

Voiceover: This program is sponsored by Motorola Solutions.

(Theme music)

Voiceover: The following is a production of the Pritzker Military Museum and Library. Bringing citizens and citizen soldiers together through the exploration of military history, topics, and current affairs, this is *Pritzker Military Presents*.

(Applause)

Schwan: Welcome to *Pritzker Military Presents* with General Norton and Suzie Schwartz discussing the book *Journey: Memoirs of an Air Force Chief of Staff*. I'm your host John Schwan, and this program is coming to you from the Pritzker Military Museum and Library in downtown Chicago. It is sponsored by Motorola Solutions. This program and hundreds more are available on demand at PritzkerMilitary.org. Almost forty years ago General Norton Schwartz driven by his dysfunctional home life applied to the Air Force Academy. The air force provided him with a new family and a sense of worth he had never earned from his own father. Schwartz's time in the air force yielded a remarkable career taking him to Alaska, the Pentagon, Germany, and to Florida during Hurricane Opal. His career has also allowed him to work alongside Presidents Bush and Obama and Secretaries of Defense Leon Panetta and Ashton Carter. His hard work and dedication eventually led to his selection as the first non-fighter or bomber pilot to become US Air Force Chief of Staff. Throughout his career his wife Suzie Schwartz traveled alongside him as support for the military families under his purview. In their book *Journey: Memoirs of an Air Force Chief of Staff*, Norton and Suzie chronicle the phenomenal story of the evolution of the US Special Operations and the controversial new technologies that have allowed America to build new capabilities in remote aircraft and cyber warfare. It is also an insight into the impact on military families and weathering challenges as a family. General Norton Schwartz is a US Air Force Academy graduate and holds a masters degree in business administration from Central Michigan University. A command pilot with more than 4400 flying hours in a variety of aircraft, Schwartz participated as a crewmember in the 1975 airlift evacuation of Saigon and in 1991 served as chief of staff of the Joint Special Operations Task Force for northern Iraq in Operations Desert Shield and Desert Storm. Prior to presuming his position as chief, General Schwartz commanded his US transportation command where he was the single manager for global land and sea transportation for the Department of Defense. General Schwartz was sworn in on August 12, 2008 as the US Air Force chief of staff and served until his retirement in 2012. In 2013 he joined business executives for national security as president and CEO. Suzie Schwartz is the vice president for Military Spouse Programs for Victory Media, the publisher of *Military Spouse Magazine*. She has long been a champion for military spouses and families, working to support them in achieving their goals. A graduate of the University of Arkansas, she began her professional career as a special education teacher. While at Scott Air Force Base she worked with the Fisher House Foundation to establish a comfort home for the VA hospital in St. Louis and more recently was instrumental in the establishment of another Fisher House facility at Dover Air Force Base in Delaware. She has served as an Air Force Aid Society board member, performed key roles on the Air Force Charity Ball committee. She also actively participated in the White House joining forces initiative with a purpose to mobilize all sectors of American societies to support the military community. Please join me in welcoming to the Pritzker Military Museum and Library General Norton Schwartz and Suzie Schwartz.

(Applause)

Schwan: The book Journey of an Air Force Chief of Staff--Suzie, I'd like to start with you. Why did you write the book, and what did you hope to achieve by telling the story?

S. Schwartz: Sure. That's a great question because I'm the one person that didn't want to write the book. So, everyone thinks it was my idea, and it absolutely was not. And I'm not the outgoing one. I'm the social butterfly of the two of us, trust me, but I was uncertain about that just because we were not normal air force, and I sort of didn't want to subject him to criticism. But once it got going, I was pretty much into it, and it was nice to have my perspective. And in fact during the reception somebody said they had never read a military memoir that actually included both of them in it, so I'm happy that I did. And I hope I show that we're not just standing behind them smiling, that we actually can make a difference.

N. Schwartz: I agree with that.

Schwan: That's your support for her.

N. Schwartz: Well, you know, it's true that it took four years to put this together. It was not a light lift frankly, but it actually, I think, turned out to be something that we were proud of. It had two major purposes I think fundamentally. One was that we thought there might be a message and perhaps a model for future military couples. Suzie was a professional in the hotel business for many years and of course then devoted herself to air force families, so this is not atypical of modern military couples today. So the message for couples. And then there were some decisions that we took during my tenure that some didn't turn out that well, frankly, but we thought it would be important to share the thought process that we used for making those choices in a professional context and that perhaps successors might find those insights useful. So those were the two motivations. One, the couples' side of things, and the other, how did we go about making choices and decisions for our air force.

Schwan: Since you brought it up, let's talk about the love story aspect of this. How did you meet, Suzie?

S. Schwartz: We both went out on blind dates, and on New Year's Eve. And I was home before midnight, which is a sign that mine did not go well. And so my friend had met Nort at this same event, a good girlfriend, and then she went out with him months later. But then she called me the night she got home from the date and said, "I've met the man for you." So I guess that's a good friend, or Nort was a reject, but I don't know which.

N. Schwartz: Probably both.

S. Schwartz: So she finagled ways that I could meet Nort, and I come to find out that we lived in the same apartment complex in north Little Rock Arkansas. And we found that out by searching at night with our flashlights. I don't know if anybody else did that in college, but that's how we found where people lived in college, is driving around to mailboxes and looking. I don't know why we did that anyway, but we did. And she invited him to a wedding where I was the maid of honor so he could see me dressed up, and he came, which I think is probably the most unbelievable thing of that whole story. This is a southern wedding, there's not a big party afterwards, there's cake and punch underneath the church, and he didn't know the bride or the groom or anybody, but he came. And we started dating and continued to date after that. So that's how we met.

N. Schwartz: So Angie was in a--Angie was the gal that--Suzie's friend that I dated, and we're grateful to her.

Schwan: Are you still friends with her?

S. Schwartz: Yes.

N. Schwartz: Yup.

Schwan: You never know how these things--

N. Schwartz: That's right.

Schwan: You can't do the end this quick, you really can't. Norty, why did you decide to join the military?

N. Schwartz: I always had an inclination toward public service I think. And of course this is in the late 60s, and the reality was that--my dad sold typewriters for a living. The old Olivettis, the Royals, the Underwoods, the manuals. Folks--

S. Schwartz: I'm not sure anybody knows what those are.

N. Schwartz: That's right, but those were typewrites. And my older brother was in school in New York, and we weren't all that well to do. And so I--the deal was Dad couldn't quite swing having both of us in school, so either I got a ride or I waited out two years, which was the plan frankly. But someone--one of the counselors at school knew that I had an interest in aviation and suggested that I apply to Annapolis. By the way, I grew up in a small town in South Jersey so we knew of Annapolis. And we did that, and then late in the game someone else suggested applying to the air force academy. The interesting thing was at the time I didn't know where Colorado was, much less Colorado Springs. But it turned out that I didn't get into Annapolis, which has been the source of some jest between me and my navy counterparts over the years. But I was a first alternate to the Air Force Academy, and the young fellow that was the primary choice of Congressman Cahill at that time, then governor of New Jersey--his name was Steve Manning, and he was the quarterback of the high school football team in the town adjacent to ours, Brick Township, which for those of you from New Jersey area, you know that Brick Township was the football powerhouse of South Jersey in those days. The problem was that Steve had a bad knee, and he couldn't pass the entrance physical. So I got in because of his misfortune. And then interestingly Manning went on to be a division two all American anyway. So the question really is, did the air force get the best deal on this? We're not quite sure, but the bottom line is I was the first alternate, and because of his misfortune, I got in.

Schwan: I would say the air force got the best of the deal. I take it you couldn't get in the infantry?

(Laughter)

N. Schwartz: You know, I actually--

Schwan: There's a booing out there.

N. Schwartz: Right. And there's at least one person in the audience who knows a little bit about my background with special tactics. We appreciate the folks that can--that are the warriors on the ground.

Schwan: A question I have to ask--you were involved in the evacuation in Vietnam. Where did you take them out of?

N. Schwartz: The first mission, we went into Tan Son Nhut. And that was actually fairly uneventful. The second mission, we went into Bien Hoa. And that was not so uneventful. There the base was under attack at the time, and you know, it was crazy on the ground. And I was in the right seat, but the left seat pilot was a captain by the name of Dave Antoon who was probably the most experienced instructor in the squadron and therefore had to put up with me in the right seat, but it was one of those seminal experiences where we got to understand what air lift, tactical air lift in particular, really does. We took 300 people on pallets out of Vietnam that day. And you know, the C-130's not that big an airplane. 300 people in the back is sardine-can kind of loading.

S. Schwartz: I can't even imagine.

N. Schwartz: 300 people. We took that airplane to Guam, so it's a five-hour trip from Bien Hoa or so to Guam. And we're coming into Guam, and we're clear to land, and there's an airplane on the runway. C-141 as a matter of fact. And so this wasn't gonna work, and so we had to take it around. And as soon as the power came in to take the airplane back around for landing, everyone in the back, what we used to call, blew their

cookies--it was inevitable, it was predicable, but it was not a pleasant place in the back of the airplane with 300 people in the back of the airplane not feeling well. And I'll never forget, we had to wash out the inside of the airplane that night, but the key point of that story really was to see how grateful they were nonetheless, escaping I think what they believed was a very uncertain future.

Schwan: Did you go back again, a few more lifts? That was it.

N. Schwartz: No. There were two missions that we flew. One to Tan Son Nhut and one to Bien Hoa.

Schwan: Were you involved in selecting who got on?

N. Schwartz: No, no, this was done by the ground party, and it wasn't a pretty one. The first one, Tan Son Nhut, was pretty well organized. Bien Hoa was not. And so you know, our loadmasters had basically when we were more than we could handle had to say no more, and that was an emotional experience to be sure.

Schwan: And obviously impacted you. By the same token, I happened to--as a minor aside--the current general in charge of the first cav was a Vietnamese who was on that airstrip.

S. Schwartz: Wow.

Schwan: And I --at the reunion I couldn't believe it.

N. Schwartz: We know one of the chairmen for former special assistance who's now retired was also a Vietnam escapee. So I think there's a message in that, that we're better for those escapees actually.

Schwan: The mission had value. No question.

N. Schwartz: You bet.

Schwan: What was it like to be the wife of a young air force officer and a pilot?

S. Schwartz: Sure. It was not what I thought it was gonna be like, how about that. I was a brat, so I thought I knew, so I was stupid. So we moved to Fort Walton Beach, 1981. First time we had a fight, I got mad, and I got in my car, and I drove to the mall, and the mall was about ten stores, so I was home like in half an hour. And that defeated my purpose somehow, that wasn't right, and there wasn't anything to buy in that mall either, so that was not a good thing. I wasn't prepared to be the spouse, how about that? I really was not. Just a small story. We got married on a Saturday night in Little Rock. We had our reception. The cruises in those days left on Saturday nights. Now they're smarter, and they leave on Sunday so you can get to them. So we had a week in between. So on Sunday we drove eleven hours to Fort Walton Beach, Florida, and Monday morning at 6am, he's at work. And I don't know where, I don't have a phone number, I would never call him if I knew the number anyway, 'cause that was very bad. And so there I am in this house that he bought, and I left my car, my job, my apartment, and, woh. So I cried every day, and then figured it out. It didn't take me long, and I figured out--I finally made some friends. But I had to go to the wives club, which I didn't want to. That was what my mother did. And I didn't want to go. And the first one I went to I met my friend Honey Jennings--

N. Schwartz: Forever.

S. Schwartz: --who is my friend today. And I'm so glad that I did, and I see her every time that we're in Fort Walton. And she still lives in the same house. I don't know how that's possible, but she does. And so I slowly figured it out. But it wasn't the life I thought it was gonna be. And I then I wanted him to get out, so I used to cut out ads from the back of, I think, the air force magazine maybe. That were United--

N. Schwartz: No, it was actually Braniff and Eastern.

S. Schwartz: Braniff and Eastern. Yeah, he always reminds me that it was two airlines that didn't last very long. Imagine what would have happened had he left. But I used to

cut out the physical little ad and literally place it in his seat of his car so that maybe he'd see it in the morning. But it didn't work.

N. Schwartz: I saw them.

S. Schwartz: He never said anything. And he never said a peep. He just tossed them aside, and he never said one word.

Schwan: Did they have any support group at Fort Walton Beach for the wives?

S. Schwartz: You know, yes. They had the spouse club. And people think--people make fun of them and think that they were old school, and they were not because they were what we needed at the time. You didn't Skype. You didn't do any of that. They didn't tell you where they were going, and they most certainly didn't tell you how to get a hold of them. And they really didn't tell you when they were coming home either. So they did have that. They didn't have outside things. There weren't community groups that were all supportive, like they do today. But we had each other through the spouse club.

N. Schwartz: And I would just add that I was gone for nine of the first fifteen months that we were married. It was--you might recall that there--after the first desert one mission there was an effort, a preparation for a second attempt. And I had some association with that, and so we were out of town for a good deal of time. And so you know, Sue sort of had a--the situation she described, but it was in those days, as Suzie suggested, you never called the squadron. You never called your spouse. It was different than it is today, and I might just emphasize that that' one of the reasons why maybe our book can connect with today's families, that you know, it didn't start perfectly for us, I think it's fair to say, and I'm lucky that Suzie didn't kick me to the curb, because she had many opportunities. But the bottom line is, you know, military families are unique, they have many challenges. We had a few, and maybe there's a story here for them.

Schwan: How often did you move?

S. Schwartz: We moved every two years, and then some. Two years was the longest we lived anywhere until the very, very end. And so I never even had those three years--some people had those three year assignments early, but we didn't get those. I don't know who got those, but it wasn't us. So I was not totally prepared for that. And then I thought I was gonna be a school teacher. I thought that would be easily transferable, and it most assuredly was not. And--

Schwan: How did they--go ahead, you wanted to say some more.

N. Schwartz: I was just gonna say, back in the day credentials in professions like teaching or others didn't transfer from state to state. That's something that we have worked hard to fix with the current generation. But that was an obstacle to employment for spouses in those days.

S. Schwartz: Right. So I went--this is a seminal moment in my life, I think. I went from them going out to your car, seeing if you had a sticker on your car, from them just rejecting your resume because they could see that you were moving all the time. So that was the beginning of my journey married to my husband. And then at the end I sat in the US Chamber of Commerce building where Mrs. Obama and Mrs. Biden rolled out their part of Joining Forces, and it was the Military Spouse Employment Partnership, which is still alive today, and I sat on the front row with Nort and balled my eyes out. And he was like, "What in the world is wrong with you? This is not like a Wounded Warrior event or anything. This is a happy event." But I sat there, and I was crying tears of joy to think that in my lifetime I would see businesses, organizations say that they will actively pursue the employment not just of veterans but of military spouses as well. And that was a happy, happy moment for me.

(Applause)

S. Schwartz: Thank you.

Schwan: How often were you deployed overseas in your--

N. Schwartz: A dozen times probably. You know, the one that was the most challenging I think was--Suzie worked for Hyatt for many years, and it was at a point in time when I was going to go to European Command in Stuttgart. And this was a seminal moment in her career path, and so Suzie stayed in Washington to pursue that opportunity, and I went Class B to Stuttgart. Of course, Desert Shield/Desert Storm occurred during that period, and so it was one of those things where I probably would have been not home in any case. But the bottom line is, I'll never forget one funny thing happened. On the very first night that I was in Stuttgart, I get a call from Suzie, and you know it was like six hours difference, so it's like two in the morning. And Suzie says that--we had a diesel in those days, okay. Never had one since. But she calls and says that the diesel is not running. Remember?

S. Schwartz: Oh yeah, I remember.

N. Schwartz: And it turned out that we got a mix-up on the fuel for the diesel. And I thought to myself in Stuttgart, "Now, how am I gonna help Suzie from here?" Remember that?

S. Schwartz: Oh, yeah.

N. Schwartz: So that was the first night of our voluntary separation.

Schwartz: And I take it you were no help.

S. Schwartz: No, he was no help. Yeah, no. No help.

Schwartz: Okay. Suzie, I could tell you wanted to say that.

S. Schwartz: Yeah, he was no help at all.

Schwartz: You figured it out yourself.

N. Schwartz: Suzie took care of it as she did with so many things.

S. Schwartz: Right, right.

Schwartz: Norty, how many different aircraft did you fly?

N. Schwartz: Well, I was very fortunate in that I was a C-130 transport guy in the beginning, but I migrated to special operations in 1980 and spent twenty-five years in that business more or less. And so I got to fly every version of the Herc, the Hercules in the special ops business from the gunship to the Talon to the King, the tanker, and so on and so forth. And then later in life I also not very good at it, but got to fly the special ops helicopters as well. For us it was the MH-53 and the MH-60 versions of the Blackhawk.

Schwartz: Did you fly them on mission for special ops?

N. Schwartz: Yes, the short answer is, particularly as a younger fella, when I was flying the fix-wing platforms. We had a number of things to do, as some of the people here in the audience know. And I guess I would just mention that the fortune that I had was that, you know, we were--I was part of the post-Desert One generation. Several of my colleagues, my counterparts, my contemporaries were Desert One veterans. Pete Schoemaker, in case and point, Doug Brown, others. On the navy side Eric Olson was a member of that generation. And what happened was that this group of captains in those days, you know, basically decided that what happened at Desert One would never happen again. And it took thirty years to achieve redemption, but in May 2011, I remember Suzie and I were upstairs in the bedroom in our house as the chief at the time, and listen to the president indicate that a mission had gone into Abbott Abad to take down Bin Laden had been successful, and that it clearly--it didn't go as planned. But what happened was that in the intervening thirty years, we built resilience and the ability to improvise and the ability to pursue the mission despite disruptions and the absence of perfect planning. And so, yeah, the Bin Laden mission for my generation was redemption.

Schwartz: Did they upgrade the aircraft by that time?

N. Schwartz: Oh sure.

Schwartz: --in terms of what you were flying--why don't you put us in--

S. Schwartz: But let me finish telling--the email that he got that night said they let the Cadillac out of the garage, and that kind of said it all.

N. Schwartz: That said it all. And it was, you know, it was a great moment, and I think it's one of those things again that Suzie grew up in that business as well, early reluctantly, but later devoted like all were, and it's a wonderful thing that this country still has and will always have in my view, the premier special operations capability on the planet. And the lesson that we took away from that searing experience on the 25th of April 1980 in the desert southwest of Tehran was that if we do not perform, even presidencies can fail. That's the gravity of the work that the people in this community perform. And so it was my privilege, and I think Suzie would agree with that, for us to serve in that community for so many years.

Schwan: And you were part of the whole planning process also?

N. Schwartz: It's interesting. The short answer is no. I--we had--the chiefs were not open to this mission. Okay? The joint chiefs were not open to the Bin Laden mission. However I was in my office one day, and I got a call on our secure line from the vice chairman. And the vice chairman said, "I can't tell you why, but I assure you this is real. It's legit. I need you to prepare a certain number of the weapons that we had in Ogden Air Force Base in Utah that were non-attributable." In other words they didn't have US markings and so on and so forth. So I said, "Okay." And so I called out to the two-star that runs the Ogden Air Logistics area, and I said, "I can't tell you why--
(Laughter)

N. Schwartz: --"but this is your chief calling, and it's legitimate. I need you to prepare x-number of weapons," which we did. And so I had an intuition that something was percolating, but clearly the decision was that the chiefs were not going to be part of the decision process. I think that was probably a mistake, but it's clearly the call of the leadership of the department, including the chairmen. And so it turned out of course the decision was not to obliterate the Abbott Abad compound but rather to do a capture-kill mission, which we all know about very well. So that's the background on the Bin Laden mission, and it's an interesting evolution that the chiefs were not privy.

Schwan: Would you say that we were much better prepared and are now to perform those missions?

N. Schwartz: Infinitely. Infinitely better. And the evidence is what the guys did when the helicopter went down. There's this classic picture of the situation room with Brad Webb, you may recall, who was then a one-star, was a deputy at the Joint Special Operations Command, sitting there looking at his computer when all the other leadership of America was sitting around the table. And Brad Webb now is a three-star. Brad Webb was a captain Helo Pave Low pilot, MH-53 pilot, when we were still at Herbert back in the day.

S. Schwartz: Back in the day.

N. Schwartz: And again there's an example of what happened which was, we grew generations of leadership who understood the gravity of the mission, who understood how to address diversity and lead, not turn around en route on a mission of national importance. And they didn't, and they did what they were tasked to do, and so Brad Webb is now the commander of the Air Force Special Operations Command. It makes us just a little bit proud. And the babies grow up, right, Sue?

S. Schwartz: Babies grow up, yeah.

Schwan: Is the training better now than when you--

N. Schwartz: Oh, absolutely. And this is what happened over that thirty-year period. We practiced, we did the what-ifs, we perfected the planning. Importantly we brought in the support side of special operations. It's not just the shooters. The support side of the business makes it happen. And that was one of the great achievements, I think, of our generation, Pete Schoomaker foremost among them, that decided that it was the

maintainers, it was the medics, it was the communicators and the intelligence personnel. They all had to feel that they were profoundly important to the outcome, and that's what happened.

S. Schwartz: And can I say, too, that we are truly a joint force. And so in the very beginning it was joint ad hoc, and today it is joint. I still have an opportunity to mentor spouses as they attend capstone, which is a course at National Defense University. And I look at them, and they are positive, they are wonderful, but they are joint. They only know joint. They don't know anything else.

N. Schwartz: And joint is all the services--

S. Schwartz: All services.

N. Schwartz: And capstone is the new brigadier general or rear admiral course that Suzie mentors.

Schwan: Now your part--

S. Schwartz: Yes.

Schwan: --which has been throughout all of this.

S. Schwartz: Right.

Schwan: How much better have you gotten in terms of mentoring what was once your peers and preparing them for the military life that you had to live?

N. Schwartz: Let me start with one story if I may--

S. Schwartz: Okay, go ahead.

N. Schwartz: And then you can talk about the contemporary.

S. Schwartz: Okay, sure.

N. Schwartz: We had a squadron at McChord Air Force Base in the Seattle area in Washington State, and Suzie was working at the time. That's a story all by itself. But the bottom line was that there was a group of young spouses in that squadron that Suzie inspired back then. And the wonderful thing is, they are still close to us almost thirty-five years later.

S. Schwartz: Yes.

N. Schwartz: That gives you a sense of how profound Suzie's impact was on youngsters at the time. Now the question is--

S. Schwartz: So fast-forward, I got an email about six months ago, and the title on the email said, "C-130 Baby." And she said, "You met me thirty years ago when I was born," while Norton was a squadron commander. And she is now married to an army ranger down in Florida, and she happens to be the Eglin Air Force spouse of the year as an army spouse. That means that we're joint. And she wanted to reach out to me to say that she had heard about me through all those years from her mother and father. So we've had conversations, and I'm mentoring her as we speak. So yes, nobody mentored me. You learn by watching, when I was younger, and I always followed people that weren't very involved, so kind of whatever I did was usually deemed as okay. I'm pretty outgoing. I'm brutally honest, to a fault honest, and I have had some good mentors, though, later on. They came later. I had Mary Jo Meyers, whose husband was the chairman. I always wanted to be her. I am not her. I got an email from her today as a matter of fact. But she is much a gracious-- I don't know the word. She's a little more calm than I am, and better at names than I am by far. Lynn Pace was a wonderful entertainer, and her husband was a marine, also the chairman. And those were wonderful mentors to me.

Schwan: So your contributions--both of your contributions, but I'm addressing you if I may--your contributions to the military and to the service of our country have never stopped.

S. Schwartz: No, they continue. In fact people ask me when I'm going to stop, when are you gonna slow down. So, sometime, but not quite yet. I feel like you have a window, so this is where it comes from really I resisted being involved. Honest to goodness, I

resisted it like you cannot believe, and probably until he was about a one-star, and then I gave in a little bit. And then at the three-star level, I kind of jumped in with both feet and said, "I'm in." But you have a window where as a four-star spouse, you can affect change if you choose to. You don't have to, but you can make an impact if you choose to. So why not? And then when you retired you have another small window when you can affect change, so why not? And that's what I choose to do.

N. Schwartz: Tell the story about Dover.

S. Schwartz: So, Dover. Okay, so they mention Dover at the Fischer House. So this is Dover. We go to Dover in the beginning of—

N. Schwartz: This is April of 2009.

S. Schwartz: Yeah, so right after 9/11 when remains would be returned home, the administration chose not to have families go to Dover. They wanted--and it wasn't a bad decision, it was, they wanted the families to stay home and be there to welcome the remains at home surrounded by their family. That was the thinking; don't ask me. But anyway, so they changed the policy, and they had six months to come up with a plan. So the air force--it's a joint command actually at Dover, the mortuary is.

N. Schwartz: Dover is at Dover Air Force Base in the east coast in Delaware.

S. Schwartz: And the military mortuary is there. So they had six months to come up with this plan. And they did it quite well as far as the military was concerned. So we flew out there, and there were three families returning home having a loved one returned that evening. And they sat in a space not as big as this stage, which was an annex to an old chapel on blue folding chairs with fluorescent lights on their head. And all these dignified transfers always seem to happen at 2am, 4am, I don't know. And so I had time to observe these families, and I was watching them. There was happy, sad--not happy, but stoic family, crying crazy family, and very religious family, as they have every right to react to that situation in any way they choose. But I was afraid in that small confine that they were gonna attack each other. I swear to you, I really was. And I just thought, "We can do better." So I got on the plane, and you sit across from each other on the plane. It's a short forty minutes from Dover to Andrews Air Force Base, and I was in his face poking him, and I said, "You can do better. America can do better."

N. Schwartz: Here's the thing. I had this sort of--I get up for these things, so I wanted to try to comfort the families. So I'm trying to do that well. I didn't observe any of the surroundings. Suzie says, "Did you see? Did you see?" I said, "See what?" She said, "Did you see the chairs? They were sitting on metal chairs." I said, "I didn't see the chairs." And as she suggested, she said that we must do better than this, and so--

S. Schwartz: So as a spouse you can be a little more free. And so I contacted the USO and said, "What are you guys doing?" They were building a USO center there. And I said, "Help us. And I want to make a place for the families to wait." And within six months we found a former class 6 store, which is a liquor store.

N. Schwartz: Former package store.

S. Schwartz: Within six months we opened up this Center for the Families of the Fallen. And it's still open today. And I have to tell you that Broyhill stopped the furniture line so they could finish the furniture for this facility so it could be done by Christmas. Artisans from across the country drove to Dover and volunteered, gave their artwork. Almost every garden club in America donated something. My mother called me very proud that her garden club was donating to this facility at Dover, and she thought she was telling me something I didn't know. And I spoiled it for her and said, "Yes, I know." So that center is still there. It's run by volunteers. We now have a Fisher House there. We have a meditation garden, and it is still up and running. And I will tell you in public that I have gotten the Fisher House to be committed to help me when the center needs some

renovation. I don't want to let it fall, and if I need to, we're gonna dive in and help it, 'cause I want it to be nice.

N. Schwartz: And this is all about providing a place where the families have a degree of privacy, where they can deal with the grief, and then--and be done in a way that again--

S. Schwartz: They can be in private rooms. They can be together. There's a library. There's a kids' room. There's makeup for them if the spouses feel they need to. There's cookies. There's a kitchen. Everything is in there. Because they sometimes wait there for several hours. It's not just, they come and then go out to the flight line.

N. Schwartz: That's one of Suzie's legacies, is the Center for the Families of the Fallen. (Applause)

Schwan: You both, and I mean both, have lived a life of public service and obviously a life that's dedicated to our country. My question is, what can we do as citizens to serve the service members better?

N. Schwartz: Let me--Suzie will have her own answer, but let me give a shout out to Jennifer Pritzker. I mean, this institution is an example of a way to connect with a broader American audience on the value of service and, you know, the stories that are associated with that service. So, I mean, let's not forget where we're sitting to be sure. But I think for me, you know, we have a volunteer armed forces. That is the right thing given the complexity of the work that the armed forces are required to do today. However there's a downside to a professional force in that we're not connected to the broader American population as well as we should be. And as a result, you know, there are families out there that--and then there are opinion leaders that should, I think, tell the story of public service. There is nobility in public service, whether it's in the military or in some other civilian pursuit. But America needs good people to do this stuff. And so my appeal would be to people here in the audience and more broadly, that opinion leaders need to tell the story of why the country needs quality people doing the kinds of work that you refer to, and to encourage kids to do it, even though there's risk. Of course there's risk, but that's part of what makes this noble.

Schwan: Suzie?

S. Schwartz: Sure. Little bit the same as him: connect with your community. There are military people in your community. There's recruiting stations right here in Chicago, and I bet nobody ever stops in there to say hello to those men and women, and those are hard assignments. They're really tough. So to continue connecting. I see less and less of people thanking people in the airports anymore. That kind of thing makes me a little bit sad. But I would say really work hard to connect with people. If you have an event, don't just buy a table and let them sit, invite two people and have them sit with you. That's the key. I say that all the time. It's really nice that you invite them to these big things, and they honor--you know, at the Nats game. I'm sure the Cubs, or whichever team you choose to cheer for here, that they honor the military there, but it's more about trying to connect on that personal level. I think that's really the key.

Schwan: That's one of the goals at the Pritzker Library and of Jennifer. We bring the military here along with the civilians so we can show them we appreciate it. And we appreciate you two.

S. Schwartz: Thank you.

Schwan: And now, what books would you recommend for us?

N. Schwartz: There are three books that were sort of key at different points in my career. Desert One was the seminal experience for me, for my entire career, and there's a book by the name of *All Fall Down* by Gary Sick, a professor from Columbia, that talks about how that whole situation evolved, and it was an important book in the early days.

Another one that I think is excellent. It's called *Circle in the Sand* by Christian Alfonsi. Given that I was the J3 at the time as we were preparing for and then executing Iraqi

Freedom as well as the mission in Afghanistan, *Circle in the Sand* is a really interesting study of why that all occurred. Some people won't agree with it, but it's a worthy read. And then the last one that I would mention is by Steve Coll, and it's called Ghosts--oh gosh, I'm drawing a blank. But it's about Afghanistan, and it's about the challenges that we faced and continue to face. *Ghost Wars*. That's what it's called. The title is *Ghost Wars*. Steve Coll does a great job in explaining the dilemmas in Afghanistan. Those are three that were important to me.

Schwan: You've got one?

S. Schwartz: I have one.

Schwan: Okay.

S. Schwartz: Okay. I have two I think, and I'm not very good at remembering names of books, but I think it was Love Letters. Do you remember the Stockdale book? That was a searing memory in my brain. I'm not sure why it was so much, but it really was. I think Vietnam was searing only because I was a kid during Vietnam, and I lived on Clark Air Base. And for two years I watched the B-52s land over my school bus, and that was a no. I'll let you do that. That was one, and then also Vietnam, I guess, is it *The Eye of the Cat*? It's a Lance P. Sijan, who is a Medal of Honor recipient from the Air Force Academy. I'm not sure that's the name of it, but I was just at the academy two weeks ago, and it really made me think of that book again. And that book made me realize--truly appreciate dedication of the people in our military.

Schwan: Now it's open for questions.

1: What do you think of compulsory national service for all our youth?

N. Schwartz: The question was, what do I think of compulsory national service. I think we should absolutely do that. It doesn't suggest that everybody needs to serve in the armed forces, but there are a multitude of civilian pursuits that again need good people to serve, and it may not be for forty years, may not be what works, but the bottom line is, I think all of our youngsters, all of us should feel some obligation to country and to pay back a bit. And some might do that early, some might do it later, but compulsory service in some form at some point is, I think, essential, to Americana going forward.

Schwan: One question upstairs.

2: General, General McMaster's book *Dereliction of Duty*--what impact might it had in your career, and what is the likelihood we'll see something like that come in the future given the past several years?

N. Schwartz: When I learned that I was going to be assigned as the J3, the operations officer for the armed forces essentially, I read McMaster's book again. That always stayed in the back of my mind about whether the chiefs or the people that support the chiefs gave the best possible military advice to the civilian leadership. And I must tell you that--a personal view about Iraqi Freedom. Many of us were taken with the mythology of liberation, the notion that Iraq was the cradle of civilization, that Iraq was the most educated population in the Middle East. It was Mesopotamia. And so the mythology of liberation had a great appeal. It certainly persuaded me. However, as we all know looking back now, but in many ways I feel that our generation of leadership didn't serve the country as well as we might have in the same way that--you know, McMaster talked about people consciously deciding not to challenge the conventional wisdom. What happened with Iraqi Freedom was, I think the mythology took over good analysis in many ways. It did with me, and I feel responsible for not having been more critical, more questioning of the underlying assumptions that the Iraqis would celebrate their freedom. So, long answer to your question is, yes, McMaster's book remains relevant. It should be read by anyone that serves in a joint billet, but particularly in Washington. And I must say that in my own view I didn't live up to his expectations.

Schwan: I'd like to thank you for your service, both of you.

(Applause)

Schwan: Thank you to General Norton Schwartz and Suzie Schwartz for an outstanding discussion, and to Motorola Solutions for sponsoring this program. The book is *Journey: Memoirs of an Air Force Chief of Staff*. To learn more about the Pritzker Military Museum and Library, visit in person or online at PritzkerMilitary.org. Thank you, and please join us next time for *Pritzker Military Presents*.

Voiceover: Visit the Pritzker Military Museum and Library in downtown Chicago. Explore original exhibits on military history, or be a part of a live studio audience. Watch other episodes of *Pritzker Military Presents*, find out What's On, at PritzkerMilitary.org.

(Theme music)

Voiceover: The preceding program was produced by the Pritzker Military Museum and Library.