



THE OFFICIAL PUBLICATION OF
THE ORGANIZATION OF MILITARY MUSEUMS OF CANADA, INC.

THE PRESIDENT'S REMARKS /
LE MOT DE LA PRÉSIDENTE

Team – Together everyone accomplishes more.

Communication is essential to the smooth running of any organization, and I encourage an open door policy for all our members. Therefore, I urge everyone to not only talk to each other, but to the members of the Board and the Executive. We want to hear about your suggestions and ideas for programme content, training and education requirements, as well as your difficulties and complaints. It is easier to resolve issues when they are small rather than large. And while I cannot speak for other members of the Board you may reach me 24/7 either by email or telephone.

As I sat down to write this article, I was reminded of the old adage “timing is everything”. While this year’s course ended with a power outage in Ontario, causing some confusion with flight departures, nothing could have foreshadowed what was coming just over a month later, when Hurricane Juan swept directly up Halifax Harbour wreaking havoc and destruction upon everything in its path. Dalhousie University was closed for a week (no power), a tree toppled into Howe Hall breaking windows, the boardwalk was destroyed, Murphy’s on the Water was under 2 feet of water, the Sackville broke its mooring and

sank a sailing boat, Point Pleasant Park and the Public Gardens were decimated, and trees were uprooted throughout the city damaging power lines, homes, businesses and cars. A thousand sailors and soldiers helped with the immediate recovery. While it took two weeks for the power to come back on, it will be years before Halifax recovers. How grateful I am that the OMMC took place in August and not late September!

And speaking of this year’s course, I would like to take this opportunity to thank my team – Guy, Gary, Wally and Rupert – for all their assistance, as well as Sean and Sue from DHH and Marce and Liz from Gagetown. Many hands make light work. Bravo Zulu to all.

Normally this is the time of the year that the members of the local heritage and tourism communities either rejoice or lament the numbers of visitors during the summer season. Unfortunately, SARS, Iraq, American sentiment, the rising dollar, etc. has taken its toll and numbers are down significantly across the country. Not even hurricane-diverted cruise ships made an impact on Maritime figures. Hopefully next year will see some improvement everywhere.

At the end of December 2003, all contracts for paid OMMC employees will have expired and the positions will be filled by competition. The Executive, under the guidance of Ken, has managed to create three, vice two, positions using the same funding base. Anyone interested in applying

for these positions may obtain an application form and position analysis schedule from Ken.

Later this month, members of the Executive will be heading to Regina to meet with Bill Mackay and his team to discuss OMMC 04. Now is the time to voice your concerns, your ideas and your suggestions. This is your course, and changes can only be implemented if we hear from you in the planning stages. Further information will be forthcoming.

And lastly, I would like to take this opportunity to welcome the new members (Don Manley and Chris Colton) to the Board, and to thank the retiring members (Bill Mackay and Jeff Brace) for a job well done. Also, a special thank you to Dan Mackay for his leadership, guidance, commitment, dedication and most of all, his patience through two terms as President. Exceptionally well done! Bravo Zulu to all past and present Board members.

Équipe – Ensembles, chacun peut accomplir davantage.

La communication étant la clef pour le bon fonctionnement de toute organisation, j'encourage la politique de la « porte ouverte » pour tous nos membres. Par conséquent, j'insiste pour que non seulement vous preniez le temps de vous parler mais de le faire également avec les membres du Conseil et de l'Exécutif. Nous désirons connaître vos suggestions et vos idées quant au contenu du cours, mais aussi vos exigences relatives à l'entraînement et à l'éducation, de même que vos difficultés et vos plaintes. Il est plus facile de résoudre les difficultés si elles sont plus petites que grandes. Comme je ne peux me prononcer au nom des autres membres du Conseil, vous pouvez me rejoindre 24 heures par jour et 7 jours par semaine par courriel ou par téléphone.

En prenant le temps de rédiger cet article, je me suis souvenue du vieil adage,

« le temps est tout ». Alors que le cours de cette année se terminait avec une panne d'électricité monstre en Ontario, semant la confusion au sein des horaires de départ à l'aéroport, rien alors ne laissait présager ce qui nous allait arriver un mois plus tard lorsque l'ouragan Juan balaya le port d'Halifax, détruisant tout sur son passage. L'Université Dalhousie dut fermer ses portes durant une semaine, faute de courant électrique, un arbre s'est abattu sur le Howe Hall cassant des fenêtres, détruisant des trottoirs, immergeant le Murphy's-on-the-Water sous deux pieds d'eau, le Sackville s'est défait de ses amarres et est allé couler un voilier, le Point Pleasant Park et les jardins publics du centre-ville ont été décimés, et les arbres déracinés partout dans la ville endommageant lignes électriques, résidences, commerces et voitures. Plus d'un millier de marins et de soldats apportèrent leur aide pour la remise sur pied immédiate de la ville. Il ne fallut peut-être que deux semaines pour rétablir le courant mais il faudra sans doute plusieurs années avant que Halifax puisse se rétablir. Que je suis contente que le cours annuel de l'OMMC eut lieu en août plutôt qu'en septembre!

En parlant du cours de cette année, j'aimerais en profiter pour remercier mon équipe – Guy, Gary, Wally et Rupert – pour toute leur aide, de même que Sean et Sue, de la DHP, et également Marce et Liz, de Gagetown. Quand plusieurs personnes mettent la main à la pâte, le travail devient alors plus facile. Bravo Zulu à tous!

C'est habituellement en cette période de l'année que les membres des communautés touristiques et patrimoniales se réjouissent ou pleurent le bilan estival du nombre de visiteurs. Malheureusement, le SRAS, la guerre en Iraq, les réactions américaines, notre dollar à la hausse, etc. ont contribué largement au faible nombre de visiteurs partout au pays. Même les navires de croisière qui ont été dérivés vers les Maritimes par l'ouragan n'ont eu d'impact

sur l'augmentation du nombre de touristes. Espérons qu'il y aura une nette amélioration partout au pays, l'an prochain.

À la fin du mois de décembre 2003, tous les contrats pour les employés salariés de l'OMMC expireront et tous les postes vacants seront remplis, à la suite d'un concours. L'Exécutif, sous les conseils judicieux de Ken, a convenu de créer trois postes, plutôt que deux, pour mieux accomplir les mêmes tâches. Toute personne intéressée à l'un de ces postes est priée de soumettre sa candidature. On peut obtenir un formulaire d'application, ainsi les énoncés de fonctions reliées au poste, auprès de Ken.

Plus tard au cours de ce mois, les membres de l'Exécutif se dirigeront vers Regina pour rencontrer Bill Mackay et son équipe afin de discuter du cours de l'OMMC, cuvée 2004. C'est maintenant le temps de faire entendre vos propos, vos idées et vos suggestions. Ceci est votre cours et vos suggestions ne pourront être mises en application que si vous vous faites entendre au cours des différentes étapes de la planification. Nous vous tiendrons informés au fur et à mesure.

Et finalement, j'aimerais profiter de cette occasion pour souhaiter la bienvenue à nos nouveaux membres du Conseil d'administration (Don Manley et Chris Colton), et pour remercier ceux qui ont terminé leur mandat (Dan Mackay et Jeff Brace), pour leur travail bien fait. Un remerciement tout particulier va à Dan Mackay pour son leadership, ses conseils, son engagement, son dévouement et, par-dessus tout, sa patience dont il a fait preuve tout au long de ses deux mandats à titre de président. Un travail exceptionnellement bien fait! Bravo Zulu à tous les membres du Conseil, passés et présents!

VICE PRESIDENT'S MESSAGE /
LE MESSAGE DU VICE-PRÉSIDENT

By the way of introduction, for those members who do not know me, I am the Director of the Base Borden Military Museum. The BBMM is a seven building complex which houses both army and air force collections, one of which is located in a designated National Historic Site, a World War One hangar constructed in 1917, the birthplace of Canada's air force and the RCAF. We also hold a large Armoured and Service Corps collection as Borden also is the birthplace of the Armoured Corps. We also have collections from most army corps.

I came to the museum after I retired from the air force in 1996 as a Lieutenant-Colonel, at the request of the then Base Commander, after serving on the museum's advisory board. The museum had not had a full time person running the operation. I joined the museum in 1997 and have been working towards producing a first class museum ever since, in spite of monetary and staff cutbacks. We have a tremendous collection and history here at Borden.

Pour tous ceux que ne me connaissent pas encore, permettez-moi de me présenter par le biais de mon introduction. Je suis le Directeur du Musée militaire de la Base de Borden. Le « MMBB » est un complexe de sept édifices qui hébergent les collections de l'armée de terre et de l'aviation. L'un d'eux, un hangar de la Première Guerre mondiale construit en 1917, a été classé « site historique national » car il fut le lieu de naissance de l'aviation militaire canadienne et de l'Aviation royale canadienne (RCAF). Comme Borden est également le lieu de naissance du Corps blindé canadien, nous possédons une grande collection du Corps blindé ainsi que de l'Intendance (RCASC). Nous possédons aussi des collections reliées

THE ORGANIZATION OF MILITARY MUSEUMS
OF CANADA, INC. (OMMC)

L'ORGANISATION DES MUSÉES MILITAIRES DU
CANADA INC. (OMMC)

MAILING ADDRESS / ADRESSE POSTALE

P.O. Box/C.P. 323
Ottawa (Gloucester), Ontario K1C 1S7
(613) 737-3223 Fax : (613) 737-0821
info@ommc.ca

President / Président

Marilyn Gurney
(902) 427-0550 Fax: (902) 427-6726
marcommuseum@forces.gc.ca

Vice-President / Vice-président

LCol (ret'd) Stu Beaton
(705) 424-1200 Fax: (705) 423-3623
beaton.sl@forces.gc.ca

Secretary / Secrétaire

Maj (ret'd) Vince Brown, CD
(613) 837-6216
vincebrown@intranet.ca

Treasurer / Trésorier

Maj Michel Litalien, CD
(613) 998-7054 Fax: (613) 990-8579
litalien.md@forces.gc.ca

Directors / Directeurs

Capt Marce Richard, CD (ret'd)
(506) 422-1304

Capt Wendy McKenzie, CD
(250) 851-4894 Fax: (250) 851-4891

Mr. Don Pearsons
(204) 833-2500 ext 6276 Fax: (204) 833-1215

Chris Colton
(613) 965-2208 Fax: 965-7352

Donald Manley
(250) 655-1158

Executive Director / Directeur exécutif

Ken Reynolds, PhD
(613) 737-3223 Fax: (613) 737-0821
ommc@rogers.com

Membership Services Officer / Agente du service au membres

Paulette Potvin
(902) 963-3760 Cellular (613) 293-9180
paulettepotvin@hotmail.com

DND Liaison Officer / Officier de liaison du MDN

Vacant

Special Advisor / Conseiller spécial

Maj (ret'd) Dick Malott, CD
(613) 829-0280 Fax: (613) 829-7673

à l'histoire de la plupart des corps de l'Armée de terre.

Peu après ma retraite de l'aviation en 1996, à titre de lieutenant-colonel, je me suis joint au musée, à la demande du Commandant de la base. Je connaissais déjà bien ce musée puisque j'y avais déjà siégé sur son Conseil consultatif. Le musée n'avait jamais eu un employé à temps pour en assumer la direction. J'ai donc joint ce musée en 1997 et me suis mis au travail dans l'objectif de faire de ce musée une organisation de première classe, malgré les coupures budgétaires et de personnels. Ici à Borden, nous sommes fiers d'avoir une histoire et une collection extraordinaires.

EXECUTIVE DIRECTOR /
DIRECTEUR EXÉCUTIF

OMMC Staff Positions for 2004

Inserted in this issue of the newsletter are advertisements from the OMMC for the organization's staff (paid) positions for the calendar year 2004. In September 2003 the Executive Committee agreed to the reorganization of the two current positions (Executive Director and Membership Services Officer) into three positions: Executive Director, Administrative Assistant and Newsletter Editor. A fourth component, an honorarium to the local host museum to assist with the preparation of the 2004 annual museum course, was also approved. Details of the three staff positions are provided in the insert. Applications for any of the positions should consist of a cover letter and resumé and must be sent to the OMMC's mailing address (P.O. Box/C.P. 323, Ottawa (Gloucester), Ontario, K1C 1S7) by the application deadline of 30 November 2003.

Postes du personnel de l'OMMC pour 2004

Vous trouverez en annexe à ce numéro du bulletin les renseignements relatifs aux

postes rémunérés disponibles au sein de l'OMMC pour l'année 2004. En septembre 2003, le Conseil exécutif s'est mis d'accord pour que les deux postes actuels (Directeur exécutif et Agent du service aux membres) soient réorganisés en trois postes : Directeur exécutif, Assistant administratif et Éditeur du bulletin de liaison. Un quatrième poste, honoraire, a également été approuvé pour assister le musée hôte à la préparation du cours annuel de 2004. Vous trouverez ci-inclus tous les détails pertinents aux trois postes. Les dossiers de candidatures pour ces postes doivent comprendre une lettre explicative (lettre-couverture), un curriculum vitae et doivent parvenir à l'adresse suivante : OMMC, C.P. 323, Ottawa (Gloucester), Ontario, K1C 1S7, au plus tard le 30 novembre 2003.

Canadian Heritage Information Network (CHIN)

“In its continuing effort to provide Canadian heritage institutions with ever more practical resources, CHIN is proud to have financed a new, free and bilingual Web site developed by the Cultural Resource Management Program at the University of Victoria.

Stemming from an earlier workshop, “From Concept to Blueprint”, offered by UVIC and sponsored by CHIN in January 2003, the new Web site, “Best Practices in Museum Web Site Design”, brings together questions and answers from that original workshop, while exploring in more detail the concept, design, and development of good educational Web sites from the perspective of the Canadian museum community. If you are planning or have already begun to develop your Web Site, be sure to consult the many tools, resources and examples at www.uvcs.uvic.ca/crmp/museumwebsites/index.cfm .”

Réseau canadien d'information sur le patrimoine (RCIP)

“Dans le cadre de ses efforts continus pour fournir aux établissements patrimoniaux canadiens des ressources encore plus pratiques, le Réseau canadien d'information sur le patrimoine (RCIP) est fier d'avoir financé un nouveau site Web bilingue et gratuit, conçu par le biais du Programme de gestion des ressources culturelles que l'University of Victoria (UVIC) met en oeuvre. Le nouveau site Web, « Pratiques exemplaires pour l'élaboration d'un site Web de musée », est issu de l'atelier « From Concept to Blueprint », offert en janvier 2003 par l'UVIC et parrainé par le RCIP. Le site contient des questions posées lors de l'atelier initial et les réponses qui y ont été apportées, et permet d'examiner de façon plus détaillée la définition, la conception et la réalisation de bons sites Web éducatifs, du point de vue du milieu muséal canadien. Si vous prévoyez créer un site Web ou si vous avez déjà entrepris d'en concevoir un, ne manquez pas de consulter les nombreux outils, ressources et exemples qui se trouvent à l'adresse Web suivante : www.uvcs.uvic.ca/crmp/museumwebsites/fr_index.cfm .”

MEMBERSHIP SERVICES OFFICER / AGENTE DU SERVICE AU MEMBRES

I am pleased to report that we had a successful course this year in Halifax. Many thanks to all those individuals who provided assistance with our course registration and smooth operation of the Kit Shop. Special thanks to Betty Pym-Hember, Sean and Martine Hunter for the great support and encouragement throughout the planning and smooth running of the course and were always ready to lend a hand to make our course a great success.

A virus was detected on the MSO's computer which created considerable delays in issuing final receipts or amended course certificates, and hopefully I have not lost any

of the data. Your patience and understanding is greatly appreciated.

Il me fait grand plaisir de vous informer que notre cours de cette année à Halifax a connu un grand succès. Un grand merci à toutes les personnes qui ont prêté main-forte lors de l'enregistrement au cours et dans les opérations du magasin de souvenirs (kit shop). Des remerciements particuliers vont à Betty Pym-Hember et à Sean et Martine Hunter pour leur grand soutien et pour leurs encouragements tout au long de la planification et lors du bon déroulement du cours. Ils furent toujours prêts à donner un coup de main pour faire de ce cours un grand succès.

Un virus fut détecté à l'intérieur de l'ordinateur de l'ASM, ce qui a occasionné un délai considérable pour l'émission de reçus ou pour corriger les certificats de cours. J'espère ne pas avoir perdu de données. Votre patience et votre compréhension sont grandement appréciées.

Chicken Soup for the Soul "Life's Rewards"

"Unless we take a chance or two in order to begin,
There's nothing we can hope to gain,
No prize that we can win.

We must accept uncertainty,
Must set our doubts aside,
Be brave enough to risk a loss
Or setback to our pride.

We should not be afraid of change,
Nor be afraid to dare –
If we just take a chance,
Life holds rewards beyond compare."

OMMC INC. MEMBER'S ACTIVITIES

The Royal Canadian Artillery Museum

(Shilo, Manitoba). – Colonel (ret'd) Ian Barnes, Chairman, RCA Museum Board of Directors, sent in the following:

"We have recently relocated to a newer building at CFB Shilo. The Colonel Commandant of the Royal Regiment of Canadian Artillery, cut the ribbon to the new building at a ceremony attended by 600 members of the Royal Canadian Artillery Association on 27 June, 2003. The move of the museum into its new location is phase one of a three phase renovation and construction project that will take place over the next two years. The cost of renovations and construction will be over \$4 million dollars. To date \$1.5 million has been raised towards the project and a capital fundraising project is underway to raise the rest. The new facility will triple the size of the museum's display and exhibit area and will provide the opportunity to display many of the over 50 antique World War II vehicles. As well as an expanded artillery gallery there will be three other galleries displaying the military history and heritage of Manitoba, the Canadian Army corps and branches and some of the Canadian war art."

Liz Copas (Surrey, England), daughter of Bill Carman, who passed away on 9 July 2003. – "William Young Carman F SA, F R Hist S. 1909-2003.

William Carman, known to his friends as Bill, was born in Ottawa, Canada, the son of a professional soldier. He moved with his family to Mortlake, London in 1922, and attended school in Barnes. His father's love of military uniforms and model soldiers inspired his lifetime interest and work. He trained at Richmond Art School where he met and married fellow art student, Consuelo in 1936.

Bill served as a regular in the Royal Artillery, Essex Regiment, during the 2nd World War. His active service was terminated when his unit was bombed during Axis hostility in Tobruk during the campaign

in the Middle East, but his artistic talent enabled him to join the experimental camouflage team in Cairo, providing the 'spoof vehicles' that were the basis of Monty's deceptive 'Army' at El Alamein.

On returning to his family in 1947, he began producing the finely modelled and detailed metal soldiers, which were sold through quality outlets such as Hamleys famous toyshop in London.

In 1950 he joined the Imperial War Museum, Lambeth as museum assistant. He belonged to many Military Societies, was a founder member of several and, as his expertise grew and his reputation as a military historian developed, became Chairman, President and Honorary/Life President of so many.

In 1965 he transferred to the National Army Museum, originally housed in an unused gymnasium in the grounds of Sandhurst Military Academy. Under the leadership of Field Marshall Sir Gerald Templer, he took the Museum's modest beginnings to the present site in Royal Hospital Road. He served he, as Deputy Director until his retirement in 1974.

Still very active in retirement, he continued in his love of military matters and was a major contributor to the militaria societies. He produced a prodigious list of books, renowned for their depth of knowledge and accuracy, as well as writing articles for such well known periodicals as *Military Illustrated*, and *Military Modelling*, in addition to the *Men at Arms* series of booklets.

He was one of the old school of historians, who knew how to glean snippets of information from old documents, catalogues and archives, and through thorough detective work, arrive at a sound, often novel conclusion. His accuracy and judgement were respected by all. He shared his knowledge and skills with generosity to everyone and his passing will long be lamented by his many friends and associates

throughout the world."

Bryan Nelson, Greenwood Military Aviation Museum (Greenwood, Nova Scotia). – Bryan sent a sad message noting that he had "received word that the former Wing Heritage Officer Comox, Mr. Joel Clarkson, was killed on the morning of the 17th of Sept. 2003. He died performing the job he loved FLYING! He was delivering supplies to a mining camp in the Yukon when the helo he was flying crashed.

Joel was an active member and a great supporter of both OMMC and CAPA during his time with the Comox Museum, attending all of the conferences he could manage."

CANADIAN NEWS

From the *Halifax Herald*, Anthony Cooper, "Greenwood museum acquires Argus trainer. Exhibit opens this week", 27 September 2003:

"Retired warrant officer Don Riswold served on an Argus aircraft for more than a decade during the Cold War, tracking Russian submarines over the major oceans. "Every piece of electronic equipment emits a frequency," he said, explaining what he would have observed at his old console. "This equipment detects signals, finds the direction they're coming from and tracks them down."

Mr. Riswold and every other Canadian aircrew member from 1961-81 honed their skills on a single Argus simulator built from an old Argus fuselage at Greenwood. Retired major-general Ian Patrick, head of the Greenwood Military Aviation Museum, said the simulator was vital to the training of Argus crewmen. "It was nice to be able to make mistakes, (then) stop and think about it before you move on," he said. "Which of course you couldn't do in flight."

The base neglected to hold on to the tactical crew procedure trainer when the Argus was replaced by the Aurora in the early 1980s, but now it's back, thanks to the Atlantic Canada Aviation Museum, which donated the simulator. The exhibit opened this week at the Greenwood museum after being cleaned, polished, fitted with a mannequin aircrew and filled with the recorded audio chatter of actual Argus missions during the Cold War. "I enjoy the sound," Mr. Riswold said at his old controls inside the simulator tube. "It brings back memories." Mr. Patrick said originally there would have been another simulator for the pilots and flight engineers attached to the front of the crew trainer. The museum hopes to get that piece back as well some day from the Atlantic museum, he said. Retired colonel Douglas Beamon, who cleared and accepted the simulator from the contractor in 1961, said it looked even better today on the outside than it did back then. Museum volunteers and community members cleaned years of dust from the trainer and repainted air force decals on the shiny hull. Wing Cmdr. Gerry Morey said the exhibit was made possible by the "10 per cent inspiration and 90 per cent perspiration" of museum and military personnel, volunteers and the community at large."

PROFESSIONAL DEVELOPMENT

"Balancing Museum Technology and Transformation", hosted by the Museum Computer Network 2003, Las Vegas, Nevada, November 5-8, 2003. For details visit: www.mcn.edu/Mcn2003/index.html.

"Exhibitions as contested sites: the role of museums in contemporary society" is a three-year Australian and international research project funded by the Australian Research Council with partners the University of Sydney History Department;

the Australian Museum, Sydney; and the Australian War Memorial, Canberra.

The project is investigating the current and potential roles of museums around contentious topics and as civic spaces, with an emphasis on how institutions can deal effectively with the challenge of developing exhibitions on these subjects. This website contains information about and resources related to the research project, www.amonline.net.au/amarc/contested/.

You are invited to actively participate in the project through completing an online survey about current and potential roles of museums as civic spaces, www.amonline.net.au/amarc/contested/survey.htm, by adding your own controversy, www.amonline.net.au/amarc/contested/add.cfm, and through a workshop "Timeliness and Relevance – museums and current events" lead by Elaine Heumann Gurian, an industry symposium to be held on Thursday 27th and Friday 28th November 2003 at the University of Sydney, Sydney, Australia in conjunction with the Museums and Galleries Foundation of NSW, www.amonline.net.au/amarc/contested/symposium.htm.

"Looking In, Reaching Out", hosted by the Canadian Museums Association, Quebec City, Quebec, April 28 – May 2, 2004. "The theme of the 2004 Conference, Looking In, Reaching Out, encourages reflection on the vast areas of knowledge and expertise which continue to enrich museums in the areas of collecting, conservation and research, while also highlighting the challenges faced today. In addition, the theme encourages discussion of issues and challenges related to the promotion of museums and their information resources at the local, regional, national and international levels. Discussion of this dual responsibility also invites reflection on the many ways of connecting internal knowledge and knowledge dissemination, in order to ensure that museums remain a vital

information resource well into the twenty-first century, and beyond. For further information contact: Sue-Ann Ramsden, Conference Co-ordinator, (416) 231-1251 or sramsd@museums.ca.

““Emergency Preparedness, Response and Salvage”, SPNHC 2004 – 19th annual meeting of the Society for the Preservation of Natural History Collection, hosted by the American Museum of Natural History New York, May 11-16, 2004. The theme of the 19th annual meeting is Emergency Preparedness, Response and Salvage and as part of this year’s activity we will be devoting one day of the conference’s technical sessions to talks focusing on issues relating to emergency preparedness and response. In addition, a one-day workshop that deals with practical issues encountered in responding to the first 24 hours after a disaster, the most critical time period, will follow the meeting. For more information, visit www.spnhc.org and follow the links to SPNHC 2004.”

INSPIRATION

“A Janitor's 10 Lessons in Leadership”, by Colonel James Moschgat, 12th Operations Group Commander, USAF:

“William "Bill" Crawford certainly was an unimpressive figure, one you could easily overlook during a hectic day at the U.S. Air Force Academy. Mr. Crawford, as most of us referred to him back in the late 1970s, was our squadron janitor.

While we cadets busied ourselves preparing for academic exams, athletic events, Saturday morning parades and room inspections, or never-ending leadership classes, Bill quietly moved about the squadron mopping and buffing floors, emptying trash cans, cleaning toilets, or just tidying up the mess 100 college-age kids can leave in a dormitory. Sadly, and for many

years, few of us gave him much notice, rendering little more than a passing nod or throwing a curt, "G'morning!" in his direction as we hurried off to our daily duties.

Why? Perhaps it was because of the way he did his job—he always kept the squadron area spotlessly clean, even the toilets and showers gleamed. Frankly, he did his job so well, none of us had to notice or get involved. After all, cleaning toilets was his job, not ours. Maybe it was his physical appearance that made him disappear into the background. Bill didn't move very quickly and, in fact, you could say he even shuffled a bit, as if he suffered from some sort of injury.

His gray hair and wrinkled face made him appear ancient to a group of young cadets. And his crooked smile, well, it looked a little funny. Face it, Bill was an old man working in a young person's world. What did he have to offer us on a personal level?

Finally, maybe it was Mr. Crawford's personality that rendered him almost invisible to the young people around him. Bill was shy, almost painfully so. He seldom spoke to a cadet unless they addressed him first, and that didn't happen very often. Our janitor always buried himself in his work, moving about with stooped shoulders, a quiet gait, and an averted gaze. If he noticed the hustle and bustle of cadet life around him, it was hard to tell. So, for whatever reason, Bill blended into the woodwork and became just another fixture around the squadron. The Academy, one of our nation's premier leadership laboratories, kept us busy from dawn till dusk. And Mr. Crawford...well, he was just a janitor.

That changed one fall Saturday afternoon in 1976. I was reading a book about World War II and the tough Allied ground campaign in Italy, when I stumbled across an incredible story. On September 13, 1943, a Private William Crawford from Colorado, assigned to the 36th Infantry Division, had been involved in some bloody fighting on Hill 424 near Altavilla, Italy. The

words on the page leapt out at me: "in the face of intense and overwhelming hostile fire ... with no regard for personal safety ... on his own initiative, Private Crawford single-handedly attacked fortified enemy positions." It continued, "for conspicuous gallantry and intrepidity at risk of life above and beyond the call of duty, the President of the United States..." "Holy cow," I said to my roommate, "you're not going to believe this, but I think our janitor is a Medal of Honor winner."

We all knew Mr. Crawford was a WWII Army vet, but that didn't keep my friend from looking at me as if I was some sort of alien being. Nonetheless, we couldn't wait to ask Bill about the story on Monday. We met Mr. Crawford bright and early Monday and showed him the page in question from the book, anticipation and doubt in our faces. He stared at it for a few silent moments and then quietly uttered something like, "Yep, that's me."

Mouths agape, my roommate and I looked at one another, then at the book, and quickly back at our janitor. Almost at once we both stuttered, "Why didn't you ever tell us about it?" He slowly replied after some thought, "That was one day in my life and it happened a long time ago." I guess we were all at a loss for words after that. We had to hurry off to class and Bill, well, he had chores to attend to. However, after that brief exchange, things were never again the same around our squadron. Word spread like wildfire among the cadets that we had a hero in our midst – Mr. Crawford, our janitor, had won the Medal! Cadets who had once passed by Bill with hardly a glance, now greeted him with a smile and a respectful, "Good morning, Mr. Crawford." Those who had before left a mess for the "janitor" to clean up started taking it upon themselves to put things in order. Most cadets routinely stopped to talk to Bill throughout the day and we even began inviting him to our formal squadron functions. He'd show up dressed in

a conservative dark suit and quietly talk to those who approached him, the only sign of his heroics being a simple blue, star-spangled lapel pin.

Almost overnight, Bill went from being a simple fixture in our squadron to one of our teammates. Mr. Crawford changed too, but you had to look closely to notice the difference. After that fall day in 1976, he seemed to move with more purpose, his shoulders didn't seem to be as stooped, he met our greetings with a direct gaze and a stronger "good morning" in return, and he flashed his crooked smile more often. The squadron gleamed as always, but everyone now seemed to notice it more. Bill even got to know most of us by our first names, something that didn't happen often at the Academy. While no one ever formally acknowledged the change, I think we became Bill's cadets and his squadron. As often happens in life, events sweep us away from those in our past.

The last time I saw Bill was on graduation day in June 1977. As I walked out of the squadron for the last time, he shook my hand and simply said, "Good luck, young man." With that, I embarked on a career that has been truly lucky and blessed. Mr. Crawford continued to work at the Academy and eventually retired in his native Colorado where he resides today, one of four Medal of Honor winners living in a small town.

A wise person once said, "It's not life that's important, but those you meet along the way that make the difference." Bill was one who made a difference for me. While I haven't seen Mr. Crawford in over twenty years, he'd probably be surprised to know I think of him often. Bill Crawford, our janitor, taught me many valuable, unforgettable leadership lessons. Here are ten I'd like to share with you:

1. Be Cautious of Labels. Labels you place on people may define your relationship to them and bound their potential. Sadly, and for a long time, we labeled Bill as just a

janitor, but he was so much more. Therefore, be cautious of a leader who callously says, "Hey, he's just an Airman." Likewise, don't tolerate the O-1, who says, "I can't do that, I'm just a lieutenant."

2. Everyone Deserves Respect. Because we hung the "janitor" label on Mr. Crawford, we often wrongly treated him with less respect than others around us. He deserved much more, and not just because he was a Medal of Honor winner. Bill deserved respect because he was a janitor, walked among us, and was a part of our team.

3. Courtesy Makes a Difference. Be courteous to all around you, regardless of rank or position. Military customs, as well as common courtesies, help bond a team. When our daily words to Mr. Crawford turned from perfunctory "hellos" to heartfelt greetings, his demeanor and personality outwardly changed. It made a difference for all of us.

4. Take Time to Know Your People. Life in the military is hectic, but that's no excuse for not knowing the people you work for and with. For years a hero walked among us at the Academy and we never knew it. Who are the heroes that walk in your midst?

5. Anyone Can Be a Hero. Mr. Crawford certainly didn't fit anyone's standard definition of a hero. Moreover, he was just a private on the day he won his Medal. Don't sell your people short, for any one of them may be the hero who rises to the occasion when duty calls. On the other hand, it's easy to turn to your proven performers when the chips are down, but don't ignore the rest of the team. Today's rookie could and should be tomorrow's superstar.

6. Leaders Should Be Humble. Most modern day heroes and some leaders are anything but humble, especially if you calibrate your "hero meter" on today's athletic fields. End zone celebrations and self-aggrandizement are what we've come to expect from sports greats. Not Mr. Crawford—he was too busy working to celebrate his past heroics. Leaders would be

well served to do the same.

7. Life Won't Always Hand You What You Think You Deserve. We in the military work hard and, dang it, we deserve recognition, right? However, sometimes you just have to persevere, even when accolades don't come your way. Perhaps you weren't nominated for junior officer or airman of the quarter as you thought you should – don't let that stop you.

8. Don't Pursue Glory; Pursue Excellence. Private Bill Crawford didn't pursue glory; he did his duty and then swept floors for a living. No job is beneath a Leader. If Bill Crawford, a Medal of Honor winner, could clean latrines and smile, is there a job beneath your dignity? Think about it.

9. Pursue Excellence. No matter what task life hands you, do it well. Dr. Martin Luther King said, "If life makes you a street sweeper, be the best street sweeper you can be." Mr. Crawford modeled that philosophy and helped make our dormitory area a home.

10. Life is a Leadership Laboratory. All too often we look to some school or PME class to teach us about leadership when, in fact, life is a leadership laboratory. Those you meet everyday will teach you enduring lessons if you just take time to stop, look and listen. I spent four years at the Air Force Academy, took dozens of classes, read hundreds of books, and met thousands of great people. I gleaned leadership skills from all of them, but one of the people I remember most is Mr. Bill Crawford and the lessons he unknowingly taught. Don't miss your opportunity to learn.

Bill Crawford was a janitor. However, he was also a teacher, friend, role model and one great American hero. Thanks, Mr. Crawford, for some valuable leadership lessons.

And now, for the "rest of the story..." Private William John Crawford was a platoon scout for 3rd Platoon of Company L,

142nd Regiment, 36th Division (Texas National Guard), and won the Medal Of Honor for his actions on Hill 424, just 4 days after the invasion at Salerno. On Hill 424, Private Crawford took out 3 enemy machine guns before darkness fell, halting the platoon's advance. Private Crawford could not be found and was assumed dead. The request for his MOH was quickly approved. Major General Terry Allen presented the posthumous MOH to Bill Crawford's father, George, on 11 May 1944 in Camp (now Fort) Carson, near Pueblo. Nearly two months after that, it was learned that Private Crawford was alive in a POW camp in Germany. During his captivity, a German guard clubbed him with his rifle. Bill overpowered him, took the rifle away, and beat the guard unconscious. A German doctor's testimony saved him from severe punishment, perhaps death. To stay ahead of the advancing Russian army, the prisoners were marched 500 miles in 52 days in the middle of the German winter, subsisting on one potato a day. An allied tank column liberated the camp in the spring of 1945, and Private Crawford took his first hot shower in 18 months on VE Day. Private Crawford stayed in the army before retiring as a MSG and becoming a janitor. In 1984, President Ronald Reagan officially presented the Medal of Honor to Bill Crawford.

MURPHY'S LAWS OF COMBAT OPERATIONS (from Dr. Jack Atwater)

21. The easy way is always mined.
22. Teamwork is essential; it gives the enemy other people to shoot at.
23. Don't look conspicuous; it draws fire.
24. Never draw fire; it irritates everyone

around you.

25. If you are short of everything but the enemy, you are in the combat zone.
26. When you have secured the area, make sure the enemy knows it too.
27. Incoming fire has the right of way.
28. No combat ready unit has ever passed inspection.
29. No inspection ready unit has ever passed combat.
30. If the enemy is within range, so are you.
31. The only thing more accurate than incoming enemy fire is incoming friendly fire.
32. Things that must be shipped together as a set, aren't.
33. Things that must work together, can't be carried to the field that way.
34. Radios will fail as soon as you need fire support. (Corollary: Radar tends to fail at night and in bad weather, and especially during both).
35. Anything you do can get you killed, including nothing.

36. Make it too tough for the enemy to get in, and you won't be able to get out.

37. Tracers work both ways.

(to be continued)