

The anniversary of 9/11 and the recent death of Don Rumsfeld has reminded me of two significant events in our nation's history. Both Steve Stanley'75 and I were in the Pentagon on 9/11. At about midnight, we were ordered to return to the Pentagon to formulate the first supplemental funding package in support of the global war on terror. We worked all night and I delivered the proposal to SECDEF Rumsfeld the next morning. The funding package was announced in the President's speech to the congress and was later fully approved. In December a few years later, I received a phone call from the White House and was told that the President had decided to reduce the national deficit by taking \$60B out of the DOD six-year defense plan. I informed SECDEF Rumsfeld and he told me I better get busy. On a Sunday just before Christmas, I was called to SECDEF's house in DC to brief him on the reduction. He was scheduled to brief the President later that day. At the end of the briefing, he asked me if I had any other bright ideas. I replied that we had been discussing transforming the Army from a division structure to a more agile brigade structure and suggested that he should ask the President for half the money back to finance this transformation. The President said yes. Pete Pace'67, Ed Giambastini'70, Jim Stavridis'76 and I spent many hours in Don Rumsfeld's office. He didn't always agree with us but he always listened and he frequently challenged us to determine if we had conviction. He once said to me, "Don't you ever stop telling me what you think, there are too few people willing to do that". Working for Don Rumsfeld was a highlight of my 36-year career in the Navy. May he Rest in Peace.

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