

Appendix A

Complete List of Speeches and Remarks

Speeches, Press Conferences, and Congressional Testimony
(listings in **BOLD** indicates transcript included in this volume)

1993

- 1 Aug 93 **Announcement remarks, The White House, Washington, DC**
- 11 Aug 93 President nominates General Shalikashvili as next Chairman, Joint Chiefs of Staff (CJCS)
- 8 Sep 93 Remarks to the Council on Foreign Relations
- 22 Sep 93 **Congressional Testimony, Senate Armed Services Committee, Confirmation Hearing, Washington, DC**
- 5 Oct 93 General Shalikashvili confirmed by the Senate
- 6 Oct 93 General Shalikashvili appointed by the President as Chairman, Joint Chiefs of Staff
- 25 Oct 93 Swearing-in ceremony held by Secretary of Defense Les Aspin
- 29 Oct 93 Remarks, Reserve BGs Conference
- 3 Nov 93 **Official welcome ceremony, The Pentagon, Washington, DC**
- 3 Nov 93 Interview with *Pacific Stars and Stripes* and *KORUS* Magazine, Seoul, Korea
- 12 Nov 93 **Ceremony Honoring Vietnam Women Veterans, Fort Myer, Virginia**
- 13 Nov 93 Remarks at the SHAPE Alumni Banquet
- 19 Nov 93 Remarks to the Joint Armed Forces Officers Wives League Luncheon
- 2 Dec 93 1993 USO Christmas Celebration, Washington, DC
- 14 Dec 93 **DoD Press Briefing, The Pentagon, Washington, DC**
- 17 Dec 93 Interview with TIMES News Service, The Pentagon, Washington, DC
- 21 Dec 93 Press conference on Somalia trip, Andrews AFB, Maryland

1994

- 3 Jan 94 **WORLDNET Interview, The Pentagon, Washington, DC**
- 4 Jan 94 Remarks at special White House briefing, White House Press Room, Washington, DC
- 7 Jan 94 Joint Press Conference with Ambassador Albright, Warsaw, Poland
- 8 Jan 94 Joint Press Conference with Ambassador Albright, Budapest, Hungary

- 9 Jan 94 NBC "Meet the Press," Remote from Warsaw, Poland
- 9 Jan 94 Joint Press Conference with Ambassador Albright, Bratislava, Slovak Republic
- 10 Jan 94 Joint Press Conference with Ambassador, Prague, Czech Republic
- 11 Jan 94 Remarks to Army BG selectees and spouses
- 12 Jan 94 Press Briefing, CJCS Office, The Pentagon, Washington, DC
- 13 Jan 94 Japanese CHOD – GEN Nishimoto
- 14 Jan 94 Interview with *Parade Magazine*
- 18 Jan 94 Farewell dinner for SECDEF Les Aspin
- 21 Jan 94 Bradley University New York Alumni Reunion, Sardi's Restaurant, New York, New York
- 27 Jan 94 UK CHOD — Sir Peter Inge
- 31 Jan 94 Remarks at the Joint Flag Officers Warfighters Course
- 1 Feb 94 Remarks to the Senate Youth Program
- 2 Feb 94 **National Defense University, Distinguished Lecture Program 1993-94, "Strategy for the 90's: Building on the Past – Looking to the Future," National Defense University, Fort McNair, Washington, DC**
- 3 Feb 94 **Remarks to the Scientists' Institute for Public Information, Washington, DC**
- 4 Feb 94 Farewell Reception for Secretary of Defense Les Aspin, Fort Myer Ceremonial Hall, Fort Myer, Virginia
- 8 Feb 94 Congressional Testimony, Senate Armed Services Committee, Hearing on the DoD Budget, Washington, DC
- 12 Feb 94 **Military Order of the Purple Heart Testimonial, Crystal Gateway Marriott, Arlington, Virginia**
- 14 Feb 94 USSTRATCOM Change of Command, Offutt Air Base, Omaha, Nebraska
- 17 Feb 94 USSOUTHCOM Change of Command, Howard AFB, Panama
- 18 Feb 94 DoD Press Briefing – Readiness Task Force, The Pentagon, Washington, DC
- 18 Feb 94 Welcome Ceremony for Secretary of Defense William Perry, Fort Myer Ceremonial Hall, Arlington, Virginia
- 20 Feb 94 NBC "Meet the Press" interview, Aviano Air Base, Aviano, Italy
- 21 Feb 94 **DoD Special Briefing on Bosnia, Press Briefing Room, The Pentagon, Washington, DC**

- 22 Feb 94 **Congressional Testimony, U.S. House of Representatives Committee on Armed Services, Annual Posture Statement, Washington, DC**
- 25 Feb 94 Retirement ceremony for ADM David E. Jeremiah, Fort Myer Ceremonial Hall, Arlington, Virginia
- 28 Feb 94 **Veterans of Foreign Wars Annual Convention, Washington Sheraton Hotel, Washington, DC**
- 3 Mar 94 CJCS Receives George Washington University Distinguished Alumni Award, Washington, DC
- 8 Mar 94 Congressional Testimony, Senate Defense Subcommittee and Appropriations Committee, Washington, DC
- 9 Mar 94 Defense Writers Group, Westin Hotel, Washington, DC
- 9 Mar 94 Dinner hosted by Ambassador Ray of India
- 11 Mar 94 Press Briefing en route to Somalia
- 13 Mar 94 Press Briefing, Mogadishu, Somalia
- 13 Mar 94 Press Conference with GEN Montgomery, Somalia
- 15 Mar 94 Welcome home from Somalia for 10th Mountain Division
- 15 Mar 94 "Nightline" interview with Ted Koppel, Fort Drum Officers' Club, Fort Drum, New York
- 21 Mar 94 Remarks at the USAF BG Orientation Course
- 22 Mar 94 Interview with Armed Forces Radio and Television (AFRTS), The Pentagon, Washington, DC
- 25 Mar 94 Remarks at CAPSTONE, Washington, DC
- 28 Mar 94 Welcome Ceremony for MG Montgomery and Troops from Somalia
- 4 Apr 94 **Remarks at the Jewish Institute for National Security Affairs, Washington, DC**
- 5 Apr 94 Press briefing upon return from Bosnia
- 6 Apr 94 Remarks to the Joint Staff Interns
- 7-8 Apr 94 6th Annual AFC/JCS Meetings
- 11 Apr 94 Remarks to the Naval War College Students
- 12 Apr 94 **115th Annual meeting of the Army and Air Force Mutual Aid Association, Ceremonial Hall, Fort Myer, Virginia**
- 12 Apr 94 Congressional Testimony, Senate Armed Services Committee, Executive Session, Washington, DC
- 13 Apr 94 Welcome Remarks to the NATO Defense College Students
- 14 Apr 94 Brazilian CHOD – ADM Leite Periera

- 14 Apr 94 Special DoD briefing, regarding helicopter incident in Northern Iraq, Press Briefing Room, The Pentagon, Washington, DC
- 15 Apr 94 Special DoD briefing, regarding helicopter incident in Northern Iraq, Press Briefing Room, The Pentagon, Washington, DC
- 15 Apr 94 **Annual Military Appreciation Dinner, Fairbanks Chamber of Commerce, Fairbanks, Alaska**
- 18 Apr 94 USAF BG Orientation Course Remarks
- 21 Apr 94 Remarks, National Military Families Association Luncheon
- 22 Apr 94 Ukrainian CHOD – GEN Lopata
- 23 Apr 94 ADM Kelso's retirement ceremony, U.S. Naval Academy, Annapolis, Maryland
- 25 Apr 94 **Memorial Service to honor victims of friendly fire incident in Iraq, Fort Myer Memorial Chapel, Fort Myer, Virginia**
- 9 May 94 Remarks to USAF War College Students
- 10 May 94 **Erskine Lecture Series, Marine Corps University, Quantico, Virginia**
- 13 May 94 **Mid-America Committee, Mid-America Club, Chicago, Illinois**
- 13 May 94 Chicago Tribune Editorial Board
- 14 May 94 **Bradley University Commencement, Robertson Memorial Field House, Bradley University, Peoria, Illinois**
- 14 May 94 ROTC Commissioning Ceremony, Bradley University
- 14 May 94 Veterans Memorial Park dedication, Peoria, Illinois
- 14 May 94 Remarks to the Peoria High School Class of '54 Reunion
- 14 May 94 Remarks at the Theta Chi Fraternity Banquet
- 18 May 94 Toast at the CINCs Conference
- 23 May 94 Medal of Honor Ceremony with President of the United States, Mrs. Shughart, Mrs. Gordon
- 27 May 94 Remarks to the Army War College Students
- 29 May 94 Remarks at the National Memorial Day Concert, Washington, DC
- 1 Jun 94 Remarks to the Defense Policy Board
- 6 Jun 94 Remarks at D-Day Observance, U.S. Cemetery, Colleville-sur-Mer, Normandy, France
- 13 Jun 94 Award Presented by Brazilian Ambassador
- 15 Jun 94 Remarks to the NDU Delegation

18 Jun 94 **American Academy of Achievement, Las Vegas, Nevada**

19 Jun 94 UK CHOD — FM Sir Peter Inge

21 Jun 94 Interview on BBC

23 Jun 94 Remarks to winners of the CJCS Strategy Essay Competition

27 Jun 94 Remarks at the Joint Staff Off-Site

4 Jul 94 CJCS Introduces Czech President Vaclav Havel

7 Jul 94 Remarks to the White House Fellows

13 Jul 94 **DoD press briefing on downing of U.S. helicopters over Iraq, Press Briefing Room, The Pentagon, Washington, DC**

14 Jul 94 Dutch CHOD — GEN Van der Vlis

20 Jul 94 Remarks to the Joint and Combined Warfighting School Students

22 Jul 94 White House briefing on Rwanda refugee situation, White House, Washington, DC

22 Jul 94 Interview with MacNeil-Lehrer News Hour (WETA), WETA Studio, Arlington, Virginia

24 Jul 94 ABC “This Week with David Brinkley,” Washington, DC

25 Jul 94 Remarks at dedication of the General Colin L. Powell, USA (Ret) panel in the CJCS corridor, The Pentagon, Washington, DC

28 Jul 94 Interview with Pentagon print reporters, Chairman’s Office, The Pentagon, Washington, DC

28 Jul 94 Remarks at the Navy Summer Pageant

29 Jul 94 Remarks to CAPSTONE, Washington, DC

29 Jul 94 White House Special Briefing on Rwanda, The White House, Washington, DC

1 Aug 94 **USCINCPAC Change of Command, Hickam AFB, Honolulu, Hawaii**

4 Aug 94 **Remarks at NSIA/ADPA Luncheon, Crystal City, Arlington, Virginia**

4 Aug 94 Congressional Testimony, House Appropriations Committee, Rwanda, Washington, DC

5 Aug 94 **USCENTCOM Change of Command, MacDill AFB, Florida**

11 Aug 94 Congressional Testimony, Senate Armed Services Committee, Chemical Weapon Convention, Washington, DC

17 Aug 94 Chinese GEN Ku

24 Aug 94 **Remarks to Jewish War Veterans of the USA, 99th Annual National Convention, Grand Kempinski, Dallas, Texas**

- 24 Aug 94 **Remarks to combined Navy League/AUSA/AMA/AFA/Air Power Council Dinner, Fort Worth Club, Fort Worth, Texas**
- 30 Aug 94 *USA Today* Editorial Board
- 1 Sep 94 Remarks to AUSA Land Warfare Forum breakfast, Ritz Carlton, Pentagon City, Arlington, Virginia
- 13 Sep 94 **USSPACECOM Change of Command Ceremony, Colorado Springs, Colorado**
- 15 Sep 94 CINC's Conference Dinner
- 18 Sep 94 NBC News "Meet the Press," NBC Studio, Washington, DC
- 18 Sep 94 White House Special Briefing regarding agreement reached in Haiti, White House Briefing Room, The White House, Washington, DC
- 19 Sep 94 CNN interview, "Show Down in Haiti," The Pentagon, Washington, DC
- 20 Sep 94 ABC "Good Morning America," The Pentagon, Washington, DC
- 20 Sep 94 NBC "Today Show," The Pentagon, Washington, DC
- 20 Sep 94 White House briefing, The White House Briefing Room, The White House, Washington, DC
- 20 Sep 94 ABC "Nightline," ABC-TV Studio, Washington, DC
- 24 Sep 94 News Conference, Port-au-Prince, Haiti
- 25 Sep 94 CBS "Face the Nation," CBS Studio, Washington, DC
- 26 Sep 94 Remarks to CAPSTONE, Washington, DC
- 26 Sep 94 Remarks at National Defense University Assumption of Command, Washington, DC
- 26 Sep 94 Recipient of Polish-American Man of the Year Award
- 26 Sep 94 Remarks, THIS
- 26 Sep 94 **Remarks, The Retired Officers' Association Dinner, Cincinnati, Ohio**
- 28 Sep 94 Indian CHOD — GEN Joshi
- 4 Oct 94 **DoD News Briefing regarding Haiti, The Pentagon, Washington, DC**
- 4 Oct 94 Remarks at the Joint Warfighting Center
- 5 Oct 94 Korean CHOD — GEN Lee
- 11 Oct 94 **DoD News Briefing regarding Kuwait, The Pentagon, Washington, DC**
- 12 Oct 94 Dinner in honor of CJCS hosted by Canadian Ambassador Chretien

- 13 Oct 94 Dinner and Award in honor of CJCS hosted by GEN Naumann
- 14 Oct 94 **Remarks, Gulf Coast Chamber of Commerce, Gulfport, Mississippi**
- 20 Oct 94 **50th Anniversary of the Battle of Leyte Gulf, Hill 120 flag raising ceremony, Philippine Islands**
- 22 Oct 94 **Philippine WW II Memorial, Philippine Islands**
- 9 Nov 94 **Fuehrungsakademie (German General Staff College), Hamburg, Germany**
- 14 Nov 94 DoD Special Briefing on Quality of life initiatives for the military, The Pentagon, Washington, DC
- 16 Nov 94 **Georgetown Institute of Foreign Service, IDEN Lecture, Georgetown University, Washington, DC**
- 19 Nov 94 **Capital Cannoneers Chapter Ball, U.S. Field Artillery Association, Sheraton National Hotel, Arlington, Virginia**
- 30 Nov 94 **National Military Family Association Annual Luncheon, Sheraton National Hotel, Arlington, Virginia**
- 1 Dec 94 1994 USO Christmas Celebration, The Washington Hilton Hotel, Washington, DC
- 15 Dec 94 **50th Anniversary of the Battle of the Bulge, St. Louis, Missouri**

1995

- 25 Jan 95 Congressional Testimony, House Appropriations Committee, National Security Subcommittee, On-Going Defense Operations, Washington, DC
- 27 Jan 95 Congressional Testimony, House National Security Committee, National Security Revitalization Act, Washington, DC
- 27 Jan 95 Remarks at Bradley University Alumni Chapter, Sardi's, New York, New York
- 1 Feb 95 CJCS introduces POTUS during CINC's Conference, The Pentagon, Washington, DC
- 1 Feb 95 Statement for media during CINC's Conference, The Pentagon, Washington, DC
- 8 Feb 95 **Congressional Testimony, House Committee on National Security, Annual Posture Statement, Washington, DC**
- 9 Feb 95 Congressional Testimony, Senate Armed Services Committee, DoD Authorization Requests for FY96, Washington, DC
- 10 Feb 95 Congressional Testimony, Senate Budget Committee, DoD Authorization Requests for FY96, Washington, DC
- 16 Feb 95 Haiti Awards Ceremony, Fort Drum, New York
- 17 Feb 95 Salute to African-American WW II veterans, Constitution Hall, Washington, DC

- 22 Feb 95 Larry King Live, CNN Studio, Washington, DC
- 28 Feb 95 Defense Writer's Group Breakfast, Washington, DC
- Feb 95 ***The Officer Magazine, "The Guard, The Reserve, and The 21st Century"***
- 1 Mar 95 Testimony before the Base Realignment and Closure Commission, Washington, DC
- 1 Mar 95 **Congressional Testimony, Senate Foreign Relations Committee, START II, Washington, DC**
- 6 Mar 95 Press conference, The American Embassy, Brasilia, Brazil
- 7 Mar 95 **Remarks at the Superior War School, Rio de Janeiro, Brazil**
- 10 Mar 95 Press conference, Alvear Palace Hotel, Buenos Aires, Brazil
- 7 Apr 95 **Remarks at the Lancers Boys' Club, Baltimore, Maryland**
- 8 Apr 95 Remarks at the "Link-up at the Elbe" Commemoration, Arlington Cemetery, Washington, DC
- 12 Apr 95 Remarks, George C. Marshall ROTC Awards Seminar, Virginia Military Institute, Lexington, Virginia
- 17 Apr 95 Remarks, Rotary Club, Atlanta, Georgia
- 2 May 95 Remarks, Wreath-laying and Commemorative Ceremony, 50th Anniversary of the Liberation of the Netherlands, Arlington National Cemetery, Virginia
- 4 May 95 **Remarks, Robert R. McCormick Tribune Foundation, George Washington University, Washington, DC**
- 8 May 95 Remarks, National V-E Commemoration, Summerall Field, Fort Myer, Virginia
- 8 May 95 Remarks, V-E Day Commemoration, USS Intrepid, New York City, New York
- 9 May 95 Remarks, Annual Conference of Logistics Directors, (COLD 95), Leesburg, Virginia
- 9 May 95 Remarks, Joint Civilian Orientation Conference, The Pentagon, Washington, DC
- 11 May 95 **Remarks, Town Hall of California, Los Angeles, California**
- 13 May 95 Remarks, 1995 Commencement, Washington State University, Pullman, Washington
- 21 May 95 Remarks, Lucius Clay Award Ceremony, Wurzburg, Germany
- 25 May 95 Press Conference, The Pentagon, Washington, DC
- 4 Jun 95 **"This Week with David Brinkley," Remote Interview from Vienna, Austria**
- 7 Jun 95 **Congressional Testimony, Senate Armed Services Committee, U.S. Involvement in Bosnia, Washington, DC**

- 7 Jun 95 Congressional Testimony, House National Security Committee, U.S. Policy in Bosnia, Washington, DC
- 12 Jun 95 Tribute to the rescue of Captain Scott O'Grady, River Entrance, The Pentagon, Washington, DC
- 13 Jun 95 Remarks, Memorial Service for Former SECDEF Les Aspin, Washington, DC
- 14 Jun 95 Congressional Testimony, House Appropriations Committee, National Security Subcommittee, Contingency Operations, Washington DC
- 16 Jun 95 **Remarks, Naval War College Graduation, Newport, Rhode Island**
- 28 Jun 95 Press Conference, American Embassy, London, England
- 11 Jul 95 Congressional Testimony, House National Security Committee, Downing of U.S. Air Force F-16 Fighter Over Bosnia, Washington, DC
- 15 Jul 95 American Council for Polish Culture, Aladdin Hotel, Las Vegas, Nevada
- 19 Jul 95 Remarks, en route from Washington DC to London, Bosnia situation
- 28 Jul 95 Korean War Veterans Muster, The Washington Mall, Washington, DC
- 3 Aug 95 Interview with Internal Service Correspondents, The Pentagon, Washington, DC
- 18 Aug 95 Media Remarks, Exercise COOPERATIVE NUGGET, Fort Polk, Louisiana
- 18 Aug 95 ABC "Nightline" Interview, Exercise COOPERATIVE NUGGET, Fort Polk, Louisiana
- Summer 95 ***Joint Force Quarterly Magazine, "A Word from the Chairman"***
- 19 Aug 95 Press Statement, Accident involving U.S. delegation in Bosnia
- 2 Sep 95 Remarks, Commemoration of V-J Day, Hawaii
- 6 Sep 95 **Remarks, Annual Convention of the American Legion, Indianapolis, Indiana**
- 14 Sep 95 **Speech, Marshall Center, Garmisch-Partenkirchen, Germany**
- 21 Sep 95 **Congressional Testimony, Re-nomination for Second Term as CJCS, Senate Armed Services Committee, Washington, DC**
- 22 Sep 95 Remarks, American Red Cross WW II Commemoration Ceremony, Red Cross Headquarters, Washington, DC
- 25 Sep 95 Remarks, Czech Ministry of Foreign Affairs and Defense, Prague, Czech Republic
- 27 Sep 95 Press Conference, PFP/NATO Study, Budapest, Hungary
- 28 Sep 95 Statement, meeting with President Lech Walesa, Warsaw, Poland
- 29 Sep 95 **Remarks, Polish National Defense Academy, Remberton, Poland**

- 29 Sep 95 Q&A session, Polish National Defense Academy, Remberton, Poland
- 29 Sep 95 Press Conference, Warsaw, Poland
- 29 Sep 95 Senate Armed Services Committee voting on re-nomination of CJCS
- 11 Oct 95 Remarks, presentation of Award for Excellence in Military Medicine, Washington, DC
- 17 Oct 95 Congressional Testimony, Senate Armed Services Committee, Peace Process in Bosnia, Washington, DC
- 17 Oct 95 Congressional Testimony, Senate Foreign Relations Committee, Peace Process in Bosnia, Washington, DC
- 18 Oct 95 Congressional Testimony, House International Relations Committee, Peace Process in Bosnia, Washington, DC
- 17 Nov 95 **German Federal Armed Forces Commanders' Conference, Munich, Germany**
- 27 Nov 95 Press Conference, Brussels, Belgium
- 30 Nov 95 Congressional Testimony, House International Relations Committee, U.S. Policy toward Bosnia, Washington, DC
- 30 Nov 95 Congressional Testimony, House National Security Committee, Bosnia Peacekeeping Operation, Washington, DC
- Nov 95 *Armed Forces Journal International Magazine, "Editorial"*
- 1 Dec 95 Congressional Testimony, Senate Foreign Relations Committee, U.S. Ground Forces in Bosnia, Washington, DC
- 1 Dec 95 Congressional Testimony, Senate Subcommittee of the Senate Appropriations Committee, Washington, DC
- 3 Dec 95 CBS "Face the Nation," with Bob Schieffer, U.S. Involvement in Bosnia, Washington, DC
- 3 Dec 95 CNN "Late Edition," U.S. Involvement in Bosnia, CNN Studio, Washington, DC
- 6 Dec 95 Congressional Testimony, Senate Armed Services Committee, Deployment of U.S. Troops to Bosnia, Washington, DC
- 21 Dec 95 Press Briefing, Operation JOINT ENDEAVOR and U.S. Participation in Bosnia Peacekeeping, The Pentagon Press Briefing Room, Washington, DC
- 21 Dec 95 CNN World News
- 22 Dec 95 Remarks, ABC "Good Morning America" and CBS "This Morning"

1996

- 1 Jan 96 Interview en route to Aviano Air Base, Italy

- 2 Jan 96 Media Remarks, Aviano Air Base, Italy
- 2 Jan 96 Press Conference, Taszar Air Base, Hungary
- 3 Jan 96 Press Conference, Tuzla Air Base, Bosnia
- 5 Jan 96 Interview with Jim Lehrer News Hour, PBS Studio, Arlington, Virginia
- 1 Feb 96 National Prayer Breakfast, Washington Hilton, Washington, DC
- 8 Feb 96 Press Conference with General Dumitru Cioflina, Chief of the Romanian General Staff, Bucharest, Romania
- 8 Feb 96 **Academy of Higher Military Studies, Bucharest, Romania**
- 13 Feb 96 USPACOM Assumption of Command, Camp H. M. Smith, Hawaii
- 15 Feb 96 Defense Writer's Group, ANA Westin Hotel, Washington, DC
- 5 Mar 96 **Congressional Testimony, Senate Armed Services Committee, Annual Posture Statement, Washington, DC**
- 6 Mar 96 Congressional testimony, House National Security Committee, FY 1997 Defense Authorization Request, Washington, DC
- 7 Mar 96 Congressional testimony — continued, House National Security Committee, FY 1997 Defense Authorization Request, Washington, DC
- 12 Mar 96 Ceremony for U.S. participation in Operation UPHOLD DEMOCRACY, Fort Polk, Louisiana
- 19 Mar 96 **Remarks, Electronic Industry Association, J.W. Marriott, Washington, DC**
- 23 Mar 96 Foreign Joint Services NCO Association 20th Anniversary Ball, Fort Myer, Virginia
- 28 Mar 96 **Congressional Testimony, Senate Foreign Relations Committee, Chemical Weapons Convention, Washington, DC**
- Spring 96 *Joint Force Quarterly Magazine, "A Word from the Chairman"*
- 4 Apr 96 **Remarks, World Affairs Council of Boston, Boston, Massachusetts**
- 9 Apr 96 Press Conference, Cheyenne, Wyoming
- 10 Apr 96 Purdue University ROTC Convocation, West Lafayette, Indiana
- 23 Apr 96 Press Conference, U.S. Mission to NATO, Brussels, Belgium
- 25 Apr 96 Press Conference, Sarajevo, Bosnia-Herzegovina
- 10 May 96 CARE 50th Anniversary Symposium, French Embassy, Washington, DC
- 13 May 96 Press Conference, Singapore

18 May 96 Armed Forces Day Banquet, Albuquerque, New Mexico

21 May 96 Eulogy for Admiral Boorda, National Cathedral, Washington, DC

24 May 96 **United States Naval Academy Graduation, Annapolis, Maryland**

27 May 96 Press Conference, Kuwait

31 May 96 Media availability, Marka Airport, Amman, Jordan

12 Jun 96 News Briefing, Oslo, Norway

18 Jun 96 Center for the Study of the Presidency, J.W. Marriott, Washington, DC

27 Jun 96 Arrival of victims of Dhahran bombing, Dover AFB, Delaware

12 Jul 96 Farewell Ceremony for Senator Nunn, The Pentagon, Washington, DC

5 Sep 96 AUSA Land Warfare Breakfast, Crystal City Marriott, Arlington, Virginia

5 Sep 96 NBC "Meet the Press" with host Tim Russert, Washington, DC

11 Sep 96 Press Conference, Holiday Inn, Sarajevo, Bosnia-Herzegovina

15 Sep 96 ABC "This Week with David Brinkley," Washington, DC

16 Sep 96 DoD Special Briefing, Force Protection Issues of Khobar Towers Bombing, The Pentagon, Washington, DC

17 Sep 96 **Speech, Constitution/Citizenship Day, National Archives, Washington, DC**

18 Sep 96 **Congressional Testimony, House National Security Committee, General Downing Report on Khobar Towers, Washington, DC**

18 Sep 96 Congressional Testimony, Senate Armed Services Committee, General Downing Report on Khobar Towers, Washington, DC

27 Sep 96 Remarks upon receiving Grand Cross of Military Merit, Lisbon, Portugal

27 Sep 96 Press Conference, Lisbon, Portugal

27 Sep 96 "Radio Nova" Interview, Lisbon, Portugal

3 Oct 96 Congressional Testimony, Senate Armed Services Committee, U.S. Troops in Bosnia, Washington, DC

5 Nov 96 Press Conference, Moscow, Russia

7 Nov 96 **Speech, Council on Foreign Relations, Pratt House, New York, New York**

9 Nov 96 Christening of USS Decatur (DDG73), Bath, Maine

11 Nov 96 Veterans Day Appearance on CBS "This Morning"

- 11 Nov 96 Veterans Day Appearance on ABC "Good Morning America"
- 11 Nov 96 Veterans Day Appearance on NBC "Today"
- 11 Nov 96 Veterans Day Appearance on CNN "Early Edition"
- 13 Nov 96 Joint Armed Forces Officer's Wives Luncheon, Ritz-Carlton, Pentagon City, Arlington, Virginia
- 15 Nov 96 DoD News Briefing, Bosnia Follow-on Force, The Pentagon, Washington, DC
- 3 Dec 96 **National Defense University, Goldwater-Nichols Symposium, Washington, DC**
- 1 Dec 96 USA Today International Newsmaker Breakfast, Rosslyn, Virginia

1997

- 6 Jan 97 Press Conference, Presidential Palace, Cairo, Egypt
- 14 Jan 97 Farewell Ceremony, departing SECDEF William Perry, Fort Myer, Virginia
- 19 Jan 97 **Medal of Honor Society, Arlington, Virginia**
- 22 Jan 97 **West Point Society, Washington DC Chapter**
- 7 Feb 97 **Defense Special Weapons Agency 50th Anniversary Symposium, McLean, Virginia**
- 12 Feb 97 **Congressional Testimony, Senate Armed Services Committee, Annual Posture Statement, Washington, DC**
- 12 Feb 97 Congressional Testimony, House National Security Committee, Annual Posture Statement, Washington, DC
- 19 Feb 97 Creve Coeur, George Washington's Birthday Banquet, Peoria Convention Center, Peoria, Illinois
- 21 Feb 97 **97TH Battle Standard Dinner, U.S. Merchant Marine Academy, Kings Point, New York**
- 26 Feb 97 Congressional Testimony, House National Security Committee, Appropriations Subcommittee, Washington, DC
- Winter 96-97 ***Joint Force Quarterly Magazine, "A Word from the Chairman"***
- 15 Mar 97 **Salute to the Military, Coronado, California**
- 26 Feb 97 The Kennedy Political Union, American University, Washington, DC
- 12 Apr 97 DoD News Briefing, Chemical Weapons Convention
- 17 Apr 97 White House press event, Chemical Weapons Convention
- 14 May 97 **Remarks, China Defense University, Beijing, China**
- 18 May 97 **Commencement Address, Harvey Mudd College, Claremont, California**

19 May 97 PBS Lehrer News Hour, Arlington, Virginia

20 May 97 Fox Morning News, The Pentagon, Washington, DC

20 May 97 **Congressional Testimony, Senate Armed Services Committee, Quadrennial Defense Review, Washington, DC**

24 May 97 **Remarks, Tragedy Assistance Program for Survivors (TAPS), Washington, DC**

27 May 97 **Conference of Presidents of Jewish Organizations, New York, New York**

10 Jun 97 Heidelberg High School Commencement, Stadthalle, Heidelberg, Germany

14 Jun 97 Interview — Professor Gordon Rudd

16 Jun 97 Interview on NATO enlargement — USA Today, Defense News, Jane's

18 Jun 97 Media Availability, USTRANSCOM, Scott AFB, Illinois

30 Jun 97 Remarks, Retirement Ceremony DEPSECDEF John White

2 Jul 97 Visit, COOPERATIVE NUGGET 97, Fort Polk, Louisiana

6 Jul 97 CNN "Late Edition" with Frank Sesno

9 Jul 97 Press availability, The Hague, Netherlands

10 Jul 97 EUCOM Change of Command

11 Jul 97 SHAPE Change of Command

13 Jul 97 USSOUTHCOM Relinquishment of Command

18 Jul 97 Retirement Ceremony, General George Joulwan

22 Jul 97 **Remarks, Brazilian War College, Rio de Janeiro, Brazil**

31 Jul 97 Press briefing, Accountability Report, Khobar Towers Bombing

6 Aug 97 Georgia Press Conference, U.S. Embassy, Tbilisi

7 Aug 97 Interview with Christine Amanpour, Tuzla, Herzegovina

11 Aug 97 Interview — Armed Forces Information Network

18 Aug 97 **Speech, VFW Convention, Salt Lake City, Utah**

3 Sep 97 **Speech, American Legion Convention, Orlando, Florida**

4 Sep 97 Remarks, Great Cross of Poland Award, Polish Embassy, Washington DC

8 Sep 97 Washington DC Eagle Scout Dinner

- 9-18 Sep 97 Fall CHOD Tour — Canada & USA
- 18 Sep 97 Army Farewell Ceremony, Fort Myer, Virginia
- 22 Sep 97 Enlisted Farewell, The Pentagon courtyard, Washington, DC
- 24 Sep 97 Congressional Farewell Reception in honor of CJCS
- 24 Sep 97 Speech, National Press Club
- 25 Sep 97 SOCOM Change of Command
- 26 Sep 97 Zach Fischer Birthday
- Autumn/
Winter 97 *Joint Force Quarterly Magazine, “A Word from the Chairman” (Farewell)*
- 30 Sep 97 **Farewell Ceremony – Fort Myer, Virginia**

Appendix B

Yearly Summaries

1993

General John M. Shalikashvili assumed the position of the 13th Chairman of the Joint Chiefs of Staff on 25 October 1993.

General Shalikashvili took the reins of the uniformed military as President Clinton was completing his first year as the Commander in Chief. The prestigious journal *Foreign Affairs* characterized President Clinton's first year as particularly challenging as the administration sought a guiding strategy and a clear sense of national interests; problems that had already led to difficulties in dealing with crises in Bosnia, Somalia, and Haiti.

The irony of this observation is that these same three crises, together with a number of other key events in 1993, shaped the nature of U.S. military operations for the remainder of General Shalikashvili's tenure. Ten of Facts on File's top news stories for 1993 would in many respects portend the challenges that lay ahead for America's 13th Chairman and highlight the difficulties of policy making in the post-Cold War world.

1. Mideast Peace accord
2. World trade events (North American Free Trade Agreement & General Agreement on Tariffs and Trade)
3. Turmoil in Russia
4. War in Bosnia-Herzegovina
5. Midwestern U.S. flooding
6. Peacekeeping efforts in Somalia
7. South Africa's transition to multi-racial democracy
8. The Branch Davidian raid in Waco, Texas
9. Terrorism, including the World Trade Center bombing
10. President Clinton's first year

To the list of stories of particular interest, two additional military topics deserve mention to further illustrate the climate under which General Shalikashvili assumed his new role. These were: Secretary Aspin's completion of the much awaited Defense strategy known as the Bottom Up Review; and the Presidential decision on gays and lesbians in the military, referred to as the "don't ask-don't tell" rule.

Although the challenges of operations in Bosnia, the emerging terrorist threat to the United States, and the re-emergence of crises in Africa would occupy much of the Chairman's time in years to come, it is useful to consider the immediate topics of interest as he prepared to assume the role of principal military adviser to the President.

It is enlightening to note that in President Clinton's nomination remarks on 11 August 1993, he selected General Shalikashvili, among other reasons, because he was a "leader in persuading NATO to consider missions outside traditional alliance boundaries." Reporters asked General Shalikashvili questions regarding the potential for U.S. military action in Bosnia and his views on inviting both Ukraine and Russia into NATO. In retrospect, both the President's remarks and the reporters' questions hit on key events of the two subsequent years: NATO's first out of area operation in Bosnia and NATO expansion.

General Shalikashvili completed 1993 and his first two months as Chairman with visits to forces stationed in Korea and Somalia. Press conferences following these visits as well as his first and most comprehensive press conference in the Pentagon on 14 December 1993, illustrated his thoughts on the challenge of North Korea, NATO's Partnership for Peace program, jointness, and his sincere commitment to quality of life issues for America's forces.

1994

This marked the first full year of General Shalikashvili's tenure. The Worldnet interview included as the first transcript summarizes the key themes for the year fairly well. Occurring on the eve of a trip to NATO summit, the Chairman stated that this summit would be particularly important "... because of continuing questions about the relevance of the alliance and the alliance's ability to deal with those nagging security issues that plague Europe." His comment echoed the thoughts emerging in many editorial pieces in both the U.S. and Europe. The anxiety of both the Czech and Polish reporters is clearly evident in the Chairman's first interview of 1994 as he responds to questions about NATO expansion and the Partnership for Peace Program. Shortly after this interview he left for Eastern Europe with Ambassador Albright to discuss security issues with a number of nations.

1994 was also a time of growing frustration over the situation in Bosnia. In spite of U.N. efforts to temper hostilities, it was becoming clear their efforts were largely ineffective. Questions regarding the introduction of NATO forces, the use of airpower to attack heavy weapons, and the possible introduction of U.S. ground forces peppered many of the Chairman's press briefings and interviews. NATO eventually assumed operational control of the mission and issued an ultimatum on heavy weapons and by April, the Chairman was suggesting the U.S. should prepare for the introduction of forces.

During 1994, DoD was not preoccupied exclusively with European affairs. A number of other significant events transpired that demanded U.S. attention, either in a primary or supporting military role. The following are ten of 1994's top stories, according to *Facts on File*.

1. Mid-East Peace Process
2. War in Bosnia-Herzegovina
3. Haitian President Aristide returned to power
4. South African election; Nelson Mandela becomes President
5. Republicans win control of the U.S. Congress
6. Civil war in Rwanda
7. Arrest and trial of O.J. Simpson
8. World trade; NAFTA and GATT
9. Russia invades Chechnya
10. Peace process in Northern Ireland

The Middle East remained an area of concern during 1994, not only because the potential for a peace settlement was slowly emerging, but also because Saddam Hussein began massing forces for a potential push into Kuwait. Also in the Middle East, a tragedy unfolded as two American F-15s patrolling the northern no-fly zone shot down two American helicopters. The Chairman's comments following release of the accident report are included (13 Jul 94).

The missions in Iraq and Bosnia contributed to the continuing U.S. debate over the appropriate use of force in the growing number of smaller scale contingencies and humanitarian missions. The Chairman's most complete thoughts on the use of force are found in his address to the Jewish Institute for National Security affairs (4 Apr 94).

In Africa, the civil war in Rwanda necessitated relief to thousands of refugees, while elsewhere in Somalia, U.S. relief efforts ceased and other U.N. nations assumed control of the operation.

Closer to home, a military coup led by General Cedras in Haiti overthrew the lawful government. The U.S. initiated an aggressive diplomatic campaign to convince Cedras to reinstate President Aristide, but only when it became clear that U.S. forces were prepared to restore democracy did Cedras step down.

Finally, in one of the last statements of the year (9 Nov 94), the CJCS outlines what he believes are the three challenges faced by America's military: 1) taking a long view of the future; 2) preparing our forces for the next century; and 3) the challenge of how to deal with the growth of these operations like peacekeeping and humanitarian missions that fall in the crack between peace and war. These thoughts materialized again in 1997 as important parts of the Quadrennial Defense Review.

1995

1995 was a defining year for General Shalikashvili because several key events occurred whose impacts shaped the remainder of his tenure. Foremost among these was the decision by NATO to assume control of operations in Bosnia to stop the indiscriminate killing of noncombatants and create a suitable environment for civilian initiatives to take hold. Despite the risk of retaliation, NATO forces also conducted airstrikes against Bosnian Serb military targets because the Serbs failed to respond to an ultimatum to stop cease firing heavy weapons and to return heavy weapons to the Weapons Control Point (7 Jun 95). An F-16 patrolling the no-fly zone was shot down by a Bosnian Serb SA-6 surface-to-air missile; the pilot, Air Force Captain Scott O'Grady, evaded capture for several days and was rescued by a search and rescue team.

The introduction of U.S. forces into Bosnia as part of IFOR, the Implementation Force, was a controversial decision that caused many debates in the United States. Envisioned as a one-year mission, NATO forces rapidly achieved their military mission only to find civilian progress lagging. In December, The Dayton Peace Accord was signed and was historic because negotiations included not just diplomats, but also those who would be charged with implementing the military aspects of the agreement in Bosnia. The Chairman stated that anything less than a total commitment to compliance with the terms of the agreement by Bosnian Muslims, Croats, and Serbs would stall the peace process. However, the slow pace of implementing civilian reform programs forced the administration to extend the stay of U.S. forces in Bosnia.

Several of Facts on File's top news stories of 1995 highlight the continuing challenges at home and abroad.

1. War and Peace in Bosnia
2. Oklahoma City bombing
3. O.J. Simpson acquitted
4. Yitzhak Rabin assassinated
5. Co-leaders of Cali drug cartel arrested in Colombia
6. Kobe earthquake
7. Mid-East peace process
8. 50th Anniversary of the United Nations
9. Russia's battles with Chechen rebels
10. Nerve gas attack in Japanese subways

Two of the top ten news items related to terrorist acts. The tragic bombing of the Federal Building in Oklahoma City and the use of chemical agents against civilians in the Japanese subway system by a religious sect signaled an increase in worldwide terrorist activity. The following year, the Chairman would focus the entire Joint Staff and the Services on this critical issue and recommend new force protection initiatives as a result of further attacks on U.S. citizens.

General Shalikashvili continued to stress the realistic need for a two MRC size force, and the importance of balancing military capability without negatively impacting modernization and readiness. The latitude the military once enjoyed in budget, personnel, and planning had been eliminated through systematic downsizing of all the Services. He also articulated the need for the United States to maintain its role of international leadership, to be selective in which global impact conflicts the military becomes involved in, and to protect the unequalled excellence of our Armed Forces. He continued to champion for quality of life enhancements as a means of retaining troops.

The fiftieth anniversary of the end of World War II was celebrated around the world, and these thoughts punctuated many of the Chairman's appearances. NATO expansion was another widely discussed topic. Key points in the Chairman's discussions were building the future on three pillars: democracy; stability; and security. He noted the challenges of creating and maintaining political and economic stability in Central Europe, Russia, NATO, and the Partnership for Peace countries were the same as Western Europe faced in the aftermath of World War II (29 Sep 95). European visits, especially to Hungary, Poland, and the Czech Republic, underscored American commitment to orderly NATO expansion.

Also, General Shalikashvili was re-nominated and confirmed for a second term as Chairman, Joint Chiefs of Staff.

1996

Worldwide terrorism proceeded at a new level of sophistication, destructiveness, and determination in 1996, including the bombing of Khobar Towers in Dhahran, Saudi Arabia, which killed 19 American airmen. Force protection issues were raised frequently, as numerous deployments continued. Also, the bombing at Olympic Park during the Summer Olympic Games in Atlanta temporarily raised personal safety concerns.

In Bosnia, military operations in conjunction with the Dayton Peace Accord were prosecuted by IFOR, which successfully operated under robust rules of engagement and a straightforward chain of command. When the one-year period for its existence ended in December, IFOR was replaced by 31,000 NATO troops comprising the Stabilization Force (SFOR).

While some leaders around the world strengthened their positions, there were many substantial changes that shaped the rest of General Shalikashvili's tenure. President Clinton's reelection combined with Yeltsin's victory in a formal election and Netanyahu's election heightened each one's power and defined our interactions within their spheres of influence. Kofi Annan was elected Secretary General of the United Nations after the United States blocked the reelection of Boutros Boutros-Ghali. Also, on a tragic note, Admiral Boorda, the Chief of Naval Operations, committed suicide.

Ten of 1996's top stories, according to Facts on File, are listed below.

1. President Clinton reelected; Republicans maintain control of both chambers of Congress
2. Boris Yeltsin wins Russian presidential elections
3. Bosnian collective presidency established
4. Benjamin Netanyahu elected Israeli Prime Minister; vows to slow peace process
5. Lebed works out agreement to end 21-month long conflict in Chechnya; fired two months later by Yeltsin
6. Cuba shot down two unarmed planes belonging to Cuban exile group in waters between U.S. and Cuba
7. TWA Flight 800 airline crash
8. Khobar Towers bombing
9. Whitewater probe continues
10. Leftists in Peru stormed the Japanese ambassador's residence in Lima, taking over 600 hostages

The Chairman stressed maintaining the high levels of readiness and operations tempo were beginning to show an effect on the forces of the future, that modernization expenditures had decreased and slowed purchases of replacement equipment and development of new systems. In addition, General Shalikashvili continued to stress the importance of remaining the world's foremost leader in international affairs. The need for a strong defense, especially a two MRC sized force, was reiterated in several of his appearances. American forces were prepared to meet the terms of the second Strategic Arms Reduction Treaty (START II) which was ratified by the Senate; but as of 1998, the Russians have not ratified it.

Joint Vision 2010 was released this year. This document provided an operationally based framework for the further development of the U.S. Armed Forces. *JV 2010's* objective was to build a road map to achieve Full Spectrum Dominance by leveraging high quality forces and force structure with leading edge technology to attain better command, control, and intelligence. Using the power of the people, the technology, and improved command, control, and intelligence, four new operational concepts were implemented from which future military requirements can be derived: dominant maneuver; precision strike; full dimensional protection; and focused logistics. These operational concepts were created to focus the strengths of the Services and guide the evolution of joint doctrine, education, and training to bring the U.S. military Full Spectrum Dominance.

1997

In many ways, the challenges General Shalikashvili faced during his final year as Chairman, Joint Chiefs of Staff, mirrored the previous years'. Troops were deployed in combat zones and humanitarian assistance missions around the world in areas such as the Balkans, the Middle East, and North Korea; these efforts continued to be in the news and at the forefront of military planning and operations.

The Quadrennial Defense Review (QDR), completed and presented to Congress (20 May 97), assessed the entire spectrum of anticipated operations, from specific tasks, through small-scale contingencies, to major theater wars. Using a broad array of analytical tools, including seminars, wargames, computer modeling, and intensive sessions with senior military and civilian leaders, the demands on the forces were carefully evaluated over a four-month period. Force structure, end strength, readiness, and modernization were key areas of discussion by the Department of Defense and Joint Staff, Service Chiefs, combatant commanders, and their staffs. *Joint Vision 2010* served as the unifying vision for determining future needs for the entire total force. In his testimony, the Chairman stressed the ability to move to a leaner force by reorganizing headquarters, trimming support functions, improving the ability to manage operations and personnel tempo, re-aligning reserve forces, and additional base closures.

The Chairman, as in previous years, was keenly aware of operations and personnel tempo issues and frequently spoke about the need and the cost of maintaining the high levels of readiness demanded by the often unstable world climate. He also continued to praise the quality, efforts, and dedication of the troops and campaign for increases in quality of life. Concerns about recruiting and retaining quality officers and enlisted members began to surface.

Facts on File's top stories for 1997 contain many areas of concern in the world environment.

1. Diana, Princess of Wales, dies in automobile crash
2. China regains sovereignty over Hong Kong
3. Pathfinder, an unmanned U.S. spacecraft, landed on Mars and began transmitting data
4. Iraq refuses to allow U.N. arms-inspection team members access to all sites, expels U.S. members of team
5. Clinton, Congress agree to a balanced federal budget plan, to be complete in 2002
6. Timothy McVeigh convicted of murder for masterminding Oklahoma City bombing, sentenced to death
7. Labour Party installs Tony Blair as Prime Minister of England
8. Asian economic woes affect world stock markets
9. Poland, Hungary, and the Czech Republic invited to join NATO
10. Israeli-Palestinian talks at an impasse again

The masterful leadership during the post-Cold War transition period of the 13th Chairman shows his insight into the challenges of preparing a military for a future wrought with new demands and uncertainty. The impetus behind *Joint Vision 2010*, General Shali helped shape the joint operational concepts and the military forces for today and for the foreseeable future.

General Shalikashvili's legacy as a leader, commander, and Chairman is his dedication to people and the principles of democracy, freedom, and patriotism. He survived a war-torn childhood in Poland and immigrated to the United States. He quickly assimilated into his adopted home, completed school, graduated from Bradley University, became an American citizen, and then was called to serve in the Army. He rose from the rank of private to four-star general, and ultimately held the position of the highest-ranking military member in the Department of Defense, the Chairman of the Joint Chiefs of Staff. His farewell remarks, shaped by his 39-year career, echo these sentiments (30 Sep 97).

Appendix C

Major Military Operations, 1993–1997

OPERATION NAME	DESCRIPTION
MFO	Multinational Force and Observers in the Sinai monitoring provisions of the Egyptian-Israeli peace treaty
PROVIDE COMFORT	Humanitarian assistance to Iraqi Kurds
PROVIDE PROMISE	Joint/Combined operation to support humanitarian aid in Bosnia-Herzegovina
SOUTHERN WATCH	Coalition force enforcement of the no-fly zone in southern Iraq
RESTORE HOPE	Establish security to facilitate humanitarian relief in Somalia
MARITIME GUARD	Enforcement of the United Nations sanctioned embargo against the former Yugoslavia
CONTINUE HOPE	Conducted under U.N. auspices to continue humanitarian relief to Somalia
DENY FLIGHT & DELIBERATE GUARD	Enforcement of the U.N. sanctioned no-fly zone over Bosnia-Herzegovina
SHARP GUARD	Enforcement of U.N. sanctioned embargo against the former Yugoslavia conducted in conjunction with Western European Union Forces
ABLE SENTRY	Combined/U.N. operation to observe sanctions violations along Serbian-Macedonian border
ABLE MANNER	Rescue of boat people off of Haiti
SUPPORT DEMOCRACY	Maritime interdiction of arms and oil off the coast of Haiti
DISTANT RUNNER	Evacuation of U.S. and Belgian noncombatants from Rwanda
SEA SIGNAL	JTF-160 established to support Haitian and Cuban migrant operations in Guantanamo, Cuba
SUPPORT HOPE	Humanitarian relief support operations to assist Rwandan refugees
ARABIAN GULF MIO	Enforcement of U.N. sanctions against Iraqi oil exports
UPHOLD DEMOCRACY	Multinational operation to restore democratically elected government in Haiti
SAFE HAVEN	Joint humanitarian Cuban migrant operations in Panama
VIGILANT WARRIOR	Defense of Kuwait against renewed Iraqi threat
UNITED SHIELD	Security support for withdrawal of U.N. Forces from Somalia
SAFE PASSAGE	Transfer of Cuban migrants from Operation SAFE HAVEN camps in Panama to Guantanamo, Cuba
SAFE BORDER	U.S. participation in the six-nation Military Observer Mission Ecuador-Peru to monitor the border
VIGILANT SENTINEL	U.S. strategic show of force operations in CENTCOM AOR to deter potential Iraqi aggressions
DELIBERATE FORCE	NATO air strikes against Bosnian Serb military targets
GREEN CLOVER	Counternarcotics surge operations in South America
DETERMINED GUARD	Combined maritime operation in support of Operation Joint Guard in Bosnia
JOINT GUARD	NATO stabilization force in Bosnia
LASER STRIKE	Counternarcotics surge operations in South America
ASSURED RESPONSE	Embassy security and noncombatant evacuation in Liberia
QUICK RESPONSE	Embassy security and noncombatant evacuation in Central African Republic
DESERT FOCUS	Relocation of U.S. service personnel and operations in Saudi Arabia
DESERT STRIKE	Missile strikes in response to Iraq's aggression against northern Kurds
PACIFIC HAVEN	Humanitarian assistance to Kurdish evacuees from Iraq to Guam
NORTHERN WATCH	Combined task force to enforce the no-fly zone in northern Iraq
SILVER WAKE	Embassy security and noncombatant evacuation in Albania
NOBLE OBELISK	Noncombatant evacuation in Sierra Leone