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West cites parallels between Revolutionary War era and today's changing world. Army Secretary Togo D. West Jr. quoted Revolutionary War pamphleteer Tom Painesaying that the United States would "stand forth against oppression in the Old World" and the new nation would "welcome the future and prepare in time an asylum for all mankind."

West, speaking at the Opening Session of the Association of the United States Army's Annual Meeting, cited parallels with events today in Kuwait, Korea and "elsewhere when people yearn to lead lives of prosperity and stability."

He also discussed the key role the Army played then and now in shaping the global environment, responding to the full spectrum of global crises and preparing for the future.

The shaping, responding and preparing comes in "military-to-military contacts, multinational exercises, the Partnership For Peace program and state-to-state" ties developed between the Army National Guard and former republics of the Soviet Union.

Stressing the Total Army, he said, "No one part of the United States Army acts alone as no one force acts alone."

Quality-of-life issues are critical for retention. Critical to retaining quality soldiers is strong support for quality-of-life programs, Army Secretary Togo D. West Jr. said. "It is essential that soldiers being deployed go with quiet minds—know that the family they left behind will be looked after."

To succeed with quality soldiers, West said at the AUSA Annual Meeting the Army continues vigorous and realistic training. "We do it well because we know it well."

He praised the work of drill sergeants "to whom we entrust our most valuable asset--our nation's young men and women" and who give those soldiers "a sense of confidence in their abilities, so that they will succeed in their mission."

Reimer says Army needs to focus on its values, traditions. The Army needs to focus on its values and traditions as it regroups to meet future challenges, the Army chief of staff, Gen. Dennis J. Reimer, said.

Addressing the Dwight David Eisenhower Luncheon at the AUSA Annual Meeting, Reimer spoke to more than 2,500 members and guests on the threats the Army of today expects the Army of the future to face.

At the center of that planning, he said, is the Army's seven values: *honor, duty, courage, loyalty, integrity, respect and selfless service.*

To personify his words, he invited onto the stage a handful of award-winning enlisted soldiers and two survivors of the Bataan death march. "Ladies and gentlemen, these truly are our credentials," he said.

At the luncheon and at the previous day's Sergeants Major Conference, Reimer spoke of the Army's need to maintain a focus on the basics and the importance of people.

"The world has changed, the Army has changed the last seven years, but it is these great traditions and history that sustain us," he said.

In addition, he stressed how the reserve and active components have worked and will continue to work in the Total Army.

That tradition, he said, is the one-team concept. He noted that the active duty 1st Infantry Division and the National Guard's 116th Regiment, 29th Infantry Division, fought their way ashore on D-Day at Normandy in 1944, and they will be rejoined later this year in Bosnia, when members of the 116th deploy to Bosnia to join the Big Red One in the peacekeeping mission there.

QDR didn't look far enough into the future. The most recent Defense Department in-house study of strategy and requirements failed to look far enough into the future or make financial estimates as conservative as it should have.

That's what Philip A. Odeen, who is the head of a concurrent review panel that is to issue its own recommendations later in the year, told an Institute of Land Warfare contemporary military forum during the AUSA Annual Meeting in Washington.

Odeen is chairman of the National Defense Panel (NDP) chartered by Congress to review defense requirements to 2005 and beyond at the same time as the Quadrennial Defense Review (QDR) reviewed requirements until then. The QDR, the in-house study, released its report in May.

Odeen said the QDR was overly conservative in basing its recommendations on the two regional conflict strategy, assuming military budgets at slightly above current levels and recommending few active duty force cuts.

He said researchers expect the world to change drastically in the next couple decades, he said. Booming populations in the Third World. Technology proliferation. Increases in international trade and investment. Competition for resources and space use.

The world will change militarily, as well. More weapons of mass destruction among nations and nonstate organizations — such as terrorist groups. Perhaps even an increased domestic threat. A lack for forward bases.

In a world with little direct threat to this country in the near future, he said the services should be doing more testing of innovative, experimental equipment.

He said annual procurement spending should be increased by about \$10 billion from the current level of about \$43 billion.

TRADOC to receive more resources. Gen. Dennis J. Reimer, Army chief of staff, said the Training and Doctrine Command will be receiving additional resources to meet the recommendations of both the senior review panel on sexual misconduct and congressional requests for better supervision at training installations.

New SMA receives agenda from Outstanding Soldiers. The new sergeant major of the Army received an agenda for his term from several hundred enlisted soldiers at the Conference for Outstanding Soldiers Oct. 14 during the Association of the United States Army's Annual Meeting.

Sgt. Maj. of the Army Robert E. Hall fielded questions for more than an hour from an audience made up of award-winning soldiers from units around the world.

Hall took questions from nearly 30 soldiers. He said he had been on the job only since Sunday afternoon Oct. 12 when Army Chief of Staff Gen. Dennis J. Reimer told him he was to be appointed to the position.

Calling the session "stump the chump," he wasn't able to provide answers to all the questions, which ranged from training to sexual harassment to living conditions, but had a staff member take down questions and soldiers' names and addresses for later answers.

He asked soldiers to send him two kinds of mail. He asked them to write when they have problems with the military health care system. "I think we have problems with the whole TRICARE system," he said, referring to the military health insurance program. "I want all the horror stories you have on TRICARE; I'll take them with me when I talk to Congress.

"I don't want anonymous notes. I want dates, times, where it was. I want something I can take with me" during meetings with senior Army leaders and at congressional hearings on quality of life.

Hall also asked for suggestions from soldiers on instilling "Army pride and soldier pride."

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Future land forces will be more mobile, smaller.

Land combat forces in the coming decades will be smaller, more mobile and carry less supplies and equipment, according to Gen. William W. Hartzog, commanding general of the U.S. Army Training and Doctrine Command (TRADOC), Fort Monroe, Va.

Hartzog spoke on his command's work so far on the development of a future ground combat force during a special TRADOC presentation titled "AE4 - A Preview of Army XXI Situational Awareness" at the AUSA Annual Meeting.

Evolving and changing technology, threats and international situations summon a host of changes for how the Army expects to train and fight, he said.

The command is overseeing a series of tests of new combat formations using advanced information technology. The most recent was a warfighting experiment at the National Training Center at Fort Irwin, Calif., in which a scaled-down brigade task force made use of space and aerial information gathering technology to anticipate and oppose the actions of an opposing force.

The next experiment will be in November at Fort Hood, Texas, where a division-sized force will again exploit technological and organizational developments, including information management and combined arms battalions.

Hartzog said the future Army could be based on 5,000-soldier strike forces rather than the traditional 18,000-soldier division, especially at the outset of a crisis.

The strike force would be able to "deploy in hours, rather than days or weeks or months." It would also need tactical speed to exploit its information advantage over the enemy, and have more punch than today's early deploying light forces.

The force would be adaptive, being able to shift from low-to high-intensity conflict, attack all the enemy's operating systems.

The "iron mountains" of previous wars will disappear, being replaced by rapid around-the-clock resupply efforts, he said.

Sullivan will become AUSA president in February. Gen. Gordon R. Sullivan, USA, Ret., was elected president of the Association of the United States Army. The vote by the Association's Council of Trustees came at its regularly scheduled meeting Oct. 12, the day before AUSA convened its 1997 Annual Meeting in Washington.

Sullivan, who was the 32nd chief of staff of the Army, will succeed Gen. Jack N. Merritt, USA, Ret., as president of the 115,000-member association Feb. 1.

Merritt introduced Sullivan as the incoming president during the Opening Session of the Annual Meeting.

Sullivan retired as chief of staff in 1995 after 36 years of active service. As chief of staff, he oversaw the downsizing of the Army by 600,000 soldiers at the same time its missions were increasing worldwide. He is credited with keeping the Army trained and ready during his tenure as chief and opening the door to information-age technologies.

Sullivan is currently president of Coleman Federal, Coleman Research Corp. He is a corporate director and a consultant to corporate leaders and a member of several charitable organizations. He also serves as the chair of Boston University CEO Leadership Forum.

Some Serbian factions oppose Dayton Accords. "There is no question the agreement reached in Dayton is facing some opposition by factions in Serbia" was how Gen. Wesley Clark assessed the situation in Bosnia today.

The supreme allied commander, Europe, said while the military ends of the Dayton peace agreement have been met, the civil ends are being implemented. The civil ends included providing security and stability to conduct municipal elections this fall.

"There has been no mission creep," Clark said, but peace-keeping responsibilities include dealing with special police and media excesses. He described those police and media outlets as "elements of a fascist state."

Clark, who has held his position for three months, said, "The conflict is ultimately political." He said support is needed for the international police force and keeping the Bosnia media fair.

Cohen, Albright give assurances on NATO expansion cost. Defense Secretary William Cohen and Secretary of State Madeline Albright told the Senate Appropriations Committee in October that the cost of admitting three new nations to NATO was overestimated.

Cohen said that in January or February more accurate numbers would be available.

Reasons for lower estimates are the modernized forces and infrastructure in Poland, Hungary and the Czech Republic and the original costs were based on admitting four former Warsaw pact members.

The Congressional Budget Office put the cost of admitting the nations at between \$61 billion and \$125 billion. Using the CBO estimate, the United States' share would be \$13.1 billion.

AUSA wants the end strength, resources to keep the Army strong, capable. The Association of the United States Army adopted resolutions calling upon Congress and the administration to "restore, stabilize and fund the Army's end strength, now, to a minimum of 525,000 (active), 575,000 (reserve components), and 252,000 (civilian workforce)."

To pay for that force, maintain a decent quality of life for soldiers and their families and modernize its equipment, AUSA said the Army requires a budget of \$67.5 billion (in constant Fiscal Year 1998 dollars).

The current Army budget is slightly more than \$60 billion.

Additionally, AUSA, said in its resolutions adopted by the delegates at the Annual Meeting's Business Meeting, it was critical that the Army be allowed "to structure and manage these resources."

AUSA said to achieve these goals Congress and the administration must show the same "foresight and courage" its predecessors showed in building the Army that triumphed in Desert Storm and continues to be the envy of the world.

The Association pledged to work vigorously in educating the public and Congress to achieve these goals.

Raytheon CEO stresses communicating need for strong defense. The chairman and chief executive officer of Raytheon Company challenged industry and the Defense Department to "do a much better job of communicating the need for a strong defense to the American public."

Speaking at Sustaining Member Luncheon held in conjunction with the 1997 AUSA Annual Meeting in Washington, Dennis J. Picard said there were four critical areas where cooperation was essential to ensure the best technology was in the hands of America's armed forces to meet the challenges of the 21st century.

1. "Industry has to finish downsizing ... yet not destroy the defense manufacturing base." Adding, "we cannot afford to let all these people (the highly-skilled blue collar workforce) disappear."

2. "We must really maintain the defense technology base," he said, at a time when there is "pressure on the available R&D funds in core technology and product innovation."

3. "We have to maintain innovation through competition."

4. "We have to invest in our people. Large and small defense companies are all suffering from high turnover and engineering, especially in software engineering."

He said, "we need to demonstrate to them that there will be stability in the defense procurement budgets and that the defense industry can provide them with satisfying careers, innovative challenges and the creative technology work that they seek."

Picard, the Association's 1997 John W. Dixon Award winner, said it was vital that the public know the role the Army has played in national security since the end of the Cold War.

"The Army has been involved in 25 major operations in the last seven years (compared with 10 between the end of World War II in 1945 and the fall of the Berlin Wall in 1989)."

At the same time, the Army has decreased from about 750,000 in the active force in 1989 to about 490,000 today.