

It is conventional wisdom today to say that a technology-driven revolution in military affairs is here. The technological advances I spoke of earlier beckon us to find ways to integrate what will be commonplace tomorrow into the decisions we are making today on weapons systems, command and control systems, intelligence gathering capabilities, and the means of conducting and defeating information warfare.

As a subset of this question, we must consider "how do we get from here to there?" What is our transition strategy? How do we ensure that we do not reverse course in our procurement strategies so precipitously that important defense industries find themselves gutted of their skilled work forces, critical research and development, or essential near-term production? How do we ensure that we do not make technologically-driven alterations in our force structure that diminish the effectiveness and morale of our troops?

Government and industry need to form a new partnership in which both sides work together to ensure that we develop and buy the right products at the right price and in the right quantities to protect our national security without fiscally overburdening the Nation. We cannot afford the luxury of buying products which do not provide the capabilities we need for tomorrow. Nor can we afford to procure weapons systems which just provide more of the capabilities we already possess.

Throughout all of this runs the very serious question of fiscal resources. The traditional question "how much is enough?" is no longer sufficient—if, in fact, it ever was. We cannot be concerned just with aggregate spending levels though much of the current and future debate will center on the "right number" for the defense budget for this fiscal year or during the Future Years Defense Plan, or FYDP. If we are to succeed in making the best use of limited defense dollars, we must also ask "are we spending defense dollars wisely?"

If we hope to be able to maintain the support of our people for spending to protect our national security, we must be able to demonstrate that we have broken the chains of tradition and parochialism within the Congress, the Executive branch and in the military services and are investing in a military force for the future not the past.

The debate which many of us in the Congress have been and are engaged in must stay focused on the right questions. There is a danger that liberal Democrats, many of whom want to cut defense spending to increase social spending, will join Republican budget hawks, who want to cut defense spending to reduce the deficit, to form an odd-couple defense-cutting coalition.

But neither group, as far as I can see, is asking the right questions before recommending that defense spending should be cut. And neither group acknowledges that we are spending a smaller percentage of our GDP on de-

fense today than at any time since Pearl Harbor. Total defense expenditures may be able to be reduced in future years—although I am skeptical—but we won't know if this is the right decision until we answer the basic questions I have posed: what are the security challenges of the next century and what do we need to meet them?

There are, in fact, a number of thoughtful studies underway today which are examining these questions. Each of them seems to start with the premise that our current force structure may well be most appropriate for the kinds of conflict which will occur least often in the future. We need to pursue this premise not as a means of hacking away at one service or another just for the sake of downsizing or as a means of capturing savings to procure one favored weapons system over another, but because technology may have the same potential to achieve personnel reductions in the military as it has in the private sector. Military success in the future will depend on how visionary and clear-headed we are today and on how courageous we are prepared to be.

Remember the familiar line from Ralph Waldo Emerson's *Self-Reliance*, "A foolish consistency is the hobgoblin of little minds adored by little statesmen and philosophers and divines." We have the intellectual strength in this country today both in the Pentagon and outside to ensure we do not maintain a foolish consistency and that we break with the models and standards of the past if that is what is best for our Nation's security.

Andy Marshall and Bill Owens have certainly laid the groundwork for such thinking within the Pentagon. Organizations such as the Center for Strategic and Budgetary Assessments have been active, creative and constructive in contributing to the debate with their analyses. The American Enterprise Institute, under the leadership of Dick Cheney and Richard Perle, and the Democratic Leadership Council, which I have the privilege of chairing, have completed studies or have work underway which have or will offer innovative and thought-provoking analyses and proposals. Taking these efforts in conjunction with my proposals for a new strategic review by the Department of Defense and an independent National Bipartisan Commission, I believe we can and will get it right, though the conclusions we come to may be painful for many to accept.

We must be engaged in this difficult debate today if we are to have the best defense tomorrow and avoid maintaining the world's finest fighting force for wars we have already fought. We must also engage in it in order to rebuild the popular consensus which is essential for our national security in support of sufficient defense spending. If we involve more of our citizens in these discussions, Congress and the American people will be willing to provide the necessary resources, because they will

understand that Sir John Slessor was right when he said:

It is customary in democratic countries to deplore expenditure on armaments as conflicting with the requirements of the social services. There is a tendency to forget that the most important social service that a government can do for its people is to keep them alive and free.

If we are, in fact, going to do our duty to keep the American people "alive and free," we must engage in this debate with all our energy, our intellect and our courage. We owe this to the people who have sent us to the Senate to serve them and we owe it to the future of our great country. I hope my remarks today will be seen as a contribution to this important debate and I look forward to engaging all of my colleagues in these important discussions. ●

#### TRIBUTE TO SUSAN M. SANDERS, THE NEW HAMPSHIRE SMALL BUSINESS ACCOUNTANT ADVOCATE OF THE YEAR

●Mr. SMITH. Mr. President, I rise today to congratulate a hard working New Hampshire accountant, Susan M. Sanders, on being named the 1996 New Hampshire Small Business Accountant Advocate of the Year. The Small Business Administration recently honored Susan with this award based on a number of criteria such as volunteer work to assist small firms, advocacy of a reduction of financial and regulatory requirements for small businesses, and support for initiatives to promote legislation strengthening the financial help of small businesses.

Susan is a certified public accountant and supervisor at Melanson, Greenwood & Co., a CPA firm in Nashua. She specializes in small business accounting and management advisory services with emphasis on startup businesses. She provides assistance to small business people seeking counseling and consulting services on financial and management matters. Susan also prepares a quarterly publication of statistical information entitled *Economic Conditions In NH*, which is distributed free through the Nashua and Manchester Chambers of Commerce to business and government leaders, and is included in relocation packages mailed to prospective employers. Susan's commitment to the success of small businesses is also reflected by her outstanding volunteer work for local organizations such as the Nashua Chamber of Commerce, the Greater Nashua Center for Economic Development, and the Nashua Small Business Development Center.

As a dedicated small business accountant, Susan believes that small business owners are a special breed of people that should be admired for their determination, innovation, and courage. Susan's own work with small businesses demonstrates many of these same qualities.

Small business is not only the backbone of our economy, but an expression

of the freedom and opportunity America has to offer. As a former small business owner myself, I am proud to honor Susan for donating her time and talents to helping small businesses succeed in the Granite State. As a professional and a volunteer, she has devoted countless hours toward securing the American dream of prosperity for small business owners. I would like to congratulate Susan for this prestigious recognition, and thank her for her steadfast devotion to small business owners in New Hampshire.●

#### UNIVERSITY OF MONTANA GRIZZLIES

●Mr. BAUCUS. Mr. President, in December of last year, my staff and I, as well as some Montanans who were in the DC area, traveled hundreds of miles to West Virginia to see a football game. It wasn't just any ordinary football game, it was the NCAA Division I-AA Football Championship, which pitted the University of Montana against Marshall University.

The game was the most exciting of my life. After a come-from-behind drive that lead to a last minute field goal, the University of Montana Grizzlies won their first football championship in the school's history. That day I saw my team beat an opponent that ESPN said was the heavy favorite. I saw my team beat an opponent that had played in the big game many times before. I saw my team beat an opponent that has so dominated Division I-AA football that they will soon be moved to Division I competition. You see, my team possessed qualities that are hard to measure: heart, self-discipline, work ethic. A player can learn these qualities from only one person, their coach.

Mr. President, I was saddened, but not disappointed, to learn that Don Read will retire from coaching the Montana Grizzlies football team. I was saddened to see that our coach, with 10 straight years of winning seasons and a national championship under his belt, had decided to move on. But I was not disappointed because I know that Don will still play a major role in his community.

Ask anyone involved with Grizzly football and they will tell you that Don is not only a great coach, but an even better person. UM president George Dennison said it best:

The Read legacy has much more substance than winning at all costs. For him, winning mattered. But other things counted more. As his record and actions revealed, the welfare and success of his players as students, athletes and human beings always came first.

Coach Read rode a wave of success that went beyond winning football games. He made winners of his players on and off the field.

Don would be the first to tell you that Montana has been good to him. On behalf of all of us in our State, coach, you have also been very good to Montana.

Mr. President, I close by asking to have printed in the RECORD an editorial published by the Missoulian that reflects my sentiments exactly.

The editorial follows:

[From the Missoulian, Apr. 16, 1996]

THANKS FOR THE MEMORIES, DON

Thank you, Don Read, for 10 truly remarkable and wonderful years. That national NCAA championship was something. Those faces of UM's athletes, the thrill, the pride. It was classy win on all fronts, earned outright by coaches and players alike. We still ride high.

Thanks for those very impressive statistics. Ten seasons, all winners. Ten wins against the Bobcats. Wow.

Thanks for selecting high-quality assistant coaches who lead with skill and compassion.

Thanks for loving and respecting Missoula. We saw you walking, with your wife, Lois along the river, through downtown streets, on campus, in your own neighborhood, meandering through the Farmers' Market. You took time to know this place and all it offers. Even when you built a new house in an old district, you did so with sensitivity to neighborhood history and character.

Thank you for loving your family. We saw that, too, when you talked with pride and respect of your own children and grandchildren.

And who knows what marvelous effect you've had on other children. Kids who gathered to watch the Grizzlies practice met a coach who welcomed them and their daydreams—and who offered them gum and wise words on the sidelines:

UM's players, too, seem to understand both the value of individual accomplishments and the necessity and beauty of teamwork, traits made strong by the quality of leaders on the coaching staff.

Thank you for carrying yourself with pride and honor on the road, during and after the season, when meeting with alumni, when talking to fans, when wooing contributors, when meeting everyday people. Never once did we cringe at what you said or how you acted, in private or in public.

Did you ever whine about salaries or belittle players or make snide comments about other coaches? Not that we ever heard. Even after losses you offered nothing but words of support and pride and encouragement along with honest analysis.

Thanks for the seasons. For the wins. For the class.

The pleasure was ours.●

#### CEASE-FIRE IN LEBANON

●Mr. ABRAHAM. Mr. President, I rise today to applaud the decision of the parties to the crisis in Lebanon to institute a cease-fire. Every day last week, I urged Secretary Christopher in the strongest possible terms to do everything in his power to cease the hostilities between Israel and Hezbollah in Lebanon. I would like to congratulate Secretary Christopher for his intense efforts in negotiating this cease-fire. It is my sincere hope that the parties will abide by the cease-fire, and eventually work toward a comprehensive, just and lasting peace in the Middle East.

The cease-fire is based upon an agreement on a set of understandings, the most important of which is the agreement not to fire weapons at civilians or civilian populated areas. With over 150 civilians dead as a result of the vio-

lence in Lebanon, the urgency of ceasing hostilities aimed at civilians is of utmost priority.

Now that an agreement to end the hostilities has been reached Mr. President, I urge the administration to contribute more financial resources to assist the civilians in Lebanon. As part of the most recent cease-fire agreement, the United States, France, Syria, Lebanon, Israel, Russia, and the European Union have agreed to form a consultative group which will assist in the reconstruction needs of Lebanon. It is my hope that the United States will take a leadership role in the consultative group by granting considerably more additional assistance to Lebanon than what it already has.●

#### WALTER MONTGOMERY: THE PASSING OF A LEGEND

●Mr. HOLLINGS. Mr. President, I would like to take a moment to pay tribute to a man who set the example for excellence and competitiveness in the textile industry. Walter Montgomery, Sr., was the godfather of textiles in South Carolina. He is the reason that we have an outstanding textile industry today. Anyone who came into contact with Mr. Walter could tell you that he was a real legend—and not only as a force in the Nation's textile industry. An outstanding figure in the field of community service, he helped countless numbers of people in his native Spartanburg County during his 95 years.

Walter Montgomery was born in Spartanburg in 1900. He began working at Spartan Mills, founded by his grandfather, Captain John H. Montgomery, in 1922. In 1929, after the death of his father, Walter Montgomery became president. He passed on the title to his son in 1972, and took his place as the chairman of Spartan Mills. In this capacity, he was one of the Nation's top textile executives and led the industry toward modernization.

Mr. Walter, as he was known affectionately, was a firm believer in the value of associations and institutes. He served as the president or chairman of just about every textile group there was, from the South Carolina Textile Manufacturers Association to what is now called the American Textile Manufacturing Institute. In 1989, Montgomery was named "Textile Leader of the Year" by Textile World Magazine. It selected him not so much for his impressive management skills within his own company, but for his unselfish leadership of the industry as a whole.

Talk to anyone about Walter Montgomery and they will tell you about his outstanding leadership. Through his tireless efforts in the industry and the boundless energy he dedicated to the community, Mr. Walter earned the respect of everyone. Working with organizations such as the Spartanburg County Foundation, United Way, Junior Achievement, and Wofford College, he created a bridge between business