lunch Monday through Saturday noon to 2:30 p.m.; for dinner Monday through Saturday 5 to 10:30 p.m., Sunday 5 to 10 p.m. All major credit cards accepted. Reservations not required. Separate non-smoking section. Prices: lunch entrees $6.75 to $9.95; dinner appetizers $2.95 to $6.50, entrees $8.25 to $25.75; sushi a la carte $2 to $4. Full dinner with beer or wine, tax and tip about $25 per person.*

HOPE AND AMBITION HAVE BEEN dealt blows at Sapporo, the large and comfortable Japanese restaurant that opened in Georgetown this past summer. Sapporo tried to be more than just another sushi bar but has trimmed its idealism.

While the menu includes the inevitable cooked dishes—tempura, teriyaki, sukiyaki and a few other appetizers and entrees—the centerpiece is sushi. And the sushi list, at least on paper, goes beyond the ordinary. It offers 20 varieties of "Traditional Sushi," including black sturgeon caviar as well as four other kinds of fish roe, and sweet shrimp—served raw with the fried heads as garnish—plus the usual cooked shrimp. There are, in addition, five kinds of smoked fish and five kinds of "Inovated Sushi"—duck, poached chicken, straw mushrooms, asparagus and kaiware sprouts.

Those are just the nigiri sushi—individual pieces. Another list features 26 kinds of sushi rolls, 10 of them labeled "Original" and ranging from carrots and pepper to smoked salmon with cucumber and cream cheese. There's the promise of "real cooked lobster meat with sauce" as well as soft-shell crab sushi rolls.

The reality is much narrower, however. On my first visit, there were some unusual possibilities, among them duck with scallion (slightly sweet, tangy and pleasant), barbecued beef (pale and bland) and asparagus (an embarrassment of stems). On subsequent visits the lists were sham; only smoked salmon with cucumber (no cream cheese) and marinated spinach with pepper were available among the innovative or original versions, and even the traditional sushi and sushi rolls were depleted.



Sapporo's personal approach: creating a mini-parade of sashimi, sushi and sushi rolls.

The good news is that the quality of the sushi improved as the variety narrowed. The sushi rolls were neater, the fish was cut more precisely, the ingredients were fresher. And after trying the entrees, I can assure you that sushi is what you should order at Sapporo, with perhaps a few appetizers for variety.

Among the cooked main dishes, chicken teriyaki is dull-flavored dark meat

PHOTOGRAPH BY EDWARD OWEN

with a gummy texture. Tempura suffers from a heavy batter. Short ribs are pallid and chewy thin meat tasting only of excess soy sauce. The ingredients for sukiyaki are generous and fresh-looking; they show promise but are hastily crammed into the pan so that it becomes too full to cook properly. But a few dishes stand above the norm. Negimaki—available as appetizer or main dish—is a moist and flavorful roll of paper-thin beef rolled around a scallion; as an appetizer it is enhanced by a minty shizo leaf garnish. Broiled eel, if you want a larger taste than sushi offers, is available in generous portion as a main dish on rice, and it is fine stuff. Salmon teriyaki can be excellent, the cross-cut steak left moist with a band of crisp skin, though it has sometimes been too salty. Entrees come with a melange of fresh vegetables that don't seem Japanese but are fresh and good, particularly the chunks of fresh corn on the cob.

Among the appetizers, twice-cooked chicken wings are ideally crisp and juicy. Even better is Tatsuta Age—deep-fried marinated chicken bits—which benefits from a light, crunchy rice-flour batter and a pungent wine-ginger marinade. The deep-fried soft-shell crab, though burdened by the same heavy batter as the tempura, is fresh and plump, worth the weightiness. And if you are a tofu fan, you can choose from pan-fried, deep-fried, simmered or cold. Our waitresses tried to steer us to hot versions, but the most refreshing is cold tofu in a bowl of ice water, cunningly garnished with carved tomato and a cucumber fan, accompanied by an addictive dip of soy sauce with ginger, scallions and shaved dried bonito. Sapporo also makes pretty fried half-moon dumplings called gyoza, with a well-flavored meat filling and a tangy vinegar-soy dip, but while they are a good value at $3.95 for eight, they are insufficiently crisped and too greasy.

There is, finally, a $24.95 Chef's Surprise dinner, but while it has its ups and downs, the only surprise to me was that the multi-course mini banquet would have cost about the same if I had ordered all those dishes a la carte.

So I would create my own parade of little dishes for greater satisfaction and lesser expenditure. I'd certainly order an array of sushi; the tuna has that slightly plastic look of most sushi-bar tuna nowadays, and the other fish are slightly bland, but the offerings are as good as you will find in all but a few of the best sushi bars, and prettily served. I would include something very sharp and aromatic from among the sushi rolls, either sour plum or

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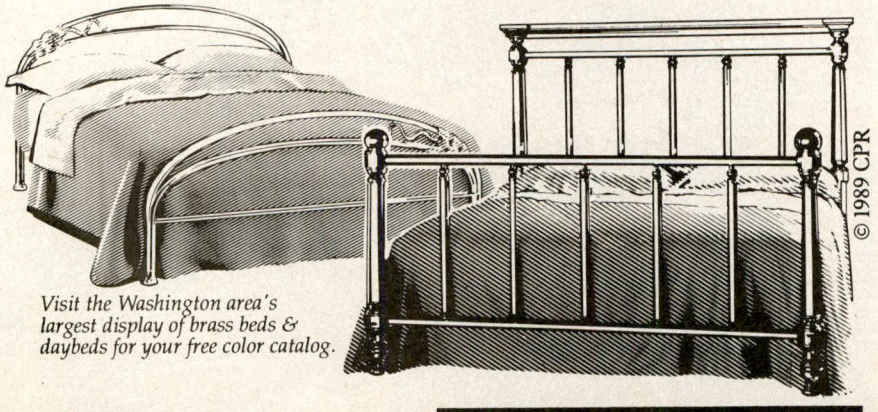
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flounder with beefsteak leaf (shiso), for instance. And ask what specials there might be, which kinds of clams are available, or whether there are those tiny, silken sweet shrimp. Occasionally the chef invents a combination to your taste; my favorite was tuna, salmon and shiso. Add Tatsuta Age, chicken wings, tofu, negimaki or soft-shell crabs, and you'll have the best of Sapporo.

Sapporo serves only one beer—you may have guessed which one. Or you can accompany your meal with warm sake.

Even more reliable than the food is the air of Japanese hospitality. This is one of the largest of Washington's Japanese restaurants, simply decorated with pale wood and translucent screens, a few pieces of Japanese art on the walls and a large artificial cherry tree in one corner. Japanese pop music plays softly.

The greatest asset at Sapporo is the dining room staff, waitresses a little shy and ingenuous, intent on pleasing. What makes it even better is that the staff operates as a team and shows such enthusiasm and liveliness that you feel you've dropped in on "Tampopo."

So Sapporo is comfortable, gracious and reasonably priced. Those are strong attractions for Georgetown. It is also open on Sundays, which is an asset all too few in-town restaurants offer. And while its kitchen is not so original as was promised at first, the paring down may have rendered the demands on the chef more realistic.

Here is an example of Sapporo's evolution: One course of the Chef's Surprise dinner looked unfamiliar to me. I asked the waitress what it was, and she didn't know. A few minutes later, she returned to the table to ask whether it was good, and to see if I had figured out what it was. I had, and explained it to her.

Sapporo is learning. ■

Solution to Last Week's Puzzle

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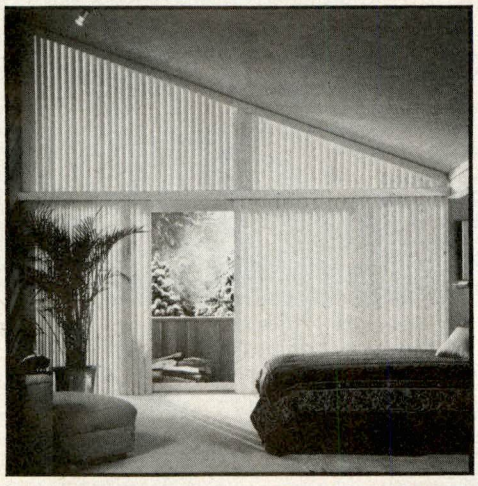
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CROWE

continued from page 26

his spare time. "Jesus, how do you spell that guy's name?" the admiral asked. It is rare indeed for a senior admiral not to recognize the name of a rear admiral who works in the Pentagon. "He didn't have the right profile," Stockdale says. "He was scarcely known."

But Crowe was eager for the Middle East assignment. A small command, consisting of only five ships, it was nevertheless one of only two at-sea commands he figured he had the slightest chance of getting. He appealed to other senior admirals, including James L. Holloway III, the CNO, and after weeks of seesawing by the Navy bureaucracy, won the post.

On his yearlong Middle East tour, he met dozens of key officials, including heads of state and foreign and defense ministers. His main accomplishment, however, was diplomatic. An agreement with Bahrain keeping the small U.S. force stationed there was about to expire. He got it extended under new terms.

With the sea command and a diplomatic agreement under his belt, Crowe was now a more appealing commodity, and the Navy rewarded him by naming him head of 06. In 1980, he was given his fourth star and made commander in chief, Allied Forces Southern Europe, in Naples. During his three-year tour, he played host to almost any senior U.S. official, member of Congress or influential reporter who passed through.

His group of admirers was growing. When the post of commander in chief of all U.S. forces in the Pacific, CINCPAC, came open, Defense Secretary Caspar Weinberger found Crowe ideal for a command that encompassed about half the Earth's surface and involved relations with 25 countries.

As CINCPAC, Crowe built more civilian alliances. For example, he and Richard L. Armitage, who was then assistant secretary of defense for international security affairs, established an important back-channel relationship, circumventing the normal, cumbersome lines of authority among high civilian and military officials.

From 1983 to 1985, they talked at least twice a week on the secure line from the Pentagon to Crowe's Honolulu headquarters. Armitage would alert Crowe to issues that were coming up and to what Secretary Weinberger was thinking; then they would indulge in shop gossip for 10 or 15 minutes.

When the Joint Chiefs chairmanship opened up in 1985, Armitage and another powerful assistant secretary, Richard N. Perle, lobbied Weinberger to pick Crowe, noting that he understood the widest range of regional military problems.

Weinberger was told that as CINCPAC Crowe had overseen some of the most extraordinary U.S. secret operations, including Navy submarines covertly tracking Soviet submarines for weeks at a time. As a bonus, Crowe told some of the most ribald jokes, which Weinberger, among others, enjoyed.

In 1984, Crowe had briefed President Reagan during a presidential stopover in Hawaii. Crowe came in loaded down with charts and maps, and Reagan, who dreaded canned military show-and-tells, started to look as if he were about to have a root canal. Reading the situation, Crowe dumped the charts in a corner, pulled up a chair and told stories. In that single session, the admiral won Reagan's trust. So in July 1985, the maverick with the "lousy" career, the man who 14 years earlier had almost packed it in and moved his family to Denver, was named chairman of the Joint Chiefs.

Crowe's approach to the top military job has been an unusual mix of the hard and soft. The admiral has actively supported a tough U.S. policy to escort friendly shipping in the Persian Gulf; at the same time he has pushed to extend the olive branch to the Soviets. (See box, page 22.) He has supported military actions like the 1986 bombing of Libya; he has also argued against using force when the objectives are not clear or the civilian leadership is not unified.

"Crowe always asks the objective," said a general who works closely with the chairman, commenting on last summer's hostage crisis. "What do you want to do? Is it destroy a building? A show of force? Punish the terrorist? The chiefs want to know if the American people are behind it. They want to know how we will know when it is over. When there are answers, he will explain the risk in terms of the objective."

When the USS Vincennes mistook an Iranian airbus for a hostile aircraft and shot it down last year, killing 290, Crowe was the one who went on television to defend the action. At the same time he acknowledged the error and apologized for the loss of life. The facts he presented that day, however, turned out largely to be wrong, and he has been criticized for taking initial reports on the shoot-down at face value.

But the major criticism of Crowe focuses not so much on specific incidents of his tenure as chairman, as on his background and general approach to the job. "The job is to fight, not to plan or sit at a desk," said one retired four-star admiral who worked closely with him.

Crowe is too political and accommodating to civilian leadership, said a former senior Reagan administration official who sat on the National Security Council with

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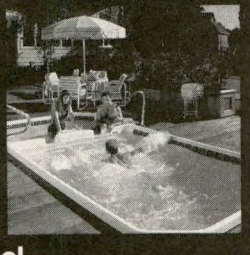
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him. Instead of addressing the purely military impact of various proposals, Crowe would at times predict what would fly with Congress or with foreign allies of the United States. If you took off his uniform, the former official added, Crowe frequently sounded like just another political adviser, albeit one with a deep understanding of the military.

A former senior civilian official who worked closely with Crowe said the chairman is "loath to use force [and] would only favor it when winning was a sure thing." Crowe, this official added, has surrounded himself with a group of younger generals, admirals, colonels and Navy captains who can develop numerous arguments for not placing U.S. servicemen in harm's way. "They twitch and nearly jump in their seats at the mention of possible employment of force," said one military source, noting that arguments against the use of the military are now called "Croweisms."

Another admiral complained that Crowe's success sends a subtle but important message to the officer corps. "In the 1950s, the way to the top of the Navy was to be an aviator," he said, "and in the 1960s and '70s it was to be a nuclear submariner, and now the way is to have a PhD and Washington assignments." The trend, he and several others said, could bleed off top talent.

Crowe has said in reply to this kind of criticism that no one has a perfect background for the chairmanship, and that the new emphasis on intellectual achievement and open-mindedness might be good for the military.

Crowe has served under three very different secretaries of defense during his chairmanship—Weinberger, who was known for his stubbornness; Frank Carlucci, who was seen as more flexible; and Cheney. Crowe developed strong working relationships with all three.

Carlucci called him "probably the best political thinker that has ever been in the chairman's job." He also advised Cheney, "Whatever you do, stay close to Bill Crowe."

In a recent interview, Cheney said that Crowe has been a key to his own education as secretary. Cheney said Crowe helped him decide how to cut $10 billion from the most recent budget, and never tilted his recommendations in favor of the Navy. Crowe also spoke out candidly when he thought the services were overstating their cases. "He'll make it clear that's one to watch because that's not nearly as solid or our capabilities may not be quite as great as presented," Cheney said.

While expanding his contacts with the Soviet military leaders, Crowe could have had trouble with Cheney, who has described himself as "the ultimate Repub-

lican hawk." But "Bill was careful to work everything he did through the civilian side first," Cheney said, by providing briefings, seeking approval and moving very deliberately at each step.

Though Crowe is not legally in the chain of command, Cheney said he could not conceive of making an important decision without consulting him. "He makes it easy to do because he's such a pleasant guy to work with, because he's so knowledgeable and so experienced. Also, he speaks with great moral authority.

"I don't always agree with him," he said, "but you always want to go through him."

In the spring of 1987, two years before he was due to retire, Crowe was invited back to Princeton, where he addressed the Interfaith Council on the subject "What Matters to Me and Why."

"Near the end of your career," he said, "your mind returns to the original idealism . . . You dwell on the high purposes of the profession.

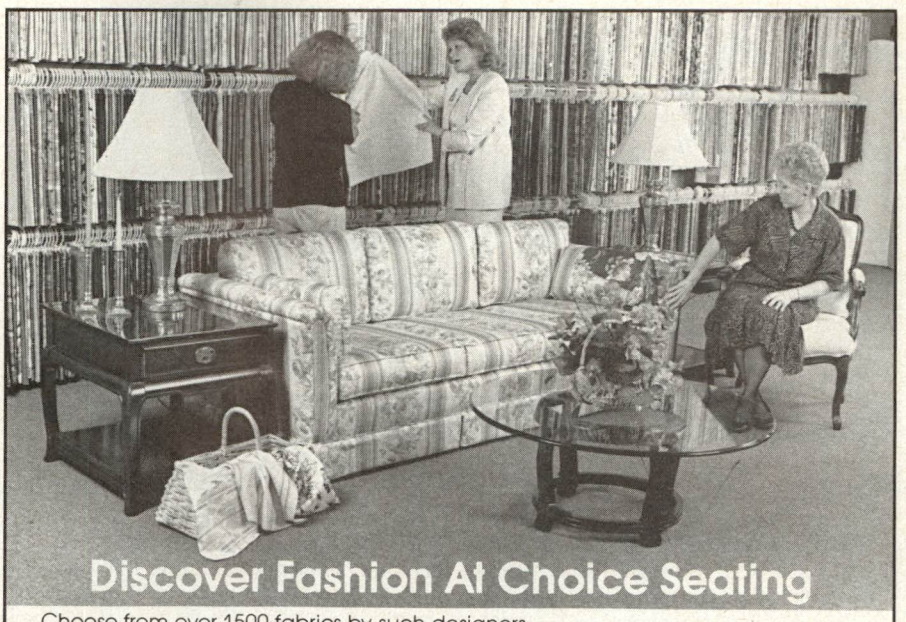
"The biggest danger in the service is to become isolated from the society [we] serve," he continued. His quarrel with some people in the State Department and other civilians is their willingness to use force without weighing the consequences. They forget, he said, that the ideal is peace, not war. He suggested to the audience that he was fully comfortable with the paradox of the warrior's career in peacetime: "The sole purpose is to avoid fighting a war."

'WOULD IT DO ANY GOOD TO TALK TO SHIRLEY?'

CROWE SAYS HE ADMIRES CALMNESS, A quality he observed in a few of the admirals he has served under and—through biographical accounts—in Confederate Gen. Robert E. Lee, one of his personal heroes. Like these models, he maintained an imperturbable surface last spring as he considered the president's request that he stay on.

Inside, he was churning. The quick decision Bush had asked for was extending to months, and the delay was getting embarrassing.

He tried to take stock. Despite the frustrations of the job, he could look at his tenure as chairman and see the episodic highs. Under his stewardship of the military, the United States had laid down a real marker against terrorism, capturing the hijackers of the cruise ship Achille Lauro in late 1985 and bombing Libya in retaliation for its terrorist activities. He had implemented the 1986 law reforming the Joint Chiefs of Staff system, which gave the chairman more authority, and even some of his critics were acknowledging that he had used the law to unify the chiefs.



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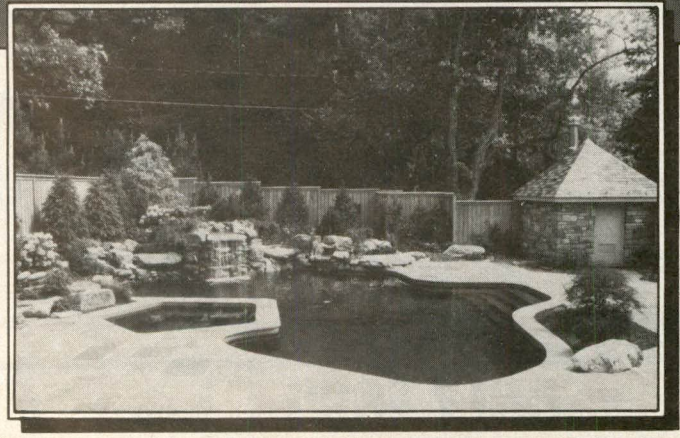
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Perhaps most important overall to the 2.1 million active duty U.S. servicemen, Crowe felt, was language buried in a two-inch-thick top-secret document. In it were new Rules of Engagement, promulgated on his watch, that directed U.S. forces to shoot first if there is any reasonable belief they are in jeopardy. No longer did the U.S. military man have to be shot at before he could defend himself.

Personal factors weighed heavily in his thoughts. As long as he remained chairman, he could not control his own life. The protocol, the social obligations, the endless meetings and all the other official demands on his time left him barely an hour each evening to spend with Shirley. The job never went away. At night, he had to read history or biography to clear his mind so he could sleep.

Crowe recently told one friend that his reputation, his historical legacy, is very much on his mind these days. He fears he will be known for achievements he considers trivial, for example his public persona as a humorous raconteur or a "good guy." In a number of recent speeches and other public appearances, he has wondered aloud, in a joke laced with tense bittersweetness, whether after 47 years in the Navy the only thing he will be remembered for is a four-minute television cameo role this year on "Cheers."

He was beginning to dwell on that sitcom appearance more and more. Someone would stop him and say, "I saw you on 'Cheers,' " and then two seconds later that person would add, "You're doing a great job." He realized that those people didn't know anything about his job or how he was doing. He was doing a great job in their minds simply because they had seen him on "Cheers." It was wrong, he concluded, and reflected seriously misplaced values.

The recent deaths of some friends had made him think more about his own mortality. Of the 823 members of his Annapolis class, he was the only one still in uniform. He was finding it more and more difficult to get pumped up for daily tasks, and he realized he was extremely tired. If nothing else, he needed a change.

Could he leave the chairmanship, he wondered, at such a critical point in U.S.-Soviet relations? Could he say no to the president? He began to think that maybe he could.

He focused on the question during his nightly walks with Shirley and their two dogs around the quiet streets of Fort Myer, where Crowe's official residence, an unremarkable red brick house known as Quarters Six, is located.

Shirley Crowe is a tall woman with long dark hair that she wears tied back in a bun. She has an easy manner and a quick, durable laugh for the admiral's jokes. Although his career has dominated their

lives, they have developed a comfortable partnership, free by all accounts of the fissures and hostilities in many Washington marriages. They often hold hands in public.

As they analyzed it in their walks, the decision came into some focus. His wife wanted them finally to have some fun together, and Crowe wanted to make her happy. "Shirley has done everything I've asked," he told a friend, referring to the dozens of changes of duty station and the ever-present Navy life. "Now it is time for me to do what she wants."

"She wanted her husband back," said a Crowe aide. "She wants them to be able to sleep late, wants him away from the phone, or not to worry about the phone. They both joke about the military, about Washington being absolutely insane . . . [and] they both know it's true."

Moving beyond the personal, Crowe made a clear-eyed evaluation of what might happen in his job during the next two years. On the Soviet front, relations would most likely improve steadily, but the real changes might be more than two years off. What's more, he thought his position would become less and less important. There would be defense cutbacks, perhaps even severe ones, and he expected a significant change in the character of the armed services.

He knew it was an exaggeration, but he once asked rhetorically, "Do you want to preside over the dissolution of the U.S. military?"

Perhaps it was once again time to move against the grain.

One afternoon in early May, Crowe's official schedule read, "Meeting with the President, Oval Office, White House." He told Bush that he had thought it over and decided he needed some rest. He said he had enjoyed working for the president and would be happy to do anything for him in the future. He said that he knew there would be times, perhaps soon, perhaps often, when he would regret his decision. But he needed to go.

"Would it do any good to talk to Shirley?" Bush asked.

"You're always welcome to talk to her. I don't think that's the problem. We've just sort of made a decision."

Normally Crowe's evening schedule is filled with social calls—receptions and dinners, the calendar of the powerful. For that evening, the schedule only reads: "HOLD Evening Per Mrs. Crowe." Asked if they celebrated that night, Shirley Crowe just smiles. ■

Bob Woodward, an assistant managing editor of The Washington Post, is at work on a book about the Pentagon. Staff researcher William F. Powers Jr. contributed to this article.



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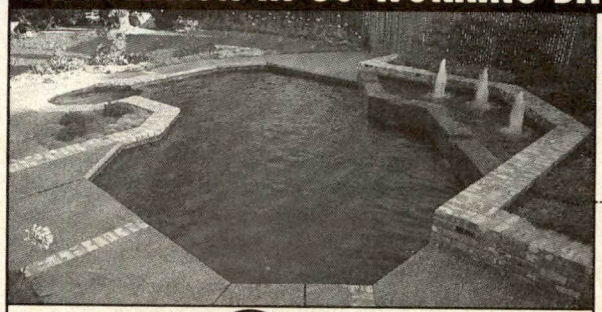
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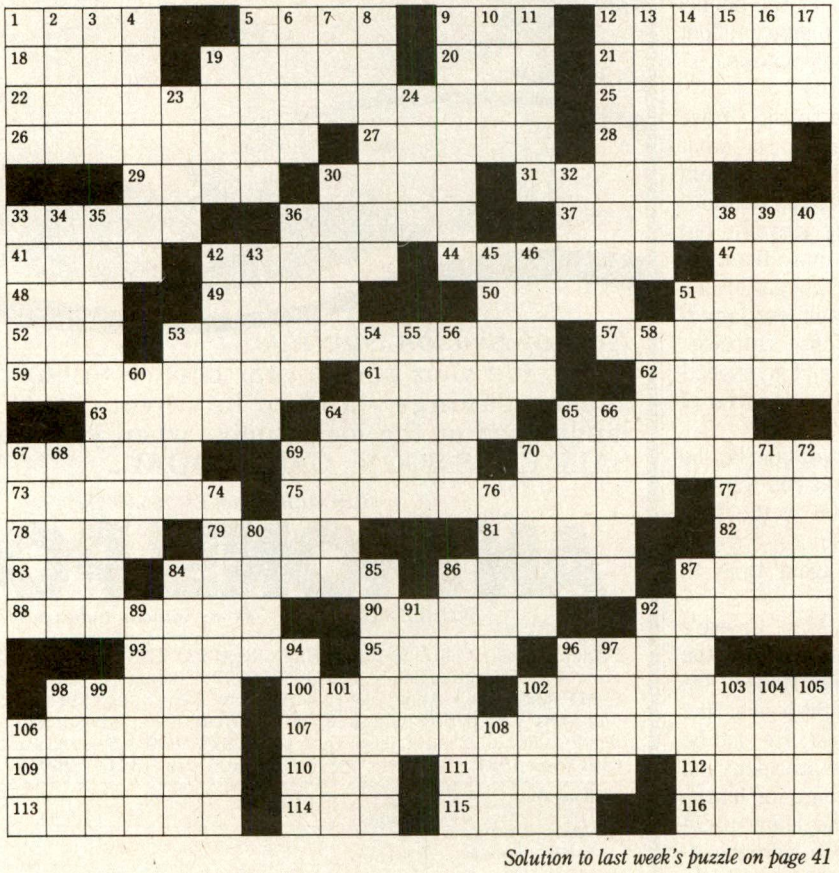
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THE WASHINGTON POST MAGAZINE PUZZLE

BY JOSEPH FERGUSON

Hollywood Numbers



Solution to last week's puzzle on page 41

ACROSS

1 Astringent
5 Disreputable place
9 Laver specialty
12 Conclusive Burt Reynolds film
18 Baseball family
19 Composer Copland
20 Neither neighbor
21 Drover
22 Arkin dilemma?
25 Cubs' flubs
26 Labeled
27 Singer Lou
28 Endearment in Ensenada
29 Periods
30 Artifice
31 Allen or Frome
33 "We're — see the wizard"
36 Cri de —
37 Fenestration
41 Neighbor of Burma
42 Heads sunward
44 Hoister, it's said
47 Cole or Turner
48 Airport abbrev.
49 Pointers
50 Compilation
51 Director Clare
52 Seine
53 Tomlin workday?
57 Actress Mimieux
59 Shipyard locales
61 Hybrid teas
62 "First —, first in . . ."
63 Schemes (with "up")
64 Skirt inserts
65 River in Uruguay
67 Emulates Ella
69 Formerly ASDIC
70 Bodkin
73 Tip over
75 Robertson's craft?
77 Out's opposite
78 Merkel and O'Connor
79 Small intestinal thirds
81 Gael
82 Snitch
83 Stipple
84 Legislates
86 Markets
87 Arid
88 Shoe parts
90 Gold, for one
92 Assegai
93 Padua party
95 Achieve
96 Max or Buddy
98 Fine
100 Covet
102 Cottage
106 Provide fizz
107 Ford's time?
109 Circus feature
110 Fat foot
111 Dessert item
112 By Jove!
113 Gibes
114 Pop
115 Droops
116 Cub Scout units

DOWN

1 Savoir faire
2 Jai —
3 Mil. training
4 Trumpet fanfares
5 Coolidge's vice president
6 Wroth
7 Harry — Zell
8 Adits
9 Belgian province
10 Hood
11 Irregular
12 Hitchcock's flight? (with 74 Down)
13 Currently (with "now")
14 Gofer's stint
15 Esau's other name
16 Fiddler or pianist
17 "— Kapital"
19 "— boy!"
23 Aphrodite priestess
24 Asian river
30 Most wanting
32 "— the night . . ."
33 Chan player
34 Traveler
35 Ullmann's diamond?
36 Fear and May
38 Cagney's count?
39 "I — a Girl Just . . ."
40 Beef on the hoof
42 Cling
43 Sty sounds
45 Wee ones
46 Evens
51 Yves' income
53 Lariat feature
54 University of Maine site
55 "An eye — eye"
56 Rhone feeder
58 Coupe de —
60 Adores (with "on")
64 Meant
65 Hushed
66 Grammatical no-nos
67 Old Italian coins
68 Precept
69 Arch. particular
70 Fishhook line
71 Coronet
72 Aquatic mammal
74 See 12 Down
76 Trackless expanse
80 Shoemaking form
84 Voter
85 Besmirched
86 City dividers
87 Used an aerosol
89 Recently
91 Roof part
92 Utah's flower
94 Emoted
96 Lays one down
97 Stake
98 Chow —
99 Exhort
101 Ratite bird
102 She played Molly Goldberg
103 Olympic sled
104 Muscat is its capital
105 Lots of money
106 Iron pumper's washboard
108 "— Skylark": Shelley

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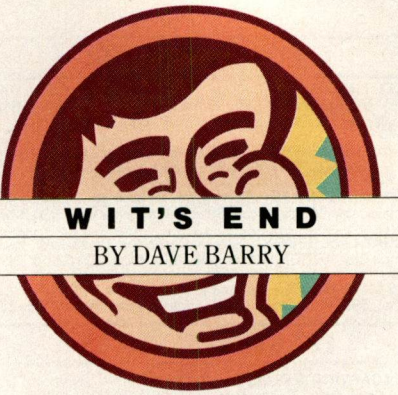
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WIT'S END

BY DAVE BARRY

Air Dave's Flight Plan

I'M GOING TO START MY OWN AIRline. Hey, why not? This is America, right? ANYBODY can have an airline. They even let Donald Trump have one, which he immediately renamed after himself, as is his usual classy practice despite the fact that "Trump" sounds like the noise emitted by livestock with gastric disorders ("Stand back, Earl! That cow's starting to trump!").

Well, if he can do it, I can do it. My airline will be called: "Air Dave." All the planes in the Air Dave fleet will utilize state-of-the-art U.S. Defense Department technology, thus rendering them—this is the key selling point—INVISIBLE TO RADAR. That's right: I'm talking about a STEALTH AIRLINE.

Think about it. If you're a frequent flier, you know that the big problem with commercial aviation today is that the planes can be easily detected by Air Traffic Control, which is run by severely overstressed people sitting in gloomy rooms drinking coffee from styrofoam cups and staring at little radar-screen dots, each one representing several hundred carefree people drinking Bloody Marys at 35,000 feet. Naturally the air-traffic controllers become resentful, which is why they routinely order your Boston-to-Pittsburgh flight to circle Mexico City until the captain reports that the entire passenger sector is experiencing Barf Bag Overload.

They won't be able to do that stuff to Air Dave. They won't even be aware that an Air Dave flight is in the vicinity until it screams past the control tower at Mach 2, clearly displaying its laser-guided air-to-tower missiles, and requests permission to land IMMEDIATELY.

Air Dave planes will not park at a gate. Air Dave planes will taxi directly to the rental-car counter.

The official Air Dave spokesperson will be Sean Penn.

There will be no mutant in-flight "food" served on Air Dave. At mealtime, the pilot will simply land—on an interstate, if necessary—and take everybody to a decent restaurant.

Air Dave will do everything possible to live up to its motto: "Hey, You Only Go Around Once." There will be no in-flight movies. There will be LIVE BANDS. Every flight will feature a complimentary Petting Zoo Cart. Air Dave will also boast the aviation industry's finest in-flight pranks. For example, just after takeoff, the door to the cockpit might "accidentally" swing open, revealing to the passengers that the sole occupant up there, cheerfully sniffing the altimeter, is a Labrador retriever named Boomer.

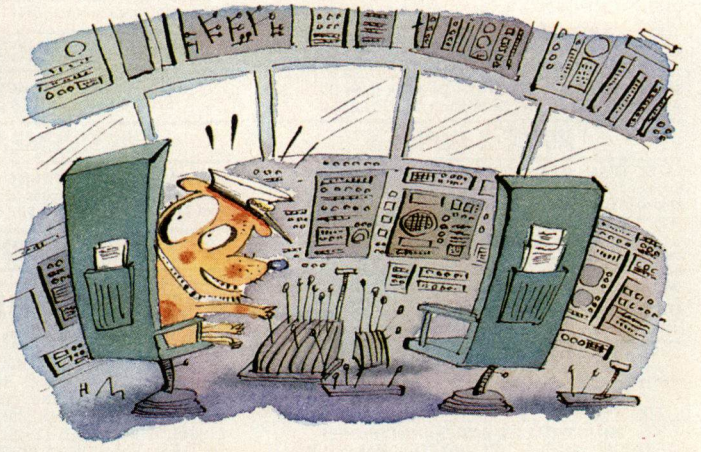
All Air Dave planes will have skywriting capability.

Air Dave pilots will be chosen strictly on the basis of how entertaining their names sound over the public-address system, as in "First Officer LaGrange Weevil" or (ideally) "Captain Deltoid P. Hamsterlicker." Pilots will be encouraged to share their thoughts and feelings with the passengers via regular announcements such as: "What the heck does THIS thing do?" and "Uh-oh!"

In the event of an emergency, a ceiling panel will open up over each seat and out will pop: Tony Perkins.

I've given a lot of thought to the flight attendants. My original idea was to use mimes, who would go around PRETENDING to serve beverages, etc. But then I got to thinking about an opinion voiced a few months back by Al Neuharth, the brain cell behind USA Today ("The Nation's Weather Map"). You may remember this: Mr. Neuharth wrote a column in which he was highly critical of today's flight attendants, whom he described as "aging women" and "flighty young men." And quite frankly I think he has a point, which is why all the flight attendants on Air Dave will be hired on the basis of looking as much as possible like the ultimate human physical specimen: Al Neuharth. Assuming we can find anybody that short.

The preflight safety lecture on Air Dave will consist of five minutes of intensive harmonica instruction. Passengers will also be notified that under Federal Aviation Administration regulations, anyone requesting a "light" beer must be ejected over Utah.



Air Dave pilots will have standing orders to moon the Concorde.

So that's the Air Dave Master Plan. On behalf of Captain Hamsterlicker and the entire crew of Neuharths, let me say that it's been a real pleasure having you read the column today. And remember: Under the Air Dave frequent-flier program, if you log just 25,000 miles, WE'LL LET YOU OFF THE PLANE. ■

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NARRATED BY JAMES EARL JONES

Col. Smullen - Annapolis
Radison Hotel

dog eat dog world & I'm wearing Milliken's und. sense of humor

McGroarty/Dooley
September 26, 1989
5:15 p.m.
[CROWE]

PRESIDENTIAL REMARKS: RETIREMENT OF ADMIRAL WILLIAM J. CROWE
~~WASHINGTON, D.C.~~ US NAVAL ACADEMY
SEPTEMBER 29, 1989 ANNAPOLIS, MD
[TIME]

X fmrs: Gen. Vessey, Adm. Mooter

Cheney, Atwood (Dep.) before Senior decs.

Adm. Watkins, Gov Sununu, Seawright

Thank you, Dick [Sec. Def. Cheney]. [Introductory acknowledgements. Members of Congress, members of my Cabinet. Service Chiefs, Service Secretaries. CINCs.] Men and women of the Armed Forces.

Advance
Gen. Powell
Gen. Welsh - AF
Adm. Trost - Navy
Gen. Vuono - Army
Gen. Gray - Marine
Adm Yost - CG

all
Stone - Army
Garrett - Navy
Di Rita - AF

Cdrs. in Chief unified + specified commands

Pat Schroeder; Gov. Schaefer (MD); Mayor Annapolis McMillon Callahan

[[This is truly an impressive display. As I came in on Marine One, and saw all these other helos on hand, I thought we were heading into the Battle of Annapolis -- not the retirement of Bill Crowe.

You know, Bill and I have a lot in common. He's an old Navy man -- so am I. He's overseen all of the U.S. services -- and as his commander, so have I. His first command was on the U.S.S. Trout. [PAUSE] Well, I haven't been that lucky... fish today just don't follow orders...]]

Crowe Bio

I want to give a special welcome to the members of the Crowe family who are here today: Bill's wife Shirley. Their children Brent, Bambi and Blake -- that is, Captain Blake Crowe of the U.S. Marines. And finally, the man with the unenviable task of filling Admiral Crowe's shoes: our new Chairman of the Joint Chiefs of Staff, General Colin Powell.

Crowe bio

NEXIS

Gov Schaefer.

Days like this one are always bittersweet. I've just shared with Admiral Crowe his final ~~review~~ inspection of the finest fighting forces in the world.

Many of us here today know Bill Crowe -- count him as a friend. All of us admire him.

In a moment we'll hear from the man himself. Maybe he'll tell us the story of how a fellow from a state that's land-locked ~~on all four sides~~ chose the Navy -- rose to the rank of Admiral, and to the Chairmanship of the Joint Chiefs of Staff.

But what Bill Crowe will be too modest to talk about is his stellar career -- his many achievements in 47 years in uniform, a few of which we've just heard about.

For those who measure heroism in dazzling acts of concentration and courage, the Admiral's Bronze Star for Valor is testament enough. Proud evidence of the man's resolve and character ~~in battle~~.

But Admiral Crowe's heroism has reached far beyond ~~the seas~~ serving ~~in wartime.~~ in combat. Through a lifetime of acts of quiet valor -- through work, words, and deeds done for sheer love of country -- Admiral Crowe has done for peace what war alone may never accomplish.

William James once wrote that "Civic courage -- as we call it in times of peace -- is the kind of valor to which the monuments of nations should most of all be reared." What speaks to the Admiral's civic courage -- more eloquently than any monument -- is the kind of integrity, honesty, and patriotism he's gleaned from his roots in Oklahoma.

Before Bill Crowe would mention titles like Admiral, Doctor of Philosophy, or diplomat, he'd "sooner" tell you about the one title he truly cherishes -- "Oklahoman."

One hundred years ago, Bill's grandfather was among the first to "make the run" into the Oklahoma territories. Those were strong people -- staking claims and standing firm in hard and hostile land. Today, when ~~Bill and his wife take their own measure, or anyone elses, I'm told they ask themselves:~~ Shirley Crowe takes her measure of someone, she asks herself: "Would he have made the run?"

Today, a nation looks proudly toward Admiral Crowe -- and we know in our hearts that in his service to America, he **has** made the run.

The summer before last, Bill added a hat to his famous hat collection, that he probably thought he'd never see: a Soviet seaman's cap, given to him by ~~the~~ Marshal of the Soviet Union, Sergei Akhromeyev, on the first of a series of ice-breaking visits involving the American and Soviet military.

Even more astounding was another gift -- given to Admiral Crowe, and to all of us -- in the moment when he stood on the deck of the Soviet cruiser Kirov. The sailors he had spent a career thinking of as adversaries were determined to honor him -- and they did, by playing the Star-Spangled Banner. Moments like that are rare, and precious -- not merely in the lifetimes of men, but of nations.

Since that first visit, Admiral Crowe ~~has twice toured the Soviet Union.~~ But I want to share a story about the Soviet

July 88

Norfolk
Wmsburg
Camp LeJeune
Fort Hood (TX)
San Antonio

Norman, OK - Univ
BBQ - OK City
Ellsworth, ND
NYC

Marshal's ~~first~~ visit here. ~~-- and the last stop on Bill Crowe's tour.~~ First, of course, came the trips to a series of U.S. towns military installations. But after Admiral Crowe introduced his Soviet guest to American troops and American fire-power, he decided it was time to introduce him to America. So Bill took Marshal Akhromeyev out to Oklahoma, for an old-fashioned barbeque the likes of which he'd never seen back in ~~his own home town of {xxxx}~~ Russia.

That's Bill Crowe. A no-nonsense toughness and resolve when it comes to defending America -- and a warm heart for what makes America worth fighting for.

Bill Crowe's four years as Chairman have coincided with a time of transition in international affairs. And Admiral Crowe has been steady at the helm. He's kept a clear eye on emerging opportunities, on changing international conditions -- and on the **one unchanging demand of national security: preserving the peace and freedom of this great nation.**

This combination of flexibility and firmness remains the right approach to national security in the challenging years ahead. We've got to take our bearings from the world we see around us -- even as we seek to shape a new world, a freer world, in keeping with our hopes and highest aspirations.

Admiral Crowe, I've seen your poise and professionalism in times of crisis. I've benefitted from your expertise and counsel. I know you as an advisor and a friend. [[Pause]] Bill, on behalf of a grateful nation, and as your Commander-in-

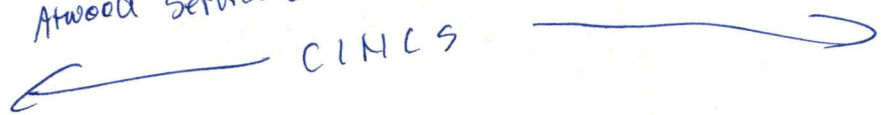
Chief, I thank you for the lifelong service you have offered our country.

I wish you God Speed. May God bless you, and the United States of America.

# # #

Pres Crowe Cheney

Atwood Service Secs Powell Service Chiefs



THE WHITE HOUSE
WASHINGTON

September 21, 1989

MEMORANDUM TO CHRISS WINSTON

FROM: PEGGY DOOLEY

SUBJECT: ADMIRAL CROWE'S RETIREMENT -- U.S. NAVAL ACADEMY

This is the sequence of events for Admiral Crowe's Retirement Ceremony on September 29, 1989:

- 19-gun salute for Chairman Crowe
- Troop Inspection: President, Adm. Crowe and Cmdr. of Troops, Col. Barrie Zais
- Reading: biographical interlude
- National Anthem
- Awards Ceremony: President pins awards on Adm. Crowe
- Secretary Cheney's remarks
- Secretary Cheney introduces the President
- President's Remarks
- Admiral Crowe presents JSAO Award (Joint Staff Action Officer Award), an award he has created and funded
- Admiral Crowe's remarks
- Read retirement order; haul down Admiral Crowe's personal colors and present them to him
- Pass and Review: the President, Admiral Crowe and Secretary Cheney (multi-service fly over at the same time)

# # #

Jo 697-7004

Lt. Col. Ball - Def. Protocol

Cheney — Service Secs
Atwood — Service Chiefs
Watkins — CINCs

Vuono?

***PLEASE FILL OUT COMPLETELY!!!!

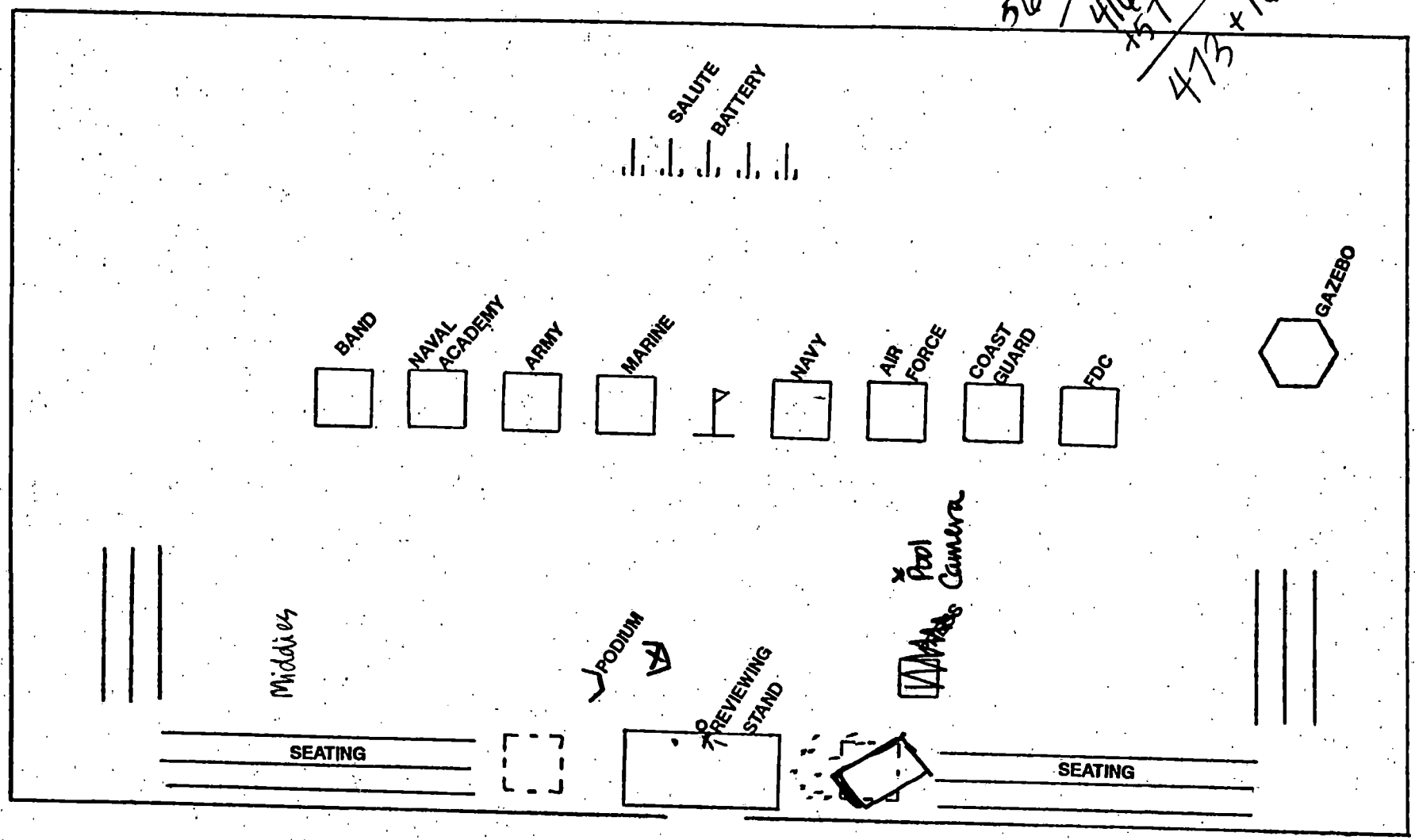
SIGN-IN SHEET

MEETING FOR: Annapolis Maryland

DATE: Sept. 20, 1989

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Jack Lewis	U.S. Secret Service Baltimore		301/962-2200

WORDEN FIELD



you can breed a race-
king a man like Dela-
n.
N RENOIR, *Renoir My Father [1958]*

on Savage
1918
nent must be a man.
Song of a Man,[4] *st. 8*

illiam Scott
1904
ome day you and I
ether to some sky
e and faith renew,
where those flowers
h, Promise Me [1888][5]

owland Sill
-1887
rink

an:
a drink,
a drink,
the man!"[6]
Adage from the Orient

fool!
The Fool's Prayer

ve might have kept—
p it pierced and stung?
sense to say—
ndly it had rung?
Ib.

lorton Stanley
-1904
, I presume?
g David Livingstone in
al Africa [November 10,

te the music for Scott's ballad,
hicago at the second perform-
Hood [June 10, 1890] by the
artlett Davis.
Addison, 326:18; and Hugo,

Ironquill
[Eugene Fitch Ware]
1841–1911

Human hopes and human creeds
Have their root in human needs.
The Rhymes of Ironquill, preface

O Dewey[1] was the morning
Upon the first of May,
And Dewey was the Admiral
Down in Manila Bay;
And Dewey were the Regent's eyes,
"Them" orbs of royal blue!
And Dewey feel discouraged?
I Dew not think we Dew.
In the Topeka (Kansas) Daily Capital [May 3, 1898]

No evil deed live oN. *The Palindrome*

Ambrose Bierce[2]
1842 – c. 1914

Mark how my fame rings out from zone to zone:
A thousand critics shouting: "He's unknown!" *Couplet*

Peyton Farquhar was dead; his body, with a broken neck, swung gently from side to side beneath the timbers of the Owl Creek bridge.
In the Midst of Life [1891].[3] *An Occurrence at Owl Creek Bridge*

To men a man is but a mind. Who cares
What face he carries or what form he wears?
But woman's body is the woman. O
Stay thou, my sweetheart, and do never go.
The Devil's Dictionary [1906][4]

Achievement, n. the death of endeavor and the birth of disgust. *Ib.*

Advice, n. the smallest current coin. *Ib.*

Bore, n. a person who talks when you wish him to listen. *Ib.*

Cynic, n. a blackguard whose faulty vision sees things as they are, not as they ought to be. *Ib.*

Edible, adj. good to eat, and wholesome to digest, as a worm to a toad, a toad to a snake, a snake to a pig, a pig to a man, and a man to a worm.[5] *Ib.*

See Dewey, 631:13.
In 1913 Bierce wearied of American civilization and disappeared into Mexico, to seek "the good, kind darkness."
First published as *Tales of Soldiers and Civilians*, retitled in 1892.
First published as *The Cynic's Word Book*, retitled in 1906.
See Wallace Stevens, 767:8.

12 *Habit, n.* a shackle for the free. *Ib.*

13 *Labor, n.* one of the processes by which A acquires property for B. *Ib.*

14 *Lawsuit, n.* a machine which you go into as a pig and come out as a sausage. *Ib.*

15 *Marriage, n.* a community consisting of a master, a mistress, and two slaves, making in all, two. *Ib.*

16 *Prejudice, n.* a vagrant opinion without visible means of support. *Ib.*

17 *Saint, n.* a dead sinner revised and edited. *Ib.*

18 Woman would be more charming if one could fall into her arms without falling into her hands. *Epigrams*

19 You are not permitted to kill a woman who has wronged you, but nothing forbids you to reflect that she is growing older every minute. You are avenged 1440 times a day. *Ib.*

20 Self-denial is indulgence of a propensity to forego. *Ib.*

Charles Edward Carryl
1842–1920

21 A capital ship for an ocean trip
Was the *Walloping Window Blind*—
No gale that blew dismayed her crew
Or troubled the captain's mind.
The man at the wheel was taught to feel
Contempt for the wildest blow.
And it often appeared, when the weather had cleared,
That he'd been in his bunk below.
Davy and the Goblin: A Nautical Ballad [1886], st. 1

Sir James Dewar
1842–1923

22 Minds are like parachutes. They only function when they are open. *Attributed*

William James
1842–1910

23 I have often thought that the best way to define a man's character would be to seek out the particular mental or moral attitude in which, when it came upon him, he felt himself most deeply and intensely active and

1 Tell him to live by yes and no—yes to everything good, no to everything bad.

Ib.

2 Religion . . . shall mean for us the feelings, acts, and experiences of individual men in their solitude.

The Varieties of Religious Experience [1902]. Lecture 2

3 Religion . . . is a man's total reaction upon life. *Ib.*

4 We can act *as if* there were a God; feel *as if* we were free; consider Nature *as if* she were full of special designs; lay plans *as if* we were to be immortal; and we find then that these words do make a genuine difference in our moral life. *Ib. 3*

5 There is no worse lie than a truth misunderstood by those who hear it.

Ib. 14 and 15

6 The God whom science recognizes must be a God of universal laws exclusively, a God who does a wholesale, not a retail business. He cannot accommodate his processes to the convenience of individuals. *Ib. 20*

7 The philosophy which is so important in each of us is not a technical matter; it is our more or less dumb sense of what life honestly and deeply means. It is only partly got from books; it is our individual way of just seeing and feeling the total push and pressure of the cosmos.

Pragmatism [1907].[1] *Lecture 1*

8 No particular results then, so far, but only an attitude of orientation, is what the pragmatic method means. The attitude of looking away from first things, principles, "categories," supposed necessities; and of looking toward last things, fruits, consequences, facts.

Ib. 2

9 I myself believe that the evidence for God lies primarily in inner personal experiences.

Ib. 3

10 Our minds thus grow in spots; and like grease spots, the spots spread. But we let them spread as little as possible: we keep unaltered as much of our old knowledge, as many of our old prejudices and beliefs, as we can. We patch and tinker more than we renew. The novelty soaks in; it stains the ancient mass; but it is also tinged by what absorbs it. *Ib. 5*

11 Truth *happens* to an idea. It *becomes* true, is *made* true by events. Its verity *is* in fact an event, a process: the process namely of its verifying itself, its veri-*fication*. Its validity is the process of its valid-*ation*. *Ib. 6*

12 Pluralism lets things really exist in the each-form or distributively. Monism thinks that the all-form or collective-unit form is the only form that is rational.

A Pluralistic Universe [1909]. Lecture 8

13 What we really need the poet's and orator's help to keep alive in us is not . . . the common and gregarious courage which Robert Shaw showed when he marched with you, men of the Seventh Regiment. It is that more lonely courage which he showed when he dropped his warm commission in the glorious Second to head your dubious fortunes, Negroes of the Fifty-fourth. That lonely kind of courage (civic courage, as we call it in times of peace) is the kind of valor to which the monuments of nations should most of all be reared.[2]

Memories and Studies [1911]. Robert Gould Shaw: Oration upon the Unveiling of the Shaw Monument [May 31, 1897]

14 The deadliest enemies of nations are not their foreign foes; they always dwell within their borders. And from these internal enemies civilization is always in need of being saved. The nation blessed above all nations is she in whom the civic genius of the people does the saving day by day, by acts without external picturesqueness; by speaking, writing, voting reasonably; by smiting corruption swiftly; by good temper between parties; by the people knowing true men when they see them, and preferring them as leaders to rabid partisans or empty quacks. *Ib.*

15 Democracy is still upon its trial. The civic genius of our people is its only bulwark.

Ib.

16 So long as antimilitarists propose no substitute for war's disciplinary function, no *moral equivalent* of war, analogous, as one might say, to the mechanical equivalent of heat, so long they fail to realize the full inwardness of the situation.

Ib. The Moral Equivalent of War

[1] The term [pragmatism] . . . was first introduced into philosophy by Mr. Charles Peirce in 1878 [in] an article entitled "How to Make Our Ideas Clear" in the *Popular Science Monthly* for January of that year.—WILLIAM JAMES, *Pragmatism* [1907], *Lecture 1*

See Charles Sanders Peirce, page 639.

[2] See C. W. Eliot, 617:6; Paul Laurence Dunbar, 737:13; and Robert Lowell, 893:12.

BIOGRAPHY

ADMIRAL WILLIAM J. CROWE, JR.

Admiral William J. Crowe, Jr., was appointed the eleventh Chairman of the Joint Chiefs of Staff, Department of Defense, by President Ronald Reagan on October 1, 1985. He was reappointed to a second two-year term in 1987. In this capacity, he serves as the principal military advisor to the President, the Secretary of Defense and the National Security Council. Admiral Crowe served as Commander in Chief, U.S. Pacific Command, prior to his current appointment.

Born on January 2, 1925, in La Grange, Kentucky, Admiral Crowe moved to Oklahoma City, Oklahoma, at the age of five and grew up there. He attended Classen High School and the University of Oklahoma for one year. He graduated from the United States Naval Academy in 1946 with the Class of 1947. His further academic achievements include a Master of Arts in Education from Stanford University and a Ph.D. in Politics from Princeton.

His initial sea tour was aboard USS CARMICK (DMS-33), followed in June 1948 by studies at the Naval Submarine School, New London, Connecticut. He qualified in submarines on 31 March 1950 in the submarine USS FLYING FISH (SS-29), then served as Flag Lieutenant and Aide to the Commander, Submarine Force, U.S. Atlantic Fleet. He was assigned to the submarine USS CLAMAGORE (SS-343) from 1952-1954 and as Assistant to the Naval Aide to the President of the United States from 1954-1955. He served as Executive Officer of the submarine USS WAHOO (SS-565) in Honolulu, Hawaii, and Commanding Officer of the submarine USS TROUT (SS-566) in Charleston, South Carolina, prior to assignment as Commander, Submarine Division THIRTY-ONE in San Diego, California.

Significant shore assignments, prior to attaining Flag rank, include: Aide to the Deputy Chief of Naval Operations (Plans and Policy); Director of East Asia and Pacific Branch, Politico-Military Division, Office of the Chief of Naval Operations; Senior U.S. adviser to the Vietnamese Riverine Force, Republic of Vietnam; and Director of the Office for Micronesian Status Negotiations, Department of the Interior.

After promotion to Rear Admiral in June 1974, he reported as Deputy Director, Strategic Plans, Policy, Nuclear systems and National Security Affairs Division, Office of the Chief of Naval Operations. From January 1975 to June 1976, he served as Director, East Asia and Pacific Region, Office of the Assistant Secretary of Defense

(International Security Affairs). On 30 June 1976, he assumed duties as Commander, Middle East Force, a command based in Bahrain in the Persian Gulf, which he held until July 1977. In August 1977, as a Vice Admiral, he was assigned as Deputy Chief of Naval Operations (Plans, Policy and Operations), as well as Senior U.S. Military Representative to the United Nations. Admiral Crowe's promotion to Admiral was approved by the Senate on 28 March 1980. He became the Commander in Chief, Allied Forces Southern Europe on 30 May 1980. He assumed the additional responsibility as Commander in Chief of U.S. Naval Forces Europe on 1 January 1983. Admiral Crowe became Commander in Chief, U.S. Pacific Command on 1 July 1983.

Admiral Crowe is married to the former Shirley Grennell of Okeene, Oklahoma. They have three children: Blake, Brent and Bambi Crowe Lymburner. Their son, Blake, is a captain in the U.S. Marine Corps.

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September 24, 1989, Sunday, Final Edition

SECTION: WASHINGTON POST MAGAZINE; PAGE W18

LENGTH: 7087 words

HEADLINE: The Admiral of Washington

BYLINE: Bob Woodward

BODY:

EARLY IN MARCH, AFTER ATTENDING A WHITE HOUSE MEETING WITH PRESident Bush and other administration officials, Adm. William J. Crowe Jr., the senior U.S. military officer, was told Bush wanted to see him. Alone.

As Crowe was ushered into the president's small private office adjacent to the Oval Office, he limped slightly from a bad tennis knee. The sleeves of his naval uniform were ringed in bands of thick gold braid, and his chest was a splash of color from his 33 ribbons and decorations, yet Crowe was hardly the picture of military crispness. No ramrod posture or clicking heels. At 64, his movements are slow, and there is something vaguely untucked about his appearance, about the way his 6-foot, 198-pound frame has settled inside the formal naval uniform. In both look and manner he has a yielding, utterly unintimidating quality.

The president said that he wanted Crowe, who was seven months away from finishing four years as chairman of the Joint Chiefs of Staff, to accept a two-year extension -- the legal maximum. John Tower's nomination as secretary of defense was in serious trouble; Crowe's reappointment would represent stability at a time of uncertainty for the new administration. Bush flattered Crowe, emphasizing their personal connection and how well they worked together.

"Well, Mr. President," Crowe told him, "you know I don't work for you."

"What do you mean you don't work for me?" Bush asked. "You work for me."

"That's not true, Mr. President. I see you once every two weeks. The secretary of defense I see three or four times a day."

Crowe then told Bush why he wasn't enthusiastic about staying on. Some of his hesitation stemmed from the administration's next military budget, which proposed zero growth for defense. Even more troubling was the argument put forward by some in the administration that the country could get more defense for less money through short-run improvements in management and organization. At tense budget meetings in the weeks before, Crowe had made it clear he thought this pure fantasy. But most important, the admiral said, was a commitment he had made to Shirley, his wife of 35 years, and their three adult children that he would retire at the end of four years as chairman.

Don't talk to me about family, Bush said, that will win me over every time.

Crowe said he was honored by the offer but needed time to think about it.

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You have 30 minutes, Bush joked.

Crowe said he wanted to talk to Shirley, and did not see the need to decide quickly.

"Mr. President, you've done a lot of things in your life," he said. "I've only been in one career my whole life. I've been in 47 years. And if I don't go now, I'm not going to do anything else of any substance."

There the matter sat. Within days the Tower nomination went down in flames, and within another week Rep. Richard Cheney had been nominated and confirmed as secretary of defense. Soon Cheney, who had little experience in defense matters, was asking what could be done to get Crowe to stay.

According to friends and associates, Crowe pondered the decision from every angle. At times he considered a compromise position: Stay for an extra year, or even less, until Bush decided on a suitable successor.

But Crowe had privately begun to describe his job as "enervating." He was frustrated by constant congressional dabbling in military issues. And he had grown tired of not being able to speak out as he wanted. There were policy questions he had to avoid because they are considered the province of civilian officials. He had written an article called "Straight Talk About Defense" and feared it would not clear the Pentagon censors. Even the minor constraints of his job annoyed him: A friend suggested a Dan Quayle joke for one speech, but Crowe -- a man who loves to tell a joke and takes notes on the best ones he hears -- knew it was out of the question.

He grew irritated with the talk of friends and colleagues that no one walks away from power. Could power be everything? he wondered. To be out could not be the end of the world, could it?

The weeks passed. "I need to decide," he said, throwing his hands in the air one afternoon on a plane trip, his voice at once restless and weary. "You know, I'd be better off if I didn't have a choice."

BEATING THE SYSTEM

IF IT WAS SURPRISING THAT THE NATION'S TOP military man would resist an appeal from his commander in chief, it was more astonishing that Crowe had risen to the job in the first place. A close examination of his military record and more than 300 pages of regular Navy evaluations called "fitness reports" shows that he got off to a somewhat shaky start, deviated radically from the traditional naval career and reached more than half a dozen points where his advancement nearly ended abruptly.

While his contemporaries were out winning the Navy's traditional top posts -- major ship and sea commands -- Crowe was at Princeton, getting a PhD in politics, and then applying his academic training in a succession of politico-military jobs in Washington. Spending so much time ashore should have been the kiss of death. What's more, many of his staff jobs weren't even with the Navy but were joint assignments working for civilians or with the other services -- both considered graveyards for a Navy officer.

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But later in his career, his unusual re'sume' began to propel him forward, as he came to the attention of and built alliances with politically minded Navy officers and powerful civilians. Crowe is a master of the subtle application of personality -- he has said he can get along with anyone, and has demonstrated it time and time again -- and his ability to work the political system, rare in a military officer, won him admirers and patrons. He learned early that military decisions have to pass muster not only at the White House but with the State Department, Congress, the public and, at times, a dozen other power centers.

All this made him an odd bird for a Navy officer, but just the person for high military posts with heavy political content. And while each unconventional move threatened his career, their cumulative effect was to make Crowe the paradigm of the modern American military leader, as comfortable in Oval Office meetings and congressional hearing rooms as in the field. Crowe's four-year tenure as chairman has marked a significant transition in civilian-military relations, making the selection of his successor, Army Gen. Colin Powell -- whose re'sume' is heavy with Pentagon and White House assignments -- seem natural and almost inevitable.

William Crowe and his wife both were raised in Oklahoma, and their views are still colored by that state and its frontier heritage. Shirley Crowe has a character test that she has derived from Oklahoma's seminal historic event. "Would he have made the run?" she asks with a penetrating gaze. The "run" was the famous land rush of 1889, when the federal government opened a huge tract of central Oklahoma to settlement and anyone who wanted could stake out 160 acres free of charge. At the sound of a gunshot, thousands of risk-takers stampeded into the territory to begin new lives. Both Crowes admire those who made the run and like to think they would have too (as the admiral's grandfather did).

As a child, Crowe had been captivated by a book called Annapolis Today. In 1943, with World War II at its height, he entered the Naval Academy. "I was not a happy midshipman," he said in a 1987 speech to a small group at Princeton. "I did not take well to discipline." Yet he "never considered quitting, because I was enough of a conformist and found a great thrill in thrashing or beating the system and trying to work around it. I accumulated an alarming number of demerits and came away with a built-in suspicion of arbitrary rules."

He graduated in 1946, ranked 80th out of 823. Among his classmates were Jimmy Carter, ranked 59th, and Adm. Stansfield Turner, who was 24th and later served as Carter's CIA director.

Leaving Annapolis with what he called a "gnawing dissatisfaction," Crowe found "something missing" in his first years of naval service. The early records show that he was rated an excellent officer, but not one of the water-walkers destined for flag rank (rear admiral and above). In submarine school he graduated fifth out of 52, in the top 10 percent, but he was rated only in the top 30 percent in his overall fitness report, and the commanding officer checked the box indicating he would be "pleased to have him" in his command, rather than the superior "particularly desire him." In the world of Navy promotion decisions, a rating in these middling categories often means an officer is headed for premature retirement.

As a junior officer on the diesel submarine Flying Fish, Crowe came close to a career-ending disciplinary action. Forty-five minutes after his watch one night, the submarine ran aground off the East Coast of the United States.

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Crowe was investigated along with several others, and while he was not held responsible, his subsequent fitness report ranked him only within the middle 40 percent in the crucial area of "standing deck watches underway."

'WE'RE TELLING YOU TO COME'

EARLY IN HIS CAREER, CROWE BEGAN TO SEEK additional credentials. An advanced degree, he decided, would be useful wherever he ended up, inside or outside the Navy. The decision led him into conflict with the Navy brass.

He was accepted into a Navy-sponsored postgraduate program at Yale Law School, but two weeks before he was to start, Congress cut the funding. He then asked for duty in Washington, became a low-level aide in the White House during the Eisenhower years and started night law school at George Washington University. He went to California for a year and got a master's in education from Stanford.

In 1959 he became the personal aide to Vice Adm. Bernard L. Austin, who headed the Navy's Office of Plans and Policy in the Pentagon. Known by its numerical designation on the organizational chart, "06," the plans and policy job is the Navy's top politico-military post. Austin required such long hours of his staff that Crowe had to give up on his law degree. Worse, the admiral three times rated him in less than the highest category, describing Crowe's approach to solving problems as "stolid" -- a lackluster adjective hardly implying that he was destined for a stellar career.

Crowe did well in his first command at sea, the diesel submarine USS Trout. But nuclear submarines, not diesels, were the wave of the future, so he applied several times for Adm. Hyman Rickover's nuclear Navy. When he didn't get invited to Washington for the personal interview Rickover required, Crowe applied for and was accepted to a three-year PhD program in politics at Princeton.

Two months before he was to start classes in the fall of 1962, word came that Rickover wanted to see him.

His squadron commander told Crowe he had no choice. "It'll ruin your career" to offend such a senior admiral, the commander said. Another submariner advised the opposite. "You can go and get your doctorate at Princeton," he said, "and you can come back and no matter what they do to you, you've always got a PhD. But if you go to nuclear power school and get command of a nuclear submarine and you hit a rock, they'll throw your ass right out of the Navy and they won't give you the time of day."

Crowe declined the interview and finished his first year at Princeton. Then he got another call from the submarine desk in Washington.

"You don't understand," the desk officer said when Crowe balked. "We're not asking you whether you want to come. We're telling you to come." Rickover had selected a group of officers he wanted to interview but decided, "I won't interview any of them until Crowe gets here." Crowe gave in.

In the interview, Rickover ridiculed Crowe's desire to get a doctorate in politics. "Who wrote the book on psychology you studied?" he demanded.

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Crowe told him.

"I know that guy," Rickover said, then cursed the man, his profession and Crowe. "Get out!" the admiral screamed. As was his custom, he sent Crowe to think things over in a room alone. Then he summoned him back.

"Do you want to get in this program?" Rickover asked.

"Of course I want to get in this program. I've been applying for it for years."

"Well, if I accept you, will you be ready to go in De- cember?"

"No, I want to finish at Princeton before I come to your program. But I'd be happy after I've finished at Princeton."

"GET OUT!"

Once more Crowe waited in a room alone and was brought back and asked if he had reconsidered. He held his ground.

"Thank you," Rickover said as icily as possible.

Word soon came to the submarine desk that Crowe had not been accepted. Distraught and depressed, he later heard the reason through the Navy grapevine: Rickover wouldn't let anyone put conditions on admission to the nuclear Navy.

'THE NAVY WAS GOING TO HAVE TO ACCOMMODATE ME'

FOR ANYONE IN HIS LATE THIRTIES WHO THINKS HIS career is in a rut, Crowe's Princeton years show how things can be turned around.

Crowe has often cited Princeton as the most important preparation he had for heading the U.S. military, more so than any Navy work or Pentagon job. The program, he says, taught him the importance of fully understanding other points of view, a key requirement for a chairman of the Joint Chiefs of Staff, who must build consensus among the military services.

Four letters about Crowe from Prof. Harold Sprout to the Navy trace the intellectual flowering of the Navy commander. In the first, Sprout noted that Crowe "showed the effects of being several years away from systematic academic study." By the time of the second, a year later, Sprout wrote, "Everyone's esteem for him grows month by month." In the third, Crowe had passed his general examinations "with high distinction." In the final letter, Sprout said, "Rarely has this department had a more gifted and self-disciplined graduate student."

In the course of earning his doctorate, Crowe spent four months in England researching his 450-page dissertation, "The Policy Roots of the Modern Royal Navy, 1946-1963." He conducted 97 interviews, using unnamed sources and informants galore and promising "no attributions or citations by name." One of his secret sources was none other than Admiral of the Fleet, Lord Louis Mountbatten, who talked in confidence for an hour and a half and provided introductions to other key sources.

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Crowe's research deepened his understanding of the character of a military-civilian bureaucracy. The British Admiralty, he observed, had "a long history of bureaucratic infighting . . . The outside observer cannot resist forming the impression that it operates better under pressure." And he found that "military organizations function better in peacetime if they are stimulated externally" by civilians, legislatures and public debate.

Near the end of the dissertation, he wrote a striking sentence anticipating the problem he would face when he returned to the Navy: "It is difficult to create an environment in which individuals are expected on the one hand to obey orders unquestioningly and on the other to speak their minds freely."

Crowe left Princeton in 1965 determined to speak his mind. If he was going to stay in the service, he concluded, "the Navy was going to have to accommodate me," not the other way around.

'HERE'S CROWE TO EXPLAIN'

COMMANDER CROWE, PHD, QUICKLY discovered that independent thinking didn't always fly.

In 1967 he was sent to Washington as head of the East Asia and Pacific Branch of O6, the politico-military division. Asked by a senior officer to prepare a memo on why a particular Air Force position was full of holes, Crowe studied the matter and wrote a paper concluding that the Air Force argument was acceptable.

For a Navy officer, this was heresy. Crowe's boss told him, "We didn't send you up there to come back with new ideas. We sent you up there to learn how to write and represent the ideas we've got. If we want you to do original thinking, we'll let you know about it."

The vice admiral heading O6 assigned Crowe to write a paper for the secretary of defense addressing any violations of the Geneva Accords arising out of the Vietnam War. Crowe produced a paper he considered balanced and honest, concluding that the North Vietnamese had certainly violated the accords in numerous ways and that the United States had probably violated them as well. Crowe was called to see the vice admiral, who said, "What in the hell is this about the United States violating the Geneva Accords? You're crazier than a loon." A rewrite was ordered.

Before Crowe could get to work, the vice admiral called everyone who worked in O6 to a meeting. For 45 minutes he lectured about some unnamed younger officers' misconceptions about Vietnam; he said he had been there for months, served on numerous delegations and knew the truth. The United States was right and had violated no agreements.

The rewrite presented Crowe with a moral dilemma: He was determined not to swallow a one-sided gospel that shredded the facts, yet he could not refuse the order. His solution was to fuzz up his writing. Crowe turned in his new draft and never heard another word about it.

In 1968 North Korea captured the spy ship USS Pueblo, and Crowe was assigned to be the Navy point of contact on the incident. This required him to deal with Congress, the White House and the chief of naval operations, Adm. Thomas H. Moorer.

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Everyone wanted information from the secret court of inquiry established to examine the conduct of the Pueblo's crew. The inquiry was supposed to be totally independent, and the Pentagon had to keep hands off until the formal recommendations were passed up the chain of command, but House Armed Services Committee Chairman L. Mendel Rivers was shouting, "Goddamit, you find out! I want to know!" So the admirals told Crowe to go to the West Coast, where the court was meeting, and determine in what direction it was leaning. Crowe realized this would be illegal and proposed an alternative -- bring the court members back to Washington for background briefings, in which the State Department and the Congress could ask their own questions. The court was brought back, and the situation was defused.

"Here's Crowe to explain" became a refrain around the Pentagon as he tried to reconcile the legal niceties of the Pueblo incident with the public statements and desires of everyone from President Lyndon Johnson on down.

Still uncertain about his future, and hedging his bets, he started saving copies of all the Pueblo papers, figuring that one day, if he ever became a professor, he could teach a course on the incident.

But his successful maneuvers through this political minefield drew raves. Crowe's "tact, thorough knowledge and engaging manner has largely resolved the many differing views held by those involved in this important project," wrote Rear Adm. James W. O'Grady, who recommended Crowe for accelerated promotion to rear admiral. (The fact that he'd been a captain only about a year made such a promotion unlikely.) "His background and temperament suit him ideally for billets in the foreign relations field," O'Grady added.

By 1970, however, there was a new rear admiral in charge of the 06 branch, and he did not recommend Crowe for accelerated promotion. Once again, Crowe looked ahead to a possible civilian future. The number one political science topic for the next 20 years was going to be the Vietnam War, he thought, so he asked for an assignment there. If he did stay in the Navy, he knew the combat experience would be essential to his advancement.

Crowe spent 10 months in Vietnam commanding the Navy's river advisory force in the Mekong Delta; comparatively speaking, he was involved in successful operations. He left Vietnam without any real scars, not having seen the most demoralized American troops, the uncontrolled drug-taking or the incidents in which enlisted men turned on their own officers. But he did take home a strong belief, shared by many Vietnam era officers, that the United States must carefully weigh foreign interventions in the future.

"My position is you don't commit American men to combat unless you've got good and sufficent reasons," he said once. "The goals and the stakes have got to be high enough to do that, and they've got to be vital goals." 'A MAN CANNOT BE IN TWO PLACES AT ONCE' ONE DAY NEAR THE END OF HIS VIETNAM TOUR, CROWE got a call informing him of his next assignment: He was to represent the Department of Defense in negotiations on the status of the obscure group of Pacific islands known as Micronesia, an area he had handled previously at the Pentagon. He said he didn't want to go because he was in line to command a major ship.

An admiral promised to change the orders, but called back and said that Adm. Moorer, by then chairman of the Joint Chiefs of Staff, had requested Crowe for the job, and the decision was irreversible. To make matters worse, when Crowe

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arrived at the Pentagon, he was told that if not for the Micronesian assignment, he would have become the commanding officer of the USS Newport News, then the largest gun cruiser in the world.

He was heartsick. Instead of the high seas, he worked out of an office in the Interior Department. Certain his career was over, he convened a family meeting with Shirley and their three children. He would be getting out of the Navy soon, he told them; where did they want to live? The family took a vote, the majority favoring a move to Denver, then being touted as the city of the future.

But this political post paid dividends. Some of the senior admirals who admired Crowe for taking the Micronesian assignment got Moorer to sign one of Crowe's subsequent fitness reports. It was perfect ("is not exceeded") in all 16 categories. "His primary task is the blending of military requirements into negotiating positions and tactics. In this task he has no superior," Moorer wrote, and he recommended Crowe for promotion to flag rank "at the earliest possible date."

Crowe was considered for rear admiral in 1972 but didn't make it. He was informed that he had been the last man to be dropped from the promotion list: The Navy had made 32 rear admirals that year and Crowe had been 33rd. He was not sure whether to be despondent or hopeful.

Adm. Bernard A. Clarey was the president of the rear admiral promotion board the next year. The board was to select 36 out of 1,650 candidates, giving each captain about a 1 in 46 chance. Required to meet for at least 10 days, the 12 board members meticulously sifted through the files, or "service jackets," of the captains. First each admiral picked a stack of jackets at random and wrote one-page summaries of each career. The admirals then gathered behind closed doors in an amphitheater, where the summaries, together with the candidates' fitness reports, were flashed on large screens. When a file came up on the screen, the admiral who had reviewed it gave an oral report, adding information about the reputation, background or performance of the captain in question.

Under a cover next to each of the 12 board members' seats was a keypad with buttons marked "yes" and "no." After the oral presentation, the admirals cast secret electronic votes, and the tally was flashed on one of the screens. A captain had to receive at least nine "yes" votes to make the first cut.

When Capt. Crowe's file appeared on the screen, it included a virtual order from Moorer, who was well aware that he had endangered Crowe's career with the Micronesian assignment. "I ask that Selection Boards take careful note of the fact that by accepting his present assignment CAPT CROWE was deprived of his opportunity to be assigned to his Major Command -- for which he is exceptionally well-qualified," Moorer wrote. "However, a man cannot be in two places at once." Moorer pointed out that Crowe took the Micronesian assignment at "my request" and recommended promotion to rear admiral at the earliest possible date.

Despite this extraordinary endorsement from the nation's top military man, Crowe came up with fewer than nine votes.

Clarey, however, had been Moorer's vice chief of naval operations and was keenly aware of Crowe's performance during the Pueblo incident and on other sensitive matters. "In all, several hundred were held for further consideration after this initial sifting," Clarey said in a recent interview. "As president

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of the selection board, I had made a rule before we started that if anyone wanted a record re-reviewed that had been screened out, all they had to do was [anonymously] leave the name of the captain on my desk and we would take it up again.

"Bill Crowe had what I would call a lousy career in that he had little sea duty and ship command, but I called it back for re-review myself and said this is the kind of man we need in the front office of the Pentagon for us. He has got the education, he has the personality, and he has been recognized by the civilians."

Clarey, whose account is confirmed by another member of the selection board, called for a second vote on Crowe. This time all 12 board members voted "yes." Crowe survived further cuts and made rear admiral in August 1973.

When the promotion list was released, one of Crowe's colleagues said, "That's the damnedest thing I ever heard -- that anybody in Interior could make admiral." CIVILIAN ALLIANCES EVEN AS A YOUNG COMMANDER, CROWE HAD UNDER- stood the role of politics in the modern Navy. Once, in a discussion of the qualifications for chief of naval operations, the Navy's top job, he couldn't resist baiting a tradition-minded senior officer on the subject. "We shouldn't get a guy out of the Navy chain and make him CNO," Crowe said mischievously. "We should go to New York City and hire the best lawyer we can get because what he has to do is go around the tank [where the four service chiefs meet] and persuade people and go over to Congress and persuade people . . ."

"Not a naval officer?!" the other man shouted, furious.

But Crowe, warming to his own radical management theory, persisted. "We'll put a hat on the guy and give him a coat with a lot of stripes on it."

Clearly, the system had produced a rear admiral with unconventional ideas. But even in 1973, Crowe was far from assured of rising any further.

His next job was as a deputy director of 06, the plans and policy division. Then, from 1975 to 1976, he was the deputy to the civilian deputy assistant secretary of defense for East Asia and Pacific affairs. Yet his relative lack of experience at sea still kept him off the Navy's fastest track.

Retired Vice Adm. James B. Stockdale, who was Crowe's best friend at the Naval Academy and has stayed close to him over the years, recalls sitting in the Pentagon Officers Athletic Club steam bath one day in 1976 with a senior admiral looking for someone to recommend for the job of commander of the Middle East Force. Stockdale asked him if he knew about Bill Crowe, who was interested in the Middle East and had been trying to learn Arabic in continued on page 42
CROWE continued from page 26 his spare time. "Jesus, how do you spell that guy's name?" the admiral asked. It is rare indeed for a senior admiral not to recognize the name of a rear admiral who works in the Pentagon. "He didn't have the right profile," Stockdale says. "He was scarcely known."

But Crowe was eager for the Middle East assignment. A small command, consisting of only five ships, it was nevertheless one of only two at-sea commands he figured he had the slightest chance of getting. He appealed to other senior admirals, including James L. Holloway III, the CNO, and after weeks of seesawing by the Navy bureaucracy, won the post.

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On his yearlong Middle East tour, he met dozens of key officials, including heads of state and foreign and defense ministers. His main accomplishment, however, was diplomatic. An agreement with Bahrain keeping the small U.S. force stationed there was about to expire. He got it extended under new terms.

With the sea command and a diplomatic agreement under his belt, Crowe was now a more appealing commodity, and the Navy rewarded him by naming him head of OP6. In 1980, he was given his fourth star and made commander in chief, Allied Forces Southern Europe, in Naples. During his three-year tour, he played host to almost any senior U.S. official, member of Congress or influential reporter who passed through.

His group of admirers was growing. When the post of commander in chief of all U.S. forces in the Pacific, CINCPAC, came open, Defense Secretary Caspar Weinberger found Crowe ideal for a command that encompassed about half the Earth's surface and involved relations with 25 countries.

As CINCPAC, Crowe built more civilian alliances. For example, he and Richard L. Armitage, who was then assistant secretary of defense for international security affairs, established an important back-channel relationship, circumventing the normal, cumbersome lines of authority among high civilian and military officials.

From 1983 to 1985, they talked at least twice a week on the secure line from the Pentagon to Crowe's Honolulu headquarters. Armitage would alert Crowe to issues that were coming up and to what Secretary Weinberger was thinking; then they would indulge in shop gossip for 10 or 15 minutes.

When the Joint Chiefs chairmanship opened up in 1985, Armitage and another powerful assistant secretary, Richard N. Perle, lobbied Weinberger to pick Crowe, noting that he understood the widest range of regional military problems. Weinberger was told that as CINCPAC Crowe had overseen some of the most extraordinary U.S. secret operations, including Navy submarines covertly tracking Soviet submarines for weeks at a time. As a bonus, Crowe told some of the most ribald jokes, which Weinberger, among others, enjoyed.

In 1984, Crowe had briefed President Reagan during a presidential stopover in Hawaii. Crowe came in loaded down with charts and maps, and Reagan, who dreaded canned military show-and-tells, started to look as if he were about to have a root canal. Reading the situation, Crowe dumped the charts in a corner, pulled up a chair and told stories. In that single session, the admiral won Reagan's trust. So in July 1985, the maverick with the "lousy" career, the man who 14 years earlier had almost packed it in and moved his family to Denver, was named chairman of the Joint Chiefs.

Crowe's approach to the top military job has been an unusual mix of the hard and soft. The admiral has actively supported a tough U.S. policy to escort friendly shipping in the Persian Gulf; at the same time he has pushed to extend the olive branch to the Soviets. (See box, page 22.) He has supported military actions like the 1986 bombing of Libya; he has also argued against using force when the objectives are not clear or the civilian leadership is not unified.

"Crowe always asks the objective," said a general who works closely with the chairman, commenting on last summer's hostage crisis. "What do you want to do? Is it destroy a building? A show of force? Punish the terrorist? The chiefs

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want to know if the American people are behind it. They want to know how we will know when it is over. When there are answers, he will explain the risk in terms of the objective."

When the USS Vincennes mistook an Iranian airbus for a hostile aircraft and shot it down last year, killing 290, Crowe was the one who went on television to defend the action. At the same time he acknowledged the error and apologized for the loss of life. The facts he presented that day, however, turned out largely to be wrong, and he has been criticized for taking initial reports on the shoot-down at face value.

But the major criticism of Crowe focuses not so much on specific incidents of his tenure as chairman, as on his background and general approach to the job. "The job is to fight, not to plan or sit at a desk," said one retired four-star admiral who worked closely with him.

Crowe is too political and accommodating to civilian leadership, said a former senior Reagan administration official who sat on the National Security Council with him. Instead of addressing the purely military impact of various proposals, Crowe would at times predict what would fly with Congress or with foreign allies of the United States. If you took off his uniform, the former official added, Crowe frequently sounded like just another political adviser, albeit one with a deep understanding of the military.

A former senior civilian official who worked closely with Crowe said the chairman is "loath to use force [and] would only favor it when winning was a sure thing." Crowe, this official added, has surrounded himself with a group of younger generals, admirals, colonels and Navy captains who can develop numerous arguments for not placing U.S. servicemen in harm's way. "They twitch and nearly jump in their seats at the mention of possible employment of force," said one military source, noting that arguments against the use of the military are now called "Croweisms."

Another admiral complained that Crowe's success sends a subtle but important message to the officer corps. "In the 1950s, the way to the top of the Navy was to be an aviator," he said, "and in the 1960s and '70s it was to be a nuclear submariner, and now the way is to have a PhD and Washington assignments." The trend, he and several others said, could bleed off top talent.

Crowe has said in reply to this kind of criticism that no one has a perfect background for the chairmanship, and that the new emphasis on intellectual achievement and open-mindedness might be good for the military.

Crowe has served under three very different secretaries of defense during his chairmanship -- Weinberger, who was known for his stubbornness; Frank Carlucci, who was seen as more flexible; and Cheney. Crowe developed strong working relationships with all three.

Carlucci called him "probably the best political thinker that has ever been in the chairman's job." He also advised Cheney, "Whatever you do, stay close to Bill Crowe."

In a recent interview, Cheney said that Crowe has been a key to his own education as secretary. Cheney said Crowe helped him decide how to cut $ 10 billion from the most recent budget, and never tilted his recommendations in

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favor of the Navy. Crowe also spoke out candidly when he thought the services were overstating their cases. "He'll make it clear that's one to watch because that's not nearly as solid or our capabilities may not be quite as great as presented," Cheney said.

While expanding his contacts with the Soviet military leaders, Crowe could have had trouble with Cheney, who has described himself as "the ultimate Republican hawk." But "Bill was careful to work everything he did through the civilian side first," Cheney said, by providing briefings, seeking approval and moving very deliberately at each step.

Though Crowe is not legally in the chain of command, Cheney said he could not conceive of making an important decision without consulting him. "He makes it easy to do because he's such a pleasant guy to work with, because he's so knowledgeable and so experienced. Also, he speaks with great moral authority.

"I don't always agree with him," he said, "but you always want to go through him."

In the spring of 1987, two years before he was due to retire, Crowe was invited back to Princeton, where he addressed the Interfaith Council on the subject "What Matters to Me and Why."

"Near the end of your career," he said, "your mind returns to the original idealism . . . You dwell on the high purposes of the profession.

"The biggest danger in the service is to become isolated from the society [we] serve," he continued. His quarrel with some people in the State Department and other civilians is their willingness to use force without weighing the consequences. They forget, he said, that the ideal is peace, not war. He suggested to the audience that he was fully comfortable with the paradox of the warrior's career in peacetime: "The sole purpose is to avoid fighting a war." 'WOULD IT DO ANY GOODTO TALK TO SHIRLEY?' CROWE SAYS HE ADMIRES CALMNESS, A quality he observed in a few of the admirals he has served under and -- through biographical accounts -- in Confederate Gen. Robert E. Lee, one of his personal heroes. Like these models, he maintained an imperturbable surface last spring as he considered the president's request that he stay on.

Inside, he was churning. The quick decision Bush had asked for was extending to months, and the delay was getting embarrassing.

He tried to take stock. Despite the frustrations of the job, he could look at his tenure as chairman and see the episodic highs. Under his stewardship of the military, the United States had laid down a real marker against terrorism, capturing the hijackers of the cruise ship Achille Lauro in late 1985 and bombing Libya in retaliation for its terrorist activities. He had implemented the 1986 law reforming the Joint Chiefs of Staff system, which gave the chairman more authority, and even some of his critics were acknowledging that he had used the law to unify the chiefs.

Perhaps most important overall to the 2.1 million active duty U.S. servicemen, Crowe felt, was language buried in a two-inch-thick top-secret document. In it were new Rules of Engagement, promulgated on his watch, that directed U.S. forces to shoot first if there is any reasonable belief they are in jeopardy. No longer did the U.S. military man have to be shot at before he

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could defend himself.

Personal factors weighed heavily in his thoughts. As long as he remained chairman, he could not control his own life. The protocol, the social obligations, the endless meetings and all the other official demands on his time left him barely an hour each evening to spend with Shirley. The job never went away. At night, he had to read history or biography to clear his mind so he could sleep.

Crowe recently told one friend that his reputation, his historical legacy, is very much on his mind these days. He fears he will be known for achievements he considers trivial, for example his public persona as a humorous raconteur or a "good guy." In a number of recent speeches and other public appearances, he has wondered aloud, in a joke laced with tense bittersweetness, whether after 47 years in the Navy the only thing he will be remembered for is a four-minute television cameo role this year on "Cheers."

He was beginning to dwell on that sitcom appearance more and more. Someone would stop him and say, "I saw you on 'Cheers,' " and then two seconds later that person would add, "You're doing a great job." He realized that those people didn't know anything about his job or how he was doing. He was doing a great job in their minds simply because they had seen him on "Cheers." It was wrong, he concluded, and reflected seriously misplaced values.

The recent deaths of some friends had made him think more about his own mortality. Of the 823 members of his Annapolis class, he was the only one still in uniform. He was finding it more and more difficult to get pumped up for daily tasks, and he realized he was extremely tired. If nothing else, he needed a change.

Could he leave the chairmanship, he wondered, at such a critical point in U.S.-Soviet relations? Could he say no to the president? He began to think that maybe he could.

He focused on the question during his nightly walks with Shirley and their two dogs around the quiet streets of Fort Myer, where Crowe's official residence, an unremarkable red brick house known as Quarters Six, is located.

Shirley Crowe is a tall woman with long dark hair that she wears tied back in a bun. She has an easy manner and a quick, durable laugh for the admiral's jokes. Although his career has dominated their lives, they have developed a comfortable partnership, free by all accounts of the fissures and hostilities in many Washington marriages. They often hold hands in public.

As they analyzed it in their walks, the decision came into some focus. His wife wanted them finally to have some fun together, and Crowe wanted to make her happy. "Shirley has done everything I've asked," he told a friend, referring to the dozens of changes of duty station and the ever-present Navy life. "Now it is time for me to do what she wants."

"She wanted her husband back," said a Crowe aide. "She wants them to be able to sleep late, wants him away from the phone, or not to worry about the phone. They both joke about the military, about Washington being absolutely insane . . . [and] they both know it's true."

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Moving beyond the personal, Crowe made a clear-eyed evaluation of what might happen in his job during the next two years. On the Soviet front, relations would most likely improve steadily, but the real changes might be more than two years off. What's more, he thought his position would become less and less important. There would be defense cutbacks, perhaps even severe ones, and he expected a significant change in the character of the armed services.

He knew it was an exaggeration, but he once asked rhetorically, "Do you want to preside over the dissolution of the U.S. military?"

Perhaps it was once again time to move against the grain.

One afternoon in early May, Crowe's official schedule read, "Meeting with the President, Oval Office, White House." He told Bush that he had thought it over and decided he needed some rest. He said he had enjoyed working for the president and would be happy to do anything for him in the future. He said that he knew there would be times, perhaps soon, perhaps often, when he would regret his decision. But he needed to go.

"Would it do any good to talk to Shirley?" Bush asked.

"You're always welcome to talk to her. I don't think that's the problem. We've just sort of made a decision."

Normally Crowe's evening schedule is filled with social calls -- receptions and dinners, the calendar of the powerful. For that evening, the schedule only reads: "HOLD Evening Per Mrs. Crowe." Asked if they celebrated that night, Shirley Crowe just smiles. ?

Bob Woodward, an assistant managing editor of The Washington Post, is at work on a book about the Pentagon. Staff researcher William F. Powers Jr. contributed to this article.

GRAPHIC: PHOTO, AT AGE 4, RIGHT, WILLIAM CROWE CUT A MILITARY FIGURE IN A POLICEMAN'S UNIFORM; BELOW RIGHT, AFTER RECEIVING HIS MASTER'S DEGREE AT STANFORD IN 1956; AND BELOW, WITH HIS WIFE, SHIRLEY, AND THEIR THREE CHILDREN WHILE HE WAS A DOCTORAL CANDIDATE AT PRINCETON IN, DAN BORRIS; PHOTO; PHOTO, BILL SMULLEN

TYPE: BIOGRAPHY

SUBJECT: JOINT CHIEFS OF STAFF

NAMED-PERSONS: WILLIAM J. CROWE JR.

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HEADLINE: Common Ground: Crowe's Soviet Exhange

BYLINE: Bob Woodward

BODY:

AT THE SIGNING OF THE INF TREATY WITH THE Soviet Union in Washington in December 1987, Adm. Crowe met his Soviet counterpart, Marshal Sergei Akhromeyev. Crowe saw an avenue. He invited Akhromeyev -- an intense man who was then the chief of the Soviet General Staff and a senior arms-control negotiator -- for an unprecedented six-day visit to the United States in 1988. Crowe devoted extraordinary personal attention to this task, making sure that he and his guest had about 20 hours together to get to know each other and to find common ground.

In Akhromeyev, he found a kindred spirit -- a man in his sixties, at the end of his career, who was just as determined to avoid a senseless superpower war. The two leaders corresponded and began to expand military-to-military contacts, both formal and informal. Akhromeyev retired from the Soviet military last year because of increased problems with his hearing but moved to an office just down the hall from Mikhail Gorbachev and now serves in a position analogous to that of national security adviser.

This year the Soviets reciprocated, and in June Crowe became the first chairman of the Joint Chiefs to visit the U.S.S.R. The trip was a personal high for him. He signed a breakthrough agreement to avoid military accidents when U.S. and Soviet forces are operating close to each other. And he was able to bring back a potentially important diplomatic message.

According to notes made by a U.S. official, Akhromeyev, who traveled with Crowe for five days, said that the Soviet Union would no longer press the United States on the issue of short-range nuclear weapons in Europe. Previously the Soviets had sought to reduce both sides to zero, but the United States instead had planned to go ahead with modernization of its short-range Lance missile. Akhromeyev criticized the U.S. position as stupid but told Crowe that the Soviets did not want to destroy NATO's unity, which was threatened by pressure in West Germany to eliminate the Lance.

"That's your fight, your problem," Akhromeyev told Crowe. "We will try and not hurt you, but we're not going to help you."

Establishing a connection with Akhromeyev's successor was more difficult and put Crowe's personal skills to the test.

On June 21, the 10th day of his Soviet trip, he faced Gen. Mikhail Moiseyev six feet across a long table in a cavernous room of the Defense Ministry in Moscow. The new chief of the general staff, a somber, 50-year-old man with thick eyebrows, had been handpicked by Gorbachev. Moiseyev said he had a complaint about an American general's recent statement that the United States needed

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short-range nuclear weapons despite improved U.S.-Soviet relations.

According to notes made by the American side, Moiseyev then launched into a denunciation of the general's argument that NATO should be ready to use tactical nuclear weapons if necessary, as if this demonstrated some grave inconsistency in Crowe's efforts to establish a friendly dialogue.

The general "didn't say anything that hasn't been said before," Crowe replied, protesting that the United States has always said it would rely on nuclear deterrence.

"That's the past! That's the past!" Moiseyev said, erupting. "We've improved our relationship. [The American general] shouldn't be advancing such views. I'm not expecting a response from you," he continued, gesturing toward Crowe. "You must study this . . . I don't believe such statements will be instrumental in our relationship. The day of looking at each other through gun sights is gone."

Baffled by the outburst, Crowe became steely-eyed. Perhaps, he observed, the rapidly changing U.S.-Soviet relationship was running ahead of official policy and pronouncements.

But Crowe added pointedly, "You don't move my society, nor does President Bush." In other words, U.S. policy is made by many people through a complicated interaction among many democratic institutions, and neither Soviet desires nor even President Bush himself could make it change overnight.

Moiseyev abruptly stood up and announced it was time to leave. Stiffly, the two men exchanged gifts.

The testy exchange gnawed at Crowe for the rest of the day. That night the U.S. ambassador hosted a dinner at Spaso House, his grand official residence. Still brooding about Moiseyev's hit-and-run diatribe, Crowe knew he needed a more honest, personal relationship with him, not one in which they scored ideological debating points against each other.

Later in the evening, Crowe steered Moiseyev into a corner away from the crowd of aides and dignitaries.

"General," he began, "let me talk to you as an older man to a younger man." The 14-year difference in their ages had been a topic of gentle ribbing during the trip. "We have an expression in our country, 'Keep your eye on the ball.' " Crowe went on to explain the game of baseball to Moiseyev. "If you want to be good at hitting that ball, you don't listen to all that noise coming out of the bleachers. You try and concentrate on that ball. And let me tell you, if you're going to get excited about every statement that's made in the United States, you're not going to last very long. You're going to go crazy. And if you want to stay in this job and you want to be good at it, you'd better start worrying about the important things in life, and quit worrying about all this nonsense and all this background noise. If that's what you want to worry about, then you and I shouldn't be talking."

The chief of the Soviet General Staff broke into a broad grin. "That's what Akhromeyev told me," he said. "Bear with me, I'm young, but I'm learning."

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GRAPHIC: PHOTO, CROWE WAS THE FIRST CHAIRMAN OF THE JOINT CHIEFS OF STAFF TO VISIT THE SOVIET UNION. BILL SMULLEN

TYPE: FEATURE

SUBJECT: JOINT CHIEFS OF STAFF

NAMED-PERSONS: WILLIAM J. CROWE JR.

ENHANCEMENT: SIDEBAR

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Remarks by

Admiral William J. Crowe, Jr.

Chairman, Joint Chiefs of Staff

at Princeton University

Interfaith Council Breakfast

April 27, 1987

THE SUBJECT OF THIS MORNING'S DISCUSSION, "WHAT MATTERS TO ME AND WHY,"IS A TRULY DAUNTING ONE. WHEN YOU GET TO BE MY AGE, YOU'VE TENDED FOR A LONG TIME TO TAKE THESE THINGS FOR GRANTED, AND IN THE PRESS OF EVERYDAY BUSINESS, YOU DON'T OFTEN GET THE OPPORTUNITY TO REFLECT ON SUCH SUBJECTS. THAT'S ESPECIALLY TRUE WHEN YOU HAVE TO WORK IN WASHINGTON, WHERE THE PACE OF EVENTS CAN BE TRULY AMAZING.

- PENTAGON (FIVE SIDES)
- TRUMAN
- CONGRESS ("CHEERS")
- DOCUMENTARY -- STUNTMAN

GIVEN ALL THAT, YOU CAN IMAGINE THAT IT'S A GENUINE PLEASURE FOR ME TO SPEND TIME IN MORE CIVILIZED AND THOUGHTFUL SURROUNDINGS.

AS I PREPARED THESE REMARKS, AND

STRUGGLED WITH THE PROBLEM OF COMPRESSING LARGE IDEAS INTO A FEW WORDS, I THOUGHT ABOUT MY OWN TIME AS A STUDENT AT THE NAVAL ACADEMY, AND THE COURSE OF MY CAREER SINCE THEN. ONE EPISODE IN PARTICULAR STOOD OUT -- REALLY THE ONLY MEMORY I HAVE OF MY GRADUATION DAY AT ANNAPOLIS. IT IS A PIECE OF ADVICE OFFERED TO MY CLASS BY OUR

COMMENCEMENT SPEAKER, SECRETARY OF THE NAVY JAMES FORRESTAL. HE TOLD US TO CONDUCT OURSELVES -- NO MATTER WHAT WE DID OR WHERE FORTUNE CALLED -- SO THAT WE WOULD ALWAYS BE WELCOME TO RETURN TO OUR HOMETOWNS.

IT'S DIFFICULT FOR ME TO BELIEVE IT HAS BEEN ALMOST 41 YEARS SINCE I HEARD HIM SAY THAT. IN THAT TIME I HAVE FOLLOWED THE FLAG LITERALLY TO ALL CORNERS OF THE EARTH. THOSE YEARS HAVE BEEN FILLED WITH CHALLENGES FOR OUR NATION, TOO MANY AND TOO FAMILIAR FOR ANY RECOUNTING HERE. THEY HAVE BEEN MY PREOCCUPATION, AND IN THE END THEY HAVE BROUGHT ME WHOLLY UNANTICIPATED RESPONSIBILITIES. NOW I AM THE LAST ONE OF MY ANNAPOLIS CLASS STILL WEARING THE UNIFORM.

THROUGHOUT I NEVER LOST MY SENSE OF IDENTIFICATION WITH MY OKLAHOMA HOME, NOR MY AFFECTION FOR ITS PEOPLE. AND I TRIED NEVER

TO LOSE SIGHT OF FORRESTAL'S GOOD ADVICE. I AM SURE HE WOULD BE PLEASED AND SURPRISED TO KNOW THAT AT LEAST ONE MIDSHIPMAN WOULD RETAIN THAT COUNSEL THROUGH ALL THE LONG YEARS, AND WOULD TO THIS DAY MEASURE HIS ACHIEVEMENTS BY STANDARDS HANDED DOWN BY HIS HOMETOWN FAMILY AND FRIENDS.

WHAT ARE THOSE VALUES THAT WERE SO

POWERFUL FOR ME, AND THAT HAVE MADE THAT EPISODE LIVE ON IN MY MEMORY? THREE WORDS SUMMARIZE THEM -- GOD, HONOR, AND PATRIOTISM. I WOULD SUSPECT THAT THOSE WORDS ARE THE SAME ONES THAT HAVE ANIMATED MANY OF YOU, AND YOUR FAMILIES, IN YOUR OWN HOMETOWNS. BUT LET ME SAY A LITTLE MORE ABOUT THEIR PLACE IN MY OWN OUTLOOK AND EXPERIENCE -- AND MY VIEW CONCERNING THEIR "UTILITY" AS WE HEAD TOWARD A NEW CENTURY.

IT'S, OF COURSE, IMPORTANT TO REALIZE THAT THE PLACE OF THESE PRINCIPLES CAN BE VERY DIFFERENT WHEN ONE TRANSITIONS FROM OUTLOOK TO EXPERIENCE.

I'D BE THE FIRST TO ADMIT THAT IT IS ALL TOO EASY FOR THEM TO BE OBSCURED BY THE EXIGENCIES OF LIFE IN THIS AGE. THE MOMENTUM OF CHANGE IS IMPRESSIVE, IF NOT BEWILDERING, AND IN MANY RESPECTS THE ENVIRONMENT

SURROUNDING US -- AND ITS CHALLENGES -- ARE UNPARALLELED IN HISTORY. THERE ARE MORE PEOPLE ON THIS GLOBE THAN AT ANY TIME IN THE PAST. AN UNPRECEDENTED PROPORTION OF THEM ARE LITERATE AND EDUCATED. MORE THAN EVER PEOPLE ARE EXPRESSING THEIR ASPIRATIONS AND INFLUENCING GOVERNMENTS. THE SCIENTIFIC AND TECHNOLOGICAL REVOLUTION IMPACTS EVERY ASPECT

OF OUR LIVES. ADVANCEMENTS IN COMMUNICATIONS AND TRANSPORTATION ALONE HAVE SHRUNK THE WORLD INCREDIBLY. SCIENTISTS CLAIM WE ARE DOUBLING OUR ACQUISITION OF KNOWLEDGE EVERY FIVE YEARS. ASSUMING THEY ARE CORRECT, IN LESS THAN SEVEN DECADES WE SHOULD KNOW A MILLION TIMES MORE ABOUT OUR UNIVERSE THAN WE DO TODAY. IF YOU HAD A PERSONAL LIBRARY CONSISTING OF A WHOLE WALL LINED WITH BUILT-IN BOOKSHELVES, A MILLION-FOLD INCREASE IN YOUR LIBRARY WOULD REQUIRE A CONTINUOUS WALL OF BOOKSHELVES EXTENDING FROM COAST TO COAST ACROSS THE BREADTH OF THE UNITED STATES.

WE SELDOM PAUSE TO APPRECIATE HOW TITANIC AND MIND-BOGGLING PROGRESS HAS BEEN. IN PART THIS IS BECAUSE WE BECOME JADED SO RAPIDLY BY THE ROUTINIZATION OF THE SPECTACULAR, E.G., TELEVISION, SPACE

EXPLORATION, COMPUTERS. STRANGELY ENOUGH, HOWEVER, TECHNOLOGICAL PROGRESS HAS NOT ELIMINATED PROBLEMS AND IN FACT HAS CREATED A HOST OF NEW ONES.

DISSENSION, DISCRIMINATION, INJUSTICE, HUNGER, POVERTY AND VIOLENCE ARE STILL WITH US TO ONE DEGREE OR ANOTHER. ON TOP OF THIS OUR TECHNOCRATIC SOCIETY THREATENS THE

ECOLOGICAL ENVIRONMENT IN A NUMBER OF WAYS, OFTEN ENCOURAGES THE USE OF DRUGS AND IN SOME INSTANCES DEHUMANIZES THE LIVING PROCESS.

THE INTERNATIONAL COMMUNITY PRESENTS A PICTURE OF TURBULENCE AND UNCERTAINTY. NORTH AFRICA, SOUTHEAST ASIA, THE MIDDLE EAST, THE INDIAN SUBCONTINENT, THE SUPERPOWER CONFRONTATION ALL SHOW SIGNS OF THE INSECURITY, DISARRAY, AND DISTRUST CHARACTERISTIC OF THE HUMAN CONDITION.

THOSE IN GOVERNMENT MUST ALSO COPE WITH IMPLACABLE ENEMIES OF HUMAN DIGNITY AND FREEDOM: THE DISCIPLES OF LENIN WHO HAVE COLDLY SUBJUGATED THEIR OWN PEOPLES AND SEEK TO THWART THE ASPIRATIONS OF OTHERS FOR THE LIBERTIES YOU AND I ENJOY, INDEED TAKE FOR GRANTED. THOSE WHO SEEK PEACE AND THE PRESERVATION OF LIBERTY HAVE BEEN CHALLENGED AT EVERY TURN BY THESE DETERMINED

ADVERSARIES. THIS IS A SOBERING REALITY OF OUR AGE.

OTHER NATIONAL AND WORLD PROBLEMS ARE TOO WELL KNOWN TO BELABOR HERE. BUT THIS DESCRIPTION, BRIEF AS IT IS, CLEARLY POSES THE CRITICAL QUESTION, ARE THE VALUES I'VE MENTIONED -- MY HOMETOWN ONES, WHICH ORIGINATED IN A SIMPLER AND LONG PAST AGE --

RELEVANT TODAY AND IN THE FUTURE? CAN THEY BE RECONCILED WITH THE REALITIES WE FACE NOW, AND WILL FACE IN THE FUTURE?

I BELIEVE THE AVERAGE AMERICAN IN SEEKING THE ANSWER TO SUCH A QUESTION DOES NOT RELY ON COMPLICATED ARGUMENTS. NOR DOES HE CITE THE UNIQUE TENETS OF ANY PARTICULAR RELIGIOUS FAITH. INSTINCTIVELY HE RETURNS TO FUNDAMENTALS -- MOST LIKELY THE BASIC TEACHINGS HE HAS LEARNED AS A CHILD, TO MENTION A FEW: GOD, COUNTRY, MODERATION IN ALL THINGS, FREEDOM WITH RESPONSIBILITY, SELF-RESPECT FOR ALL, EMPHASIS ON HUMAN DIGNITY AND THE WORTH OF THE INDIVIDUAL.

THESE ARE THE BENCHMARKS WHICH UNDERGIRDED THE EARLY YEARS OF OUR GREAT DEMOCRATIC EXPE[illegible]T. DO THEY HAVE APPLICATION TODAY?

MY ANSWER IS EMPHATIC: OF COURSE THEY

ARE RELEVANT EVERY DAY, AND EVERY WAY IN THE ACTIONS OF MORAL MEN AND WOMEN DEDICATED TO LIVING FRUITFUL LIVES WITHIN OUR NATION, IN THE GOVERNMENT, IN EVERY PROFESSION, IN ALL ENDEAVORS, AND IN EVERY HOME AND WORKPLACE.

I STAND BEFORE YOU AS ONE OF THOSE. MY PROFESSION IS ONE IN WHICH THE VALUES I HAVE MENTIONED ARE HELD HIGH AS STANDARDS OF

PERSONAL BEHAVIOR, AND AS THE CHARACTERISTICS OF THE FREE SOCIETY I AM SWORN TO DEFEND.

A FEW YEARS AGO THERE WAS A GREAT DEBATE ABOUT THE MORAL PROBLEMS OF WAR IN THE NUCLEAR AGE. IT RAISED IMPORTANT QUESTIONS ABOUT HOW WE CAN REMAIN CIVILIZED IN AN AGE IN WHICH TECHNOLOGY HAS GIVEN US NOT ONLY UNPARALLELED CREATIVE CAPACITIES, BUT ALSO UNPRECEDENTED POWERS OF DESTRUCTION. BUT THESE ARE NOT NEW QUESTIONS. IN EVERY AGE MEN HAVE BEEN CHALLENGED TO REMAIN FAITHFUL TO ABIDING NORMS WHILE MAKING DIFFICULT CHOICES ABOUT WHAT TO DO. THIS IS OUR CHALLENGE, AS WELL, AND I AM CONFIDENT WE CAN STEER THE RIGHT COURSE. WE CANNOT WISH AWAY THE UNPLEASANT ASPECTS OF THE WORLD; WE HAVE TO DO OUR BEST TO GRAPPLE WITH WHAT EXISTS, AND SOMEHOW TO MAKE IT BETTER.

CHANNELLING OUR CREATIVE ABILITIES, AND

USING OUR STRENGTH, FOR PURPOSES THAT ADVANCE HUMANE GUIDING PRINCIPLES, IS THE ULTIMATE TEST FOR THOSE WHO GOVERN. WE CANNOT AND SHOULD NOT DETACH THE BUSINESS OF GOVERNING, OR OF DEFENDING THE SOCIETY, FROM THOSE PRINCIPLES. THEY ARE THE STANDARD AGAINST WHICH WE -- AND ALL AMERICANS -- SHOULD MEASURE OUR BEHAVIOR.

I WOULD SUBMIT THAT NOT ONLY WE IN THE MILITARY, BUT ALL OF US IN AMERICAN SOCIETY AT LARGE, HAVE DONE WELL IN MEETING THAT CHALLENGE. LET ME CITE JUST A FEW OF OUR MANY ACHIEVEMENTS -- WHICH HAVE A HIGH MORAL CONTENT AND WHICH ARE TO A GREAT DEGREE INSPIRED BY OUR FUNDAMENTAL VALUES:

- FOUR TIMES IN THE LAST 70 YEARS WE HAVE POURED OUR MANHOOD AND THE TREASURE OF OUR CITIZENS INTO OVERSEAS CRUSADES AGAINST AGGRESSION, INJUSTICE, AND TYRANNY.

- IN THOSE CONFLICTS WE NEVER COVETED A SINGLE ACRE OF LAND NOR SOUGHT TO ADD A DOLLAR TO OUR WEALTH.

- QUITE THE CONTRARY, WE'VE USED OUR MATERIAL STRENGTH AND FINANCIAL FORTUNES TO BIND THE WOUNDS OF FRIENDS AND FOES ALIKE -- IN TERMS OF RESOURCES, MONEY AND FOOD.

- WE HAVE, MOREOVER, PROVIDED A SECURE

BULWARK BEHIND WHICH HOPEFUL PEOPLES AROUND THE GLOBE HAVE SOUGHT TO SHARE IN THE TRADITION OF FREEDOM THAT HAS BROUGHT US SUCH BOUNTY.

- THE UNITED STATES HAS ALSO CONSISTENTLY CONTRIBUTED GENEROUSLY TO HELP THOSE WHO HAVE SUFFERED NATIONAL DISASTERS, SUCH AS FLOODS, EARTHQUAKES, AND FAMINE.

- IN ONE GENERATION WE HAVE CONQUERED OR CONTROLLED DIPTHERIA, SMALLPOX, TYPHOID, MEASLES, POLIO, TUBERCULOSIS AND PNEUMONIA.

- THE PRESENT GENERATION HAS BUILT MORE SCHOOLS, COLLEGES, LIBRARIES AND HOSPITALS THAN ALL OUR FOREFATHERS.

- DURING MY LIFETIME, OUR COUNTRY HAS TRAINED MORE DOCTORS, SURGEONS, LAWYERS, DENTISTS, TEACHERS, ENGINEERS, PHYSICISTS, THAN ALL THOSE BEFORE US.

- THE UNITED STATES HAS RAISED STEADILY ITS STANDARDS OF LIVING AND AT THE SAME TIME LOWERED ITS HOURS OF WORK.

- OUR MEDICAL PROFESSION IS PROVIDING A LONGER LIFE EXPECTANCY FOR AMERICANS. INFANT MORTALITY IS DOWN AND THE HEALTH OF OUR NATION IS IMPROVING DAILY.

FOR DECADES OUR COUNTRY HAS TAXED ITSELF IN AN EXTRAORDINARY FASHION TO PROVIDE FOR

THE YOUNG, THE SICK, THE INDIGENT, AND THE AGED.

- WE HAVE DONE MORE TO BRING EQUALITY, DIGNITY, AND OPPORTUNITY TO ALL MINORITY GROUPS THAN ANY PRECEDING GENERATION.

- MORE AMERICANS ARE IN SCHOOL TODAY THAN AT ANY TIME IN OUR HISTORY, BOTH IN ABSOLUTE FIGURES AND PERCENTAGE-WISE. IN THE

UNITED STATES, THE YOUNG MINORITY STUDENT GRADUATING FROM HIGH SCHOOL IS MORE LIKELY TO GO TO COLLEGE THAN THE AVERAGE CITIZEN REGARDLESS OF RACE OR COLOR, OF ANY OTHER COUNTRY OF THE WORLD.

ABOVE ALL -- THESE ARE THE ACHIEVEMENTS OF MEN AND WOMEN WORKING TOGETHER IN A POLITICAL FRAMEWORK THAT ALLOWS UNCOMMON FREEDOM -- TO CHOOSE ONE'S OCCUPATION AND FIELD OF EDUCATION, TO EXPRESS ONESELF, TO VOTE FOR HIS OWN LEADERS, TO STRIKE, TO ENJOY THE PROTECTION OF AN INDEPENDENT LEGAL SYSTEM, AND TO WORSHIP AS HE SEES FIT. THIS WOULD NOT BE POSSIBLE WITHOUT THE EMPHASIS THAT WE HAVE HISTORICALLY PUT ON THE INDIVIDUAL, HIS DIGNITY, HIS WELFARE AND HIS FREEDOM. CERTAINLY WE OR OUR SYSTEM ARE NOT PERFECT; CLEARLY THERE IS A GREAT DEAL MORE TO DO; AND WE STILL FACE MORE THAN ENOUGH

PROBLEMS, BUT THE POINT IS THAT OUR IDEALISM HAS BEEN A DYNAMIC FORCE IN THE LIFE OF OUR NATION -- CONSTANTLY SPURRING US TO GREATER HEIGHTS -- AND THEY REMAIN SO TODAY.

EVEN WATERGATE, A MOST SORDID CHAPTER IN OUR POLITICAL HISTORY, DEMONSTRATED OUR RESILIENCY, PATIENCE AND COHESION AS A NATION. ONLY A PEOPLE WHICH HAD GREAT FAITH

IN THEIR INSTITUTIONS AND COLLECTIVE MORALITY COULD HAVE DIGESTED WATERGATE WITHOUT MORE TRAUMA, WITHOUT TANKS OR SOLDIERS IN THE STREETS, OR WITHOUT TEARING THEIR SOCIETY APART. IN MY VIEW WATERGATE WAS A MORAL TRIAL RATHER THAN A POLITICAL ONE, AND OUR FUNDAMENTAL VALUES STOOD THE TEST WELL.

THE VIETNAM SCHISM PROVIDES SIMILAR ENCOURAGEMENT. NO MATTER WHAT SIDE OF THE ARGUMENT YOU TOOK OR HOW DISTRESSED YOU WERE BY THOSE EVENTS -- IN THE LONG RUN OUR OBEISANCE TO DEMOCRATIC PRINCIPLES, OUR INHERENT REGARD FOR PLURALISM AND THE HUMANITY OF OUR VALUES ALLOWED THE COUNTRY ULTIMATELY TO OVERCOME THIS TRAUMATIC DIVISION.

(PAUSE)

IF THERE IS A THREAT TO US, I BELIEVE IT IS NOT OUR ETHICS BUT THE HYPOCRISY WHICH WE

OFTEN PRACTICE. WHEN THE YOUNGER GENERATION SHOWS ITS DISSATISFACTION ABOUT EVENTS, IT SEEMS TO ME TO SPRING FROM A SENSE OF DISCREPANCY BETWEEN WHAT WE BELIEVE AND WHAT WE DO. THAT IS WHERE THE GREATEST NEED FOR IMPROVEMENT LIES.

(NEW YORK TAXI STORY) IGNORE PRINCIPLES -- DO WHAT'S RIGHT.)

LET ME VERY QUICKLY TURN FROM THE NATIONAL TO A PERSONAL LEVEL AND CITE A GRAPHIC EXAMPLE OF A MAN WHO WAS NOT A HYPOCRITE -- A MILITARY MAN WHO FOUND STRENGTH IN OUR TRADITIONAL VALUES, AND IN HIS PROFESSIONAL ETHIC, WHEN HE WAS PUT TO GREAT PERIL AND TRIAL. VICE ADMIRAL JAMES STOCKDALE, A POW IN VIETNAM FOR SEVEN AND A HALF YEARS AND A MEDAL OF HONOR WINNER. HE HAD THIS TO SAY ABOUT HIS EXPERIENCE (FORGIVE ME IF I QUOTE LIBERALLY -- BUT I COULD NOT DO HIS TESTIMONY JUSTICE IN MY OWN WORDS).

"IN PRISON, WE AMERICANS HAD MANY MAINSTAYS. MINE REDUCED TO A STRONG THREE-LEGGED STOOL OF GOD, COUNTRY AND HONOR. PATRIOTISM FORMED THE HONOR LEG OF THAT STOOL. BY HONOR I MEAN A MIXTURE OF PRIDE AND CONSCIENCE. THAT IS, PRIDE OF ONE'S COUNTRY AND IN ONE'S

SELF, AND A WELL-DEVELOPED CONSCIENCE BASED ON THIS NATION'S HISTORY AND ITS CITIZENS' OBLIGATION TO UPHOLD THE PROMISE AND COMMITMENT OF OUR FOUNDING FATHERS.

"ALONE, SICK AND SUFFERING, WITH THE AGONY OF HAVING THE THIN VENEER OF

CIVILIZATION BRUTALLY REMOVED FROM OUR LIVES, FAITH, LOVE AND HOPE WERE TAKEN AWAY FROM THE STRONGEST MEN AS THE SCREWS OF THIS EXTORTION ENVIRONMENT WERE TIGHTENED. DAY BY DAY, THE NORTH VIETNAMESE HACKED AWAY AT OUR HONOR, TOO. BUT THERE THEY HIT THE BEDROCK OF RESISTANCE AND RESOLVE. WE PRISONERS SAW THE BOTTOM OF THE BARREL AND OUR HONOR, OUR PATRIOTISM, HELPED SAVE US FROM GOING OVER THE EDGE INTO BARBARISM. I'VE SEEN BRAVE MEN BROKEN TO THE POINT THAT HONOR WAS THE ONLY BUILDING BLOCK LEFT -- BUT IT WAS THERE. PATRIOTISM SUSTAINED, ENCOURAGED AND GAVE HOPE.

"THE IMMENSE STRENGTH OF OUR HISTORY ELEVATED OUR CONSCIENCE AND HELPED MAINTAIN OUR HOPE AND UNITY."

THIS IS THE STUFF OF THE REAL WORLD AND A CONCRETE EXAMPLE OF AN AMERICAN IN EXTREMIS FALLING BACK ON CENTRAL AND TIMELESS CONCEPTS: GOD, HONOR AND PATRIOTISM. JIM STOCKDALE PREVAILED OVER HIS CAPTORS -- THEY NEVER CONQUERED HIS SPIRIT OR THE INNER MAN -- IN ESSENCE HIS VICTORY WAS A SPIRITUAL ONE. WHAT A TESTAMENT TO OUR IDEALISM, OUR

CODE, OUR BELIEF IN COUNTRY -- WHAT A TESTAMENT TO OUR CENTRAL HOMETOWN VALUES.

SOMETIMES WE TEND TO DEPLORE THE TIMES, TO PREDICT DEFEAT, AND TO BE GENERALLY DEPRESSED ABOUT THE PROSPECTS FOR MANKIND. I CANNOT SHARE THIS VIEW. WE LIVE IN AN AGE OF UNPARALLELED EXCITEMENT. YOU CANNOT SAY IT'S BORING OR STANDING STILL -- FRANKLY THAT'S A NICE THING TO SAY ABOUT ANY PERIOD OF HISTORY. SIGNIFICANT CHANGES ARE AFOOT -- YOUNG PEOPLE LIKE YOURSELVES ARE STIRRING WITH AN IDEALISM THAT WE NEVER HAD EITHER THE INCLINATION OR OPPORTUNITY TO ENJOY. NOT ONLY THAT, YOU ARE ENTERING THE FUTURE WITH MORE PREPARATION AND KNOWLEDGE THAN ANY PREVIOUS GENERATION. ON A LARGER SCALE, AMERICA'S ATTEMPT TO ERADICATE THE PROBLEMS OF RACISM, POLLUTION, POVERTY, CRIME AND THE THREAT OF WAR SERVES AS A STIMULUS FOR A HOST

OF NATIONS WHICH HAVE NOT YET TAKEN UP THESE CHALLENGES. THESE ARE IMMENSE DESIGNS AND WILL REQUIRE UNPRECEDENTED DETERMINATION AND SKILL. BUT I SUBMIT THAT THEY ARE INSPIRED BY THE SAME IDEALS AND MORALITY THAT IMPELLED OUR FOREFATHERS. I ALSO SUBMIT THAT THEY WILL CONTINUE TO PROD OUR NATION TO MOVE UPWARDS AND TO STRIVE FOR IMPROVEMENT.

I HAVE CONFIDENCE THAT, AS SO MANY TIMES IN THE PAST, AMERICA'S FUNDAMENTAL VALUES WILL PLAY A LARGE PART IN HELPING MANKIND THROUGH THE CURRENT MAZE TO A STILL BETTER WORLD.

AND I'VE BEEN VERY PROUD TO PARTICIPATE IN THAT WORK, AND LOOK FORWARD WITH GREAT ANTICIPATION TO SERVING IN THE TIME THAT'S LEFT TO ME.

JCS-20

JAY COUPE 223-5504 (w)
548-3355 (h)

Sr Am Advs to Viet Reviewing Force
advising *inclement part of country
U-Minh Forest - Mekong Delta
most Viet Communicated area

Crowe - bronze star for valor in Viet
under fire for long period
of time
shot down in heli - much trouble
come down in
Indian country

pol courage -

too pol ?: Egypt airlines forced
(in stat) down w/ Abu Nidal
following Achille Lauro
Crowe directing op from
Pentagon -
Crowe said land

Iranian Airbus - pushed US to stand
up & admit what happened.
Faced cameras
pointed out diff intro other side
* us - admitting rep

independently asserted his pos
contra pol forces on both sides
for good of country - never
minced words; absolute candor,
integrity & frankness re: Natl Sec
known for

60 Minutes profile - courage (ha ha)
last year's - Feb 1988

697-4272 Carolyn Pajer

shldn't have knee-jerk neg resp
to tent Sovs propose - unusual
for an. mil to say

legacy: imp mil → mil rel entre
Am & Sov
= architect of that
→ Open Skies etc.

jointness - armies working
together

→

Persian Gulf op - knew had lived there, knew leaders, culture etc.

insisted all services be looked at to see what role to play - not just Navy

Army helos op from Navy ships (night flying)

Marine units for special ops

AF - AWACS providing long-range aerial reconnaissance

at three ~~theaters~~ bureaucracies of service rivalries

successfully escorted 100s of ships (ending of drag - drag was helped)

Carolyn - Bronze ~~Medal~~ Star for Valor
60 Minutes tape

McGroarty/Dooley
September 21, 1989
4:00 pm
[CROWE]

PRESIDENTIAL REMARKS: RETIREMENT OF ADMIRAL WILLIAM J. CROWE
WASHINGTON, D.C.
SEPTEMBER 29, 1989
[redacted] 12:

Thank you, Dick [Sec. Def. Cheney]. [Introductory acknowledgements. Members of Congress, members of my Cabinet. Service Chiefs, Service Secretaries. CINCs.] Men and women of the Armed Forces.

[[This is truly an impressive display. As I came in on Marine One, and saw all these other helos on hand, I thought we were heading into the Battle of Annapolis -- not the retirement of Bill Crowe.]]

And I want to give a special welcome to the members of the Crowe family who are here today: Bill's wife Shirley. Their children Brent, Bambi and Blake -- that is, Captain Blake Crowe of the U.S. Marines. And finally, the man with the unenviable task of filling Admiral Crowe's shoes: our new Chairman of the Joint Chiefs of Staff, General Colin Powell.

Days like this one are always bittersweet. I've just shared with Admiral Crowe his final review of the finest fighting forces in the world.

Many of us here today know Bill Crowe -- count him as a friend. All of us admire him.

In a moment we'll hear from the man himself. Maybe he'll tell us the story of how a fellow from a state that's land-locked on all four sides chose the Navy -- rose to the rank of Admiral, and to the Chairmanship of the Joint Chiefs of Staff.

What Bill Crowe will be too modest to talk about is his stellar career -- his many achievements in 47 years in uniform.

As many of you may know, Bill has an unusual hobby. He collects hats -- more than a thousand of them, from all over the world. And hat collecting is the perfect hobby for the man we're honoring today -- because Admiral Bill Crowe is a man of many hats in more ways than one.

In his long Navy career, Bill Crowe has been a submariner. He's been Senior Advisor to the riverine force in Vietnam -- the brown-water Navy. He's been Commander of the U.S. Middle East force, Commander in Chief of U.S. Naval Forces in Europe, and of the Pacific Command. He's served in more positions in the Office of the CNO and Secretary of Defense than we have time to list. He is a lifelong student of politics and military history -- and one of the most formidable strategic thinkers the U.S. military

has produced. And, of course -- even as he rose through the ranks -- Bill Crowe has always remained a down-home country boy from Oklahoma City.

And wherever the Navy has taken Bill Crowe -- Oklahoma has always been home.

The summer before last, Bill added one hat to his collection he probably thought he'd never see: a Soviet seaman's cap, given to him by the Marshal of the Soviet Union, Sergei Akhromeyev, on the first of a series of path-breaking visits involving the American and Soviet military.

Since that first visit, Admiral Crowe has twice toured the Soviet Union. But I want to share a story about the Soviet Marshal's first visit here -- and the last stop on Bill Crowe's tour. First, of course, came the trips to a series of U.S. military installations. But after Admiral Crowe introduced his Soviet guest to American troops and American fire-power, he decided it was time to introduce him to America. So Bill took Marshal Akhromeyev out to Oklahoma, for an old-fashioned barbeque the likes of which he'd never seen back in his own home town of {xxxx}.

That's Bill Crowe. A no-nonsense toughness and resolve when it comes to defending America -- and a warm heart for what makes America worth fighting for.

Bill Crowe's four years as Chairman have coincided with a time of transition in international affairs. And Admiral Crowe has been steady at the helm. He's kept a clear eye on emerging opportunities, on changing international conditions -- and on the **one unchanging demand of national security: preserving the peace and freedom of this great nation.** This combination of flexibility and firmness remains the right approach to national security in the challenging years ahead. We've got to take our bearings from the world we see around us -- even as we seek to shape a new world, a freer world, in keeping with our hopes and highest aspirations.

Admiral Crowe, I've seen your poise and professionalism in times of crisis. I've benefitted from your expertise and counsel. I know you as an advisor and a friend. [[Pause]] Bill, on behalf of a greatful nation, and as your Commander-in-Chief, I thank you for the lifelong service you have offered our country.

I wish you God Speed -- and may God bless the United States of America.

# # #

NAVAL ACADEMY

Cheney intro
Pics
Crowe

College Creek / Severn River
Chesapeake

homes surrounding - officers

new Brigade Activities Ctr.

dome = Academy Chapel
Ernest Flagg

Worden Field - Parade Field

Carter à la fois ?

ADMIRAL CROWE RETIREMENT -- JAY COUPE

Jay Coupe was Admiral Crowe's spokesman and assistant for ten years. He spoke with Admiral Crowe yesterday (9/25/89) and provided the following thoughts:

One often speaks of courage when discussing military men. Admiral Crowe has shown many different kinds of courage:

Military:

- He was the Senior American Adviser to the Vietnamese Riverine Force, and unit patrolling the most odious, inclement and Viet-Cong-infested area of the country -- the U-Minh Forest on the Mekong Delta.

- He received the Bronze Star for Valor in Vietnam for being under fire over a long period of time.

Political (examples are probably too political):

- When we forced down the Egyptian airliner carrying Abu Nidal following the Achille Lauro incident, Crowe was directing the operation from the Pentagon. Italy refused to allow the planes to land -- Crowe said land.

- During the Iranian Airbus tragedy, Crowe pushed the US to stand up and admit what happened -- drawing a distinction between our behavior and the other side's, i.e. the US admitting responsibility.

- He has often independently asserted his positions -- against political forces on both sides -- for the good of the country.

- (general example -- probably o.k.) Crowe is known for not mincing words, and for his absolute candor, integrity and frankness re: national security. Always thinking of what is best for the United States.

Humorous:

- Has had the courage to submit himself to two Mike Wallace profiles on 60 Minutes.

Crowe's Legacy:

- The improved military-to-military relations between the US and Soviet Union. He has been the architect of this. (Could possibly relate to Open Skies, Open Lands, etc.?)

- The concept of jointness, of the different services working together.

  i.e. the Persian Gulf operation -- Crowe had lived in the region, he knew the leaders, the culture, etc. (Pres., through his own extensive foreign policy experience, could possible stress how much he values the importance of this?)

  He insisted on looking at all the services -- not only the Navy -- to see which roles they could play. Result: Army helicopters operated from Navy ships (Army helicopters were equipped to fly at night.) Marine units were engaged for special operations. Air Force AWACS provided long-range aerial reconnaissance.

  He helped cut through the bureaucracies of service rivalries. The US (after a shaky start) successfully escorted hundreds of ships through the Gulf -- an operation that likely played a part in ending the Iran-Iraq War.

Jay Coupe: 223-5504 (w)
548-3355 (h)



General Information

Admission: There is no admission charge.
Visiting Hours: To the Yard (campus) -- Daily, 9 a.m. to 5 p.m. or sunset, whichever is later. To the chapel, Crypt and museum -- Monday through Saturday, 9 a.m. to 4:50 p.m.; on Sunday, the museum opens at 11:00 a.m., the Crypt at 12:15 p.m. and the chapel at 12:30 p.m., all closing at 4:50 p.m.. Visitors must enter via Gate 1.
Parking: Visitor parking lots are located adjacent to Halsey Field House. Visitors may also park at any curb or parking area marked in yellow paint or unmarked. Curbs painted red, yellow with red stripes or white are no parking or restricted parking zones.
Speed Limit: 15 miles per hour or as posted otherwise, strictly enforced. All traffic must yield to midshipmen marching in formation and pedestrians in crosswalks.
Rest Rooms: Visitors Center in Ricketts Hall, Worden Field bandstand, at Gate 3, in Halsey Field House and Dahlgren Hall.
Meals and Lodging: The Anchorage at the Visitors Center in Ricketts Hall is open to the public. Hours vary with the season. There are no lodging facilities for visitors at the Academy, however, several hotels and inns are within walking distance in downtown Annapolis. Picnics are not permitted in the Yard. There are picnic areas and other recreational facilities at the Naval Station for Defense Department personnel and their guests.
Gift Shop: At the Visitors Center in Ricketts Hall. The Midshipmen Store is not open to the public.
Cameras: Photography is permitted unless otherwise posted. Approval of the chaplain is necessary to take photos during church services.
Pets: Must be on a leash.
Dress: Appropriate attire is required, including shirts and shoes.
Brigade Noon Formation: Tecumseh Court, weather permitting. Weekdays, 12:10 p.m.; Saturdays, 12:20 p.m.; Sundays and holidays, 12:30 p.m. Visitors should not miss this impressive ceremony.
Athletic Events: Most are open to the public without charge. For information, write the Naval Academy Athletic Association, Annapolis, MD 21402-5040, or ask for details at the Visitors Center.

Text and design by USNA Public Affairs Office, (301) 267-2291; photography by USNA Photo Lab.

☆U.S. G.P.O. 1988-241-569:80014

"Welcome Aboard"

. . . is the traditional Navy greeting. With it, we welcome you to the United States Naval Academy's campus, traditionally called "the Yard."

The Naval Academy is the undergraduate college of the Navy. Our mission is "To develop midshipmen morally, mentally and physically and to imbue them with the highest ideals of duty, honor and loyalty in order to provide graduates who are dedicated to a career of naval service and have potential for future development in mind and character to assume the highest responsibilities of command, citizenship and government."

A comprehensive four-year program blends academics, professional training, leadership experience, physical education, competitive sports and extracurricular activities to accomplish this unique purpose.



Herndon Monument: Commander W. L. Herndon was the first to explore the Amazon to its headwaters. He went down with his ship in 1857 after transferring 152 passengers and crewmen to a rescue ship. (1858)

Hubbard Hall: As a midshipman, Rear Admiral John Hubbard, Class of 1870, stroked the first Navy crew to victory. Hubbard Hall was the first Naval Academy building named to honor a living man. (1929)

Leahy Hall: Fleet Admiral William D. Leahy, a member of the Class of 1897, was Admiral of the Fleet and Chief of Staff to President Roosevelt during World War II. (1939)

Lejeune Hall: Major General John A. Lejeune, Class of 1888, became the first Marine to command an army division. (1982)

Luce Hall: Rear Admiral Stephen B. Luce founded the Naval War College and authored a basic text on navigation. (1920)

Macdonough Hall: Commodore Thomas Macdonough, who served under Edward Preble in the War with Tripoli, distinguished himself in the War of 1812 by destroying a British flotilla of 14 vessels. (1903)

Mahan Hall: Rear Admiral Alfred Thayer Mahan was a 19th century naval historian and seapower advocate. (1907)

Ricketts Hall: Admiral Claude V. Ricketts rose from the enlisted ranks to Vice Chief of Naval Operations. (1966)

Rickover Hall: Admiral Hyman G. Rickover, Class of 1922, was "father of the nuclear Navy." (1975)

Robert Crown Sailing Center: Robert Crown was former president of the Navy League of the United States. (1974)

Sampson Hall: Rear Admiral William T. Sampson, a former Naval Academy superintendent, commanded naval forces in the Spanish American War. (1907)

Tripoli Monument: One of the oldest monuments in the U.S., dedicated to six young naval officers killed off the African coast in 1804 during the war with Tripolitan pirates. (Commissioned 1806, moved to the Naval Academy 1860)

Ward Hall: Lieutenant J.H. Ward was the first commandant of midshipmen and the first line officer to serve as a Naval Academy instructor. (1941)

Most of the walks and roadways are named for past Naval Academy superintendents.

BEHIND THE NAMES

Behind the Names

Bancroft Hall: George Bancroft, secretary of the Navy under President Polk, established the Naval School in 1845. The Naval School is now the Naval Academy. (Built in 1904.)

Buchanan House: Commander Franklin Buchanan was the first Academy superintendent from 1845-1847. (Built in 1906.)

Chauvenet Hall: Professor William Chauvenet, a leading mathematician of his time, was one of the Academy's seven original faculty members. (1968)

Dahlgren Hall: Rear Admiral John A. Dahlgren invented the rifled-bore naval gun used by both *USS Monitor* and the *CSS Virginia* (ex-*Merrimack*) in the Civil War. (1903)

Halsey Field House: Fleet Admiral William F. Halsey Jr., was a World War II naval hero and a graduate of the Naval Academy Class of 1904. (1957)

Hendrix Oceanographic Laboratory: Captain Charles N.G. Hendrix, a graduate of the Class of 1939, was a submariner and a pioneer Navy oceanographer. (1985)

Mexican Monument: Dedicated to the four midshipmen killed during the Mexican War. (1848)

Michelson Hall: Albert A. Michelson, a member of the Class of 1873, was the first American scientist to win the Nobel Prize. He received it, as a member of the Academy faculty, for measuring the speed of light. (1968)

Mitscher Hall: Admiral Mark A. Mitscher was a World War II Pacific task force commander. (1961)

Navy-Marine Corps Memorial Stadium: Financed entirely by private donations, the stadium is dedicated "To those who have served and will serve." (1959)

Nimitz Library: Fleet Admiral Chester W. Nimitz was Commander-in-Chief of the Pacific fleet in World War II. (1973)

Preble Hall: Commodore Edward Preble commanded the naval attack on the Barbary pirate stronghold of Tripoli in 1804. (1939)

Radford Terrace: Admiral Arthur W. Radford, a member of the Class of 1916, was Chairman of the Joint Chiefs of Staff between 1953 and 1957.

The Naval Academy combines French Renaissance and contemporary architecture, naval tradition and new technologies. Throughout the Yard, tree-shaded monuments commemorate the bravery and heroism that are an important part of the Academy's heritage. Buildings and walkways are named for graduates who have contributed to naval history and the nation -- graduates such as Admirals Chester Nimitz, William "Bull" Halsey and Hyman Rickover. The Academy also is the final resting place of Revolutionary War naval hero John Paul Jones, whose words "I have not yet begun to fight" have inspired generations of U.S. naval officers.

The Naval Academy started as the Naval School in 1845, founded by Secretary of the Navy George Bancroft, on ten acres of old Fort Severn in Annapolis. Since then, the development of the Naval Academy has reflected the history of the United States. As the country has changed culturally and technologically, so has the Naval Academy. In just a few decades, the Navy has moved from a fleet of sail and steam-powered ships to a high-tech fleet with nuclear-powered submarines and supersonic airplanes. Midshipmen are given the up-to-date academic and professional training they need to make important contributions as naval officers in their very first assignments after graduation.

In 1850, the Naval School became the United States Naval Academy. A new curriculum went into effect requiring midshipmen to study at the Academy for four years and to train aboard ship each summer. That format is the basis of a far more advanced and sophisticated curriculum at the Naval Academy today.

As the Navy grew over the years, the Academy expanded. The campus of 10 acres increased to 338. The original student body of 60 midshipmen grew to a brigade size of 4,600. Modern granite buildings replaced the old wooden structures of Fort Severn and the Naval School.

Congress authorized the Naval Academy to begin awarding bachelor of science degrees in 1932. The Academy later replaced a standard curriculum required of all midshipmen with the present program, which is fully accredited by the Middle States Association of Colleges

and Schools. The 140-semester-hour program incorporates a core curriculum of required courses plus a choice of 18 major fields of study. Classes are taught by 600 highly qualified faculty members, about half of whom are civilian scholars and half experienced military officers.

The federal government pays for the room and board, tuition and medical and dental care of midshipmen. They also are paid a small monthly salary for uniforms, books and personal needs. In exchange, midshipmen agree to serve as Navy or Marine Corps officers for at least five years after graduation. Most graduates serve much longer than that.

Competition for acceptance to the Academy is keen, with more than 15,000 applicants vying for 1,300 appointments annually. The Naval Academy first accepted women as midshipmen in 1976 after Congress authorized admission of women to all the service academies. About 125 women now enter with each plebe or freshman class, and they pursue the same academic and professional training as do their male classmates.

Today, the Naval Academy is a National Historic Site which hosts hundreds of thousands of guests each year from all over the United States and the world. This guide is designed to help make your tour of the Naval Academy a pleasant and informative experience. Descriptions of buildings and monuments are keyed by number to the centerfold map. We hope you will enjoy your visit to the United States Naval Academy.



WALKING TOUR

tanks with continually circulating salt water from the Severn River, allowing study of the living environment of the Chesapeake Bay.

Hendrix Lab, plus the Academy's own oceanographic research vessel and laboratories in Rickover and Chauvenet halls, help make the Naval Academy the nation's top undergraduate school in oceanography.

Along the seawall on weekdays in the spring and fall, you may see Naval Academy yard patrol (TP) craft getting underway or coming alongside. These modern, 108-foot, twin screwed craft emulate Navy destroyers and serve as laboratories afloat for midshipmen learning shiphandling, tactics and communications.

Continuing toward Dewey Field, you'll see on your left **LUCE HALL*** (31), home of the Division of Professional Development, where midshipmen take required and elective courses in seamanship, navigation, naval operations and tactics, military law and leadership. On the landward side of Luce Hall is **MACDONOUGH HALL * (32)**, a physical education building with facilities for swimming, racquetball, basketball, boxing, fencing, gymnastics and personal conditioning.

**Not open for public visiting*

If you return to the Visitors Center, our representatives will be happy to answer your questions. Or, ask any midshipman for information! We hope you enjoy your visit and sincerely appreciate your interest in the United States Naval Academy.

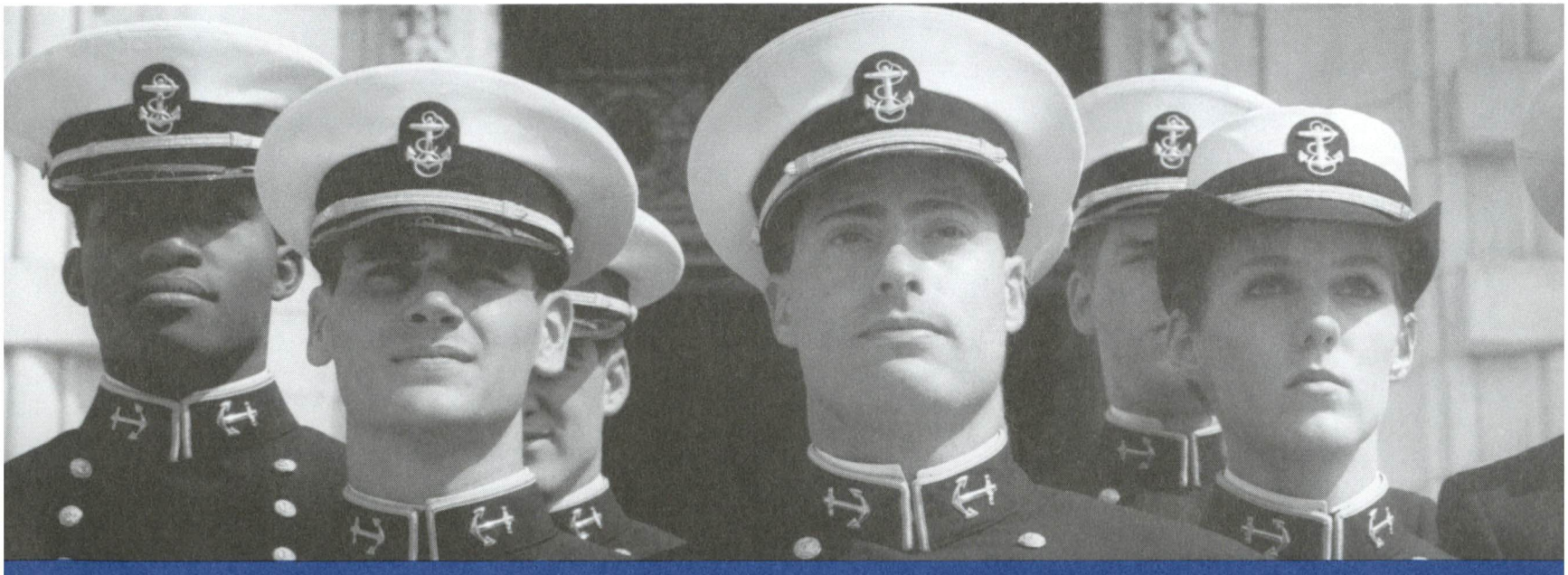
HOW TO BECOME A MIDSHIPMAN: The Naval Academy is always looking for highly motivated young men and women who are interested in testing the limits of their academic, physical and leadership abilities. If you or someone you know fits that description, stop by the Candidate Guidance Office in Leahy Hall between 8 a.m. and 4:30 p.m. weekdays and from 8 a.m to noon Saturdays. No appointment is necessary.

Or call toll free:

1-800-638-9156

or write:

Candidate Guidance Office
United States Naval Academy
Annapolis, MD 21402-5018



WELCOME ABOARD

Guided Tours

Guided tours by members of the Naval Academy Guide Service are available all year at the Visitors Center at Ricketts Hall. Individual and family tours are offered March through Thanksgiving. There is a nominal fee for all guided tours.

Arrangements for special group tours may be made at least one week in advance through the Naval Academy Guide Service, Annapolis, MD 21402-5041, (301) 263-6933.



Admiral George Dewey. It was enlarged and remodeled in 1940, doubling its capacity to 2,500. The stained glass windows in the transept, memorials to sea heroes of the past, include four designed by L.C. Tiffany. Hanging from the ceiling over the rear choir loft is the votive ship. Underneath the chapel is the **CRYPT OF JOHN PAUL JONES** which can be reached through outside entrances on either the right or left sides of the chapel. John Paul Jones, a great naval hero of the American Revolution, has long inspired naval officers. Buried in Paris in 1792, Jone's remains were located by the U.S. ambassador in 1905. They were enshrined in this marble sarcophagus in 1913. Inscribed in the floor encircling the sarcophagus are the names of the ships commanded by Jones. Exhibited around the walls of the crypt are Jones' medals and other mementos of his life. A Marine Corps guard in dress uniform stands watch in the crypt, which is open for general visiting from 9 a.m. to 4:50 p.m., Monday through Saturday, and from 12:15 to 4:50 p.m. on Sunday.

This concludes the basic walking tour of the Yard. You are welcome to walk or drive to other areas that are not marked or posted as restricted. The waterfront area is particularly attractive. At the far corner of the seawall looking out to the Chesapeake Bay is **TRITON LIGHT (26),** containing waters from the 22 seas traveled by nuclear-powered submarine USS Triton when circumnavigating the world underwater. Nearby is the foremast of the battleship **USS MAINE (27),** whose sinking in Havana harbor touched off the Spanish-American War. Also near Triton Light is the **SUBMARINE MEMORIAL (28),** dedicated to U.S. Navy submariners lost at sea during World War II.

Upriver from these monuments is the **ROBERT CROWN SAILING CENTER (29),** headquarters for all Academy sailing activities and home of the Intercollegiate Sailing Hall of Fame. All midshipmen learn to sail during their first summer at the Academy. The Naval Academy sailing fleet includes sailboards, lasers and 420-class dinghies, 44-foot yawls and larger offshore racing boats.

Across Santee Basin from the sailing center is the **HENDRIX OCEANOGRAPHY LABORATORY* (30),** a facility with a wet laboratory, research cubicles and classrooms. It also has observation

**Not open for public visiting*

be a multi-purpose facility with seating for up to 6,300 for academic, professional and cultural events.

Returning to Maryland Avenue, you pass the **OFFICERS AND FACULTY CLUB* (22).** As you cross Maryland Avenue and continue on Blake Road, you will pass the **ADMINISTRATION BUILDING* (23)** on your right. This building houses the offices of the superintendent, academic dean and other senior Academy officials.

HERNDON MONUMENT (24) can be seen on your left. Annual Commissioning Week activities include the Herndon climb, where the monument is covered with hundreds of pounds of lard. As a traditional rite of passage, plebes (freshmen midshipmen) struggle to the top of the 21-foot obelisk to replace a plebe's "dixie cup" with an upperclass cap. Tradition has it that the plebe who replaces the cap will become the class's first admiral.

Centrally located and on the highest ground in the Yard is the non-denominational **CHAPEL (25),** the "Cathedral of the Navy." With its copper dome rising above all other structures in the Yard, it serves as a symbol for the Academy. The chapel's cornerstone was laid in 1904 by



The Walking Tour

Your tour begins here at **RICKETTS HALL (1).** The Visitors Center offers information, guided tours, displays, a gift shop and snack bar. Tour service and information representatives can answer almost any question. The Naval Academy Athletic Association, where visitors can buy tickets for Naval Academy athletic events, is also located in this building.

Across the street and to the left of Lejeune Hall is **HALSEY FIELD HOUSE* (2)** which contains more than two acres of indoor surface area and facilities for basketball, track, tennis, squash and weightlifting.

On the Halsey side of Ricketts Hall is an X-1 experimental submarine, and displayed on the lawn across the street from the Ricketts Hall entrance is an F-4 fighter plane.

Directly opposite Ricketts Hall is **LEJEUNE HALL (3).** Completed in 1982, this physical education center houses a large indoor swimming pool and diving complex as well as a wrestling loft, conditioning area and saunas. It is equipped for television coverage. All midshipmen take four years of physical education, introducing them to a variety of sports ranging from lacrosse and soccer to boxing and fencing. Midshipmen also must take part in a varsity, intramural or club sport each season. Together, competitive athletics and physical education teach midshipmen life-long habits of physical fitness, teamwork, leadership and ability to cope with stress.

Coming out of Lejeune, cross the street to Porter Road, or "Captains Row," where senior officers live. Turning right onto Buchanan Road, you'll see **WARD HALL* (4),** the computer center.

DAHLGREN HALL (5), on your right, was formerly an armory and drill area. It now serves as a midshipmen activities center with an ice rink, lounges, dance floor and a small cafeteria. Fullam Court, directly in front of Dahlgren Hall, contains naval weapons of historical interest from the Civil War and ordnance captured from Japanese forces during World War II.

**Not open for public visiting*

TOUR INFORMATION

Across the street from Dahlgren Hall is the superintendent's quarters, **BUCHANAN HOUSE* (6).** Here, superintendents have hosted some of the world's most distinguished figures, including U.S. presidents, foreign heads of state and royalty.

Adjacent to Dahlgren Hall is **BANCROFT HALL (7),** one of the largest single dormitories in the world. Its five miles of corridors and 33 acres of floor space accommodate all 4,600 midshipmen. Construction began on Bancroft Hall in 1901. With new wings added in later years, the complex has become so large that it can be seen in its entirety only from the air. Inside are all the basic amenities for midshipmen's daily life, including recreation, tailor, cobbler and barber shops; book and uniform stores, bowling alleys, a soda fountain and radio station. Also in Bancroft Hall is King Hall, one of the world's largest dining rooms. Sitting at 360 tables, the entire brigade is served in about four minutes. Each day, midshipmen consume more than 13,000 quarts of milk from the Academy's own dairy farm in nearby Gambrills, Maryland.

To visit Bancroft Hall, walk up the steps to the main entrance and inside the massive rotunda. Continue up the steps to Memorial Hall, dedicated to Academy alumni killed under fire. Here, murals of historic battles line the walls and Commodore Oliver Hazard Perry's famous "Don't Give Up The Ship" flag is displayed.

After you return to the rotunda, turn down the hallway to your right to see displays of midshipmen life and an example of a midshipman's room. After visiting this room, retrace your steps to the exit.

TECUMSEH COURT (8) in front of Bancroft Hall, is the scene of the brigade's noon meal formation. Weather permitting, two battalions of midshipmen assemble at 12:10 p.m. on weekdays, 12:20 p.m. on Saturdays and 12:30 p.m. on Sundays. After inspection and muster reports, the midshipmen march into Bancroft Hall to the music of the Drum and Bugle Corps.

The bells flanking Bancroft's steps are rung to celebrate athletic victories over West Point. To the left, facing Bancroft Hall, is a replica of the Gokokuji Bell, cast in 1856 and brought from Okinawa by Commodore Matthew Perry following his 1853 voyage that opened Japan to world commerce. To the right is the bell from the World War II aircraft carrier Enterprise.

Continuing on your route from Tecumseh, cross the ellipse on Stribling Walk. On your right are **CHAUVENET * (10)** and **MICHELSON* (11) HALLS,** housing the Mathematics and Science Division. Michelson honors an early alumnus, Albert Michelson, the first American scientist to receive the Nobel Prize. In the late 1870s, when he was a faculty member at the Academy, he successfully measured the speed of light. The actual line of sight he used is indicated by a series of metal discs set in **RADFORD TERRACE (12),** between the halls.

In the middle of the ellipse is the **MEXICAN MONUMENT (13),** dedicated to four midshipmen killed during the Mexican War. As you approach Maryland Avenue, directly in front of you is the Macedonian Monument, composed of the figurehead and cannons from British frigate Macedonia, captured by Stephen Decatur in 1812. Across the street are **MAURY, MAHAN AND SAMPSON HALLS* (14).** Beyond the plaza to the right are **RICKOVER HALL* (15),** one of the finest engineering facilities in the nation, and **NIMITZ LIBRARY* (16).** Behind these buildings is a footbridge leading to athletic fields and the Naval Academy cemetery and columbarium across Dorsey Creek.

Following Maryland Avenue to the left you'll see **PREBLE HALL (17).** which contains the Naval Academy museum. The museum has more than 50,000 items from early naval history to space exploration. Above the museum is the Naval Institute, founded in 1873 to publish professional articles and books about naval service and naval history. The institute's book store, on the top floor, is open to the public on weekdays.

Behind Preble Hall you will find the **TRIPOLI MONUMENT (18),** dedicated to six naval officers killed off the African coast in 1804. Behind this monument is **LEAHY HALL* (19),** home of the admissions and candidate guidance offices, where you can get information on how to become a midshipman. Beyond Leahy Hall is Worden Field, scene of midshipmen dress parades in the spring and fall. You can see an A-4 Skyhawk jet attack aircraft on a hill opposite the Academy's boathouse and rowing center, **HUBBARD HALL* (20).**

The **BRIGADE ACTIVITIES CENTER (21)** is under construction across from Worden Field. Due for completion in 1990, the center will

**Not open for public visiting*



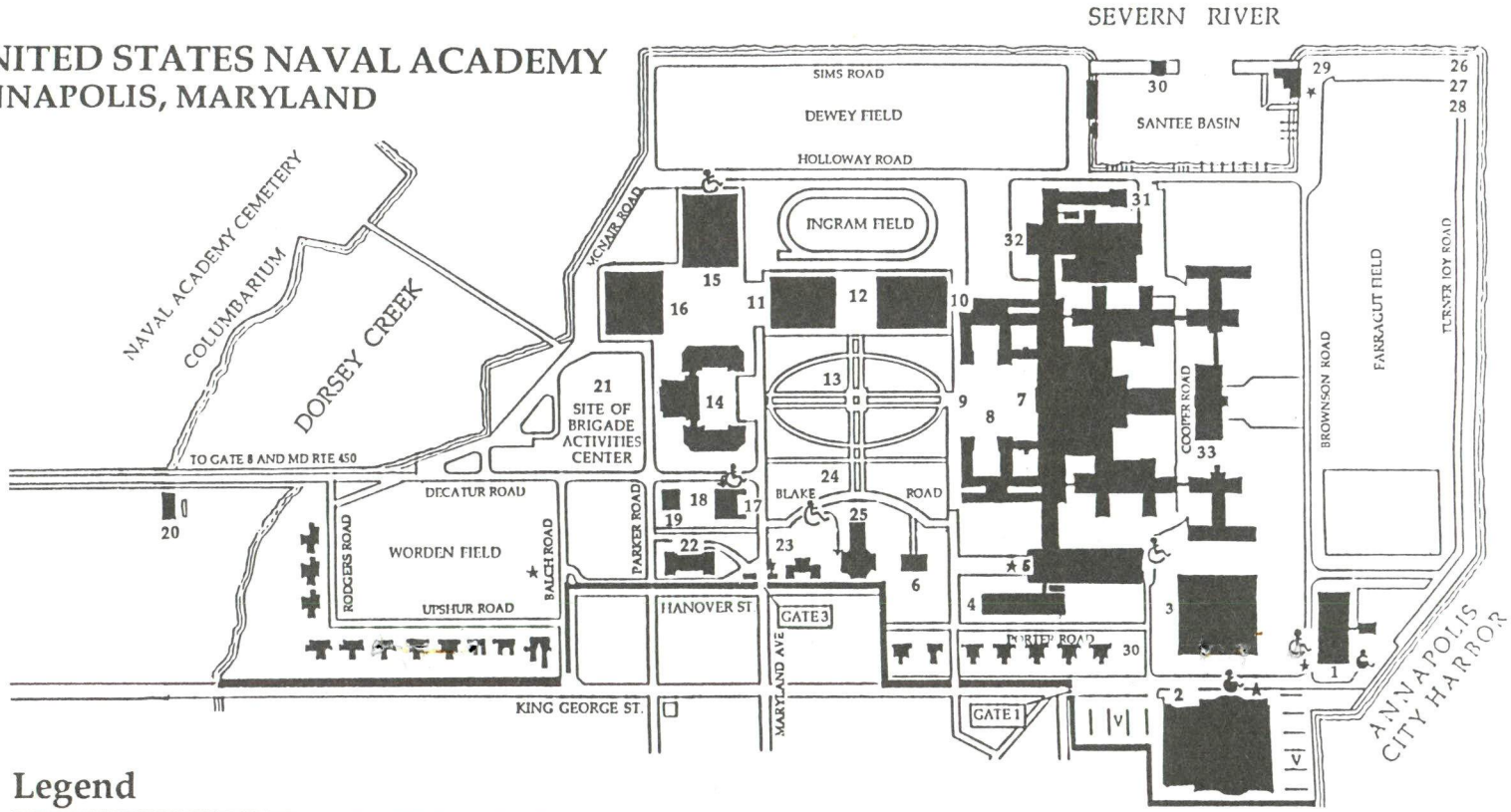


TECUMSEH (9) overlooks the court and for years has received left-handed salutes and a deluge of pennies as midshipmen seeking good luck pass on their way to exams. Before all Army-Navy contests, during Commissioning Week and Alumni Weekend, he is decked out in full (water-based) war paint. The original figurehead was designed for the wooden battleship USS Delaware and intended to portray Tamanend, the great chief of the Delaware Indians. The figurehead came to the Academy in 1866 after being salvaged from the wreck of Delaware, scuttled at Norfolk to prevent the ship from falling into the hands of the Confederate Navy. After several years, midshipmen renamed the figurehead "Tecumseh," honoring the great Shawnee warrior chief.

When the original wooden figure began to weather badly, the Academy's class of 1891 raised money to have him cast in bronze, sealing within the new effigy the heart, brains, pipe, arrows and tomahawk of the original, plus an 1891 Academy class ring and roster.

**Not open for public visiting*

UNITED STATES NAVAL ACADEMY
ANNAPOLIS, MARYLAND

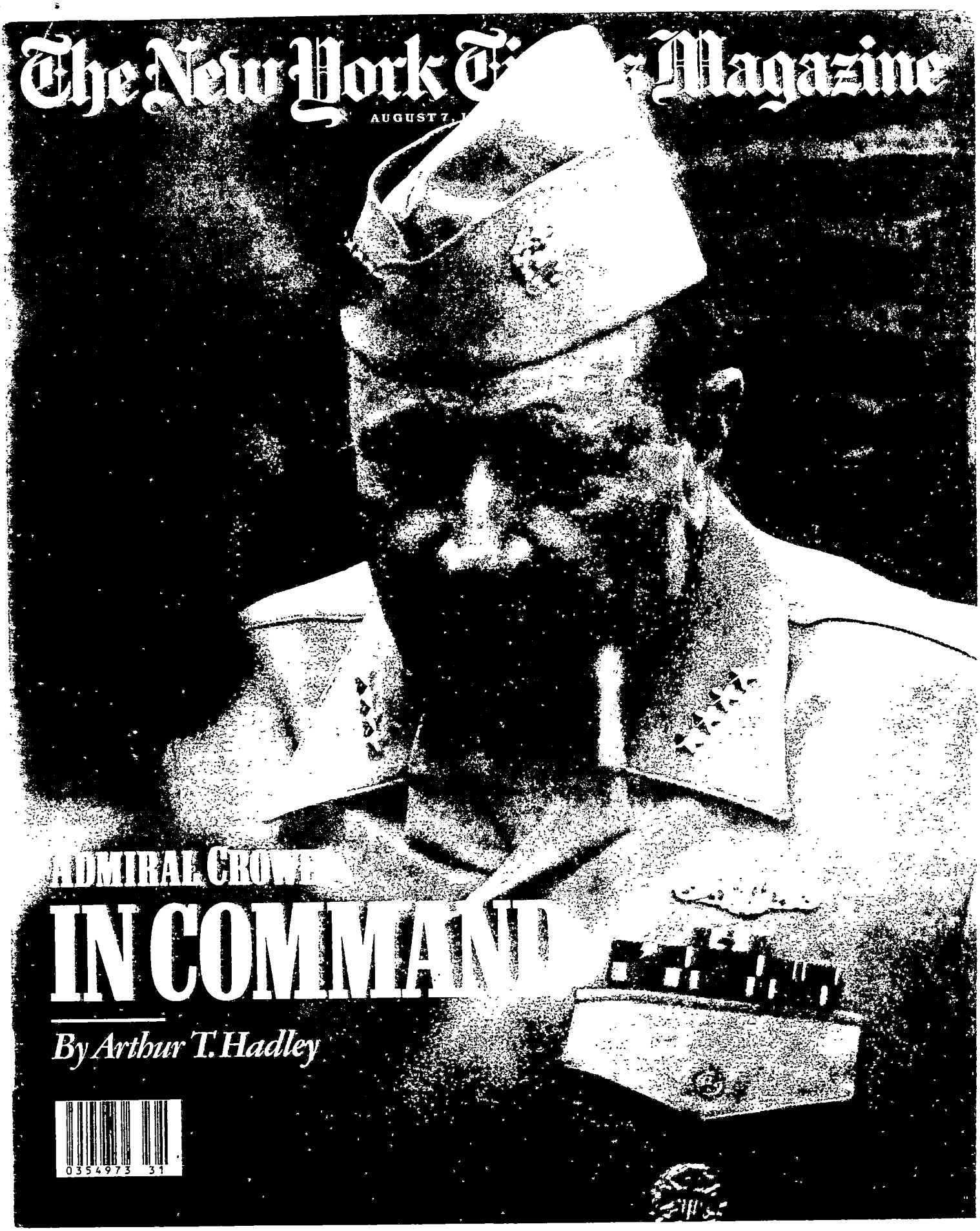


Legend

1 RICKETTS HALL
Visitors Center
2 HALSEY FIELD HOUSE*
3 LEJEUNE HALL
Sports Hall of Fame
4 WARD HALL*
5 DAHLGREN HALL
6 BUCHANAN HOUSE*
(SUPERINTENDENT'S QUARTERS)
7 BANCROFT HALL
rotunda, Memorial Hall and sample room
8 TECUMSEH COURT
9 TECUMSEH MONUMENT
10 CHAUVENET HALL*
11 MICHELSON HALL*
12 RADFORD TERRACE
13 MEXICAN MONUMENT
14 MAURY, MAHAN AND SAMPSON HALLS*
15 RICKOVER HALL*
16 NIMITZ LIBRARY*
17 PREBLE HALL
museum, Naval Institute bookstore
(Bookstore open weekdays only)
18 TRIPOLI MONUMENT
19 LEAHY HALL
20 HUBBARD HALL*
21 BRIGADE ACTIVITIES CENTER
(under construction)
22 OFFICERS AND FACULTY CLUB*
23 ADMINISTRATION BUILDING*
24 HERNDON MONUMENT
25 CHAPEL
Crypt of John Paul Jones
26 TRITON LIGHT
27 USS MAINE MEMORIAL
28 SUBMARINE MEMORIAL
29 ROBERT CROWN SAILING CENTER
Intercollegiate Sailing Hall of Fame
30 HENDRIX OCEANOGRAPHY LABORATORY*
31 LUCE HALL*
32 MACDONOUGH HALL*
33 MITSCHER HALL*

* *Not open to the public*
V *Visitors parking*
♿ *Handicapped entrance to building*
★ *Rest rooms*
♿ *Rest rooms with facilities for the handicapped*

The New York T[illegible] Magazine
AUGUST 7, [illegible]



ADMIRAL CROW[illegible]

IN COMMAND

By Arthur T. Hadley

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The Navy's agenda for him was early retirement, but Adm. William J. Crowe Jr. has become the most powerful peacetime military officer in U.S. history.

IN COMMAND

By Arthur T. Hadley

IT WAS 3:18 A.M. WHEN THE SECURE telephone rang beside Adm. William J. Crowe Jr.'s king-size bed in his quarters at Fort Myer, Va. The Chairman of the Joint Chiefs of Staff reached out a large, bare arm, propped the phone to his ear, and listened: in the Persian Gulf — where it was already late morning on this Sunday, July 3 — United States naval forces had just attacked some Iranian speedboats. The admiral grunted a sleepy reply in his soft Oklahoma drawl and he and his wife, Shirley, went back to sleep.

At 4 A.M., the telephone rang again: the cruiser Vincennes had shot down an Iranian F-14. At 5 A.M., it rang a third time, this time with more disturbing news: there appeared to be some question about the aircraft shot down. Maybe it wasn't a military plane after all. Crowe sat up, had his first drink of water of the day (unlike most Navy men, Crowe is not a coffee drinker, but downs copious glasses of water), and decided it was time to get to the Pentagon.

At 5:45, the admiral — a 63-year-old, heavy-framed man who in civilian clothes might pass for a highly competent, if somewhat rumpled, orthopedic surgeon — arrived at the Pentagon's River Entrance and went immediately to the Command Center, a large room filled with telexes, computer terminals, maps and video displays. Sitting in the adjacent windowed conference room, where he could stay in contact with the Secretary of Defense and the National Security Council, Crowe watched and listened as the fragmentary reports came in.

Arthur T. Hadley, a writer who specializes in military affairs, is the author of "The Straw Giant," among other books.

The Chairman was the end of a very short "command chain"; information flowed to him almost directly from the Gulf, passing through only one headquarters, that of the Central Command, based near Tampa, Fla. Only five years before, after the bombing of the Marine barracks in Beirut, the command chain had wound a tortured way through not one but two admirals in the Mediterranean, then an Army general in West Germany, before it finally reached the Joint Chiefs. All those levels of command had dissipated any real responsibility.

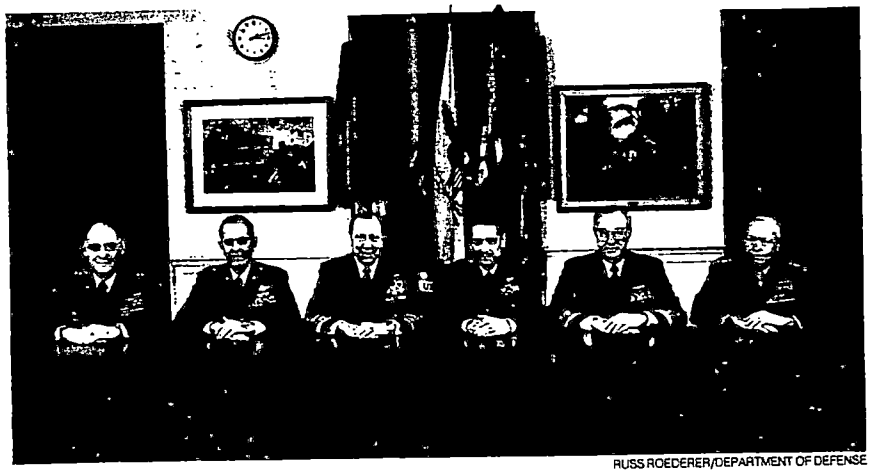
On July 3, there was no doubt where responsibility lay: squarely on Crowe's shoulders. In the Command Center, his staff was preparing a statement that said, "If in fact, the U.S. cruiser Vincennes has shot down. . . ." Crowe crossed that out and wrote, "The U.S. Government deeply regrets this incident. . . ." Later, he took a yellow legal pad and redrafted the statement; and at 1:30 P.M., after the White House and the Secretary of Defense had cleared it for release, Admiral Crowe faced the world press.

As it turned out, a good deal of what the admiral told them that Sunday would prove to be wrong (for example, that the Iranian Airbus had not been flying in the commercial air corridor, when in fact it had). But as the facts gradually emerged, there would be few charges of a government cover-up — partly because Crowe had stuck to his own "crisis rule," which says that when some-



OPPOSITE PAGE, KEN HEINEN. ABOVE: BILL BALLENBERG

Bill Crowe, Chairman of the Joint Chiefs of Staff, welcomes Soviet Field Marshal Sergei F. Akhromeyev to the U.S. (left) and (above) confers with generals at the Pentagon.



RUSS ROEDERER/DEPARTMENT OF DEFENSE

Shaking Up the Chiefs

Before 1986, the Joint Chiefs of Staff — a body comprising the Chiefs of Staff of the Army and Air Force, the Chief of Naval Operations, the Commandant of the Marine Corps, plus the Chairman — were, collectively, all-powerful: responsible for advising the President, for commanding American forces in the field, and for military planning. But the Joint Chiefs exercised their power as a committee: they could not act without reaching unanimous agreement among themselves. Because of the conflicting interests and traditional rivalries of the services, however, reaching such consensus on most important decisions proved difficult, if not impossible. The result: the Chiefs produced overly broad and thus frequently useless advice; or, failing even that, the decision had to be bucked up to the Secretary of Defense.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 changed all that, shifting power to the Chairman and encouraging, in general, an emphasis on "jointness" — service cooperation rather than competition. Today, the Chairman alone, reporting to the Secretary of Defense, advises the President on military affairs, wields authority over the forces in the field and shoulders responsibility for military planning. Theoretically, the Chairman can make a military decision even if all the service chiefs oppose it; the service chiefs serve only as his advisers, while commanders in the field report to him. And it is the Chairman — advised by the Joint Chiefs, by the field commanders and by his own Joint Staff, a body of officers drawn from all the services whose promotion he now controls — who plays a key role in the military budget process and sets strategic policy.

The law gives the Chairman a deputy who also outranks the four service chiefs. The new position — currently occupied by Air Force Gen. Robert T. Herres — is vital because the Chairman must frequently be absent from the Pentagon, attending Congressional hearings, National Security Council meetings, summit conferences, or visiting allies. Under the old system, when the Chairman was away work often stopped. During one week of vital planning for the Iranian rescue mission, for example, there were no fewer than seven different Acting Chairmen of the Joint Chiefs, each of whom had to be "brought up to speed" before he could act effectively.

Goldwater-Nichols also strengthens the powers of the theater commanders, the generals and admirals who actually command American forces in various parts of the world. These commanders are called Cincs (as in kitchen sink), plus an abbreviation designating the area: Cinceur, for example, is Commander in Chief, Europe; Cincland, commander Atlantic, and so on. The Cincs used to control all forces in their area. In theory.

In fact, the Cincs suffered from various inhibitions on their power, and the lines of command were often tenuous at best. The 241 American servicemen, mostly Marines, who died in Lebanon, for example, were "commanded" by an Army general in West Germany, through a series of admirals in Italy and at sea. But since the Marine officers had received their training at Quantico, Va., they tended to look there, and to the Marine Commandant in the Pentagon, for their "real" orders.

Goldwater-Nichols places all the Cincs directly under the Chairman of the Joint Chiefs and the Secretary of Defense. Gen. George B. Crist, for example, the Marine who, as Cinccent, commands in the Persian Gulf, reported directly to the Chairman during the Vincennes affair.

The law also requires that the Cincs be brought more fully into the budget and strategic planning process. In 1987, the Navy, suddenly called upon to escort tankers in the Persian Gulf, was embarrassed to find itself without available minesweepers — ships of little prestige or elegance to which the admirals, seeing no particular career advantage in them, had paid little attention. The disinterest of the admirals meant the United States didn't have minesweepers when they were needed. After Goldwater-Nichols, however, if the Cinccent determines that he needs minesweepers to carry out his mission in the Persian Gulf, he will have a strong say in forcing the Navy to acquire some — even if he happens to be an Air Force or Army general.

The new law also gives Admiral Crowe a mandate to reform military education in order to encourage "jointness" — perhaps by rotating officers of different services among the various service academies. Finally — and perhaps most controversially — the law permits Crowe to reshape the roles and missions of the armed services; he might assign, for example, the Army a role in antisubmarine warfare in the the Arctic, or give the Air Force the antiaircraft role now commanded by the Army.

— ARTHUR T. HADLEY

The Joint Chiefs of Staff, from left: Gen. Carl E. Vuono (Army), Gen. Larry D. Welch (Air Force), Admiral Crowe (Navy), Gen. Robert T. Herres (Air Force, the Vice Chairman), Adm. Carlisle A.H. Trost (Navy) and Gen. Alfred M. Gray (Marines).

thing happens far away, at least 80 percent of the first reports, and 50 percent of the second, are invariably wrong. Crowe, therefore, laced his answers with caveats and qualifiers, stressing again and again that he was only conveying the best information *then available*. Later, after the discrepancies surfaced, Crowe declined further comment, pending results of a Navy investigation.

It was a typical Crowe performance: measured, judicious, yet assertive — and cannily political. These qualities, together with an immensely important but not widely understood military reform law recently passed by Congress — and a good deal of luck — have made Crowe the most powerful peacetime military officer in American history. Since 1986, when Congress passed the Goldwater-Nichols Act, the Chairman has been senior by law to the other chiefs: they now stand when he enters the room — as they did not before, when it was the Joint Chiefs together, acting as a committee of equals, who gave the nation its military advice and who commanded American forces in the field (box, left).

Today, it is the Chairman who gives the President advice, the Chairman who commands. The ball is in his court — which makes it fortunate indeed that the admiral is both an adept politician and an able diplomat. That was shown recently when Crowe served as host to the chief of the Soviet General Staff, Marshal Sergei F. Akhromeyev, on a high-profile tour that included not only discussions of strategy and demonstrations of the latest American weapons, but a private showing of the admiral's collection of 983 hats and helmets (mostly military), and a visit to his native Oklahoma. As Air Force Gen. David C. Jones, who retired as Chairman of the Joint Chiefs in 1982, puts it, "Bill Crowe is the right man for this job at this time."

Jones should know, for he not only did a good deal to create the powerful position Crowe now holds, he helped make it possible for Crowe, after a thoroughly unlikely Navy career, to come to occupy it.

IN 1980, UNITED STATES EFFORTS TO rescue the hostages held in Teheran ended in a flaming disaster in the Iranian desert. In 1983, 241 American servicemen in Beirut died as they slept, the victims of a suicide driver who rammed his explosive-laden truck into their poorly secured barracks — sentries' rifles were not even loaded. Days later, United States forces invaded Grenada, and eventually needed more than 6,000 troops to defeat a force of a few hundred lightly armed Cubans and Grenadians.

Something seemed terribly wrong with the way the military was led and organized; a striking lack of "service cooperation," resulting in illogical chains of command and diffusion of responsibility, appeared to lie at the root of the problem. In Washington, that hardy perennial, "military reform," once again began to bloom. On Capitol Hill, the armed services committees opened hearings; at the White House, the Reagan Administration moved to create a powerful commission under former Deputy Secretary of Defense David Packard to confront the problems.

Back in 1982, General Jones had proposed — publicly — a major reform of the system. "Committees can serve a useful purpose in providing a wide range of advice to a chief executive or even in making some key policy decisions," Jones wrote in Directors and Boards, a business magazine, "but they are notoriously poor agents for running



BILL BALLENBERG

Crowe in his office with some of the 983 pieces of headgear, mostly military, he has amassed. It is a collection he is proud to share with such visitors as Marshal Akhromeyev.



HERMAN KOKOJAN/BLACK STAR

Shirley Crowe adjusting a bow tie for her husband, the Chairman.

anything — let alone everything." Jones's public stance gradually helped generate support for reform inside the armed services, particularly among many officers who would have fought such proposals from the outside. Finally, in 1986, after five months of exhaustive hearings, the House and Senate military affairs committees produced the Goldwater-Nichols Department of Defense Reorganization Act, a law that may well be more important than the National Security Act of 1947, which reorganized the military after World War II.

Before Goldwater-Nichols (named for its sponsors, Senator Barry Goldwater, Republican of Arizona, and Representative Bill Nichols, Democrat of Alabama), the Chairman himself commanded nothing, not even his own driver. Today, the chain of command runs from the Secretary of Defense through the Chairman to the field commanders, bypassing the Chiefs; and if at any time a given chain seems illogical or cumbersome, the Chairman has the power to change it. The law also gives the Chairman the responsibility for developing strategic plans and budgets — an enormously important power which also used to be shared by the Joint Chiefs acting as a committee.

In practical terms, these changes are immense. Before, service interests were paramount, with each Chief of Staff — Army, Navy, Air Force and Marines — acting as advocate for his service; the result was that after the inevitable compromises, the Joint Chiefs tended to offer advice that was often so broad as to be meaningless. Now, one man, who is expected to see beyond parochial service interests, is the adviser. The new law places an enormous emphasis on the virtues of "jointness," or service cooperation — an attitude that traditionally has been frowned upon in the American military, but one that, ironically, Crowe's own unorthodox career seems to exemplify.

Indeed, Crowe's record — that of an admiral whose talents were more widely appreciated among Air Force and Army generals than among his own Navy colleagues — would appear to have been more likely to lead to early retirement than to Chairman of the Joint Chiefs. It almost did.

GROWING UP IN OKLAHOMA CITY, Bill Crowe (rhymes with now) attended the local high school, and made up his mind early to join the Navy. Sometimes, Crowe says it was the routine of his father's life — he was a state judge, whom the admiral talks about with deep affection — that made him long to see more of the outside world; at other times, he cites his father's pride in World War I service as a radio operator on the U.S.S. Pennsylvania.

Crowe graduated from the Naval Academy in 1946, then served a tour on a destroyer-minesweeper. Then, in 1948, he did what many far-sighted young officers were doing: entered the submarine service. After qualifying as a submariner, he held several choice assignments, including an early command of his own diesel submarine, the U.S.S. Trout — indicating, to those adept at reading Navy auguries, that Crowe was firmly set on the fast track for admiral.

In 1962, he was selected to enter the nuclear submarine program, then as now the most prestigious career track in the Navy. It was then that Commander Crowe made a decision that transformed his professional life and his intellectual outlook. In so doing, he ignited the bitter controversy that has swirled about him within the Navy ever since.

Crowe decided to pass up the nuclear submarine program and instead to enter the Princeton University Ph.D. program in politics. His fellow submariners, almost to a man, warned him to forgo Princeton, arguing that it would write finis to what seemed such a promising career. Today, Crowe can recall only one close naval friend who supported his decision. But perhaps more important, Judge Crowe did: "My father believed in graduate education," the admiral says.

During his second year at Princeton, Adm. Hyman G. Rickover, "Mr. Nuclear Submarine," summoned Crowe to Washington and ordered him — point blank, face to face — to leave Princeton and enter the nuclear program. Crowe refused. "The Admiral practically threw him out the door," recalled an officer familiar with the incident. Crowe had earned the hostility of Rickover and most submariners, and most Navy men thought he would finish his career as captain at best.

FRIENDS SAY CROWE'S three years at Princeton markedly changed him, that he came out seeing the world as a bigger place than just the Navy; that he was more flexible, more ready to question, and — crucial to his later career — more able to negotiate and to make the bureaucracy work. But Crowe's newly developed fluency in French and German, his dissertation on "The Policy Roots of the Modern Royal Navy 1946-1953," worked no magic within the Navy. "We didn't send you to Princeton to write what you think," a senior admiral told him, Crowe recalls, "but to prove that the way we are doing business in the Navy is right."

The Navy sent Crowe to the Pentagon and assigned him posts in political affairs, rather than the more prestigious operational-planning area. Later, in Vietnam, the Navy proved unwilling to give him a surface ship; Crowe chose to become adviser to the Vietnamese riverine force — the "brown-water navy," a fleet of mostly flat-bottomed boats that operated in the Mekong Delta. It was a command shunned by most Navy officers, who wanted to command the big ships; but Captain Crowe had few options.

In Vietnam, Crowe began to show his diplomatic skills, forging a level of cooperation between the Vietnamese and Cambodians, both militarily and on important matters like rice shipping on the Mekong, that had not been achieved before. Vice Adm. Jerome H. King, retired, a superior of Crowe's in Vietnam, remembers him as "a whiz of a leader. An excellent tactician who also excelled in the human side of command."

After a year, Crowe returned from Vietnam hoping to get command of a cruiser and restart his all-too-obviously stalled career. Instead, he found himself director for Micronesian status negotiations, charged with lobbying Congress to allow the inhabitants of tiny Chichi-jima to enter the United States. "Spent a year on that dumb bill," he grumbled in a Wall Street Journal interview in 1982, "and I don't think any Chichi-jimans ever came anyway."

At that moment, Crowe said, he felt like General Halftrack in the comic strip "Beetle Bailey," always searching the mailbox for the new assignment from the Pentagon that never arrived. Then, in 1974, the impossible happened: the maverick was suddenly promoted to Rear Admiral.

It seemed to owe as much to luck as anything. That year, Adm. Elmo R. (Bud) Zumwalt Jr., Chief of Naval Operations and himself a somewhat controversial figure within the Navy, had ordered all naval promotion boards to consider "iconoclasts," a directive that Crowe thinks was decisive. It is known that he got no help from the submariners, but the surface admiral on that promotion board happened to be Robert S. Salzer, a Yale rather than Annapolis man, who had overseen Crowe's work with the "brown-water navy."

After serving time in the office of the Secretary of Defense, Admiral Crowe was given command of the nation's smallest fleet, the Middle East Force. "Four ships," he says, his smile making his round face rounder, like that of an older, worried Charlie Brown. The force was based in Bahrain, and he only ended up in command, says Crowe, because it represented more of a diplomatic problem than a fighting force. Suddenly, all those factors that had helped slow his career — the diplomatic talent, skill with languages, experience with numerous Washington bureaucracies — began to show to his advantage.

Because of some unfortunate moves by naval officers in the Pentagon, Bahrain had asked the Navy to vacate its bases there. But Crowe, using a skillful blend of power and diplomacy, and, working closely with the French admiral in the area, managed to devise a complex formula that satisfied Bahrain's Emir, let the United States keep the bases — and cut the rent that Americans paid Bahrain in half.

After earning his third star, Crowe returned to the Pentagon in 1977 to take charge of the Navy's "Op. 6," the plans, policy and operations post that goes head-to-head with the other services, fighting for missions. His performance there deepened the respect for Crowe's diplomacy and intellect among officers of other services. Gen. Edward C. (Shy) Meyer, retired, says that when Crowe *(Continued on Page 51)*

CROWE

Continued from Page 22

took over at Op. 6 at a time when he, Meyer, held the same job for the Army, relations among the services immediately improved: "He saved my sleep, my hair, my digestion, and my sanity."

One Air Force general who served with him at the time described Crowe as "a soldier, scholar, much deeper than the average admiral and broader, who is able to think outside the Navy context." Another Air Force general, after offering a similar description of the admiral, remarked that "the Navy was never comfortable with Bill Crowe."

Indeed, in the Navy, the feeling that Crowe is overly academic, and too, well, open-minded, persists, though no active officer will criticize him on the record. "He is exactly the sort of man we should not be promoting: a staff officer," said one admiral. "His last command was in the early 1960's, of a submarine. That's why we are in trouble in the Persian Gulf today."

"Oh, he's charming, and good with a staff study, but don't count me among his fans," said a retired senior Navy officer, who also declined to be named. "When the going gets tough, Crowe gets political."

In 1980, the Navy decided to send Crowe to a dead-end post in London and retire him at three stars. But to do so, it had to manage a reshuffling of admirals in and out of North Atlantic Treaty Organization commands. Army Gen. Bernard W. Rogers, then NATO's Supreme Commander, began an unprecedented campaign to save Crowe's career by flatly refusing to accept the admiral selected to command NATO's southern flank, a four-star berth in a handsome villa in Naples. In a series of highly unusual back-channel messages to the Joint Chiefs, General Rogers all but insisted that the post go to Crowe. Shy Meyer, then Army Chief of Staff, also lobbied for Crowe. Finally, Air Force Gen. David Jones, then Chairman of the Joint Chiefs, weighed in.

The Navy, outraged, struck back with everything it had, threatening to block promotions of Army and Air Force officers and to retaliate in other ways against its sister services. By the end, it had become "one of the bloodiest fights in the history of the Pentagon," as a junior officer recalled it. But eventually the Navy was overruled, and Crowe — thanks to "jointness" — became Cincsouth (Commander in Chief, South).

When time for the next promotion came in 1983, the Joint Chiefs (apart from the Navy) wanted Admiral Crowe as Commander in Chief, Atlantic. But Cinclant commanded the Atlantic fleet and the Navy took the position that Crowe did not have enough time at sea to command a fleet. A compromise was reached: Crowe became Commander in Chief, Pacific (Cincpac), an appointment the Navy accepted because the Pacific fleet remained an independent command reporting to Naval Operations in the Pentagon.

Thus it came to pass that, when President Reagan and Secretary of Defense Caspar W. Weinberger visited Hawaii in 1984, they received a briefing from none other than Bill Crowe — a briefing that impressed both men. In 1985, when Army Gen. John W. Vessey Jr. retired early as Chairman of the Joint Chiefs, Reagan and Weinberger chose Crowe to succeed him. Congress and the services were enthusiastic — except the Navy. John F. Lehman Jr., then Secretary of the Navy, pressed for Adm. James D. Watkins, then Chief of Naval Operations; he was overruled.

ON OCT. 1, 1985, THE Admiral, whose rise reads more like a soap opera than a military career, became Chairman of the Joint Chiefs. A year later, Goldwater-Nichols was signed into law and suddenly Crowe was the most powerful peacetime officer in American history. Now, after listening to advice from the service chiefs, the Chairman makes the military decisions. If any of the chiefs disagree strongly with his recommendations, they have the right to take their disagreements to the Secretary of Defense, or, on certain grave issues, the President.

The law also gives the Chairman control over the Joint Staff, including several hundred officers, which serves the Joint Chiefs. Before Goldwater-Nichols, since the services controlled promotions, an officer who argued the nation's interest rather than that of his service often found he had forfeited his future.

Now, the law has created a new career path for officers, the "joint speciality." To make sure joint specialty officers are promoted fairly, all future service promotion boards must contain an officer appointed by the Chairman. An officer from one service now has a say in the promotion of an officer in a different service, a development of tremendous import.

Many Navy officers in particular are strongly critical of this, arguing that the law means staff officers, rather than "fighters" and "commanders," will now be promoted first. "Sea duty doesn't pay off any more," an embittered senior admiral says. John Lehman says he's worried because "we ought to be valuing command and operational experience over staff experience. Goldwater-Nichols downgrades operations."

Crowe responds that he would prefer to have in positions of senior command broad-gauge officers who understand inter-service problems and allied relationships, rather than officers whose expertise is limited to the latest weapons systems. Such expertise, says Crowe, belongs farther down the line.

Crowe says that what the new act asks him to do amounts to changing service culture — an extremely difficult task. "It's tough to change attitudes," he says, clasping and unclasping his large hands. "I need the advice, help, and minds of the service chiefs. I need cooperation."

WHILE CROWE prefers to negotiate and persuade, he is not unwilling when necessary to order something done, period. In the Persian Gulf, for example, the Navy had drawn an invisible line in the ocean. Inside the Gulf, where the action was taking place, ships, planes and men were under Central Command in Florida; outside, where the supplies were stored and the carriers operated, everything was under Pacific Command in Hawaii. When planes flew or ships sailed over this imaginary line, they had to employ different radio frequencies and call signs, operate under different procedures, take orders from different officers.

After the Navy frigate Stark was attacked by an Iraqi warplane in May 1987, with the loss of 37 lives, Crowe ordered this line erased and merged the ships into a single task force, directly under Gen. George B. Crist, the Marine who commands the Mideast area from Central Command. When the Commander of the Pacific Fleet, James A. (Ace) Lyons Jr., objected to the loss of one of his carriers, he found himself in early retirement. The result, Crowe told the Senate, was that in the Gulf, "We have the shortest chain of command there today than we have had in any major crisis I have been associated with. It has worked very well. It would not have worked under the old system."

> The admiral's popularity in Washington is undeniable. But will the next President want him? And, if asked, would he stay in the post?

Crowe's critics strongly disagree. "NATO ground forces are not commanded by some admiral in Brussels," one admiral points out. Similarly, he says, the naval forces in the gulf should not be commanded by a Marine, who has scant knowledge of naval tactics. Indeed, even now the Navy is fighting to substitute an admiral for the Army general who is slated to replace General Crist as Central Commander sometime during the next year.

Crowe's next direct intervention concerned the threat posed by the speedy Iranian motor boats and mine layers. Crowe and senior Army officers believed the ideal weapons against these boats were the maneuverable and silent helicopters of the Army's Special Forces.

"You got the typical reaction from the theologians," Crowe says, grinning. "They said you can't put Army helicopters on Navy ships." Crowe ordered them on.

Eight years before, during preparations for the Iranian hostage rescue mission, it became obvious that the flying skills of the Marine Corps helicopter pilots were not up to the mission. Nevertheless, Air Force General Jones, then Chairman of the Joint Chiefs, lacked the power to substitute Air Force or Army pilots. Then, service rigidity prevailed over military efficiency.

The Army helicopters have been successful in the Gulf, so successful, in fact, the Navy wants to keep them there.

IF YOU ASK PEOPLE IN Washington how they feel Admiral Crowe is carrying out Goldwater-Nichols you get different answers. In Congress and the Air Force, they feel he is not moving fast enough. In the Army, they usually say he is doing the best he can. In the Navy, they tend to argue he is moving too quickly.

Though Crowe has come under attack largely from his fellow admirals, the fact that he *is* an admiral, even one well out of the mainstream, is important. The old Navy fear that it will lose its strategic role to the Air Force runs very deep. Today, Naval officers are accepting, however begrudgingly, changes from a fellow admiral that might cause an open revolt if they were ordered by a general.

Many outside the Defense Department also appreciate that Crowe is not one to scream "The Russians are coming, the Russians are coming" in order to get bigger defense budgets. While he is fighting the current budget cuts, he does not believe that we have to match the Russians "weapon for weapon, man for man, plane for plane." And he argues that during his recent talks with his Soviet counterpart, Marshal Akhromeyev, real progress was made in starting a substantive dialogue between the two militaries.

Crowe himself invited Akhromeyev and other members of the Russian Joint Chiefs to tour America with him — over State Department objections. "I told him he hadn't seen anything till he'd seen Oklahoma," says the admiral, his accent thickening in a theatrically assumed voice of command.

Crowe's popularity in Washington, particularly on Capitol Hill, remains beyond dispute. "I hope the next President, whoever he is, reappoints Bill Crowe," says Representative Les Aspin, chairman of the House Armed Services Committee.

Would he accept reappointment? His tour is to end in 1989, and the admiral, who admits the last two years have been tiring, is noncommittal, mentioning Oklahoma and his wife. Close associates believe he wants to leave. But after his unlikely career, it is risky to make predictions about Crowe. All of it — the Oklahoma drawl, the military sophistication, the ability to persuade, the collection of hats — may well remain in the country's service for some time. ■

From Cold War to Odd Couple

The top U.S. soldier is friends with the marshal

NEWSWEEK
31 JUL 89

Even in this *glasnost*-giddy era, the dinner Adm. William J. Crowe Jr. threw in Washington last week was an unlikely event. The United States' top military man had as his guest of honor Sergei Fyodorovich Akhromeyev, marshal of the Soviet Union, member of the Communist Party Central Committee—and Mikhail Gorbachev's closest adviser on security policy. It is Akhromeyev's second American trip in a year, and comes on the heels of a Crowe visit to the Soviet Union, the first ever by a chairman of the Joint Chiefs of Staff. Out of these contacts has grown perhaps the most candid East-West dialogue since the late W. Averell Harriman's long talks with Joseph Stalin in postwar Moscow. The difference is that these two are friends. Says Crowe simply: "I enjoy the man."

The relationship has already borne fruit. Last July Crowe and Akhromeyev negotiated agreements to facilitate contacts between U.S. and Soviet forces. Last week three Soviet ships docked in Norfolk, Va., only the second such call in a U.S. harbor since World War II. During his 11-day tour of Soviet military installations in June, Crowe himself signed a "Prevention of Dangerous Military Activities" protocol on behalf of the United States. The consultation has even become a diplomatic conduit: last summer Akhromeyev gave Crowe advance word on unilateral force cuts the Soviets planned in Eastern Europe. Crowe duly told top Reagan officials—only to be chided for trusting a communist. "I'm always amazed when I'm in that kind of dialogue with the Soviet military," says Crowe. "It's not the environment I grew up in."

At first the two old warriors seem an odd couple. Akhromeyev, 66, won his stripes at 19 in the brutal trenches around Leningrad. Schooled in the Soviet doctrine of direct attack, he is known as a soldier's soldier: straitlaced and straightforward. The 64-year-old Crowe missed out on World War II entirely, and did not have a combat command in Vietnam. His specialty is statecraft; he holds a Ph.D. from Princeton in politics. But the two share a belief that politics is too important to be left to politicians. Akhromeyev has been the operational architect of Soviet arms-control policy since leaving his post as chief of the armed forces general staff last December, while Crowe is, according to a civilian admirer at the Pentagon, "the best strategic thinker the military has produced since George C. Marshall."

Crowe's strategic view is at once forward looking and cautious. It holds that security policy on both sides reflects outmoded postwar realities. With the Soviet economy in crisis and the United States militarily overcommitted, both sides would benefit from a radical drawdown of forces in Europe. Ultimately, both Crowe and Akhromeyev see NATO and the Warsaw Pact as guarantors of political stability rather than war-ready coalitions. At the same time, Crowe says all U.S. moves should be "reversible," so long as the ultimate fate of Gorbachev's reforms is unclear. When George Bush contemplated announcing U.S. European troop cuts of 75,000 in his Brussels speech in June, it was Crowe who argued him down to 30,000. This is less than his friend Akhromeyev might hope for in the short term, but as Crowe reminded an audience at the Soviets' Academy of Sciences: "We are literally members of a transitional generation," and smooth transitions don't happen on hurried timetables.

JOHN BARRY *in Washington*



LARRY DOWNING—NEWSWEEK

Candid dialogue: *Crowe and Akhromeyev in conference aboard a U.S. carrier*

OF WAR AND POLITICS

Admiral **WILLIAM CROWE,** America's top military man, assesses Gorbachev's troop-reduction proposal and reflects on the role of the peacetime soldier

Few people listened more closely to Mikhail Gorbachev's announcement of a unilateral cut of 500,000 in the Soviet armed forces than the Chairman of the U.S. Joint Chiefs of Staff. On issues as disparate as the START negotiations and military involvement in the Persian Gulf, William Crowe (rhymes with how), 63, ultimately speaks for the Army, Navy, Air Force and Marines as the President's top uniformed adviser. TIME *senior correspondent Bruce van Voorst talked with him in his Pentagon office.*

Q. What are the military consequences of Gorbachev's proposal?
A. If he makes good on his promise, I would consider it a very welcome move. The reductions he's proposing do not redress the conventional balance in Europe, but removing tank divisions, cutting people and taking out some of the "offensive" systems like bridging equipment will change the military calculus. This could be significant, particularly in terms of warning time. Personally, I suspect he'll go through with it.

Q. Why did he go for a unilateral cut?
A. I see this in terms of Gorbachev's larger goals. He wants to improve the economic situation, and for this he needs time, stability and foreign capital.

Q. To become a greater threat to the West?
A. That depends. My instincts are that he cannot do the things that are necessary to genuinely improve the nation's economy and still have it remain an autocratic Communist society. He will have to decentralize authority, educate his citizenry more broadly; he's got to initiate data-processing systems and information networks throughout the country. He must increase international contacts. When you do that, you play with the guts of the system.

Q. Has Gorbachev seized the diplomatic initiative from the West?
A. There's always that danger. But in fact his unilateral action affirms the wisdom of what we've been doing. He appears to have decided that massive military investments do not give him a suitable return, because the West is determined not to be intimidated. We've said all along the Soviets have more military than they need. He's responding to our agenda. But we're dealing with a first-rate politician, and he's bound to harvest some political goodwill.

Q. You were host to Chief of Staff Marshal Sergei Akhromeyev this summer and found him very congenial, but suddenly he's retired, and it is rumored he's at odds with Gorbachev.
A. Marshal Akhromeyev invited me to a reciprocal visit but cautioned that he might retire by then. He's 65, was wounded in the war and mentioned his health. I presume he'll remain a key military adviser. He's sent word that the General Staff looks forward to receiving me next summer as planned.

Q. But does he disagree with Gorbachev's unilateral troop reduction?
A. Instinctively, I don't think so. He's a strong supporter of Gorbachev's *perestroika*. In our talks he emphasized that for the arms process to be effective, both sides must make concessions. He is aware of the need to reduce asymmetries, but emphasized that both sides must take steps to ameliorate them. I can't imagine he took such vigorous exception to the Gorbachev proposal that he would resign over that.

Q. You know that other elements of the U.S. Government were not overjoyed at the Chairman "negotiating" with the Soviets.
A. I wasn't negotiating anything. But if better relations are to be achieved, the military should participate in and contribute to the process. If you say that only the State Department can talk to the Soviets, then, given the stakes, the multiplicity of contacts and the complexity of the issues, I must disagree. You know, senior military commanders deal all the time in diplomacy. The commanders in Europe and the Pacific go to country after country and are welcomed by heads of state and government officials and talk about a lot more than military affairs.

Q. It's widely said you are the most powerful military figure in U.S. peacetime history. Is this a fair judgment?
A. I'm an "adviser." The implication of your question is that I'm making all these decisions and directing everything. In fact, in our system, my military advice is rendered, but it is always only one element. I must defend my views; I don't get a free ride because of my office. There are a lot of disappointments, even for the Chairman.

Q. You seem to be much more than a military adviser. With your Princeton Ph.D. and negotiating experience, you're the classic "diplomat-warrior."
A. The No. 1 thing I took from my graduate education is that there are political dimensions to everything. Akhromeyev mentioned that he came to office without any political training. He suggested that my broad background must be helpful as Chairman. That was his perception, and he's right.

Q. Did the widespread criticism of the Persian Gulf reflagging operation distress you?
A. Not the opposition per se, but the shallow understanding of what we were trying to do. There were a lot more political merits than was widely understood by critics. In tes-



ENRICO FERORELLI

"We've said all along the Soviets have more military than they need. He's responding to our agenda."

tifying before Congress, I found myself focusing more and more on the political ramifications. That wasn't my original intent. But—and that's the whole point of this diplomat-warrior business—there was no way to separate the political from the military.

There are no solely military solutions. So we need warriors who can operate in the policy world as well. It's the same within the military. We need broad-based fighters. We need managers too. The Pentagon spends huge sums developing and producing new weapons systems. That has to be done well. Our challenge is to develop leaders who can fight and manage and fighters who can contribute to policymaking. We have to develop a promotion system that recognizes all those talents. A man can be a first-class warrior, but if he can't function in the policy arena, that's a serious deficiency in higher commands.

Q. But the system doesn't recognize initiative.

A. That's not necessarily true. I am always looking for innovative people. In Viet Nam I was running the riverboat operation, and two kinds of people showed up. One asked for the tactical doctrine on how to operate those boats. When we said there wasn't any, he froze. That man was useless. Another type would say, "You mean nobody knows how to do this?", and "I know as much as anybody?" And when I said yes, he'd say, "Hot dog!" and go off and do it. That guy was great.

Q. How does an Oklahoma kid become a Navy admiral?

A. As a young kid I read a boy's book about Annapolis, and this triggered a lifetime fascination with the Navy. My father had been a Navy man—radio operator on the battleship *Pennsylvania* in World War I—and he thought going to the Naval Academy was great. Later, when Admiral [Hyman] Rickover made fun of my going to graduate school, I persisted. I recall Dad saying that if you run a ship aground in the Navy, that's the end, but if you get a Ph.D., they can't take it away.

Q. Has it harmed your Navy career to be so involved in diplomacy?

A. At one time I was slated to command a cruiser when Admiral [JCS Chairman] Tom Moorer asked me to serve on the team negotiating the end of the Micronesian Trust. I objected, but to no avail. I received a nice letter from [chief of Naval Operations] Admiral [Elmo] Zumwalt explaining that this was necessary because we have many naval offi-

cers who can command a cruiser but only a few who can participate effectively in international negotiations.

Q. Did that hurt?
A. I was devastated. It was nice to know Zumwalt thought well of me, but I was a captain at the time, and in losing the cruiser, I was convinced I'd never be an admiral. I figured my education had torpedoed my future.

Q. How else did you deal with this?
A. A sense of humor helped. That's what keeps me going in tough times. There's no situation that doesn't have its ludicrous side. Even failure. To understand that simple reality is probably the first sign of maturity. Besides, I'm a pessimist at heart. I never expected to be promoted, and it always surprised me. When nice things happen to me, it is quite exhilarating.

Q. An element of fatalism?
A. I think so. I've concluded that in Washington on all these decisions we deal with, it's never as bad as the critics say it's going to be. And never as good as the advocates expect. I agonized when the *Bridgeton* hit a mine in the Persian Gulf. Had I oversold our capabilities? I was in a blue funk. The *Vincennes* Airbus shootdown was painful for me. I had lived in fear of such a mistake. But once it occurs, I believe you have no choice but to face up to it—publicly—well aware that you'll be criticized no matter what you do.

I have learned that there's always a new dawn. I was shattered when I first ran into really world-class criticism. Then I discovered that if I hung in there, in a week or two nobody even mentioned all those bad things. Fortunately, there's a new newspaper on the doorstep every morning.

"I have known individuals who made a big decision and never gave it another thought. I don't. When it's a big issue, I don't sleep soundly."

Q. Do you still refight the Viet Nam War?
A. I think about it a lot. That's true for all of us. I don't believe any decision is made today on force commitments without thinking of Viet Nam. It's not always said openly, but it's there. The trick is to decide when the Viet Nam example is truly applicable. There's a tendency to make the connection without really thinking through the analogy.

Q. Who are your heroes?
A. General [Robert E.] Lee was great at recovering from his mistakes. The intriguing thing about war is how many mistakes are made. My conclusion from military history is that successful generals are wrong 95% of the time. For unsuccessful generals, it's 99%. In the fog of war, there's so much uncertainty. I am a strong admirer of Kemal Atatürk, because he achieved so much with so little. It's one thing for generals to win when they are backed by tremendous resources and production capability. But Atatürk with few resources wrested control of Turkey from the sultans and expelled the Greeks from his country. He's my candidate as the greatest military man of the century.

Q. How has battle changed?
A. The canvas has greatly expanded. It involves the whole globe, including the sea depths and a large chunk of space. Weaponry has expanded the scale of destructiveness. But the uncertainty of war has not disappeared, and the tendency for things to go wrong has increased. Battles are still fought by people, and their state of mind will still influence the outcome more than weapons.

Q. You're the senior adviser to the President and must at least ponder a decision to go nuclear. Could you push the button?
A. I believe so. I'll tell you, however, it's awfully hard to be hypothetical about this. I've played a few war games that involved limited nuclear attacks, and in that hypothetical climate, heavy pressures to stop using nuclear weapons developed on both sides very quickly. These were intellectual exercises. But they do suggest that our leaders understand the horrors of nuclear devastation, and will work hard to avoid it.

Q. Are you comfortable with your job?
A. I agonize a lot. I have known individuals who made a big decision and never gave it another thought. I don't. When it's a big issue, I don't sleep soundly. I remember Gordon Cooper falling asleep while in the capsule waiting for lift-off. Now that's real class. When he blasted off, his pulse went to 70. I can get mine to 90 just thinking about it.

Q. Can the U.S. have confidence in somebody who drinks bourbon and Coke?
A. Some would say no. People in Oklahoma would say yes.

Q. Do you really read the comics?
A. Religiously. I like *Andy Capp*. I used to be avid on *Pogo* and was sorry to see him go. That's not the only way I waste time. I watch sitcoms too. I really like *Cheers*. Probably the biggest plague of my life is all the time I waste. What I don't like is getting up early. In that respect, a Navy career has been tough on me. You know, the Russians do a lot of work at night—at least Stalin did. So did Churchill. That lifestyle has an appeal for me.

Q. Where do you draw strength in time of trouble?
A. Primarily from my family. Former POW [Admiral] Jim Stockdale is a classmate and great friend. He said that when he was in prison camp in Viet Nam, one great source of strength was the *Book of Job*. Relating to Job, he could accept that life isn't fair. Many others couldn't and became bitter. There are things you can't do anything about when you're taking a buffeting. Something of this is applicable to being Chairman. You can't take the good part and ignore the rest. I find Job's experience useful in surviving in Washington. Harry Truman observed that if you want a loyal friend in Washington, you'd better buy a dog. My wife and I hedge our bets—we own two dogs.

Q. A final word?
A. Just note that we talked for several hours, and I didn't mention defense appropriations. ■

Peggy —

Pls. check with

Carolyn Piper re cap/or hat

Crowe got from Gen Marshal

& Khromeyer.

Thanks,

P.S. Chriss has a copy

of Crowe remarks (on this disc).

Peggy —

Re Crowe —

can contact his mil Asst

JOHN OSETH 695-9470

for Bio + perhaps anecdotal

info — clips(?) on Crowe's meetings

w/ General Akhromeyev??

Carolyn Lipes

newsweek July 89

NYT Sun. mag 1 yr. ago

George Booth 647-3610

P.S. Also — can we get a copy of ~~the~~ Easterbrook speech delivered last week?

Thanks



2291

Carol Feldman
Jim Kaiser

"Celebrate the Centennial"
Vacation In Washington State In 1989