

GENERAL RONALD R. FOGLEMAN

25 AUGUST 1992 TO 18 OCTOBER 1994

Air Force General Ronald R. Fogleman's top priority as USTRANSCOM commander was to prepare the command to exercise the authorities and responsibilities Secretary of Defense Richard B. Cheney had given it in February 1992: to execute air, land, and sea transportation for the Department of Defense (DOD) in peace and war.

In 1993, the provisions in Secretary Cheney's memo were codified in a DOD directive. General Fogleman created a Directorate of Program Analysis and Financial Management to manage the revolving business fund through which USTRANSCOM's operations were funded. He also directed preparation of the "Ought To Be" Defense Transportation System for the Year 2010 to conceptualize how the Defense Transportation System should evolve, and he set up a strategic planning process.

When USTRANSCOM received the mission of integrating medical regulating and patient movement for DOD, General Fogleman established the Global Patient Movement Requirements Center. The command restructured the way patients were regulated and evacuated and redesigned the command and control system that managed the process. The new TRANSCOM Regulating and Command & Control Evacuation System integrated separate processes for managing patients in overseas theaters and the continental United States into one global system.

General Fogleman also established the Joint Intelligence Center-Transportation to provide USTRANSCOM and its components with integrated transportation intelligence. He continued to deploy Total Quality Management ideas throughout the command and conducted the first unified command self-assessment using Malcolm Baldrige National Quality Award scoring criteria.

To improve readiness, General Fogleman revitalized the Civil Reserve Air Fleet (CRAF) program. Participation in the program had dropped following the activation of CRAF in the Persian Gulf War. The war also revealed deficiencies in the Ready Reserve Force that General Fogleman addressed by adding roll-on/roll-off ships to the fleet and developing new policies on readiness standards and strategic berthing.

USTRANSCOM continued its high operating tempo under General Fogleman. The command provided support for the US-led United Nations intervention in Somalia to create a protected environment for the delivery of humanitarian aid; humanitarian assistance for Rwandan refugees; and military operations to restore the ousted democratic government of Haiti.



At home, USTRANSCOM contributed to disaster relief following Hurricanes Andrew and Iniki, Typhoon Omar, and floods in the Midwestern United States. Because of the command's new peacetime authorities, General Fogleman could direct the components to position mobility assets in advance of execution orders to expedite response time.

General Fogleman departed USTRANSCOM with the conviction that "the two years I spent as Commander of Air Mobility Command and Commander in Chief of US Transportation Command were the most rewarding of my career." However, his career was not over yet--he became the fifteenth Chief of Staff of the Air Force, the first Air Force Academy graduate and USTRANSCOM commander to attain that position.

