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(Lange/Simon)
May 20, 1991
6:15 P.M.
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PRESIDENTIAL ADDRESS: UNITED STATES AIR FORCE ACADEMY
COLORADO SPRINGS, CO
WEDNESDAY, MAY 29, 1991
[TIME] 11: 20 a.m.

[[Secretary of the Air Force Donald Rice, Superintendent
General Hamm, General McPeak, Ladies and Gentlemen: "Our
altitude is 7,250 feet above sea level. \\ Far, far above that
of West Point or Annapolis." \\

Sorry I'm a little late. Almost didn't pass "SAMI." Then I
had to talk my Pilot out of doing an Immelman over the stadium.

It's an honor to join you, here at "Wild Blue U" -- the
home of the quick and the brave. For you, and for everyone in
the Air Force, there's never been a better day to be a flyer.]]

For forty years, my generation struggled in the confines of
a divided world -- frozen in the ice of ideological conflict,
preoccupied with the possibility of yet another war in Europe.
More recently, many wondered whether America was still strong
enough to bear the burden of world leadership. My fellow
Americans, we are -- and we will. \\

In the life of a great and decent nation like ours, there
are moments when the people break the shackles of self-doubt and
reaffirm fundamental values. You graduate at such a moment -- a
time when America's national will is re-defined and re-affirmed.

Of course, it's too early to predict the demise of the
declinists. Even now, as the troops come home from the Gulf and
families are reunited, some call it merely "old fashioned."

see file
6-4-69
That's nothing new -- standing here in 1969, President Richard Nixon said "Patriotism is considered by some to be a backward fetish of the uneducated and unsophisticated."

But Americans rarely mistake cynicism for sophistication. ✓✓
They know patriotism isn't prone to tarnish like a brass button -- it's part of the real and lasting fabric of this nation. Assertive but not arrogant, self-assured, kind, generous -- we are as committed to our fundamental values as we have ever been.

So today I speak to you, and through you, to every member of America's armed forces: When others weren't sure we were up to the task -- you were. When your country asked you to serve, you did. When others said "No, we're not ready, we can't" -- you said, "Yes. We're ready. We will." As men and women willing and worthy to bear arms, you committed heart and mind and sweat and blood if need be, for the sake of human liberty.

Let other nations decide for themselves their role in the world, and in history -- you prove that in America's heart, there is no burden too heavy, no risk too great, when our interests and principles are at stake. God bless America's military. \\


Like no other nation in the world, we bear the burden of leadership: not unilaterally, for we have never dictated another nation's course -- nor can we isolate ourselves, for the world counts on our steady hands and staying power. America remains the one nation others turn to in distress. We cannot right all wrongs alone -- but neither can any nation lead as we can.

The current pace of change only brings greater challenge. Look to the desperate struggle of the Kurds in Iraq. The economies of Eastern Europe, ravaged by years of misrule. The powerful forces now at work in Yugoslavia -- and the uncertainty and ethnic tension in the Soviet Union itself.

Our experience in the Persian Gulf offered a glimpse of the power of collective effort to assure world security. A question I'd like you to consider now, is what kind of role our military power should play, in the future we want for the world.

The answer will affect the decisions now being made in the Congress -- and ultimately, the kind of military you will lead in the future.

Speech
5-28-86
A year before you came to Colorado Springs, I told the Class of '86, "there's no doubt the Soviets remain our major adversary. Our two systems represent fundamentally different values."

Well, the military arm of the Warsaw pact no longer exists. All Soviet troops will soon be gone from Czechoslovakia and Hungary. Withdrawals from Poland continue. But the Soviets remain a ^{*massive*} military power. They still retain significant strategic capability -- and they'll be fully modernized by the mid 1990's. 

And even as the political picture shifts away from polarization between two Superpowers, we face the greater military volatility of ^{*hostile*} outlaw regimes armed with modern weapons and ancient ambitions. By the end of this century, 24 Third World nations will have ballistic missiles -- and over a score of them will have nuclear weapons.

That's why, last year, I announced a shift in our defense focus: away from many of the threats of the Cold War, toward a new agility and flexibility for our armed forces, and new technology in our defense systems -- so that we can respond to unpredictable regional crises and renegade regimes.

The demands of security in a new age -- the way we design, field, equip, deploy, and train our military forces in changing strategic circumstances -- will challenge our creativity like never before.

That's why the defense program we sent to the Congress recognizes that not only can we make dramatic spending cuts: thanks to historic and dramatic changes around the world, we must make those cuts to meet our own fiscal goals. But if we're going to spend less, we're going to have to spend smart.

Our cuts run deep: in the years ahead, defense spending will drop to 3.6 percent of G.N.P. -- the lowest level in over 50 years. Virtually every military unit and every defense program will be affected.

But we've put forward a defense program that is reasoned, reasonable, and the minimum essential for our national security. A sound program, that regards the military neither as a scapegoat nor as a sacred cow -- but looks to the kind of defense we need in the future. And yet the House has just passed a defense bill that doesn't recognize lessons learned in the Persian Gulf.

Gulf Lesson One is the value of air superiority. I remember meeting early on with General McPeak, up at Camp David. In his

laid-back, modest way, he told me exactly what he felt air power could do. After he left, I turned to my trusted National Security Advisor, Air Force Lieutenant General Brent Scowcroft, and said, "Brent, does this guy really know what he's talking about?" And sure enough, General Scowcroft said, "Yes."

Just before the war started -- just to make doubly sure -- I asked General McPeak if he was still as certain as he'd been up at Camp David. And he said, "Even more so." The war started a few days later, and General McPeak was right on target. [[I was tempted to ask him how he thought I was performing during the war, but I figured he'd say "Fast, Neat, Average, Friendly, Good, Good." (cadets' traditional rating of their dining hall)]]

Then there's Gulf Lesson Two: the value of surprise ^{and stealth.} ~~we~~ learned ~~that stealth works.~~ Some of you may have heard about the sand-box model of the theater of operations, ^{we found} in the Iraqi command center. ^{in Kuwait City} When allied forces arrived, the model remained just as the Iraqis had left it: with all Iraqi units pointed toward the sea, toward the allied amphibious assault that never came.

Our air superiority had blinded Iraqi intelligence and saved untold casualties. More than any other single factor, stealth saved lives. Night after night it allowed us to put continuous pressure on vital targets, regardless of defenses, anywhere in theater. The F-117 carried a revolution in warfare on its wings over Baghdad -- as the rest of the world learned by seeing the remarkable pictures of bombs dropping into airvents and bunker doors. [[You know -- "knock-knock, who's there, ka-boom."]]

Stealth technology has revolutionized warfare, forever -- doing more, doing it better, and doing it for less. Exposing fewer lives, reducing total sorties, lowering demands on munitions, manpower, fuel, support, and overall cost.

And the B-2 carries over ten times the load of an F-117 at over five times the unrefueled range. That means unexcelled capability per dollar -- getting to the job faster, with more tons of ordnance, without the force build-up and time we needed prior to Desert Storm.

Yet earlier this month, the House Armed Services Committee terminated the B-2 Stealth -- redirecting funds to unnecessary or obsolete conventional weapons. Anyone who tells you the B-2 is "too expensive" hasn't seen flak up close lately. America's Air Force needs the B-2 bomber. \\
\\

Gulf Lesson Three: We learned that missile defense works.
In the Gulf, along with theories of deterrence, we had technologies of defense -- like the Patriot missile.

Another American President who spoke to this Academy, John F. Kennedy, told the Class of '63 that "mutual nuclear deterrents cannot be shrugged off as stalemate, for our national security in a period of rapid change will depend on constant reappraisal of our present doctrines, on alertness to new developments, on imagination and resourcefulness, and new ideas."

That's why we've completely refocused Strategic Defense toward Global Protection Against Limited Strikes, or "G-PALS."

In terms of cost, feasibility, strategic stability, and our relations with the Soviets, G-PALS is a real advance on SDI -- protecting us and our allies from the smaller-scale strike more likely from a Third World regime.

Yet Congress is gutting our ability to develop and deploy strategic defenses to protect Americans from renegade ballistic missile attacks. We've learned that missile defense works -- now it's up to the Congress to fund missile defense. ^{for America}

Gulf Lesson Four, the final and most fundamental, is the value of people. No war is won without them -- and ours have never been better. In 1980, 68 percent of ^{those in} ~~enlisted~~ had high school diplomas -- now it's 95 percent and rising. In fact, the military has become our greatest equal opportunity employer of excellence -- and our volunteer servicemen and women are the best educated and most motivated anywhere, any time, ever. \\\

Our forces will be 25 percent smaller by mid-decade. But they will be fully prepared to respond quickly and decisively to crises. This will not be a hollow force, hamstrung by cuts in readiness to protect unneeded programs, unneeded bases, or unneeded units.

So I say to the Congress: Rather than denying vital air and sealift support for special operations forces; rather than preventing needed reductions in the Guard and Reserve; rather than forcing the purchase of expensive and unneeded aircraft and weapons which we never requested, and the Pentagon doesn't even want -- let us remember lessons learned, and look to the future.

The question is whether we'll have the technology vital to our security in the next century -- technology and equipment equal to the quality of graduates that emerge from this Academy -- or whether we'll waste money on unwise decisions, unwanted hardware, and unneeded bases.

[[To pick just one at random, Congress requires the Navy to keep the same number of people on a base in Memphis, Tennessee -- the only state in the Union with a legislated minimum number of naval personnel -- and Tennessee, of course, is land-locked.]]

No President could deny Congress its right to oversight -- but make no mistake: no Congressional district's interests outweigh our national security interests -- and I will veto any bill that doesn't meet this nation's legitimate defense needs. \\

Let us make smart decisions on defense, by making our forces leaner and more effective -- not by denying our people the tools they need to do their jobs in the next century.

You graduates, when you take to the skies, will find that no one who engages you will have your skills, your technology, and your support. And as you rise, you'll find that in world leadership we have no challengers -- but no end of challenges.

So to all of America's servicemen and women -- and to the 1991 graduating class of the United States Air Force Academy:

You have earned the right to be saluted.

[SALUTE].

God bless you all -- and good luck.

#

**United States
Air Force Academy**



To: Mr. Bob Simon
The White House
Room 111
Washington D.C. 20500

29 April 91

Fax # (202) 456-6218

Bob--

Might take you a few minutes to sift through
all this but I think it's essentially what you
are after.

I'm sure you'll want to discuss after you have
had the chance to examine.

Cheers.

Mike W.

Colonel David M. Wallace
Director of Public Affairs
USAFA, CO 80840 • Phone: 472-2990

David Chaney

INPUTS TO BOB SIMON FOR PRESIDENT'S SPEECH

POSSIBLE JOKE MATERIALCrab Races at O'Furry's

- O'Furry's is a favorite hangout of cadets downtown.
- Hermit crabs are placed in a pen and pitted against one another in races. Bets (usually the next round of drinks) are placed.
- Almost every cadet here knows about O'Furry's.

SAMI (Saturday morning inspection).

- This is the dreaded white glove inspection that occurs periodically on Saturday mornings. Very thorough. Everything is subject to inspection, from uniforms hanging in the closet to the number of allowable pieces of memorabilia in the room.
- Every graduate everywhere knows about "SAMI's".

Big Bad Basic

- During Basic Cadet Training, new cadets compete against each other with pugil sticks. The cadet who wins the most competitions is called "Big Bad Basic." That term more or less sticks with the cadet throughout his entire freshman year.

"Beast"

- Another commonly used term referring to Basic Cadet Training.

Bold Gold

- This is the motto for the Class of '91 whose class color is gold. This could be tied into the new gold bar each graduate will wear.

Air Force Power Bar

- This is a "candy" bar of sorts served at Mitchell Hall (dining hall) that is very high in carbohydrates. It contains peanut butter, chocolate, walnuts and other ingredients. When the freshmen memorize the day's menu (which they must do daily), they must also commit to memory this item and its ingredients by name.
- Everyone knows about the Air Force Power Bar.
- Could be tied to the new gold bar each graduate will receive...eg from power bars to gold bars.

--Nothing here at the Academy elicits more animated a form of conversation than the food and service at Mitchell Hall. Spit out the words "Fast, Neat, Average, Friendly, Good, Good" in rapid staccato fashion and the cadet will immediately know you as fellow-grad or brethren.

--According to initial reports, when one of our grads was shot down in the Persian Gulf (Capt Scott Thomas) and was being rescued by a fellow grad in the chopper, the pre-arranged code for identification was the above rating. As the chopper neared and was within radio contact, the chopper pilot uttered: "Fast, neat, average." Thomas came back with "Friendly, Good, Good, Good." NOTE: Suggest you hold up on using this later tidbit until we can confirm. Then, too, identification techniques used by combat pilots are usually classified, lest they be picked up by enemy forces and used to lure rescue forces into range of enemy groundfire.

6. Good
5. Good
4. Friendly
3. Average
2. Neat
1. Fast

--During every morning and noon meal, the freshmen fill out Form 0-96 (Meal Acceptability Form) that asks questions about the meal and service provided by the dining hall civilian staff. One form is accomplished by all the freshmen at that table. The ratings are given as:

Mitchell Hall Rating of "Fast, Neat, Average, Friendly, Good, Good"

--SERE stands for Survival, Evasion, Resistance and Escape. During the program, cadets are taught different ways to survive after being "shot down" over enemy territory and later captured. A phrase used over and over by cadet "trainers" posing as enemy soldiers is "Stupid American," usually uttered with a thick, East European accent.

--All cadets go through SERE. Say "Stupid American" with a European accent to any cadet and he or she will immediately identify with SERE and consider the person saying it as a fellow-grad or at least someone in the know.

SERE (pronounced "Seary")

--Arnold Hall is the recreation/social center for cadets and is heavily used by freshmen since they receive few passes to leave campus. The rule used to be that freshmen could be served 3.2 beer (low alcohol). This rule no longer applies. The class of '91 was the last class allowed to drink 3.2 beer as freshmen.

3.2 Beer in Arnold Hall

Chicken Neck-Wringing Incident

- During Air Force Academy-West Point football game in our own stadium in October 1989, visiting West Point cadets released two live chickens onto the field during halftime while our Falcons (school mascot) were flying. The chickens were painted silver and blue (our school colors).
- Fearing that our falcons in the air would conceivably attack the chickens, several cadets chased the chickens down and captured them. In the heat of the moment, one cadet (a male cheerleader) tried to wring the chicken's neck. He was unsuccessful. The chicken lived. The cadet took some serious administrative hits. The Academy made national media headlines.

Academy Victory over Ohio State in 1990 Liberty Bowl

- Undersized, underskilled USAF Academy drubbed Big 10 football power Ohio State 23-12 in Memphis' Liberty Bowl.
- Saying going around like this: "What do Saddam Hussein and the Ohio State Buckeyes have in Common? They both got their butts kicked by the Air Force."

ACADEMY SUPPORT OF AREA YOUTH

Summer Scientific Seminar

- For two weeks each summer, cadets conduct math and science workshops for approximately 500 high school juniors and seniors from the Pikes Peak region. Cadets stress math and science applications with emphasis on space and flight technology (eg during workshop students will build gliders as a way to illustrate different aspects of astrophysics and aerodynamics).

Chemistry Olympiad

- Six Academy chemistry instructors conduct two-week programs during the summer whereby they teach chemistry to 22 high school students from around the country. Students attend lectures and participate in laboratory experiments. Of the 22 students, four are chosen to attend the International Chemistry Olympiad.

Language Lab for Youth

- Beginning in the summer of 1990, the Academy began offering programs to youngsters from throughout the U.S. whereby they come to the Academy to learn a foreign language in our state-of-the-art language learning center, which uses interactive video discs. Students are housed and fed here.

TRADITIONS

NOTE: As the youngest of service academies, we are not yet rich in tradition. Following are a few:

Ring Dance

- Annual dance for graduating seniors held during "June Week" activities. Just held last week. An event in which seniors receive their class rings.
- Tradition prohibits a senior from placing his/her own ring onto finger. Ring is placed into a glass of beverage (usually beer, wine or champagne). Glass is held to lips, beverage is drunk, ring is caught in teeth by cadet, retrieved by cadet's date and placed on ring finger. Why? Who knows. As with most traditions, it just started and has continued.

June Week

- "June" Week is neither in June, nor is it a week. It's more like two weeks and occurs in May.
- In the early days of the Academy, graduation occurred the first week of June. Now it occurs the last week of May. The many events leading up to graduation (ring dance, grad parade, parents' reception, etc.) start about two weeks prior to graduation.
- The two weeks of activities are still traditionally referred to as "June Week."

Hat Toss

- Upon dismissal by the commandant (the last event of graduation ceremony, all graduating seniors toss their hats in the air.
- Children are released on the field to grab these hats as souvenirs. Many cadets place a \$1 dollar bill inside. Others place their names and addresses with a note: "Return this hat and I'll pay you \$xxx."
- Tradition started with first class. A spontaneous form of jubilation and relief.

Flatiron (Spirit) Hill

- A hill just west of the Academy grounds is shaped like a flatiron and has been used by cadets since the first class as a location for "spirit missions."
- A spirit mission is one in which cadets will break curfew and engage in some sort of tomfoolery (non-destructive and harmless) to show spirit. The flatiron hill is visible from everywhere on the Academy and therefore is perfect for this use. Cadets will steal away during the night to spell out with big white rocks or white sheets the number of their squadron (eg "38", "40", etc.).
- During football season and the week preceding our games with West Point or Annapolis, our exchange cadets from Navy or Army will go to flatiron and spell out "Army" or "Navy." Our cadets will go up there and add the word "Beat." Army and Navy cadets return to remove the word "Beat." And so on. This chicanery continues throughout the week.
- A cadet would refer to it as "going up to flatiron" or "going to spirit hill."

Prop & Wings

- Every freshman cadet receives a hat emblem (a set of wings crossed by a propeller blade) when he or she first arrives. They are not allowed to wear this emblem until they are "recognized."
- "Recognition" is a very big event with freshmen. The recognition event occurs toward the end of the freshman year. This year it was 27 April. It is the event in which freshmen are "recognized" as real people...as official members of the cadet wing...as human beings. They now have names and can actually call upper classmen by their first names.
- Throughout the year, the "prop and wings" emblem is carried by the freshmen somewhere on their person. A freshman is never without his/her "prop and wings." During the recognition ceremony, the freshmen go through the solemn ceremony of pinning their "prop & wings" onto their flight caps for the first time. Hand shakes all around. Great jubilation.

POTPUIRRI

SCHOLARSHIPS

- More than 600 graduate scholarships (Hertz, Rhodes, Guggenheim, etc.) have been awarded to Academy graduates during 32-year history.
- Class of '91 received 25 such scholarships, including two Rhodes scholarships to graduating seniors: Christopher B. Howard and Micul E. Thompson, Jr.
- This is an extraordinary achievement for such a small school in so short a time and exemplifies the strength of the Academy's academic curriculum.

ALTIMETER CHECK

- At any given time an upperclassman can challenge an underclassman by asking for an "altimeter check."
- "Smith, give me an altimeter check." The response: "Sir, my altitude is 7,250 feet above sea level--far, far above that of West Point or Annapolis."

MISSION OF U.S. AIR FORCE

- "To fly...to fight...and to win."

HIGH TECHNOLOGY AT ACADEMY

- Computers are integrated into virtually every aspect of a cadet's intellectual and academic development.
- Specialized interactive video disk laboratories provide state-of-the-art instruction in foreign language and other disciplines.
- Cadets do much of their work on a computer, from writing a letter home, working with a professor on a research project, to completing in-depth library searches in a matter of minutes from the desk in their dormitory rooms.
- The in-house "Falcon Net" here at the Academy allows a cadet to tap into the library, locate a book, see if it's available, reserve it for pick-up, or get on a waiting list. The cadet can also tap into a given professor's schedule and make an appointment. The cadet can even call up the professor's outlined lesson plan for a class he/she may have missed due to sickness, etc.
- Every cadet has a computer at his/her dormitory desk. It saves considerable time and footsteps, leaving more time for study.

ACADEMIC PROBATION

--Commonly referred to as "ac pro." Someone on "ac pro" is someone who failed to achieve at least a 2.0 grade point average for a semester. Ac Pro forces a cadet to give up extra-curriculars and buckle down.

HITS

- When a cadet gets caught in a rules infraction, he or she receives a "hit." The "hit" can result in demerits, tours, and restrictions usually given out thusly: "I've just been given a 20-20 and 10." (20 demerits, 20 tours, 10 weekend restrictions).
- Demerits go on a ledger. When enough are there, it can result in a number of things, not the least of which is tours or restrictions.
- Tours. A "tour" is one hour of marching in a designated area while carrying a rifle. This is done under supervision and is a total waste of time. Since time is a valuable commodity here at the Academy, a "tour" is a dreaded thing and usually sets a cadet back in his studies.
- A restriction means a cadet cannot leave the Academy over the weekend.
- The President could say something like: "I wanted to bring John Sununu with me, but he's received a 20-20 and 10 (for misuse of Air Force airlift). He hopes to complete his tours by the time I get back.

THE TERRAZO

- This is the large area of marble and mortar in the heart of the cadet area where daily formations and other activities take place throughout a cadet's four years.
- Freshman walking on the terrazzo must never walk diagonally. They must remain on the marble portions only, which forces them to walk in straight lines and square every corner.

PERSIAN GULF WARUSAF GRADUATES -- KILLED OR CAPTURED

<u>KIA:</u>	Maj. Paul J. Weaver	-- Class of '79	- AC-130
	Capt. Patrick B. Olson	-- Class of '87	- OV-10
	Capt. Stephen R. Phillis	-- Class of '82	- A-10
	Capt. Jeffery Olson	-- Class of '86	- B-52

NON-HOSTILE DEATH: Maj. Peter Hook -- Class of '76

<u>FORMER POW:</u>	Maj. Thomas E. Griffin, Jr.	-- Class of '79	- F-15E
	Capt. William F. Andrews	-- Class of '80	- F-16
	Capt. Harry M. Roberts	-- Class of '82	- F-16
	1st Lt. Robert J. Sweet	-- Class of '88	- A-10

FAMOUS GRADUATES

GENERALS:

- George L. Butler, Commander-in-Chief, Strategic Air Command
- Hansford T. Johnson, Commander-in-Chief, U.S. Transportation Command and Military Airlift Command
- John M. Loh, Commander, Tactical Air Command
- Robert C. Oaks, Commander-in-Chief, U.S. Air Forces in Europe
- Ronald W. Yates, Commander, Air Force Systems Command

Lt Gen Bradley Hosmer, currently Air Force Inspector General and next Superintendent, was top graduate from the first class (1959) and first Rhodes Scholar from the Academy

ASTRONAUTS: Dozens of graduates have worked as astronauts, engineers and mission support specialists for NASA, including Space Shuttle commanders Colonel Dick Covey/'68 and Col Karol Bobko/'59, the first graduate to enter the space program

VIETNAM HEROES: Countless graduates served heroically in Vietnam--some of the best known are among the 141 graduates who lost their lives in that war:

- 1st Lt Karl Richter/'64, the much decorated pilot who was shot down on his 198th combat mission
- Medal of Honor winner Capt Lance Sijan/'65, a true profile in courage who died as a prisoner of war in 1968--he suffered a skull fracture and hand and leg injuries after parachuting from his aircraft, evaded the enemy for 45 days, was captured, escaped, recaptured and tortured by his captors, but never lost his will to succeed

FEMALES: Since first being admitted to the Academy in 1976, females have achieved the same levels of excellence academically, militarily and athletically as their male counterparts--two female graduates have served as cadet wing commanders, one of them, Capt Michelle Johnson/'81, a Rhodes Scholar, currently is in the Political Science Department and is a T-41 instructor here--another Rhodes Scholar, Heather Wilson/'82 works in the National Security Council

DESERT STORM: Five graduates died in the line of duty in the Persian Gulf and four were prisoners of war--one of the downed pilots who was rescued was former All-America football player Capt Scott Thomas, who was recognized by the President

ATHLETICS

IMPORTANCE OF ATHLETICS: All cadets participate throughout the school year in intercollegiate or intramural sports plus complete physical education classes--the Academy believes athletic participation is important because of its link to leadership (cadets learn the significance of leadership, teamwork, aggressiveness, winning)

SPORTS CELEBRITIES: No Academy graduate has ever played a regular season game in major league baseball, the National Football League, the National Basketball Association or the National Hockey League--our graduates have been prepared to be the warriors to defend the nation

Some of the Academy's most celebrated athletes include:

- Capt Alonzo Babers, Class of 1983, who won two gold medals in the 1984 Olympics (400 meters and 4 x 400 relay)
- Four consensus football All-Americans (Brock Strom/'59, Ernie Jennings/'71, Scott Thomas/'85, Chad Hennings/'88--Hennings also is the Academy's only unanimous All-American and only Outland Trophy winner, the only Outland Trophy winner from any service academy in 40 years)
- 2nd Lt Dee Dowis, Class of 1990--155-pound quarterback who was a Heisman Trophy contender

Most recent national champions (this academic year):

- Cadet Callie Calhoun, Division II women's cross country
- Cadets Kim Dornburg and Dawn Dishner, Division II women's diving

COMMANDER-IN-CHIEF'S TROPHY--Named in honor of the President, who is the Commander-in-Chief, the trophy is awarded to the service academy with the best won-lost record in interservice football competition--Air Force has won the trophy symbolizing service academy football supremacy the past two years and six of the past nine years--this year's football team also won the Liberty Bowl, 23-11, against heavily-favored Ohio State

April 26, 1991



FINAL P. A. UPDATE

FOR IMMEDIATE RELEASE

PROJECT L.O.V.E.: Colorado's first Welcome Home Festival to honor and thank our Desert Storm Troops and ALL OUR VIETNAM VETS.

PROJECT L.O.V.E., in cooperation with Heritage Square Merchants, is proud to announce a Colorado tribute to ALL our troops and their families Sunday, April 26, at Heritage Square in Golden, Colo. (Rain date--May 5, 1991) Opens at 12 noon --FREE ADMISSION--Closes at 10 p.m.

There will be a short opening ceremony to Welcome ALL our veterans home at 1 p.m. A full day of fun, activities for both young and old alike. Door prizes awarded every hour from 1 p.m. through 6 p.m. Raffle drawings beginning at 4 p.m. approximately 1 every 15 minutes, plus a super auction beginning at 3 p.m. Among the items to be auctioned include, compliments of



2 round-trip tickets to anywhere in the contiguous United States or for closer to home.
Bronco's coach Dan Reeves
Lt Gov. and Mrs Mike Callihan
Overnight stay for 2 at the Scanticon Hotel/Resort
and much, much more.

The general public is asked to come out and show their support. Health permitting, Blinky the Clown will be available, so parents, bring your cameras. The Denver Harley Owner's, Corvette Club, and the Model A Ford Club will also participate to show their support.

There will be contests galore for both children and adults. Kids, brush up on your Rap, lip sinc, and dance and for those with a more level head and mature mind, we have a 60's costume contest and twist contest. Orthopedic teams may be standing by for those of us who thought we could but found we shouldn't, tried but couldn't.

Bob Simon / 11/1/2

For the last several years (including the current one), the Defense Appropriations Act has included language which requires the Navy to maintain the same number of people at the Memphis, Tennessee, naval complex as there were in 1984. This in effect makes Tennessee the only state in the Union with a legislated minimum number of naval personnel -- and Tennessee is a land-locked state!

REFLECTIONS ON THE HASC AUTHORIZATION BILL

The defense budget submitted by Secretary Cheney and General Powell this past February is based on an assessment of the recent dramatic changes in the world and the necessity to balance military requirements and declining defense budgets.

- o Spending for Fiscal Year 1991 through 1995 is \$131 billion less than estimated in last year's spending plan.
- o The forces recommended in the plan are based on the Base Force developed by General Colin Powell and the Joint Chiefs of Staff -- the forces are affordable and will permit the United States to respond to worldwide crises throughout this century.

The new era of defense austerity means that neither the Administration nor Congress can engage in "business as usual."

- o The Department of Defense has instituted fundamental management reforms which will save about \$72 billion through Fiscal Year 1997.
- o In its review of the budget, it is essential that Congress avoid appeals to narrow parochial interests -- *national security priorities must remain the focus of debate on the defense bill.*

The spending plan makes cuts that will be painful to some.

- o Reductions in the size of the Active and Reserve Components of our military must result in balanced and capable forces -- the HASC bill upsets this balance by cutting only 37,500 from the Reserve Components instead of the 107,500 requested by the Pentagon. *The Army will be deactivating Active divisions, but the National Guard and Reserve support elements of those divisions will remain in-place.*
- o Unneeded bases must be closed. The Base Realignment and Closure Commission is currently examining the list of closure candidates recently submitted by the Department of Defense.
- o Development and production of unneeded equipment must be terminated. The HASC bill directs spending on systems which were not requested, such as the V-22 and the F-14 Strikefighter. The bill also requires continued production of M1 tanks, F-16 fighters, Patriot missiles, and AHIP helicopters. *These additional tanks, missiles, and airplanes are far in excess of what the department will need to support 10 fewer Army divisions and 10 fewer fighter wings in 1997.*

At the same time, priority spending must be protected.

- o The pay and benefits of our magnificent men and women must be protected. Planned reductions in force must be handled carefully so as not to harm quality of life or morale. *HASC plans to cut four Active men and women for every Reservist will divert scarce funds from the manpower and operations and maintenance accounts.*

- o Strategic modernization must be continued so that nuclear deterrence is preserved. The HASC would halt production of the B-2 stealth bomber, *even though two of the lessons of the Gulf War are the value of strategic bombers and stealthy aircraft.*
- o And, finally, we must continue to develop defenses against ballistic missiles. The HASC slashes SDI spending from \$4.5 to \$2.7B and terminates the promising Brilliant Pebbles program. *The Gulf War proved the value of missile defense -- the HASC would defend tactical targets, but not New York.*

Every past attempt to shrink the size of the U.S. military establishment in a responsible manner has failed. The forces remaining after World Wars I and II, Korea, and Vietnam were "hollow" forces. Dick Cheney and Colin Powell have proved that they know what they are doing -- their spending plan deserves close attention.

John F. Kennedy, 1963

June 5 [221]

to cooperate in the future, as in the past, in the attainment of these common objectives. President Kennedy and President Radhakrishnan consider that their highly satis-

factory talks have contributed to closer understanding between their two countries and their two peoples.

220 Statement by the President on Equal Employment Opportunity in Federal Apprenticeship and Construction Programs.

June 4, 1963

DENIAL of the right to work is unfair, regardless of its victim. It is doubly unfair to throw its burden most heavily on someone because of his race or color. I am today directing the Secretary of Labor, in the conduct of his duties under the Federal Apprenticeship Act and Executive Order No. 10925, to require that the admission of young workers to apprenticeship programs be on a completely nondiscriminatory basis. In addition, I am asking that all Federal construction programs be reviewed to prevent any racial discrimination in hiring practices, either directly in the rejection of presently available qualified Negro workers or indirectly by the exclusion of Negro applicants for apprenticeship training. Finally, although many construction programs undertaken by States, local governments, and private agencies participating in Federal grant-in-aid programs contain nondiscrimination requirements, practices and enforcement have not been

uniform. Accordingly, I shall shortly issue an Executive order extending the authority of the Committee on Equal Employment Opportunity to include construction of buildings and other facilities undertaken wholly or in part as a result of Federal grant-in-aid programs.

Unemployment among American Negroes—and the resulting economic distress and unrest—pose serious problems in every part of the country. These problems can be met in part by the measures I have recommended to advance the growth of the economy to provide more jobs for all—and in part by the above and other measures to end job discrimination in this country.

NOTE: The Committee on Equal Employment Opportunity was established by Executive Order 10925 of March 6, 1961 (26 F.R. 1977; 3 CFR, 1961 Supp., p. 86). On June 22, 1963, the President issued Executive Order 11114 extending the Committee's authority to include Federally-assisted construction contracts (28 F.R. 6485; 3 CFR, 1963 Supp.).

221 Remarks at Colorado Springs to the Graduating Class of the U.S. Air Force Academy. June 5, 1963

General, Secretary Zuckert, General LeMay, Members of the Congress, Mr. Fraser, fellow graduates:

I want to express my appreciation for becoming an instant graduate of this academy, and consider it a high honor.

Mr. Salinger, Press Secretary of the White House, received the following letter several days ago:

"Dear Sir:

"Would you desire to become an honorary member of the Air Force Cadet Wing for granting one small favor? Your name, Mr. Salinger, shall become more hallowed and revered than the combined memories of Generals Mitchell, Arnold, and Doolittle.

"My humble desire is that you convey a request from the Cadet Wing to the Presi-

dent. Sir, there are countless numbers of our group who are oppressed by Class 3 punishments, the bane of cadets everywhere. The President is our only hope for salvation. By granting amnesty to our oppressed brethren, he and you could end your anguish and depression.

"Please, sir, help us return to the ranks of the living so that we may work for the New Frontier with enthusiasm and vigor."

It is signed "Sincerely, Cadet Marvin B. Hopkins," who's obviously going to be a future General.

As Mr. Salinger wants to be honored with Generals Mitchell, Arnold, and Doolittle, I therefore take great pleasure in granting amnesty to all those who not only deserve it, but need it.

It is customary for speakers on these occasions to say in graduating addresses that commencement signifies the beginning instead of an end, yet this thought applies with particular force to those of you who are graduating from our Nation's service academies today, for today you receive not only your degrees, but also your commissions, and tomorrow you join with all those in the military service, in the foreign service, the civil service, and elsewhere, and one million of them serve outside our frontiers who have chosen to serve the Great Republic at a turning point in our history. You will have an opportunity to help make that history—an opportunity for a service career more varied and demanding than any that has been opened to any officer corps in the history of any country.

There are some who might be skeptical of that assertion. They claim that the future of the Air Force is mortgaged to an obsolete weapons system, the manned aircraft, or that Air Force officers of the future will be nothing more than "silent silo sitters," but nothing could be further from the truth. It is this very onrush of technology which demands an expanding role for the Nation's Air Force and Air Force officers, and which guarantees that an Air Force career in the next 40 years will be even more changing

and more challenging than the careers of the last 40 years.

For some of you will travel where no man has ever traveled before. Some of you will fly the fastest planes that have ever been built, reach the highest altitudes that man has ever gone to, and lift the heaviest payloads of any aviator in history. Some of you will hold in your hands the most awesome destructive power which any nation or any man has conceived. Some of you will work with the leaders of new nations which were not even nations a few years ago. Some of you will support guerrilla and counter-guerrilla operations that combine the newest techniques of warfare with the oldest techniques of the jungle, and some of you will help develop new planes that spread their wings in flight, detect other planes at an unheard of distance, deliver new weapons with unprecedented accuracy, and survey the ground from incredible heights as a testament to our strong faith in the future of air power and the manned airplane.

I am announcing today that the United States will commit itself to an important new program in civilian aviation. Civilian aviation, long both the beneficiary and the benefactor of military aviation, is of necessity equally dynamic. Neither the economics nor the politics of international air competition permits us to stand still in this area. Today the challenging new frontier in commercial aviation and in military aviation is a frontier already crossed by the military—supersonic flight. Leading members of the administration under the chairmanship of the Vice President have been considering carefully the role to be played by the National Government in determining the economic and technical feasibility of an American commercial supersonic aircraft, and in the development of such an aircraft if it be feasible.

Having reviewed their recommendations, it is my judgment that this Government should immediately commence a new program in partnership with private industry to develop at the earliest practical date the proto-

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type of a commercially successful supersonic transport superior to that being built in any other country of the world. An open, preliminary design competition will be initiated immediately among American airframe and powerplant manufacturers with a more detailed design phase to follow. If these initial phases do not produce an aircraft capable of transporting people and goods safely, swiftly, and at prices the traveler can afford and the airlines find profitable, we shall not go further.

But if we can build the best operational plane of this type—and I believe we can—then the Congress and the country should be prepared to invest the funds and effort necessary to maintain this Nation's lead in long-range aircraft, a lead we have held since the end of the Second World War, a lead we should make every responsible effort to maintain. Spurred by competition from across the Atlantic and by the productivity of our own companies, the Federal Government must pledge funds to supplement the risk capital to be contributed by private companies. It must then rely heavily on the flexibility and ingenuity of private enterprise to make the detailed decisions and to introduce successfully this new jet-age transport into worldwide service, and we are talking about a plane in the end of the 60's that will move ahead at a speed faster than Mach 2 to all corners of the globe. This commitment, I believe, is essential to a strong and forward-looking Nation, and indicates the future of the manned aircraft as we move into a missile age as well.

The fact that the greatest value of all of the weapons of massive retaliation lies in their ability to deter war does not diminish their importance, nor will national security in the years ahead be achieved simply by piling up bigger bombs or burying our missiles under bigger loads of concrete. For in an imperfect world where human folly has been the rule and not the exception, the surest way to bring on the war that can never happen is to sit back and assure ourselves it will not happen. The existence of mutual

nuclear deterrents cannot be shrugged off as stalemate, for our national security in a period of rapid change will depend on constant reappraisal of our present doctrines, on alertness to new developments, on imagination and resourcefulness, and new ideas. Stalemate is a static term and not one of you would be here today if you believed you were entering an outmoded service requiring only custodial duties in a period of nuclear stalemate.

S.O.I.

I am impressed by the extraordinary scholastic record, unmatched by any new college or university in this country, which has been made by the students and graduates of this Academy. Four Rhodes scholarships last year, two this year, and other selected scholarships, and also your record in the graduate record examination makes the people of this country proud of this Academy and the Air Force which made it possible.

This country is proud of the fact that more than one out of five of your all-military faculty has a doctor's degree, and all the rest have master's degrees. This is what we need for leadership in our military services, for the Air Force officer of today and tomorrow requires the broadest kind of scholarship to understand a most complex and changing world. He requires understanding and learning unmatched in the days before World War II. Any graduate of this Academy who serves in our Armed Forces will need to know economics and history, and international affairs, and languages. You will need an appreciation of other societies, and an understanding of our own Nation's purposes and policy.

General Norstad's leadership in NATO, General Smart's outstanding tour of duty as the senior military representative in Japan are examples of Air Force officers who use their broad talents for the benefit of our country. Many of you will have similar opportunities to represent this country in negotiations with our adversaries as well as our friends, working with international organizations, working in every way in the hundred free countries around the globe to help

them maintain their freedom. Your major responsibilities, in the final analysis, will relate to military command. Some of you may be members of the Joint Chiefs of Staff and participate as advisers to the President who holds office.

Last October's crisis in the Caribbean amply demonstrated that military policy and power cannot and must not be separated from political and diplomatic decisions. Whatever the military motive and implications of the reckless attempt to put missiles on the island of Cuba, the political and psychological implications were equally important. We needed in October—and we had them and we shall need them in the future, and we shall have them—military commanders who are conscious of the enormous stakes in the nuclear age of every decision that they take, who are aware of the fact that there are no purely political decisions or purely military decisions; that every problem is a mixture of both, men who know the difference between vital interests and peripheral interests, who can maneuver military forces with judgment and precision, as well as courage and determination, and who can foresee the effects of military action on political policy. We need men, in short, who can cope with the challenges of a new political struggle, an armed doctrine which uses every weapon in the struggle around the globe.

We live in a world, in short, where the principal problems that we face are not susceptible to military solutions alone. The role of our military power, in essence, is, therefore, to free ourselves and our allies to pursue the goals of freedom without the danger of enemy attack, but we do not have a separate military policy, and a separate diplomatic policy, and a separate disarmament policy, and a separate foreign aid policy, all unrelated to each other. They are all bound up together in the policy of the United States. Our goal is a coherent, overall, national security policy, one that truly serves the best interests of this country and those who depend upon it. It is worth noting that

all of the decisions which we now face today will come in increased numbers in the months and years ahead.

I want to congratulate all of you who have chosen the United States Air Force as a career. As far as any of us can now see in Washington in the days ahead, you will occupy positions of the highest responsibility, and merely because we move into a changing period of weapon technology, as well as political challenge, because, in fact, we move into that period, there is greater need for you than ever before. You, here today on this field, your colleagues at Omaha, Nebraska, or at Eglin in Florida, or who may be stationed in Western Europe, or men who are at sea in ships hundreds of miles from land, or soldiers in camps in Texas, or on the Island of Okinawa, they maintain the freedom by being on the ready. They maintain the freedom, the security, and the peace not only of the United States, but of the dozens of countries who are allied to us who are close to the Communist power and who depend upon us and, in a sense, only upon us for their freedom and security. These distant ships, these distant planes, these distant men keep the peace in a great half-circle stretching all the way from Berlin to South Korea. This is the role which history and our own determination has placed upon a country which lived most of its history in isolation and neutrality, and yet in the last 18 years has carried the burden for free people everywhere. I think that this is a burden which we accept willingly, recognizing that if this country does not accept it, no people will, recognizing that in the most difficult time in the whole life of freedom, the United States is called upon to play its greatest role. This is a role which we are proud to accept, and I am particularly proud to see the United States accept it in the presence of these young men who have committed themselves to the service of our country and to the cause of its freedom. I congratulate you all, and most of all, I congratulate your mothers and fathers who made it possible.

Thank you.



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

FORCE MANAGEMENT AND PERSONNEL

MAY 15 AIO: 50

DATE: 15 May 91

TELEFAX COMMUNICATIONS

TELEFAX NUMBER: (202) 456-6218

DELIVER TO: MR. BOB SIMON, WHITE HOUSE SPEECH OFFICE

NUMBER OF PAGES (INCLUDING COVER): 15

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CONFIRMATION NUMBER: (703) 697-1508 AUTOVON: 227-1508

MESSAGE: MR. SIMON, ATTACHED IS A COPY OF STATEMENT PROVIDED BY LT6 DON JONES IN TESTIMONY TO SAC DEFENSE SUBCOMMITTEE JUST YESTERDAY ON THE ALL-VOLUNTEER FORCE. IT IS BEING RELEASED TODAY, BELIEVE IT HAS ALL THE DATA + INFO YOU ARE LOOKING FOR -- MAY JUST WANT TO CUT THROUGH THE VERBAGE, ETC. IF IT DOESN'T SATISFY YOUR NEEDS PLEASE CALL. PLEASE VERIFY RECEIPT OF THIS AS WELL TO MYSELF OR CAPTAIN JOE RAPONE, (703) 697-1877

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ted to the defense of our country and its basic principles. The recent, highly successful Operations Desert Shield and Desert Storm exemplified this. Once again, there is a strong sense of pride and dignity in the military profession.

HEALTH OF THE VOLUNTEER FORCE

Despite over 17 years of success with the volunteer force, the notion of returning to conscription continues to receive some interest. It was a major topic of discussion during the early stages of Operation Desert Shield, but interest in a draft waned with the success of Operation Desert Storm. Typically, criticism of the volunteer force stems from the mistaken belief that a draft will produce a higher quality, more representative, and less expensive force. In the next several pages, I would like to address these concerns with the Committee, and reinforce the Department's commitment to the voluntary system as the preferred method of raising military manpower.

Recruit Quality

A common misconception is that we could improve recruit quality by returning to conscription. There is no evidence to support this assertion. In fact, we have improved recruit quality under the volunteer concept and, for the last several years, have far exceeded recruit quality experienced during the draft era. Table 1 contrasts volunteer force recruit quality with both quality achieved during

conscription and the average of the youth population from which we recruit.

Table 1
Quality of Non-Prior Service Enlisted Accessions (Percentage)

	Fiscal Year										
	Draft	Volunteer Force								Youth	
	64-73*	74	76	78	80	82	84	86	88	90	Population
<u>DoD</u>											
HSDG	71	61	69	77	68	86	93	92	93	95	75
AFQT I-III**	80	90	95	71	65	85	91	96	95	97	69

* Annual average. The highest high school diploma graduate (HSDG) percent during this period was 78 percent in FY 1966 and the highest AFQT I-III proportion was 86 percent in FY 1973.

** Armed Forces Qualification Test (AFQT) Categories I-III ... average or above in trainability

Categories IV + V are considered sub-par

Simply recruiting sufficient numbers is not enough in today's military environment. For the last several years, the Military Services have placed a great deal of emphasis on recruiting high-quality people demanded by modern, high-technology weapons and support systems. Historically, the Services have used two measures of recruit quality: educational level and scores on the Armed Forces Qualification Test (AFQT).

Possession of a high school diploma has been the best single predictor of successful adjustment to military life. A high school diploma graduate has almost an 80-percent chance of completing his or her initial term of service compared with a 60-percent probability for the nongraduate. Enlisted accessions with high school diplomas increased from 71 percent during the draft era to 95 percent in FY

1990. This improvement in quality is particularly impressive considering that only 68 percent of our accessions had high school diplomas as recently as 1980.

The second measure of recruit quality refers to performance on the Armed Forces Qualification Test (AFQT). For reporting purposes, scores on the test are grouped into five categories. People in Categories I and II are above average in trainability and could qualify for admission to most colleges; those in Category III are of average trainability; persons in Category IV are below average; and individuals in Category V are well below average and, by law, are ineligible to enlist.

During the draft era, the proportion of new recruits scoring average or above (Categories I-III) was 80 percent. In FY 1990, 97 percent of our new recruits scored at this level. Again, while this is a large improvement over the quality of the draft era, it is all the more dramatic since only 65 percent of new accessions scored in this range in 1980.

Clearly, the quality of recruits has varied substantially over time. Periods of excellent recruiting (e.g., FY 1975-76 and 1982-90) produced higher quality personnel than during the draft era. Difficult recruiting periods, such as FY 1977-80, were caused by erosions in military pay and benefits and dramatic reductions in recruiting resources. This period was characterized by manpower shortages and

reduced recruit quality. However, our 17-year experience with the volunteer force offers conclusive evidence that, given fair and competitive compensation and adequate recruiting resources, we have attracted higher quality volunteers than those conscripted during the draft era.

Social Representation

Another common misconception is that a volunteer force is comprised primarily of individuals from lower socioeconomic levels. Recent press articles, in fact, have incorrectly characterized the socioeconomic and minority composition of the military. This section addresses that issue.

Many assertions about the socioeconomic status (i.e., "class" composition) of the military are based on impressions and anecdotes rather than on quantifiable data. However, the facts show that enlisted military members come from backgrounds that are only slightly lower in socioeconomic status than the national average.

In a recent study, conducted between April and September 1989, we surveyed over 10,000 recruits in basic training and asked questions about their socioeconomic backgrounds. We learned that the majority of recruits' parents had a high school education or better, were married, owned their own homes, and were employed. The contention that the enlisted force is recruited primarily from the lower socioeconomic strata of society is not supported by the facts.

A look at parents' education (Tables 2 and 3) reveals that parents of military enlistees have educational levels comparable to parents of civilian youth.

Table 2
Education of Male Parents for FY 1989 NPS Recruits,
with Parents of Civilian Youth (PCY)
(Percent at Each Education Level)

Highest Level of Education	Army	Navy	Marine Corps	Air Force	DoD	PCY
Less than HS Grad.	24	24	24	16	23	19
HS Graduate	35	34	36	36	35	36
Some College ^{1/}	23	23	21	27	23	18
College Grad.	<u>18</u>	<u>19</u>	<u>18</u>	<u>21</u>	<u>19</u>	<u>26</u>
Total	100	100	100	100	100	100

Columns may not add to totals due to rounding
1/ i.e., no 4-year degree

Table 3
Education of Female Parents for FY 1989 NPS Recruits,
with Parents of Civilian Youth (PCY)
(Percent at Each Education Level)

Highest Level of Education	Army	Navy	Marine Corps	Air Force	DoD	PCY
Less than HS Grad.	22	20	20	15	20	19
HS Graduate	40	41	44	44	41	44
Some College	25	26	22	27	25	20
College Grad.	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>14</u>	<u>16</u>
Total	100	100	100	100	100	100

Columns may not add to totals due to rounding

While recruits' parents included proportionately fewer college graduates and more individuals with less than a high school diploma than parents of civilian youth, these differences were not significant. Moreover, for parents who graduated from high school but did not hold a college degree, recruits' parents were more likely to have had some college than were the parents of civilian youth.

Occupational status of enlisted recruit and civilian parents was examined across 13 major census categories, and appears in Table 4.

Table 4
Percent of Parents in Each Occupational Category by Gender,
with Parents of Civilian Youth (PCY)

Occupation	Male Parents		Female Parents	
	DoD	PCY	DoD	PCY
Executive, Administrative, Managerial	12	18	8	11
Professional	8	13	13	15
Technical	3	2	4	3
Sales	8	11	11	10
Clerical, Administrative Support	5	4	29	29
Protective Services	4	3	1	1
Other Services	4	4	21	16
Farming, Forestry, Fishing	3	4	1	1
Precision Production	26	22	3	3
Machine Operators	9	8	8	8
Transportation	10	8	1	1
Handlers, Helpers, Laborers	3	4	2	2
Military	3	*	*	*

* Less than one percent

In general, occupational distributions for recruit and civilian parents were similar. Not surprisingly, fathers of recruits were more likely to be military members than were fathers of civilian youth.

Most recruits are young men and women who have chosen the military, rather than college, as their first step after high school. The majority are probably entering the military as an alternative to the civilian workforce. Many, attracted by military education benefits, are interested in attending college later, but cannot afford it at present. Recruits include sizable numbers of middle and upper middle class youth who have decided to enlist, deferring their college plans.

Perfect demographic representation would exist, in theory, if military manpower were made up of persons who exactly replicated the national population in terms of race, gender, geographic and social origin. In the 1960s, the public had begun to question the demographic composition of the Armed Services, and during Vietnam, the Selective Service System came under attack for deferment policies which favored affluent whites. More recently, critics of the volunteer force have charged that the white upper middle class and upper class may not be doing their part for defense.

Another frequent criticism of the volunteer military is that it is disproportionately composed of minorities who unfairly bear the

burden of war. Those who are opposed to Black overrepresentation assume that service in the military is onerous. Evidently, Black members disagree. Not only do Blacks voluntarily enlist, their reenlistment rates are higher than the rates for whites. The Black representation data are informative. In FY 1990, Blacks comprised 22.9 percent of our enlisted active force (Table 5), compared to 12 percent in the national 18 to 44 year-old population. Our officer force is composed of approximately 7 percent Blacks.

Table 5

**Blacks as a Percentage of Active Duty Enlisted End Strength
by Service and Total DoD, Selected Fiscal Years**

Fiscal Year	Service				DoD
	Army	Navy	Marine Corps	Air Force	
1975	22.2	8.0	18.1	14.6	16.1
1977	25.5	8.5	17.3	14.6	17.4
1980	32.9	11.5	22.4	16.2	21.6
1983	31.4	12.8	20.5	16.8	21.5
1986	29.6	14.2	20.5	17.2	21.2
1989	31.2	16.9	20.7	17.3	22.3
1990	32.1	17.7	20.7	17.6	22.9

In FY 1990, Blacks comprised 20.7 percent of non-prior service enlisted accessions, compared to 13.9 percent in the 18 to 24 year-old population. Since the implementation of the volunteer military in 1973, Black participation has steadily increased, from both a recruiting and retention perspective. Table 6 shows non-prior service enlisted accessions for selected fiscal years between 1975 and 1990.

Table 6

**Blacks as a Percentage of Non-Prior Service Accessions
by Service and Total DoD, Selected Fiscal Years**

Fiscal Year	Service				DoD
	Army	Navy	Marine Corps	Air Force	
1975	20.0	6.6	17.2	11.4	14.8
1977	29.4	10.7	20.5	11.1	20.0
1980	29.9	13.4	23.3	15.0	22.1
1983	22.0	14.2	17.1	14.3	17.9
1986	22.3	17.3	17.2	13.9	19.0
1989	26.3	21.5	17.6	12.2	21.5
1990	25.2	21.0	17.5	12.3	20.7

Other ethnic groups (e.g., Hispanics, Native Americans) are underrepresented in the military. In FY 1990, Hispanics represented 6.9 percent of non-prior service accessions compared to 11 percent in the civilian population of enlistment age.

Changing the racial or ethnic mix of the military would require the use of quotas by race or ethnicity. Under our current system of voluntary enlistments, the Services make no attempt to regulate the minority or socioeconomic characteristics of new recruits. They do not use social or demographic criteria for enlistment. Enlistment standards are designed to ensure that the best qualified applicants are accepted.

The military offers challenges, compensation, responsibility, and opportunities for service which are based on merit, not membership in a specific racial or ethnic group. Regrettably, equal opportunity is not always a reality in the civilian sector. On the

other hand, the Department's equal opportunity success is attested to by the presence of significant numbers of minority members.

We plan to continue to offer military opportunities to those who volunteer and qualify--regardless of race or ethnicity. Our mission is to fill the ranks with those persons whose educational attainment and aptitude scores predict that they will be successful and productive Service members.

Costs of the Volunteer Force

Since the inception of the volunteer military, critics have voiced concern over its cost. Despite the criticism, there is no evidence that return to a draft would save money. Analysts have been trying for years to quantify the true costs of the volunteer force. The fundamental problem is determining how much of the military manpower cost growth is attributable to the volunteer system versus normal manpower cost increases over time.

While it is true that manpower costs have increased since the beginning of the volunteer military, they have only increased slightly in real growth (1 percent or about \$900 million between FYs 1974 and 1990). The growth is from force structure changes, ~~a number~~ ~~of programs~~, added programs such as the Variable Housing Allowance (VHA), and enhanced special pay and allowances. In actuality, increases in military pay from 1977 to 1990 are approximately 9-percent less than the increase in the Consumer Price Index (CPI)

and 6.5-percent less than the increase in the private sector component of the Economic Cost Index (ECI) over the same period. Furthermore, factors leading to increased military pay can be traced to actions taken prior to the volunteer era:

- Introduction of the "comparability" pay principle for Federal civilian employees in the early 1960s resulted in pay increases for the decade that were greater than those in the private sector;
- Beginning of annual pay raises for career military personnel in 1963 and for recruits in 1966;
- The Rivers Amendment of 1967, requiring that future military pay increases be equal (in terms of percentages) to those of Federal civilian employees; and
- Large "catch-up" pay raises for career military personnel in 1967-69, resulting from the linkage to Federal civilian raises.

This is not intended as an all-inclusive list of factors that affected Defense manpower compensation costs over the years. Rather, it illustrates that increasing manpower costs are a result of many policy decisions prior to the beginning of the All-Volunteer Force, and would have occurred, to some degree, even under a draft system. These policy decisions recognized the right of military members to

fair and competitive compensation, whether volunteer or conscript. For example, the Gates Commission, in recommending transition to a volunteer force, argued vigorously that the pay discrimination against junior military personnel should be eliminated for equity reasons alone -- whether or not the draft was ended.

Despite the argument for fair and equitable pay for military personnel, many critics still believe that Defense manpower costs have grown too much -- more than they would have under a draft system. This notion, however, fails to consider that personnel costs in the public and private sectors have also increased over the last several years. In fact, since 1980 the growth in wages and salaries in the private sector is about the same as that for the Defense Department. Compensation in the business sector between 1980 and 1990 increased by 88 percent as represented by the Employment Cost Index. Average Regular Military Compensation for all DoD, a measure of military wages per capita, increased by 84 percent. Therefore, pay and allowances under the volunteer concept are clearly in line with wage and salary changes in the public and private sectors during this period. In addition, this period included a military "catch-up" raise to make up for earlier pay caps in the late 1970s.

In an effort to quantify the relative cost issue, the Department developed a methodology for analyzing the costs of returning to a draft versus maintaining the volunteer system. The study assumed lower recruit quality than we are accessing today and a larger

first-term cohort, with associated reductions in the size of the career force. The study found no apparent cost savings in returning to conscription; in fact, given the assumptions of the study, a draft could cost an additional \$.5 billion to \$2.5 billion yearly.

In 1987, the General Accounting Office (GAO) conducted a review of returning to a draft in lieu of the All-Volunteer Force. In the study, the GAO analyzed budgetary impacts of choosing between draft and volunteer systems for raising U.S. Armed Forces. The GAO concluded that if new enlistee pay was significantly reduced and the force size remained constant, the draft could result in considerable savings, but those savings would not be realized for many years. Moreover, the savings would be achieved at the price of significantly reduced active duty force effectiveness because of the replacement of experienced personnel with 2-year conscripts. The GAO believed that measures to offset the loss of force effectiveness could make the draft more costly than the current volunteer force.

Under the draft, a larger total force would be needed to produce the equivalent effectiveness of the volunteer force. This is because the draft would require a larger number of accessions, since draftees would have shorter initial enlistment periods than volunteers. Consequently, a larger portion of the force would be involved in overhead activities such as participating in or conducting formal and informal training, traveling to a first assignment, or supervising less experienced personnel.

In addition, conscripts are less likely to reenlist. During the draft, first-term reenlistment rates for conscripts were about 10 percent compared to approximately 50 percent for today's volunteers. Therefore, the level of experience in the force would decrease significantly. The GAO study concluded that under a draft, 237,000 first-term personnel would be substituted for careerists. As a result, the career force would decrease by 26 percent, and the number of people in the first 2 years of service would increase by 51 percent.

In evaluating force effectiveness and potential cost, the GAO assumed the draft would produce a force with as many "effective" members as the volunteer force as opposed to being equal in number. The longer the period needed to become fully effective, the larger the estimate of the additional personnel required under the draft. When a 24-month criterion is used, the GAO analysis indicates a conscripted force of about 2.4 million is required to produce the same number of effective personnel as a volunteer force of 1.85 million. As a consequence, the estimated budgetary cost savings associated with the draft diminish and eventually disappear. Using the 24-month criterion, the volunteer force is less expensive than the draft by about \$2.6 billion.

Clearly, returning to an unpopular draft system in order to achieve uncertain budget savings would be ill-advised.

5TH STORY of Level 1 printed in FULL format.

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February 28, 1991, Thursday, AM cycle

LENGTH: 549 words

HEADLINE: IRAQI GUNS POINTED TO SEA FOR ASSAULT THAT NEVER CAME

BYLINE: By Rodney Pinder

DATELINE: KUWAIT CITY

KEYWORD:

GULF-KUWAIT-IRAQIS

BODY:

A detailed Iraqi plan for the defense of Kuwait City, laid out on a room-sized terrain model left behind by the retreating occupiers, suggested they were equipped with chemical weapons and mistakenly expected assault from the sea.

The huge model on the floor of a school assembly hall used as a command center attests to allied assertions that the Iraqis were fooled into looking the wrong way.

The model showed all the Iraqi guns pointed to the sea when allied invasion forces attacked from the land to the rear.

"They were like the British at Singapore in World War II when all their guns pointed seaward and the Japanese seized the colony from the land," said an American soldier.

"The Iraqis were expecting an amphibious assault and we tricked them into believing that with exercises along the Gulf coast."

The detailed battle plan, showing positions of all Iraqi forces in the Kuwait City area, indicated the defenders were equipped with chemical weapons.

Tiny flags pinned on several positions carried the inverted crossed spoons symbol, the standard NATO designation for chemical weapons.

"They clearly had the chemical arms there ready," said the soldier, Cpl. Matthew Robbins, of the U.S. 2nd Reconnaissance Force, who was one of the first four U.S. soldiers to enter Kuwait Tuesday.

The elaborate battle model of Kuwait City was meticulously created from sand - plain for land and blue for water, with terrain molded in- and it covered an area 26 feet by 40 on the floor of the school, next to the U.S. embassy in the city center.

A podium alongside had chairs neatly placed for Iraqi officers to sit at and review their battle plans.

The display was marked out in squares to scale, with red wooden strips to denote highways, model tanks and artillery pieces, plastic blocks of various

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color denoting major buildings and coils of wire strung around the seashore, whose beaches are still sown with mines.

Every tank and artillery piece, from the desert outskirts of the capital to the seashore, faced the Persian Gulf. Not a single piece in the display- left in immaculate, undisturbed condition by the occupiers as they withdrew- pointed in the direction from which the allied armies actually came.

Huge red arrows indicating the expected allied onslaught swooped toward shore from deep in the Gulf.

"They anticipated an amphibious assault that never came," said Robbins, from Hallowell, Maine. "All the guns faced the sea, where we had made all our feints.

"We would never have hit this city from the sea, head on," he added. "There was enough damage caused here already by the Iraqis."

Robbins said the terrain map was impressive, as good as an allied equivalent but bigger than normally used by Western armies.

He added a retreating Western army would never have left such a thing intact. "They left nothing disturbed. If it had been us this room would have been sterile," he said.

Dirty and weary, he said he had the impression ordinary Iraqi soldiers, who according to many witnesses indulged in widespread looting before retreating without a fight, appeared to have been sloppy and undisciplined.

Evidence of a hasty retreat was outside the British embassy nearby, where Iraqi soldiers had lived in tiny guard posts made of stone blocks and flimsy plywood.

NATIONAL SECURITY COUNCIL

In the past few years, the Soviets have been modernizing their strategic forces by producing and deploying six intercontinental land-based and sea launched strategic ballistic missiles and two strategic bombers with cruise missiles. With five (5) new strategic missiles in development the Soviets are well prepared for a new round of strategic modernization later in the 1990s, although current political and economic disruptions could affect their ability to carry out these programs.

TELECOPIER
HEADER

TO: MR BDB SIMON
PHONE: 002-456-7750

CASE CONSISTS OF 13 PAGES

REMARKS:

FOR YOUR INFO!

FROM: LTC KASMAN
PHONE: 703-693-0640

UNIT	TYPE ACFT	NAME	LOCATION
416 BMW	10/10 B-52 /14 KC-135	COL MICHAEL F. LOUGHRAM	GRIFFISS AFB
2 BMW	11/11 B-52 15 KC-10 3 KC-135	COL RONALD C. MARCOTTE	BARKSDALE AFB
93 BMW	19/19 B-52	COL EUGENCE J. FAMULARE	CASTLE AFB
134 AREFG (ANG)	4/4 KC-135E	COL FREDERICK FORSTER	KNOXVILLE
141 AREFW (ANG)	7/7 KC-135E	BGEN DENNIS B. HAGUE	FAIRCHILD, WA
17 SW	3/6 TR-1	COL CHARLES W. HINKLE	RAF ALCONBURY
55 SRW	4/7 RC-135	COL THOMAS F. ATKINSON	OFFUTT
160 AREFG (ANG)	10/10 KC-135E	COL RICHARD J. SEIDT	RICKENBACKER, OH
? 366 TFW RF	17/17EF-111A 17/17	COL VICTOR C. ANDREWS	MT HOME VIA WT PAT
37 TFW	14/42 F-117 24/42 34/42 42/42	COL ALTON C. WHITLEY, JR.	TONAPAH VIA LANGLEY

UNIT	TYPE ACFT	NAME	
67 TRW	6/12 RF-4C 12/12	COL MICHAEL C. SHORT	BERGSTROM
136 TAW(ANG)	8/8 C-130	BG DAVID J. RIST	DALLAS, TX
913 TAG(AFRES)	8/8 C-130E	LCOL SCOTT R. NICHOLS	WILLOW GROVE, PA
50 TFW	24/24 F-16C/D	COL GEORGE W. NORWOOD	HAHN
375 MAW	4/8 C-21	COL ROBERT J. BOOTS	SCOTT
10 TFW (RF)	7/18 A-10	COL JAMES C. EVANS	ALCONBURY
169 TFG	24/24 F-16	LT COL JERRY H. RISHER	MCENTIRE, S.C.
602 TACW	12/12 OA-10	COL HOWARD B. BARNARD III	DAVIS-MONTHAN
174 TFW(ANG)	18/18 F-16	BG MICHAEL S. HALL	SYRACUSE, N.Y.
374 TAW	8 C-130E	COL GEORGE R. DURHAM, JR.	YOKOTA
463 TAW	8 C-130H	COL ROBERT A. MAGUIRE, JR.	DYESS
907 TAG(AFRES)	8/8 C-130E	COL WALTER T. HATCHER III	RICKENBACKER, OH
7 BMW	3 KC-135	COL JULIAN B. (J.B) HALL	CARSWELL, TX
139 TAG(ANG)	8 C-130	COL ROBERT L. BIEHUNKO	ST JOE, MO
97 BMW	6/6 B-52 7 KC-135	COL GEORGE I. CONLAN	EAKER AFB

UNIT	TYPE ACFT	NAME	LOCATION
305 ARW	12 KC-135	COL RUSSELL A. RINKLIN, JR	GRISSOM
410 BMW	6 KC-135	COL JOHN E. FRISBY	K.I. SAWYER
166 TAG (ANG)	8 C-130	COL JAMES V. DUGAR	WILMINGTON, DE
380 BMW	15 KC-135	COL J. PAUL MALANDRINO, JR	PLATTSBURGH
19 ARW	14 KC-135	COL ROBERT A. PLEBANEK	ROBINS
68 ARW	17 KC-10	COL NORMAN F. RATHJE	SEYMOUR-JOHNSON
926 TFG	18 A-10	COL BOBBY L. EFFERSON	NEW ORLEANS

UNIT	TYPE ACFT	NAME	LOCATION
306 SW	EC-135 KC-135	COL JACK O. FOLEY	RAF MILDENHALL
28 BMW	5/10 KC-135	COL CHARLES R. HENDERSON	ELLSWORTH
319 BMW	8 KC-135	COL JOSEPH C. KINEGO	GRAND FORKS
340 ARW	8/8 KC-135	COL JOHN R. CLAPPER	ALTUS
96 BMW	12 KC-135	COL WILLIAM J. EHRIE	DYESS
92 BMW	17 KC-135	COL ARNOLD L. WEINMAN	FAIRCHILD

UNIT	TYPE ACFT	NAME	LOCATION
22 ARW	3/13 KC-10	COL WILLIAM J. COBB	MARCH
384 BMW	5/5 KC-135	COL JOHN C. MANGELS	MCCONNELL
5 BMW	7 KC-135	COL DAVID L. YOUNG	MINOT
6 SW	RC-135	COL WILLIAM G. MANIRE, JR	EIELSON
376 SW	KC-135	COL GERALD M. BEVERLY	KADENA
302 TAW(AFRES)	C-130B	COL ROBERT J. WINNER	PETERSON
940 AREFG(AFRES)	7/7 KC-135E	COL DONALD E. SCHELL	MATHER
916 AREFG(AFRES)	KC-10	COL JOHN J. BATBIE, JR.	SEYMOUR-JOHNSON
315 MAW(ASSOC)	C-141	COL ROBERT B. STEPHENS	CHARLESTON
512 MAW(ASSOC)	C-5	COL DAVID J. STANLEY	DOVER
514 MAW(ASSOC)	C-141	COL JAMES D. COPENHAVER	MCGUIRE
445 MAW(ASSOC)	C-141	COL MICHAEL R. LEE	NORTON
446 MAW(ASSOC)	C-141	COL CLAYTON T. GADD	MCCHORD
349 MAW(ASSOC)	C-5	COL KEITH T. REILING	TRAVIS
459 MAW(AFRES)	C-141	COL JAMES E. SEHORN	ANDREWS
433 MAW(AFRES)	C-5	COL MICHAEL J. QUARNACCIO	KELLY

	TYPE ACFT	NAME	LOCATION
MAW(AFRES)	C-5	BG FREDERICK D. WALKER	WESTOVER, MA
AW(AFRES)	C-130H	BG JACK W. BLAIR, JR.	DOBBINS
TAG(AFRES)	C-130H	LCOL THOMAS W. SPENCER	MAXWELL
TAG(AFRES)	C-130H	COL CHRISTOPHER M. JONIEC	GREATER PITTSBURGH
PAW(AFRES)	C-130H	COL TERRY G. WHITNELL	GENERAL MITCHELL IAP, WS
TAG(AFRES)	C-130H	COL JON S. GINGERICH	O'HARE ARFF, IL
AREFG(ANG)	7 KC-135	BG DENNIS B. HAGUE	FAIRCHILD, WA
TAG(ANG)	C-130	COL JAMES V. DUGAR	NEW CASTLE, DE
FAIRCW	TACC	COL THOMAS A. OWENS	SHAW AFB
ICW	ASOC	COL KENNETH R. REYNOLDS	
TAG	1 C-20	COL JAMES M. MURPHY	RAMSTEIN
W	C-141B	COL MICHAEL J. MCCARTHY	MCCHORD
W	C-141B	COL ROBERT F. NEAL	NORTON
W	C-141B C-5	COL WILLIAM J. BEGERT	TRAVIS
AW	C-141B	COL JOHN W. HANDY	CHARLESTON

UNIT	TYPE ACFT	NAME	LOCATION
438 MAW	C-141B	COL KIRBY A. WOEHST	MCGUIRE
443 MAW	C-141B C-5	COL WALTER S. HOGLE, JR.	ALTUS
436 MAW	C-5A/B	COL MICHAEL A. MOFFITT	DOVER
101 AREFW	4/4 KC-135	BG NICHOLAS EREMITA	BANGOR, ME
128 AREFG	7/7 KC-135	COL EUGENE A. SCHMITZ	MILWAUKEE, WI
151 AREFG	2/2 KC-135	LT COL GORDON J. HILL	SALT LAKE CITY, UT
157 AREFG	1/1 KC-135	COL JOSEPH K. SIMEONE	PEASE AFB, NH
161 AREFG	1/1 KC-135	COL WILLIAM R. SCHERER	PHOENIX, AZ
170 AREFG	1/1 KC-135	COL JAMES MCINTOSH	MCGUIRE AFB, NJ
105 MAG	C-5A	COL PAUL A. WEAVER, JR.	STEWART, NY
172 MAG	C-141B	COL SHELLIE M. BAILEY, JR.	JACKSON, MS

UNIT	NAME	LOCATION
LOGISTICS		
38 APS (AFRES)	MAJ COMPTON	CHARLESTON, SC
164 MAPS (ANG)	LT COL DAN COKER	MEMPHIS, TN
513 ACCW	COL HOWARD W. GUILLES	RAF MILDENHALL, UK

UNIT	NAME	LOCATION
MEDICAL		
USAF MED CTR	COL JOHN. A. ANDERSON	WRIGHT-PATTERSON, OH
11 CONT HOSP	COL JAMES T. TURLINGTON	LACKLAND AFB, TX
12 CONT HOSP	COL RALPH J. LUCIANI	TRAVIS AFB, CA
13 CONT HOSP	COL GERALD N. BART	SCOTT AFB, IL
DAVID GRANT HOSP	COL ROBERT W. GILMORE	TRAVIS AFB, CA
MALCOLM GROW MED	BG ROBERT W. POEL	ANDREWS AFB, MD
MED CTR SCOTT	COL PAUL K. CARLTON	SCOTT AFB, IL
WILFORD HALL MED	MGEN VERNON CHONG	LACKLAND AFB, TX
KEESLER TTC MED	COL BARRY H. THOMPSON	KEESLER AFB, MS

UNIT	NAME	LOCATION
TAC CONTROL		
507 (TAIRCW)	COL THOMAS A. OWENS	SHAW AFB, SC
601 TCW	COL KENNETH R. REYNOLDS	SEMBACH AB, GE
8 ASOG	COL FREDERICK J. ZEHR	KELLY BARRACKS MOEHRINGEN GE APO NEW YORK 09107

UNIT	NAME	LOCATION
SECURITY POLICE		
AFLC		
2849 SPS	COL WILLIAM R RAHTER 2849 ABG/CC	HILL AFB, UT
2853 SPS	COL LAWRENCE A. STONE 2853 ABG/CC	ROBINS AFB, GA
2854 SPS	COL JOHN R. CLARK 2854 ABG/CC	TINKER AFB, OK
AFRES		
301 SPF	BG WILLIAM LAWSON 301 TFW/CC	CARSWELL AFB, TX
924 SPF	BG WILLIAM LAWSON 301 TFW/CC	BERGSTROM AFB, TX
926 SPF	BG WILLIAM TRACY 917 TFW/CC	NEW ORLEANS, NAS
AFSC		
3201 SPS	COL BRUCE E. MARSHALL 3200 SPTW/CC	EGLIN AFB, FL
3245 SPS	COL THOMAS D. MCGURK 3245 ABG/CC	HANSCOM AFB, MA
6500 SPS	COL JOHN D. RHODES 6500 ABW/CC	EDWARDS AFB, CA
6570 SPS	COL TED OWNBY, JR. 6570 ABG/CC	BROOKS AFB, TX
AFSPACECOM		
4392 SPG	COL ORLANDO C SEVERO, JR WSMC/CC	VANDENBERG AFB, CA
ATC		
82 SPS	COL KURT B. ANDERSON 82 FTW/CC	WILLIAMS AFB, AZ
47 SPS	COL WILLARD GROSVENOR 47 FTW/CC	LAUGHLIN AFB, TX
14 SPS	COL JAMES L. HIGHAM 14 FTW/CC	COLUMBUS AFB, MS
71 SPS	COL DONALD F. CRAIGIE 71 FTW/CC	VANCE AFB, OK
323 SPS	COL JOHN R. MORRISON	MATHER AFB, CA

UNIT	NAME	LOCATION
SECURITY POLICE (CON'T)		
64 SPS	COL WILLIAM C. HENNY 64 FTW/CC	REESE AFB, TX
3700 SPS	MG DAVID C. REED AFMTC/CC	LACKLAND AFB, TX
3415 SPS	MG FRED R. NELSON LOWRY TTC/CC	LOWRY AFB, CO
MAC		
1776 SPS	COL JAMES H. WHITE 1776 ABW/CC	ANDREWS AFB, MD
436 SPS	COL MICHAEL A. MOFFITT 436 MAW/CC	DOVER AFB, DE
438 SPS	COL KIRBY A. WOEHST 438 MAW/CC	MCGUIRE AFB, NJ
60 SPS	COL WILLIAM J. BEGERT 60 MAW/CC	TRAVIS AFB, CA
437 SPS	COL JOHN W. HANDY 437 MAW/CC	CHARLESTON AFB, SC
317 SPS	COL MAXWELL C. BAILEY 317 TAW/CC	POPE AFB, NC
1606 SPG	COL EDWARD S. BRANNUM 1606 ABW/CC	KIRTLAND AFB, NM

UNIT	NAME	LOCATION
SECURITY POLICE (CON'T)		
MAC (CON'T)		
443 SPS	COL WALTER S. HOGLE, JR. 443 MAW/CC	ALTUS AFB, OK
62 SPS	COL MICHAEL J. MCCARTHY 62 MAW/CC	MCCHORD AFB, WA
834 SPS	COL DONALD A. STREATER 834 ABW/CC	HURLBURT FLD, FL
63 SPS	COL ROBERT F. NEAL 63 MAW/CC	NORTON AFB, CA
NGB		
112 SPF	COL JOHN R. PFALZGARF 112 TFG/CC	GREATER PITTSBURGH IAP, PA
121 SPF	BG GORDON M. CAMPBELL 121 TFW/CC	RICKENBACKER ANGB, OH
122 SPF	COL HUBERT J. SPIER, JR 122 TFW/CC	FT. WAYNE MUN APRT, IN
127 SPF	BG DAVID T. ARENDTS 127 TFW/CC	SELFRIDGE ANGB, MI
131 SPF	BG JAMES H. RENSCHEN 131 TFW/CC	BRIDGETON, MO

UNIT	NAME	LOCATION
SECURITY POLICE (CON'T)		
NGB (CON'T)		
140 SPF	COL MASON C. WHITNEY 140 TFW/CC	BUCKLEY ANGB, CO
150 SPF	COL THOMAS P. WITTMAN 150 TFG/CC	KIRTLAND AFB, NM
186 SPF	COL FREDERICK D. FEINSTEIN 186 TRG/CC	MERIDIAN, MS
PACAF		
15 SPS	COL DONALD A. LYON 15 ABW/CC	HICKMAN AFB, HI
475 SPS	COL JAMES D. LATHAM 475 ABW/CC	YOKOTA AB, JA
633 SPS	COL GEORGE DE GOVANNI 633 ABW/CC	ANDERSEN AFB, GUAM
SAC		
812 SPG	BG THAD A. WOLFE HQ SWC/CC	ELLSWORTH AFB, SD
842 SPG	BG PATRICK P CARUANA 42 AD/CC	GRAND FORKS AFB, ND
416 SPS	COL MICHAEL F. LOUGHRAN 416 BMW/CC	GRIFFIS AFB, NY

UNIT	NAME	LOCATION
SECURITY POLICE (CON'T)		
SAC (CON'T)		
351 SPG	COL MICHAEL J. ROGGERO 351 SMW/CC	WHITEMAN AFB, MO
90 SPG	COL RICHARD L. FARKAS 90 SMW/CC	F.E. WARREN AFB, WY
341 SPG	BG TEDDY E. RINEBARGER 341 SMW/CC	MALMSTROM AFB, MT
857 SPG	BG MARK H. LILLARD III 57 AD/CC	MINOT AFB, ND
TAC		
836 SPS	BG EUGENE D. SANTARELLI 836 AD/CC	DAVIS-MONTHAN AFB, AZ
833 SPS	BG TRAVIS E. HARRELL 833 AD/CC	HOLLOMAN AFB, NM
832 SPS	BG RALPH J. BROWNING 832 AD/CC	LUKE AFB, AZ
554 SPG	MG BILLY G. MCCOY USAFTEWC/CC	NELLIS AFB, NV
325 SPS	MG RICHARD M. PASCOE USAFADWC/CC	TYNDALL AFB, FL
USAFE		
40 SPS	COL THOMAS K. SPEELMAN 40 TSW/CC	AVIANO AB, IT
66 SPS	COL JOHN R. FUHRMANN 66 ECW/CC	SEMBACH AB, GE
487 TMS TMW/GD	COL CLARENCE E. OLSCHNER III 487 TMW/CC	COMISO AS, IT

UNIT	NAME	LOCATION
COMMUNICATION		
1ST CMBT CONT GP	COL KEITH F. POCH	LINDSEY AS, GE ARRIVED
162ND CMBT CONT GP (ANG)	LT COL RICHARD L. TESTAF	3900 ROSEVILLE RD N. HIGHLANDS ANGS, CA 95660-5794
226TH CMBT CONT GP (ANG)	COL CECIL W. MARTY	MARTIN ANGS GADSEN, AL 35901-9709

Oval Office 5/20/01

1. can it be 15 min. - 8 pages
2. don't touch on arms control - save it
especially Mid-East

Bangladesh Helicopter carrier aren't you missing home?
"No, we saving lives here"
need more anecdotes

can criticize ^{Congress} on base closings
need the kind of force that responded in Gulf

"Congress has a right to oversight, but we
don't want them to nit-pick"
on the defense budget

"Air power performed superbly" in the Gulf

Gen. McPeak - predicted exactly what would
happen

Outline, U.S. Air Force Academy Address

I. American Leadership

- A. Action neither unilateral nor isolationist -- instead, we are called upon for steady hands and staying power.
- B. In E. Europe, Soviet Union, Middle East -- need for cooperative arrangements (and economic & technical assistance) to cement alliances and promote regional stability.
- C. The demise of the declinists and ascendance of patriotism.
- D. Tribute to the troops [perhaps include humanitarian role w/Kurds, Bangladesh]

it's right + appropriate

"don't overdue it."

but people should feel good on it.

II. The Changing Challenge [Threats]

- A. Move from Superpower polarization to outlaw regimes.
- B. Need for agility and responsiveness to unpredictable regional crises.
- C. May prove to be the greatest impetus in this century for meaningful cooperation (United Nations) -- the crucial importance of collective will.

c/Nopan carrier

political

not polarized any more

Soviets still arms superpower

British - give credit

↳ Gates: NWD

III. Enduring Military Strength, Future Military Structure

- A. Defense Priorities: the Budget ("my program") -- reasoned, reasonable, the minimum essential. Pass it.
- B. Gulf lessons learned:
 - 1) Patriot; S.D.I. & need for missile defense
 - 2) Vindication of Air Power; Stealth technology
- C. Most fundamental: people. Today's military the best educated, most motivated in history. Not simply as warriors, but world leaders.
- D. In the next American century: U.S.A.F. Academy graduates' leadership.

Draft Speech Insert

I must tell you that I am very disappointed with the House of Representatives actions on this year's Defense Authorization Bill.

My budget, my defense program, recognizes that we can make cuts because of the historical and dramatic changes in the international security environment. It recognizes that we must make cuts to meet our own fiscal goals.

The cuts I've proposed are, quite literally, draconian. Virtually every military unit and every defense program will be affected to some degree. Some units will be disbanded, some bases closed, and some programs cancelled. Virtually every state and every congressional district will see the effects. But there is no alternative if we are to fashion a defense program that is tailored to the new world order.

The defense budget I put forward is a logical, coherent program, designed for maximum effectiveness and efficiency within the available resources. The House bill would unravel the logic of the program; killing the B-2 that is so vital to our new security objectives, emasculating our ability to develop and deploy strategic defenses; and preventing needed reductions in the Guard and Reserve. At the same time, the House bill would force us to buy expensive and unneeded aircraft and other weapons which I never requested.

This is not the time for business as usual. This is no time for pork-barrel politics. Make no mistake -- I will veto a bill that does not allow us to meet today's defense needs or our future challenges.

Mark -

The President

will sign a veto
letter today on the
HASC bill.

Above a suggested add to
the speech. Use as you
see fit

John Gordon
x 3330