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**Folder Title:**  
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## The Way Ahead

By George Bush

For more than three centuries the National Guard has helped keep America safe and strong. From the colonial militia to Hurricane Andrew, these volunteer patriots have embodied "America at its best."

Think of the citizen-soldier at Lexington and Concord -- or in the jungles of Bataan and Guadalcanal. Their valor is a metaphor for the American character in war and peace. Recall how the Guard fights forest fires, gives comfort to flood victims, or led recent food missions to Sarajevo. Its heroism lives as oral history -- passed from one generation to another.

The Founding Fathers knew that America needed a strong National Guard. Times have changed, but not the Guard's mission: To protect life and liberty at home and abroad. Today, its members -- more than half-a-million strong -- stand ready to define a new era which seemed inconceivable as recently as 1988.

During the last 3 and 1/2 years, the Reserve forces of the United States have formed a crucial part of the finest fighting force this Nation has ever known. They have led our fight against illegal drugs, met other peacetime challenges, and were vital to restoring democracy to Panama.

Last year, the National Guard also helped forge our triumph over tyranny in the sands of the Gulf. Saddam Hussein learned that the Rockies would crumble before Guardsmen did: Few played

a larger role or paid a higher price in ensuring that aggression would not stand. Years from now history will salute the bravery of the National Guard and Reserve forces in Operation Desert Shield/Desert Storm. As Commander in Chief and as a fellow veteran, I learned from your example and success.

I know that as President I could not have acted decisively without full confidence in American armed troops -- both active and reserve. Each day of the Gulf conflict I heard countless instances of gallantry. When Barbara and I prayed at Camp David the night before the air war began, I asked God to make me worthy of the finest fighting force America has ever known.

That night I recalled the 167th Tactical Airlift Group -- a C-130 unit from Martinsburg, West Virginia. Late one evening the unit was asked for 40 ~~port~~ <sup>aerial</sup> personnel to deploy in support of air cargo operations. More than 100 quickly volunteered. Later I thought, too, of other heroes. Arizona Captain Debra Clark drove her transportation unit 27 straight hours deep into Iraq. Tennessee Captain Terry Saltsman and his company were among the first U.S. ground troops to cross the Iraqi border. I still marvel at Guard postal units in Saudi Arabia handling nearly 300 tons of mail in a three-day period. They had a half-day off only on Thanksgiving and Christmas -- their only time off in their entire mobilization.

The Persian Gulf showed America at her best -- benefiting from the unprecedented growth in Reserve forces since 1980. Yet the Twenty-First Century will present different challenges. The

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Guard played a major role in winning the Cold War, but threats remain. Future risks to our security will be characterized by ambiguity and rapid change -- not the relative certainty of the past. One asset of experience is a love of history: Both teach, in Lincoln's words, the need to "think and act anew" -- and realign the size and shape of the Guard and Reserve to meet the needs of our new military strategy in a world far different from the 1980s.

Several important principles will guide the design of our Guard and Reserve Forces. First and foremost is a principle I detailed in my August 1991 statement of the National Security Strategy of the United States:

"In a world less driven by an immediate, massive threat to Europe or the danger of global war, the need to support a smaller but still crucial forward presence and to deal with regional contingencies -- including possibly a limited, conventional threat to Europe -- will shape how we organize, equip, train, deploy, and employ our active and reserve forces . . . Today we must reshape our Guard and Reserve forces so that they can continue their important contributions in new circumstances."

By itself the changing world makes it hard to preserve our military capability. Compounding the problem are the cries in and out of Congress for additional cuts in defense spending. Let's be blunt: What those who propose to gut the defense budget while devoting more dollars to big government spending really

want are massive reductions in the size of U.S. active and reserve forces. They won't do it as long as I am President. The Soviet bear may be dead -- but wolves still stalk the world. I will reduce the size of our military defense -- but never our commitment to vigilance.

The second principle of a restructured military is a major reliance upon Reserve forces, as well as Active forces. The Chairman of the Joint Chiefs of Staff recently testified that "maintaining strong, capable Reserve and Guard forces will remain essential to our military strategy" -- and that as the size of the Total Force falls, "we can move certain units or functions into the Reserves to avoid the costs associated with keeping them in the active force structure." We will do this fairly -- based on merit and need -- without discriminating against any part of the Armed Forces.

The third principle guiding our force structure involves concern for the demands placed on individual National Guardsmen, Reservists, and their families. Our "citizen-soldiers" devote time to their families, civilian occupations, or education. If we intrude upon them for every minor skirmish or trouble spot, we may soon face retention problems involving the same high-quality Reserve personnel that we most need. On the other hand, Reserve units and individuals will provide critical support in large or protracted conflicts, or in other crises which require the use of the Armed Forces -- and in increasing numbers as the

confrontation evolves. We will also rely on National Guard and Reserve combat units to reinforce and augment Active forces.

Thus, the Reserve will be vital to the Total Force of the 1990s -- but plans for the use of the Total Force will change. In the Cold War, the threat to our national security was clear -- and specific roles and missions could be assigned to specific forces and units. In the ambiguous security environment ahead, detailed planning for every contingency or crisis will be less likely, if even possible. Thus, flexibility will matter more. So will the variables that decide which forces serve. Among them are the nature of the missions to be performed, and the capabilities, readiness, immediate availability and geographical location of specific Active or Reserve units. Our goal is a troop structure which gives peace a chance -- but never takes a chance with peace.

I believe most Guardsmen share this view -- know that when it comes to national security, finishing second means finishing last. My support of strong defense spans a lifetime. I am no election-year convert to keeping America Number One. As a veteran, I know we must keep our armed forces ready and capable: The Cold War victory we won based on strength must not be lost because of weakness. That is why I reject those in the Democrat Congress who advocate deep budget cuts that jeopardize the safety of every American in uniform. Our defense budget involves more than needed weapons systems -- or ensuring American forces are the best-equipped military in the world with world-class

technology. It means we must also spend the necessary time and effort training our active and reserve forces. This is especially true as we reshape our forces to meet our defense strategy in the 1990s and beyond.

We cannot afford to return to the hollow-forces military of the late 1970s -- where quality was low and morale lower. In Iran, the rescue operation, Desert One, was a disaster. American parts wouldn't work. American planes wouldn't fly. I will never permit such humiliation. Instead, I will reshape the U.S. military in a way that does not cause hollow forces and that treats the uniform with respect. I will continue to support the transition needs of all active and reserve personnel.

Like most Guardsmen, I know what it means to raise a family, build a life, go to battle, and see friends die. I was on a three-man bombing crew -- and learned of teamwork. I learned, too, about a cause larger than ourselves. I remember spending a month aboard the submarine Finback after being shot down -- and at night standing watch on the tower and looking at the dark. The sky was clear. There was calm, inner peace -- God's therapy.

Given that, could I forget those who endured war so that liberty might live? I can't -- won't. I stand with those who time and again have shown that they are ready -- whether in a major armed conflict like JUST CAUSE, the fight against drug traffickers, or more routine peacetime operations. Fifty years ago, the National Guard provided the first army units to go into offensive combat in World War II. This year, it again helped our

nation stand tall -- sending to hurricane-ravaged areas troops who proved that Americans pull together to repair what nature has torn apart.

In the aftermath of the hurricane, Guardsman Scott Merrick of Oak Hill, Florida, placed an American flag between a twisted traffic light and a storm gutter. He put it there because "it says a whole lot about what's happening." Scott knew that victims of Hurricane Andrew might be physically beaten -- but they would not be defeated. How could they? They were Americans.

Against the winds of tyranny or a hurricane, National Guardsmen have helped America triumph on the wings of hope. They have helped lead us in the past -- and will too in the future. "Always ready, always there" -- always the best that is America.

# UNCLASSIFIED TELEFAX

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This telefax consists of ~~2~~<sup>12</sup> pages including this cover sheet

FROM: CAPT MONICA Aloisio SAF/PAM (703) 695-0640

TO: MICHELLE NIX

SUBJECT:

F-16 PERFORMANCE IN DESERT SHIELD/STORM.

INFO TAKEN FROM TITLE V FINAL REPORT TO

CONGRESS

Page T-67

## OBSERVATIONS

### Accomplishments

- More than 13,480 combat sorties were flown against targets including airfields, Republican Guard positions and strategic targets near Baghdad.
- F-16s had a mission capable rate of 88.8 percent, and the highest use rate of all USAF aircraft in theater (1.35 sorties per aircraft per day).
- F-16s using GPS, on board radar, and LANTIRN Forward-looking infrared proved successful.

### Issue

- The F-16 LANTIRN units are now receiving and qualifying with their targeting pods.

MEMORANDUM OF CALL

Previous editions usable

TO:

MICHELE

YOU WERE CALLED BY-  YOU WERE VISITED BY-

Major Dunlop

OF (Organization)

PLEASE PHONE ▶  FTS  AUTOVON

703 695 3454

WILL CALL AGAIN  IS WAITING TO SEE YOU

RETURNED YOUR CALL  WISHES AN APPOINTMENT

MESSAGE

RECEIVED BY

DATE

TIME

3:31

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

FPMR (41 CFR) 101-11.6

\* U.S.G.P.O.: 1983 - 421-529/321

MEMORANDUM OF CALL

Previous editions usable

TO:

MICHELE

YOU WERE CALLED BY-  YOU WERE VISITED BY-

Major Nei

OF (Organization)

Nat'l. Guard

PLEASE PHONE ▶  FTS  AUTOVON

703 695 3673

WILL CALL AGAIN  IS WAITING TO SEE YOU

RETURNED YOUR CALL  WISHES AN APPOINTMENT

MESSAGE

RECEIVED BY

DATE

TIME

11:40

63-110 NSN 7540-00-634-4018

STANDARD FORM 63 (Rev. 8-81)

Prescribed by GSA

FPMR (41 CFR) 101-11.6

\* U.S.G.P.O.: 1983 - 421-529/321

From Battles — Dec. 13, 1636  
of Lexington & Concord 1775  
Piquet War of 1637

Operation Desert  
Storm Battle of Bat  
has fought early WWII

in every Am war. Japanese attacked  
Bataan

Chief of National Guard Bureau — Lt. Col. ~~Conrad~~  
Kondratiuk  
(103) @ 750 -  
4603

were Philippines Campaign  
WWII National Guard  
2 Regiments <sup>Anti</sup> Aircraft  
2 Nation <sup>Anti</sup> Army  
Battalions

@ anniversary  
50th of WWII

1st army units  
to go into <sup>offensive</sup> combat  
Oct. 1942 in WWII

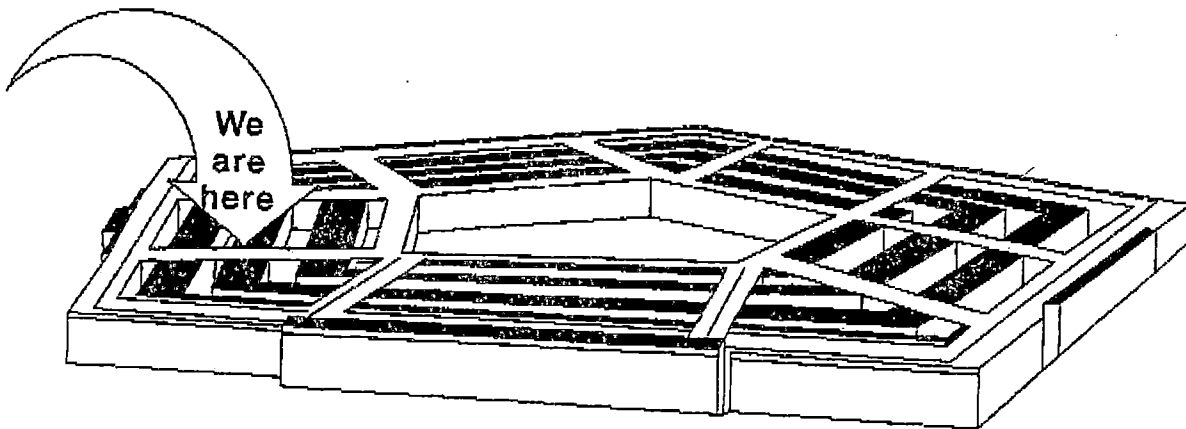
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COVER - <i>6</i> PAGES		
DATE: <i>2 SEPT 92</i>		



QUOTES

"The militia of this country must be considered the palladium of our security, and the first effectual resort in case of hostility."

-- George Washington

John Adams said the four institutions that allowed the New England states to prosper and grow were "the towns, the schools, the churches, and the militia."

"Of the citizen army, the National Guard is in the first category of importance."

-- General of the Army George C. Marshall (of the Marshall Plan; everybody with the NG knows who he is)

Marshall called the National Guard "the greatest non-political force in the country, state or federal, for the security of its citizens."

Marshall is the big god of the National Guard; you can refer to him as just General George C. Marshall.

"Civilian in peace, soldier in war, the Guardsmen typifies the willingness of free men to stand ready for civil emergencies and spring to the nation's defense whenever a crisis arrives."

-- Major General Winston P. Wilson, former Chief of the National Guard Bureau.

*Refer to Bataan as*

*"Fighting in Bataan Peninsula  
in Spring of 1942"*

The Founding Fathers on the Militia

ALEXANDER HAMILTON, no great friend of the militia, admitted that during the Revolution they had been "...a valuable and powerful auxiliary."

GEORGE MASON of Virginia, who refused to sign the draft of the Constitution in Philadelphia because it contained no Bill of Rights, was a strong opponent of centralized government. During the debates in the Virginia ratification convention, Mason called the militia (as opposed to a large standing Army) "...our real and natural strength."

JAMES MADISON, arguing in the Virginia Convention against the idea that a strong militia with ties to the federal government could be used by that government against the states, said that such a thing was impossible because "...who are the militia, if they be not the PEOPLE of this country?"

his personal services to the defense of it...the only probable means of preventing insult or hostility for any length of time and from being exempted from the consequent calamities of War, is to put the National Militia in such a condition as that they may appear truly respectable in the Eyes of our friends and formidable to those who would otherwise become our enemies."

JOHN ADAMS QUOTE FROM KOHN, EAGLE AND SWORD

John Adams spent most of the 1780s in Europe, as the new nation's senior diplomat. Adams told Europeans that the four institutions which were the source of "the virtues & talents of the People" of New England, and the four institutions which allowed the New England states to prosper and grow, were "the towns, the schools, the churches, and the militia."

HA-39

that in the next few months we  
 e where we can all have a real  
 high state of proficiency in the  
 the basis of the Army.  
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 e future. We are naturally very  
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 anized forces, in regard to the  
 ctors in the Army.  
 ntion you have given me and  
 whatever my offense was, and  
 doing. Thank you.

e Editor

39 (File 354.1) authorized seven days  
 e Guard to be accomplished by the end  
 o require this to be seven consecutive

Chief, National Guard Bureau, 1931-  
 e was in one-star rank as commanding  
 c. 34th Infantry Division.

Chief, National Guard Bureau, 1936-40.

er (i.e., senior army adviser in modern  
 National Guard, 1933-35. During this  
 e) as an additional duty. He retained  
 echn and other divisional officers long

ld artilleryman was by 1939 a colonel  
 whether GCM knew it or not, seated

g-style "square" divisions to the new  
 uently regard it as folly that the War  
 d divisions on active duty in 1940-41.  
 ew organization took place in January  
 y.

illy erred in his delivery or whether a  
 was the 5th not 6th Infantry Division  
 Jackson, SC. The new division did not  
 thus was not formally "activated" until  
 mean the assembly in one place of  
 activated at Fort Lewis, WA, October

8. Major General James C. Dozier, adjutant general of South Carolina, 1926-59; served as president, NGAUS, 1938-39.

9. During the spring of 1940, and immediately preceding the Army maneuvers schedule in the summer of 1940, the commanders and staffs of the 18 National Guard Divisions were ordered to participate in field exercises of the reorganized Regular Army Divisions. After an orientation period the Guardsmen took over the key command and staff positions for brief periods of on-the-job-training.

10. It was then the practice for field maneuvers to be rotated among the Field Armies in the CONUS on an annual basis with each of the four taking its turn. GCM refers to the Second Army maneuvers in Michigan (1936) and the Fourth Army maneuvers in several western locations (1937). The maneuver rivals were designated "Red" and "Blue" forces and GCM as the "Red army" commander led a force built around the 5th Brigade, 3d Infantry Division. The "Blues" included the 41st Infantry Division (Washington, Oregon, Montana and Idaho) and elements of the 24th Cavalry Division (Washington, Wyoming, Colorado, Idaho, Iowa and Kansas). The NGAUS delegates in Baltimore included Major General George A. White (Oregon), CG, 41st Division; and Major General W.K. Herndon (Kansas), CG, 24th Cavalry Division. Brigade commanders of the "Blues" in the audience included one-star generals Thomas E. Riles (Oregon), Raymond A. Yenter (Iowa) and Mervin G. McConnel (Idaho).

## GENERAL MARSHALL ... AFTER THE WAR:

"Of the citizen army, the National Guard is in the first category of importance. It must be healthy and strong, ready to take its place in the first line of defense in the first weeks of an emergency, and not dependent upon a year or more of training before it can be conditioned to take the field against a trained enemy. It is not feasible under the conditions of peace for the National Guard within itself to provide the basic, the fundamental training which is an imperative requirement for its mission. Therefore, in my opinion, based on a long and intimate experience with the Guard from 1907 until 1941, the essential requirement for such a system under modern conditions is Universal Military Training from which to draw the volunteers for the ranks of the Guard. Without such a firm foundation, I am clearly of the opinion that a sufficiently dependable force for our postwar needs cannot be maintained."



The Chief of Staff's Biennial Report,  
 July 1, 1943 to June 30, 1945  
 to the Secretary of War  
 September 1, 1945  
 by General of the Army George C. Marshall

## GENERAL MARSHALL AND THE NATIONAL GUARD

◆ Probably no other Chief of Staff of the Army knew the National Guard as well as General of the Army George C. Marshall. George Marshall first came into contact with the National Guard while he was a cadet at VMI (established in 1839 as a source for trained militia officers for the Virginia militia). While home on leave in Uniontown, Pennsylvania, in August 1899, Marshall along with a crowd of 20,000, welcomed back Company C, 10th Infantry, Pennsylvania National Guard from its service in the Philippines. The emotion and effusive ceremony had such a profound effect on Cadet Marshall that he decided to make the Army a career.

◆ Marshall's next contact with the National Guard came in the spring of 1909, when at the request of the Adjutant General of Missouri, he helped design the facilities for Camp Clark which, then and now, was used for training units of the Missouri National Guard. After graduating from Leavenworth in 1910, Lieutenant Marshall was detailed as an instructor at the summer training camps for National Guard elements from New York, Massachusetts and Pennsylvania. Impressed with the Guard's enthusiasm for military training, Marshall requested permission to observe the National rifle matches at Camp Perry, Ohio, where the Guard's finest marksmen vied for honors alongside their Regular Army counterparts.

◆ In 1911 Marshall was detailed as an instructor with the Massachusetts National Guard. However, Marshall made such an excellent impression with the National Guard that the Adjutants General of Massachusetts and Pennsylvania both asked the War Department for his assignment!

◆ Marshall's interest in the role of the American citizen-soldier began to evolve during his year with the Massachusetts National Guard. Marshall perceived that a well-trained National Guard was vital to American defense and believed in the citizen-Army concept that in time of war, the small Regular Army would have to rely upon a strong reserve force: the National Guard. Lieutenant Marshall also was an early advocate of employer support to the National Guard.

◆ In 1912 Marshall returned to troop duty in the Philippines but four years later he was assigned as the adjutant of Fort Douglas, Utah, and detailed to duty with National Guard regiments from three states which had been mobilized for service on the Mexican border. Marshall helped train these units which one year later were called again for service in World War I.

◆ Although Marshall did not serve again with the National Guard until 1933, he became aware of the accomplishments of the National Guard

divisions while he was serving on the staff of the U.S. First Army during World War I.

◆ During his assignment as senior instructor to the Illinois National Guard from 1933-1936, Marshall formulated his ideas about the National Guard that would affect the Guard later on. Colonel Marshall greatly assisted in the training of the Illinois Guard's 33d Division and was responsible for improving armory and field training not only in Illinois but in other states as well. Marshall devised the Command Post Exercise whereby National Guard division staffs could exercise their skills in their home armories, under simulated combat operations, using maps and charts.

◆ Marshall realized that with training and modern equipment that the National Guard could be equal to the active Army. He also stated that the Guard should be ready to go from its armories to the field, in times of mobilization, without additional training. Marshall had great faith in the National Guard as well. In a radio speech on September 16, 1941 concerning the role of the first units of the National Guard into Federal service, Marshall stated that "the American soldier (in this case the National Guard) makes the finest soldier in the world."

◆ Marshall also believed in the Guard's state role of disaster relief and assistance to civil authorities when he called the National Guard "the great non-political force in the country, state or federal, for the security of citizens."

◆ General Marshall played a critical role in the postwar development of the National Guard. In late 1945 he was responsible for the Army policy declaring that the National Guard was always to be an integral part of a first-line reserve component of the postwar military establishment. This led to the Army's greater role in providing the Guard with modern weapons and equipment. As a result of General Marshall's postwar plan for it, the National Guard has become an integral part of the first-line defense of the United States.

— Major Leonid Kondratiuk  
Historian, National Guard Bureau

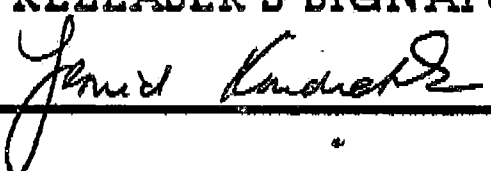
### GRATEFUL ACKNOWLEDGEMENTS

The Editor wishes to express appreciation to the Marshall Library of the George C. Marshall Research Foundation at Lexington, Virginia, for permission to reprint the speech made by General Marshall to NGAUS in 1939. Thanks are due CWO Charles W. Muncie (Ret.), of Illinois, who assisted in the search for the November, 1933, issue of The Illinois Guardsman. We deeply appreciate the interest of Brigadier General James Tuten, assistant adjutant general of South Carolina, who with Colonel James C. Dozier (Ret.) was the source of several of the photographs contained in this publication.



# NGB HISTORICAL SERVICES FAX HEADER SHEET



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REMARKS		
National Guard quotes		

ATES:

In all our wars, the American people have found it necessary to rely extensively - in some cases almost exclusively - on citizen-soldiers.

- George Fielding Eliot, 1964

...in all our great wars we have used a large citizen army and have always considered that the Regular Army with its trained professional personnel was the necessary nucleus for the large war force.

- Army and Navy Journal, 6 March 1920 (Note: This article was probably written by Lieutenant Colonel John M. Palmer)

It is to be remembered that our traditions are opposed to the maintenance of a large standing army. Our wars have practically all been fought by citizen soldiery.

- General of the Armies John J. Pershing

We must depend in every time of national peril...not upon a standing army...but upon a citizenry trained and accustomed to arms.

- President Woodrow Wilson, 8 December 1914

We are never going to be rich enough or have enough things so that we can defend ourselves without citizen-soldiers...

- Lieutenant General Lewis B. Hershey

[The Guard is] the most credible deterrent to aggression ever made available to Mankind, because you bring together the strength of military preparedness with the understanding of the citizen who lives his daily life among the people.

- Governor David Hall of Oklahoma, 1973

Civilian in peace, soldier in war, the Guardsman typifies the willingness of free men to stand ready for civil emergencies and spring to the nation's defense whenever a crisis arrives.

- Major General Winston P. Wilson, 1967

...with the increasing manpower costs...and...the majority of the budget now going to manpower and with the lesser costs of our Reserve units, we do have unique opportunities and capabilities.

- General David C. Jones

The militia of this country must be considered the palladium of our security, and the first effectual resort in case of hostility.

- George Washington

QUOTES

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