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LANL Foundation
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Ladies and Gentlemen – friends and supporters of Los Alamos National Laboratory – one of the truly great scientific and technical laboratories in the world – my special thanks to the LANL Foundation for inviting me to be with you tonight.

Now I must admit, the opportunity to spend some time in northern New Mexico is a strong draw for me – it truly is a magic spot. That said, and before you all get to feeling too good about all this, you have to remember that my standards may not be very high and that just about any place is a good place if you live and work in Washington. It's a great pleasure to be here and it's a great pleasure *not* to be in Washington tonight.

I also want to dispel a rumor that has been going around – that John Browne had to bribe me to be here tonight with a fishing trip. Despite my comments about Washington, I really don't need to be enticed or bribed to visit northern New Mexico or to support Los Alamos. But -- full disclosure -- the fishing in Chama this morning was pretty good.

Some of you may know that I have a special fondness for Los Alamos. And from my time working with the lab in the early 70's, I always knew that sometime I would leave the Air Force and go to work for LANL, or LASL as we called it then. In fact, Marilyn and I were seriously considering making the move in the late 70's, and the lab seemed interested in us, but the Air Force opportunities were looking pretty good just then and I didn't make the switch. I suppose if there is a message in any of this it is to be careful about what you wish for – last year I did leave the Air Force and now find myself spending the majority of my time working for Los Alamos – but without getting to live in Northern New Mexico.

All kidding aside, it is both a pleasure and honor to be with the Foundation tonight and a special pleasure to see Al Sattleboro (*President of the LANL Foundation*) and Susan Herrera (*Executive Director*) again.

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When I think about how to approach a speech like this, particularly one on a weekend night, after supper, the last of the evening, and just before some world-class entertainment, I remind myself of the experiences of Senator Edward Everett. In his day, Senator Everett was considered this Nation's greatest orator. (Now I assure you there is no danger that after tonight I will be similarly regarded.) He is still remembered for his famous statement that: "Education is a better safeguard of liberty than a standing army." These words are very appropriate for this evening's celebration of the Foundation's scholarship winners – even

though the mission of the laboratory has more than a bit to do with maintaining a standing military capability.

Few people remember that Senator Everett was the keynote speaker at the dedication of the Gettysburg National Cemetery in 1863. His rousing oration lasted two hours and was interrupted numerous times by exuberant applause. (That's a hint.)

Senator Everett was followed on the podium by President Abraham Lincoln, who gave a two minute speech of less than a dozen sentences. Today, Lincoln's Gettysburg Address is remembered as one of the greatest speeches in our history and Senator Everett's two-hour oration is lost to the back pages of history.

I won't be done in two minutes, but I sure as heck won't take two hours.

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First, a word to the scholarship recipients and their families.

I've had two personal experiences recently that really brought home to me the value of our education and the importance of all those who help us and occasionally push us along toward what is really the foundation of our careers. Last October, I was grand marshal at the University of Missouri Homecoming celebration – my alma mater -- and just this June I was the speaker at the Naval Postgraduate School commencement – where I went to graduate school. Some of you here

might also appreciate that I have a degree from New Mexico Highlands – but that is another story.

These two events brought me into contact with some of the brightest young people I have ever been with and rekindled my confidence in the future of our country. I can assure you it will be in very good hands, but then you already know that by your association with the scholarship winners here tonight. (This belief was reinforced even more by my visit Thursday to Espanola and the math and science academy where I saw the commitment of the kids, and the teachers, and the parents.)

These events also gave me the opportunity to think back on the importance of those experiences and to think how they shaped who I am and let me take advantage of the opportunities that came my way after graduation. I thought a great deal about the people I met, the friends I made, the professors who challenged me and my immersion into various subjects that helped shape my life and helped define who I am - just as the scholarship recipients here today will find their lives shaped by similar influences.

That's why I am so pleased to be here tonight -- to thank the Foundation for doing so much to create opportunities for our future leaders and to be with some of those future leaders.

The recipients have heard over and over again how important their education will be. Despite my reference to Senator Everett, I don't think I'm a great enough orator to add much to what you have already

been told again and again. But *it is* the very foundation of the entirety of your lives. It *will* create opportunities and define your credibility in a very competitive market environment. And of course you will gain a lot of skills and a lot of knowledge. I will be so heretical as to suggest that exactly what you study *won't* be the most important thing you get – rather you will learn to THINK – to think on your own and to shape your own ideas and values. And maybe it will teach you how to ask the most important question – WHY? And you will have the opportunity to hone leadership skills and to understand and adopt as your own those special responsibilities that come with education and leadership: honesty, and integrity.

I have to admit that it is so tempting to have these young folks here – trapped – and to want to push and encourage and lecture them. So I had better switch subjects pretty quickly. I do congratulate each of them. But I also congratulate their parents, their teachers and their mentors.

Finally, I add my thanks to all in the Foundation for the hard work establishing and funding these scholarships and the challenging work of selecting the winners. Just think about it – this year the Foundation has awarded 38 scholarships totaling nearly \$100,000. And this is only the fifth year of the Foundation. When I think about the leverage this investment will provide in developing the leaders of tomorrow, a 1980 investment in Microsoft pales in comparison.

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Now, a bit like Senator Everett, just because I said “finally” a moment ago doesn’t mean I’m really ready to stop talking. I do want to spend a few moments talking about my favorite subject, the National Nuclear Security Administration. We are a creation of the Congress and we started operating just a little over a year ago. The goal was to bring together within the Department of Energy all the national security work done by DOE.

The reasons for the formation of NNSA stem from concerns about the diffusion of missions within the DOE – a lack of focus and attention to the nuclear mission in the wake of the Cold War. The catalyst for the formation was the rash of security issues that captured the attention of the political system. Leaders in Congress felt, rightly, that there had been too little support for the mission of deterrence, that stewardship had suffered, and that we were on a dangerous slide with lagging morale, inadequate budgets, and a constant pillorying in the media. Many people in our system felt that there was no advocacy for the mission, for the labs, for the people. Some in Washington would have had us believe that our scientists thought that scientific study was incompatible with security. It certainly was correct that security issues – very real and of our own making -- were affecting all parts of the enterprise, destroying morale, recruitment and retention, and putting at risk the future of the laboratories and of the enterprise as a whole. I think John Browne saw it about the same way.

In the wake of all this, NNSA was established and assigned a pretty big set of missions:

- **Maintaining a safe, secure, and reliable nuclear weapons stockpile;**
- **But NNSA is not just weapons work. We are tasked with promoting international nuclear safety and non-proliferation; and**
- **Reducing the nuclear danger from weapons of mass destruction; and**
- **Providing the United States Navy with safe and effective nuclear propulsion systems; and,**
- **Supporting United States leadership in science and technology.**

It's a pretty big job – we invest about \$7 billion of the national treasury every year and charge about 37,000 people with the tasks.

I'm happy to report to you we have some real successes to be proud of. By nature, I tend to focus on problems and work that remains ahead of us, so I am not satisfied with all we have been able to do, but the directions are positive in just about every area.

We are able to demonstrate to our people renewed support for the missions – some had wondered if we were on some sort of going out of business curve. The establishment of NNSA was an important and sorely needed signal to the members of our team that there is a long-term mission and that Congress will support us. We’ve been successful in getting real and needed increases in our budget. We’ve made real progress on security and diversity issues that plagued us so visibly and emotionally. We are starting to recruit at our long neglected facilities. I see real improvement in how our labs work together toward shared mission goals. What’s perhaps most important is that we are making real and tangible progress on our mission – we are supporting national defense in solid ways and restoring the confidence of the Congress and the military that we can manage and that we can produce.

I won’t tell you that all is suddenly rosy for all members of the NNSA team, but morale is a bit better – or at least not worsening – while recruitments and retention are up. And, what is a real measure of success to me, is that we are off the front page of the national papers with our problems. There is a tremendous amount more to do to get NNSA functioning as I would like, but the trends are all good and Los Alamos is more than doing its share.

NNSA’s most important mission is deterrence – the concept of making the world a safer place. The science and engineering treasures that our national laboratories provide are vital to the preservation of confidence in our Nation’s nuclear deterrent. We are performing that mission very very well.

Another mission which we are performing very well, and which I am particularly proud of, is the sustainment of American leadership in science and technology. Some expressed concerns at the formation of NNSA that we would focus so much on the immediate military-related mission that we would let the science base slip. I want all to know that I and all the leadership in NNSA are committed to not let that happen. If anything, I want to remove barriers to scientific cooperation.

But we can't do any of these missions well without the support of the local communities. Yet some expressed concern that NNSA would somehow weaken the support we offer back to the communities. We simply cannot let that happen any more than we could let our support for basic science atrophy. We demonstrate that by lots of little things – things like my informal visits to San Ildefonso and Santa Clara pueblos and visits to the math and science academy in Espanola – I have to admit I had a really fun day on Thursday. And we are doing more tangible efforts – preparing to begin some important land transfers.

I encourage our senior management to maintain close ties with the surrounding communities at each of our sites. Here in Los Alamos, the LANL Foundation provides a wonderful vehicle for doing that.

Success like this takes people who are dedicated to making a difference in their communities. The LANL Foundation helps, giving people like those of you in this room, opportunities to make the difference.

I want the NNSA to always be part of making a difference in our communities, too. But it works both ways. It is our communities that give us the vitality we need to accomplish our missions. It's where we go to church and where our children attend school. We can't do our jobs without your support.

This evening I want to recognize and thank the communities that support Los Alamos. I know what it is to have a whole community behind you. A few years ago I was the wing commander at F.E. Warren Air Force Base in Cheyenne, Wyoming. It was here that I learned about the importance of community support and saw the great success that is possible when we all work together. These were lessons I will never forget.

But, the Cerro Grande fire brought this point up-to-date for me. It was a reminder to all of us that the NNSA is an organization made up of people, families, and communities. It was neighbors from these communities who came to help in time of need. As you have heard me say, before the fire the world knew Los Alamos as a spectacular scientific laboratory. After the fire, they learned about the humanity of the Los Alamos community.

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In closing (and this is for real, Senator Everett), as I was preparing my remarks and thinking about the difference the LANL Foundation has made and continues to make in the lives of so many in the community, I came across a quote from Winston Churchill. "Our lives are measured

by what we do. Our souls are measured by what we give.” In the true spirit of these words, Winston Churchill would measure your works and souls at the highest possible levels. I share his view and commend you for all of your good works.

Thank you and good night.