

based on his conversations with Gen. Maxwell Taylor. Skelton testified in support of his bill before the Investigations Subcommittee. He continued to attend almost every hearing for the next three years even though was never a member of the Subcommittee. During mark-ups and floor debates he defended the proposed legislation. He played a pivotal role in shaping the final outcome.

I will tell you what happened as a consequence of White, Skelton and Jones's efforts in a few minutes.

First, however, I would like you to ponder a few questions.

Why did Jones and White put so much effort into defense reform when they knew nothing could happen in 1982 and that they would not be in office after that year?

Why did White, a former Marine and very conservative Democrat who had a solid record of supporting higher defense budgets and Pentagon legislative proposals, choose to take on the Pentagon in his last nine months as a legislator? It must have taken a lot of soul searching for him to reverse course and oppose the Pentagon. He could just as easily have sidestepped the issue and quietly retired from public service.

Why did Skelton, also a strong advocate of the Department of Defense, spend so much time over a period of more than a decade wrestling with defense organization matters? As a junior Congressman, Skelton had to be concerned with his reelection prospects. Defense reform probably never garnered one vote for any congressman.

Finally, Why did Jones knowingly incur the wrath of the military community that had anointed him with such success? He soon became more vilified by his former colleagues than an American Idol contestant that Simon decides to ridicule.

The answer to these questions, in my opinion, is that General Jones and Representatives White and Skelton were leaders in the best sense of the word. Their behavior reveals four essential characteristics of leadership.

First, Leaders select their goals and steadfastly pursue them. We followers must hope that the goals our leaders choose are worthy. In this case they were. These leaders chose the harder right rather than the easier wrong.

Second, Leaders shoulder their responsibilities. Both White and Jones readily accepted their responsibilities even though they involved personal hardship. Skelton chose to assume added responsibilities because he recognized the need for leadership.

Third, Leaders sometimes have to show the way by going first, acting as a guide to others. As you will see, White, Skelton, and Jones's efforts eventually led to a fundamental reordering of the entire Armed Forces of the United States.

Fourth, Leaders must constantly prepare themselves. They must be knowledgeable, and be perceived by others as knowledgeable. Representatives White and Skelton were unschooled in the defense reorganization issues. Consequently, they dedicated untold hours to gaining knowledge and understanding of the issues that confronted them. Because White prepared himself, he garnered the support of the committee and the House of Representatives. Because Skelton prepared himself, he was able to shape the final outcome.

What happened after Jones and White retired in 1982? Were they vindicated? Yes. But it took four more years of effort. Other legislators saw what White had accomplished and considered his efforts "unfinished business." These leaders included Republican Senators Barry Goldwater, Bill Cohen, and Strom Thurmond, Democratic Senators Sam Nunn

and Carl Levin, and Representatives Bill Nichols, Les Aspin, and, of course, Ike Skelton. To a man, these Congressmen possessed strong pro-defense records. All took a stand against the Pentagon and the White House. All were strongly criticized. As leaders, they exemplified the traits first demonstrated by Jones, White, and Skelton.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 rewarded their efforts. The legislation attempts to ensure that when America goes to war the services work together as joint integrated teams of land, sea, and air forces. It strengthened field commanders like Gen. Schwarzkopf in the Persian Gulf War and Gen. Franks in Afghanistan and Iraq today. It also streamlined and unified the chain of command to the field commanders, elevated the chairman above the parochial Joint Chiefs of Staff, and ensured that talented and qualified service officers like you in this audience are assigned to the multi-service staffs.

Representative Skelton was responsible for a fundamentally important amendment that gives the Vice Chairman of the Joint Chiefs of Staff the powers he enjoys today. He was selected as one of the seven conferees on the Goldwater-Nichols Act. He negotiated wording with Sen. Nunn that gives the unified commanders some of the extraordinary command authorities they enjoy today. Finally, he headed the Panel on Military Education that I spoke of earlier that was largely responsible for much of the architecture of military education today.

I would be the last to claim that the Goldwater-Nichols Act has been the sole reason for the turn-around in U.S. military performance since 1986. Nevertheless, it has played a significant role in the string of successful military operations since then including Operation Just Cause in Panama, the Persian Gulf War, Bosnia, Kosovo, Haiti, Afghanistan, and Iraq. Observing these results, the defense establishment long ago reversed itself and embraced the principles of joint military command and operations established in the Goldwater-Nichols Act. This record of success is a tremendous pay-off for the efforts of Gen. Jones, Chairman White, and Representative Skelton—not only for themselves but also for the nation they served.

This record of success is also a credit to you in this audience and the entire armed forces of the United States. It is a privilege for me to have a formal opportunity to express my gratitude to you. As an older person, I long ago left the ranks of defenders and joined those who must be defended. I, for one, very much appreciate the sacrifices you are prepared to make for me, and for all of your fellow citizens.

At the beginning of my remarks, I admitted asking myself why I would choose to speak about leadership. Having thought about my experience observing White, Jones, and Skelton, I soon realized precisely why I chose to talk to you on that subject on the occasion of your graduation from JOINT professional military education. I chose to speak about leadership because it would allow me to remind you graduates, as you rejoin your service comrades and assume ever-greater responsibilities, that you have an opportunity to be genuine leaders—leaders writ large. You have an opportunity to choose to attempt to make a difference, as did White, Skelton, and Jones, to select worthy goals and make a dedicated effort to achieve them. You will encounter opportunities to shoulder responsibilities that you can easily evade, to choose the harder right rather than the easier wrong. You will face the choice of whether to continue to prepare yourself to the best of your ability by dint of hard work and study to be a competent leader. I firmly believe

that if you are to be satisfied with your life in general, and your performance in the profession of arms in particular, you will choose to assume the burden and reap the rewards of leadership.

CONGRATULATIONS TO DAN EGAN

HON. BARNEY FRANK

OF MASSACHUSETTS

IN THE HOUSE OF REPRESENTATIVES

Monday, March 1, 2004

Mr. FRANK of Massachusetts. Mr. Speaker, one aspect of my work in Congress of which I am most proud is the aid I am able to give to credit unions, which perform such an important economic and social function. One of the people who has helped me understand the role of credit unions is Daniel Egan, who plays a leadership role not just in Massachusetts, but through cooperative arrangements with our neighboring States of New Hampshire and Rhode Island.

Recently, the Neighborhood Reinvestment Corporation, a very important national organization fighting for economic fairness, passed a resolution congratulating Dan Egan in his capacity as president of the New Hampshire Credit Union League—which he holds in addition to his Massachusetts work—for his efforts to promote credit union activity.

Mr. Egan very much deserves this recognition and as a tribute both to him and to the important work of the credit unions of New England, I ask that the resolution from the Neighborhood Reinvestment Corporation be printed here.

RESOLUTION COMMENDING NEW HAMPSHIRE CREDIT UNIONS AND THE NEW HAMPSHIRE CREDIT UNION LEAGUE FOR THEIR STATE-WIDE PARTNERSHIP WITH NEIGHBORWORKS® ORGANIZATIONS

Whereas, the Neighborhood Reinvestment Corporation and its affiliated NeighborWorks® organizations are devoted to providing non-profit financial counseling and affordable housing in more than 2,300 communities throughout the United States;

Whereas, New Hampshire Credit Union League President Daniel Egan and the National Credit Union Administration co-hosted a workshop to encourage credit unions to partner with NeighborWorks® organizations;

Whereas, as a result of that workshop, leaders of New Hampshire's 32 credit unions pledged a total of \$35 million to establish a fund, in conjunction with the Neighborhood Housing Services of Manchester, a NeighborWorks® organization, to provide affordable housing, counseling and loan programs;

Whereas, the Home Ownership Loans program provides a NeighborWorks® course on life skills, financial management, and property management for first-time homebuyers who do not qualify for conventional mortgages;

Whereas, the Family Emergency Loans program helps families in need make critical payments such as home heating bills, and provides NeighborWorks® counseling for these families to set aside funds that will protect them from future emergencies;

Whereas, the New Hampshire credit unions' partnerships with NeighborWorks®

organizations serve as a model for other institutions to partner with NeighborWorks® organizations throughout the United States:
Now, Therefore, Be It

Resolved, The Board of Directors of the Neighborhood Reinvestment Corporation of-

ficially commends the credit unions of New Hampshire and the New Hampshire Credit Union League for establishing this fund in partnership with the NeighborWorks® network in New Hampshire and helping to make

homeownership affordable so that more people can realize the American dream and lay a foundation to build wealth that they can pass on to future generations.

SENATE COMMITTEE MEETINGS

Title IV of Senate Resolution 4, agreed to by the Senate on February 4, 1977, calls for establishment of a system for a computerized schedule of all meetings and hearings of Senate committees, subcommittees, joint committees, and committees of conference. This title requires all such committees to notify the Office of the Senate Daily Digest—designated by the Rules committee—of the time, place, and purpose of the meetings, when scheduled, and any cancellations or changes in the meetings as they occur.

As an additional procedure along with the computerization of this information, the Office of the Senate Daily Digest will prepare this information for printing in the Extensions of Remarks section of the CONGRESSIONAL RECORD on Monday and Wednesday of each week.

Meetings scheduled for Tuesday, March 2, 2004 may be found in the Daily Digest of today's RECORD.

MEETINGS SCHEDULED

MARCH 3

9:30 a.m.
Commerce, Science, and Transportation
To hold hearings to examine the impact of climate change. SR-253

Armed Services
Emerging Threats and Capabilities Subcommittee
To hold hearings to examine the role of defense science and technology in the global war on terrorism and in preparing for emerging threats in review of the defense authorization request for fiscal year 2005. SR-325

Environment and Public Works
To hold oversight hearings to examine grants management within the Environmental Protection Agency. SD-406

Finance
To hold hearings to examine health insurance challenges. SD-215

Foreign Relations
To hold hearings to examine building operational readiness in Foreign Affairs agencies. SH-216

10 a.m.
Judiciary
Constitution, Civil Rights and Property Rights Subcommittee
To hold hearings to examine national implications of the Massachusetts Goodridge decision and the judicial invalidation of traditional marriage laws. SD-226

Appropriations
Energy and Water Development Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the Department of Energy's Office of Science, Office of Nuclear Energy, Science and Technology, and Office of Energy Efficiency and Renewable Energy. SD-138

Indian Affairs
To hold oversight hearings to examine the status of the completion of the National Museum of the American Indian. SR-485

10:30 a.m.
Appropriations
Defense Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the Department of Defense. SD-192

Appropriations
District of Columbia Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the government of the District of Columbia, focusing on Court Services, Offender Supervision Agency, and the Public Defender Service. SD-124

2 p.m.
Armed Services
SeaPower Subcommittee
To hold hearings to examine future Navy and Marine Corps capabilities and requirements in review of the defense authorization request for fiscal year 2005 and the future years defense program. SR-232A

2:15 p.m.
Budget
Business meeting to markup the concurrent resolution on the budget for fiscal year 2005. SD-608

2:30 p.m.
Energy and Natural Resources
Public Lands and Forests Subcommittee
To hold hearings to examine S. 1420, to establish terms and conditions for use of certain Federal land by outfitters and to facilitate public opportunities for the recreational use and enjoyment of such land. SD-366

Commerce, Science, and Transportation
Science, Technology, and Space Subcommittee
To hold hearings to examine impact of abortion on women. SR-253

MARCH 4

9:30 a.m.
Armed Services
To hold open and closed hearings to examine the Defense Authorization Request for Fiscal Year 2005, focusing on military strategy and operational requirements (closed in SH-219). SH-216

Foreign Relations
Business meeting to consider S. 2096, to promote a free press and open media through the National Endowment for Democracy, S. 2127, to build operational readiness in civilian agencies, and an original bill, entitled Foreign Relations Authorization Act, Fiscal Year 2005, to authorize appropriations for the Department of State and international broadcasting activities for fiscal year 2005, for the Peace Corps for fiscal year 2005 through 2007, and for foreign assistance programs for fiscal year 2005. SD-419

Appropriations
Interior Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the Department of Energy. SD-124

Judiciary
Business meeting to consider pending calendar business. SD-226

Appropriations
Labor, Health and Human Services, and Education Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the Department of Education. SD-192

10 a.m.
Budget
Business meeting to markup the concurrent resolution on the budget for fiscal year 2005. SD-608

Energy and Natural Resources
To hold hearings to examine the Energy Information Administration (EIA) Annual Energy Outlook 2004 forecast regarding the supply, demand, and price projections for oil, natural gas, nuclear, coal and renewable sources, including commercial and market perspectives on the state of oil and natural gas markets. SD-366

Health, Education, Labor, and Pensions
To hold hearings to examine issues for reauthorization of the higher education act. SD-430

Appropriations
VA, HUD, and Independent Agencies Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the Department of Veterans Affairs. SD-628

Veterans' Affairs
To hold joint hearings with the House Committee on Veterans' Affairs to examine the legislative presentations of the Non-Commissioned Officers Association, the Military Order of the Purple Heart, the Paralyzed Veterans of America, the Jewish War Veterans, and the Blinded Veterans Association. 345 CHOB

11 a.m.
Appropriations
Legislative Branch Subcommittee
To hold hearings to examine proposed budget estimates for fiscal year 2005 for the General Accounting Office, the Government Printing Office, and the Congressional Budget Office. SD-116

2 p.m.
Agriculture, Nutrition, and Forestry
Marketing, Inspection, and Product Promotion Subcommittee
To hold oversight hearings to examine the development of a national animal identification plan. SH-216

United States Senate Caucus on International Narcotics Control
To hold hearings to examine the current status of federal efforts to coordinate and combat money laundering and terrorist financing. SD-215

2:30 p.m.
Commerce, Science, and Transportation
To hold hearings to examine the nominations of Rhonda Keenum, of Mississippi, to be Assistant Secretary of Commerce and Director General of the United States and Foreign Commercial Services, Linda Morrison Combs, of North Carolina, to be an Assistant Secretary for Budget and Programs and Chief Financial Officer, Department of Transportation, W. Douglas Buttrey, of Tennessee, and Francis Mulvey, of Maryland, both to be a Member of the Surface Transportation Board. SR-253