

THE GOLDEN EAGLES



Golden Contrails

April



2020



Front cover features our B747-200 in the “banner” and a B747-200 in Continental Micronesia livery in the bottom panel.

The back cover photo is of a Mac 707 taken by Hans Vogelpohl, with this comment...

“Took this in 1969 just prior to going to Vietnam. It was a Continental MAC flight landing at MCAS El Toro California. Little did I know that 8 years later I would be a Continental pilot!”



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A New Name FLASHES through the sky

Finest New Planes
All-Metal
Twin-Motor
Lockheed Twelves

World's fastest schedules
made possible
by 215 mile per
hour Lockheed Planes

CONTINENTAL AIR LINES
AMERICA'S MOST HISTORIC ROUTE

DENVER TO EL PASO

FLY THE OLD Santa Fé Trail

CONTINENTAL AIR LINES

DENVER • EL PASO
ALBUQUERQUE
SANTA FE • PUEBLO
COLORADO SPRINGS

Effective July 1, 1937

FLY THE OLD Santa Fé Trail

CONTINENTAL AIR LINES

DENVER • EL PASO
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SANTA FE • PUEBLO
COLORADO SPRINGS

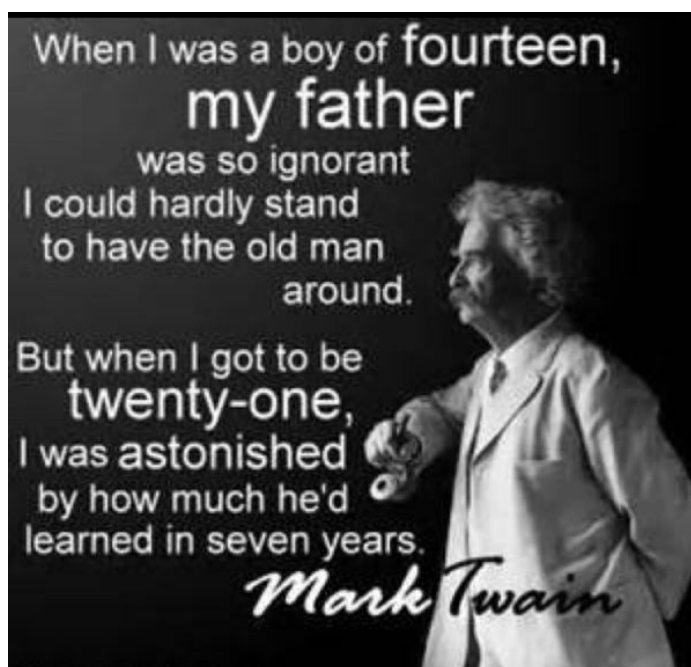
Effective July 1, 1937

Editor's Notes

This edition contains news and commentary from the Officers on the proposed new “business model” under serious consideration. The initial announcement was made via blast email on February 26, but reproduced here in my President-Elect Report on page 5. In expectation that the “Proposal” will go into effect, some of us are reverting back to our individual private email addresses for future “point of contact”. Although these same addresses are found in the monthly updated rosters, they are presented in the Contact List (below) in place of the Golden Eagles Domain Email Addresses (which most of you chose not to use anyway).

I like to take a few lines each Edition to recognize those who provide material or “content” to these pages. My job is to sort and assemble what I hope is a reasonable mix of aviation / airline news or nostalgia with what I deem to be appropriate humor. This edition features several articles generously shared with us by Cleve Spring, the perennial Editor of the RUPANEWS. It has just been announced that he has FINALLY found a “replacement”, although it seems doubtful that anyone could produce the quality publication that he has over the years. I am also grateful to Kathy Haynes for sharing her father's Len Morgan archive of nostalgia articles. These are hosted on John North's BraniffList website, which also contains a vast amount of airline (mostly Braniff but germane to anyone of our “heritage”) legacy material. I'm presenting another of Sonny Logan's “memoir” articles and I have a short note with photos from Virgil Hemphil on the completion of a display in an El Paso museum. Virg and Jerry Dixon are “living large” in bit of a “photo op” at the bottom center center of the Crew Room page.

It has been the practice of this publication to feature photos of attending members to each convention. Accordingly, look for the “mug shots” to be taken at the Denver gathering in May. Remember, you'll almost always see them here BEFORE they show up on the Wanted List at the Post Office.



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Officers' Reports

President

SAVE THE DATE!

THE GOLDEN EAGLES CONVENTION – DENVER

MAY 14-17, 2020

Greetings from Naples, Florida. Plans are underway for the upcoming convention in Denver. All of the details regarding dates and the hotel can be found on the website.

You may have heard, this will be our last convention. This decision was a difficult, but inevitable one made by the Executive Committee. My tenure as President will end with the conclusion of the convention. Gary Small will take over going forward. Although there will no longer be an annual convention, the committee will continue to provide members with monthly email updates, the website and an online only Golden Contrails. This will allow members to stay in contact with each other and to keep abreast of pertinent information. All of the current EC members have volunteered their time to the organization for many years. I want to thank Gary Small, Dave Newell, Bruce Sprague, David Rossetter, Mark Shepro and Jim Morehead for invaluable contributions to the organization and their support of me during my presidency. I also would like to thank Don and Francia Gentry, Charlie and Cynthia Starr, Paul and Gail Grover, Dana and Ana Bilstad, all of whom inspired, encouraged and supported me in my efforts as President. And last, but not least, thanks to my wife, Jamie, for her invaluable support with the Ladies' Auxiliary.



Change is always a little difficult, and in this case, a little disappointing. However, this is a good time to start or join an LAC near you. I hope that many of you will attend the convention and I look forward to seeing you in Denver.

Tom Doherty

Ladies' Auxiliary



Plans are underway for our "SPRING FLING" this May in Denver. We will be meeting for a lovely lunch, lively conversation and lots of laughs. If you have never attended the Ladies' Luncheon, I invite you to come join the fun!



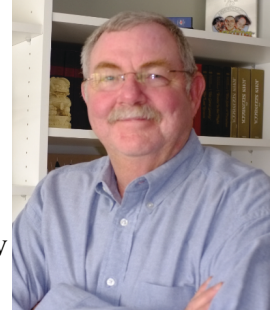
Jamie Doherty



President-Elect

Golden Eagles - Reformulated (a proposal)

I want to convey my appreciation to all who have offered their thanks for our efforts and “leadership” on behalf of the Golden Eagles. What I’m about to discuss in the next few paragraphs is a new direction or “business model” for the organization, in recognition of realities that should be obvious to us all.



It has been nearly ten years since the Continental name adorned the livery of our aircraft and ID cards. As a result, those who are about to retire, or have recently done so have had a “mixed reality” in terms of brand identity. This has, and will continue to result in fewer new members and an absolute vacuum of volunteers. Lacking an infusion of younger and presumably more energetic members, those of us currently serving are essentially looking at a “life sentence”, unless some of YOU step in to volunteer. None of your current volunteer group wants to “close shop” and turn out the lights, but we think that a continuation of “business as usual” will result in a loss of “airspeed and altitude” for continuing the most “labor intensive” functions.

We are seriously considering the elimination of annual conventions, the elimination of PRINTED Golden Contrails and one more thing...the ELIMINATION of DUES. By eliminating our convention costs, which on average benefits about 10% of you, and by eliminating our magazine printing and postage costs, which benefits less than 50% of you, we can “glide” for (probably) better than 20 years on our current savings. By eliminating dues, we save additional costs on credit card fees and most of all, we save a LOT of WORK recording dues payments, and the most unpleasant activity of all, which is hounding members to pay. On average, about 25% of you do NOT pay on time, so we have to “bug” you (often frequently) to “get it done”. I hate that! Our proposal is that everyone who is current on 2020 dues will become “Equity” members for the “duration”. Anyone who has paid years beyond 2020 are eligible for a refund, simply by letting us know. NEW members (or anyone who has NOT paid 2020 dues) would pay a one time “buy-in” fee of \$35 in order to benefit from the nest egg that the rest of you have built up over the years.

We will CONTINUE to maintain the website, post updated rosters, do Monthly Updates and other email notices, publish the Golden Contrails in PDF (only) format, collect and remit CARE donations (but not subsidize them from the treasury). There has been growing interest in recent years to have a cruise or other “event”, instead of a convention. It’s possible that “reunions” in some format could be organized by Local Area Chapters (LACs), other clusters of members or anyone with a nexus to Continental and the willingness to put some organizational effort into it. We will encourage and assist this in terms of email publicity and other administrative support, but they would be entirely “pay as you go” functions in recognition of no “income stream” to fund it.

For a large majority of you, NOTHING CHANGES, except NO MORE DUES. We will commit to the current model through the end of 2020 in recognition of expectations for dues paid this year. By terminating annual conventions, there will be no more “business meetings”, so there will need to be some modification of bylaws to accommodate that. We envision a volunteer Board of Directors that will serve “at will” with division of labor and titles allocated internally. Governance will be by simple majority vote of the BOD. Anyone willing to volunteer, with basic computer skills (where the work is done) will be welcomed to join the BOD and participate in governance upon acceptance of the (then) existing BOD.

We recognize that there have been those who have gone before us in running the organization, and keeping “the blue side up” for years. This is not an easy decision, but the “retirement” of even one more “volunteer” places doubt on the ability / willingness of the remaining volunteers to pick up the “slack”. These proposed changes may raise the ire of some, but leadership often involves making tough and occasionally unpopular decisions. Your current volunteers think this is a good balance of keeping the organization viable while making the effort to do so manageable.

We will present this in more detail at the convention in Denver, and follow up with additional communications in the future.

THE GOLDEN EAGLES TREASURER / WEBMASTER UPDATE *Bruce Sprague*

HOME MEMBERSHIP LAC CARE CONVENTION TRAVEL CONTRAILS INPUT STORE CART(0)

Well, the big news in this issue of the Golden Contrails, of course, are the big changes coming to our beloved Golden Eagles organization! Gary and Dave have written excellent articles on the logic behind all this, and I fully support all these decisions.

Everyone should be really happy about having NO MORE DUES! Of course, there is going to be some sadness about the prospect of no more conventions....but...that does NOT mean at all that everyone can't get together once in awhile. Individual members or local LAC's, can easily set up, at anytime, some kind of gathering, party, get together, cruise, or whatever, and any and all members can certainly join the fun. Heck, we may now even have more chances of getting together than with the once a year convention.

Speaking of dues, those that are paid up thru 2020, will become lifetime paid up Golden Eagles members. Anyone, henceforth, will pay a one time dues fee of \$35 for their lifetime dues. So, if you still owe for this year (check the Roster to see if you are paid up), send your dues in (it will be your last payment for life). If you are paid up past 2020, then we will come up with a plan for you to get a refund (unless you would like to donate it to the general fund).

Speaking of the general fund, we figure we have enough in our accounts to bankroll the Golden Eagles operation (website, database, software, and other costs) for at least twenty years. There will probably be some additional funds left over, that we will later come up with a plan for logical Golden Eagles usage.

As of 3/2/20, our **Bank of America** accounts have about \$55,884 on hand (Convention and GC print costs coming up), and the CARE account has about \$1298 in it.

Please check out our website for details about the upcoming (and last) Denver convention in May!

POSTAGE DONATIONS: (11/8/19 thru 3/2/20)

"Thank You!"

Ronald Cosgrove, Pat Campbell, Jerry Hunsinger, R B Wilson, Andy Cashetta, Richard Pekrul, David W. Sullivan, John Pratt, Dana Bilstad, Spurgeon Duncan, Charles Walker, Diane Myers, Arthur Swanson, Robert English, Charles Henry, Robert Sykes, John Kaczmarek, Jane Schuring, Donald Riebe, Lewis Aaronson, Phil Swartz, Jerry Irwin,

Lon Cottingham, Steven Hansel, James Killen, Jim Caldwell, Neil Smith, Angela Vascellaro, Rick Miller, William Basnight, Steve Zavitz, George Davies, Edward Warnock, William Broshears, Bette Ireson, Lawrence Neglia, Larry Kruchten, Kiv Kiviranna, John Steele, David Clough, Michael Doyle, Robert Schalit, Ernie Horton, John Solomon, Karen Kahn, Ann Park, Loyd Robeson, Jimmie James, James Moore, J Forney, Thomas Doherty, Walter Olsen, John Downey, Richard Hillman, Carey F McWilliams

CARE DONATIONS: (11/8/19 thru 3/2/20)

"Thank You!"

Pat Campbell, David Sullivan, Andy Cashetta, Dana Bilstad, Robert English, Donald Riebe, James Killen, Jim Caldwell, Steve Bliss, George Davies, Lawrence Neglia, James Patton, John Steele, Michael Doyle, Ann Park, Loyd Robeson, Russell McKnir, James Moore, Tom Doherty, Walter Olsen, John Downey

NEW MEMBERS: (11/8/19 thru 3/2/20)

"Welcome Aboard!"

Stephen Rossetter, Ronald Cosgrove, Paul Markovits, Lydia M Flores, James Killen, Michael Larson, Lawrence Thomson, Reagan Jackson, Craig Jacobsen, Fred Gott, Albigen Waldo, James Barrow

I hope everyone has a great Summer coming up,

Bruce



www.thegoldeneagles.org

email: brucesprague@mac.com

PASSWORD: *acars* (all lower case)
NEW Password will come in May!

You **DO NOT** need this password to login to our website!
It is **only** for the "Roster", "Golden Contrails", "Officer Documents",
and the "Archived Blast Emails"

Harley Davidson Speaks To Declining Bike Sales

Apparently, the Baby-Boomers all have motorcycles. Generation X is only buying a few, and the next generation isn't buying any at all.

A recent study was done to find out why Millennials don't ride motorcycles:

1. Pants won't pull up far enough for them to straddle the seat.
2. Can't get their phone to their ear with a helmet on.
3. Can't use 2 hands to eat while driving.
4. They don't get a trophy and a recognition plaque just for buying one.
5. Don't have enough muscle to hold the bike up when stopped.
6. Might have a bug hit them in the face and then they would need emergency care.
7. Motorcycles don't have air conditioning.
8. They can't afford one because they spent 12 years in college trying to get a degree in Humanities, Social Studies or Gender Studies for which no jobs are available.
9. They are allergic to fresh air.
10. Their pajamas get caught on the exhaust pipes.
11. They might get their hands dirty checking the oil.
12. The handle bars have buttons and levers and cannot be controlled by touch-screen.
13. You have to shift manually and use something called a clutch.
14. It's too hard to take selfies while riding.
15. They don't come with training wheels like their bicycles did.
16. Motorcycles don't have power steering or power brakes.
17. Their nose ring interferes with the face shield.
18. They would have to use leg muscle to back up.
19. When they stop, a light breeze might blow exhaust in their face.
20. It could rain on them and expose them to non-soft water.
21. It might scare their therapy dog, and then the dog would need therapy.
22. Can't get the motorcycle down the basement stairs of their parent's home.

Executive Vice President/Email Coordinator

Dear Golden Eagles friends,



This is a difficult report to write because of the news contained herein. As you probably have already learned from our President Elect Gary Small and other sources, the Executive Committee has felt the need to make some difficult but necessary decisions regarding the operation of our organization, unfortunately the most notable being the discontinuing of our annual conventions after the convention this May. This difficult decision was unanimous among the EC members and was made only after much thought and discussion. There are some inescapable facts that dictated our actions. Here is my personal view of the main ones which have already been stated by others and my general take on the situation. These are my personal views, and do not necessarily reflect those of the other EC members, although I know we all agree in principle on this and my comments should mirror those made by other EC members.

1. Historically there is a relatively small number of attendees at our annual conventions, usually the same few members, and their attendance is largely subsidized by the dues of the entire membership.
2. There is a lack of volunteers stepping up to help in the hard work of organizing the event and in managing the Golden Eagles organization.
3. There is a very large expense to the organization in conducting the convention which only benefits a very small percentage of members.
4. It is becoming much more difficult to locate a suitable venue for the conventions that appeals to the all of the members.
5. Many of the legacy CAL pilots who have been the foundation of the GE for years are passing on, getting older and less mobile and are generally not supporting the conventions for health and other reasons.
6. Due to the diversity of the members' airline backgrounds, there is not the recall of years of flying together and developing friendships that once existed in the historical CAL which discourages members attendance since they can not anticipate seeing their "old friends". So many of the attendees are newer retirees and unknown to each other due to the large size of the current airline, thus little incentive to attend.
7. Traveling to the convention has become increasingly more expensive and difficult.
8. Sadly, it seems that many legacy CAL pilots view their airline years as "that was yesterday and yesterday's gone", and have little desire to revisit the past. Not being critical....just sayin`.....

But all is not bad news. The Golden Eagles will endeavor to maintain the spirit and friendship connections of the group by continuing to maintain the website, maintaining member rosters, providing monthly email updates, providing answers to member's questions, publishing a digital only form of the Golden Contrails magazine and issuing email notices of interest and of former CAL pilots and GE members who have flown West. Since a large amount of money can be saved by eliminating the conventions and the hard copy mailing of the Golden Contrails magazine, we have decided to eliminate membership dues except for new members joining who will pay a one-time membership fee of \$35. Eliminating dues will greatly reduce the workload of the managing volunteer officers and will enhance their willingness to continue serving. Due to the fairly complex nature of our current communication, accounting and database systems, any loss of volunteer officers would likely have a major impact on the management of the organization and would likely result in the Golden Eagles ceasing to function effectively, if not completely. We chose to avoid this eventuality by simplifying the operation and to position the organization for the "longer haul".

We are hopeful that our Local Area Chapter (LAC) program will provide the means for members to meet and socialize, and we will encourage members at large to be creative in organizing "pay as you go" events at which our members can gather to socialize and re-connect on a nation-wide basis. Cruises and visits to museums and other points of interest come to mind.

While some of our members may be understandably disappointed in the discontinuance of the conventions, hopefully we can all take some measure of encouragement in the fact that our organization will have a better chance of "weathering the storm" that seems to be on the horizon regarding the viability of the Golden Eagles. Your Executive Committee is saddened to have to make these decisions, but with a positive outlook and your continued support we look forward to the continued existence of the Golden Eagles.

Lastly, thanks to all the members who have attended our conventions in the past. Your support has been invaluable!

Dave Newell

Secretary's Report

Thank you all for your on-time (or nearly on-time) dues payments for 2020. The big push is over and I get a little more time doing database duties for my astronomy club and volunteering as a docent at the Arizona-Sonora Desert Museum here in Tucson. Most of the current GE work involves recording registrations for the Denver convention. I wish I could see you all there but I am committed to a trip to the Galapagos (poor me).

As outlined in some of the other officers' reports, there is a proposal to change the way the Golden Eagles operates. Among other differences, this will mean less work for your organization's leaders including me. As we get older, this is a good idea meaning less expense for you as well. I intend to continue my duties as we move forward.



Fortunately, in addition to the behind the scenes tasks in your interests that will continue, there should be plenty of opportunities for contacts and social events on a local scale. I look forward to staying in touch with you.

David Rossetter
Secretary – The Golden Eagles

During his physical, the doctor asked the patient about his daily activity level.

He described a typical day this way:

“Well, yesterday afternoon, I waded along the edge of a lake, drank eight beers, escaped from wild dogs in the heavy brush, marched up and down several rocky hills, stood in a patch of poison ivy, crawled out of quicksand, jumped away from an aggressive rattlesnake and took four leaks behind big trees.”

Inspired by the story, the doctor said: “You must be one heck of an outdoors man!”

”No,” he replied, “I’m just a crappy golfer.”

At St. Peter's Catholic Church in Toronto , they have weekly husbands' marriage seminars.

At the session last week, the priest asked Giuseppe, who said he was approaching his 50th wedding anniversary, to take a few minutes and share some insight into how he had managed to stay married to the same woman all these years.

Giuseppe replied to the assembled husbands, "Wella, I've tried to treat her nicea, spenda da money on her, but besta of all is, I tooka her to Italy for the 25th anniversary!"

The priest responded, "Giuseppe, you are an amazing inspiration to all the husbands here! Please tell us what you are planning for your wife for your 50th anniversary?"

Giuseppe proudly replied, " I gonna go pick her up."

The Forgotten Flight That Sent Boeing Off Course

A company once driven by engineers became driven by finance.

The Atlantic November 20, 2019 - Jerry Useem

The flight that put the Boeing Company on course for disaster lifted off a few hours after sunrise. It was good flying weather—temperatures in the mid-40s with a slight breeze out of the southeast—but oddly, no one knew where the 737 jetliner was headed. The crew had prepared three flight plans: one to Denver. One to Dallas. And one to Chicago.

In the plane's trailing vortices was greater Seattle, where the company's famed engineering culture had taken root; where the bulk of its 40,000-plus engineers lived and worked; indeed, where the jet itself had been assembled. But it was May 2001. And Boeing's leaders, CEO Phil Condit and President Harry Stonecipher, had decided it was time to put some distance between themselves and the people actually making the company's planes. How much distance? This flight—a PR stunt to end the two-month contest for Boeing's new headquarters—would reveal the answer. Once the plane was airborne, Boeing announced it would be landing at Chicago's Midway International Airport.

On the tarmac, Condit stepped out of the jet, made a brief speech, then boarded a helicopter for an aerial tour of Boeing's new corporate home: the Morton Salt building, a skyscraper sitting just out of the Loop in downtown Chicago. Boeing's top management plus staff—roughly 500 people in all—would work here. They could see the boats plying the Chicago River and the trains rumbling over it. Condit, an opera lover, would have an easy walk to the Lyric Opera building. But the nearest Boeing commercial-airplane assembly facility would be 1,700 miles away.

The isolation was deliberate. "When the headquarters is located in proximity to a principal business—as ours was in Seattle—the corporate center is inevitably drawn into day-to-day business operations," Condit explained at the time. And that statement, more than anything, captures a cardinal truth about the aerospace giant. The present 737 Max disaster can be traced back two decades—to the moment Boeing's leadership decided to divorce itself from the firm's own culture.

For about 80 years, Boeing basically functioned as an association of engineers. Its executives held patents, designed wings, spoke the language of engineering and safety as a mother tongue. Finance wasn't a

primary language. Even Boeing's bean counters didn't act the part. As late as the mid-'90s, the company's chief financial officer had minimal contact with Wall Street and answered colleagues' requests for basic financial data with a cut "Tell them not to worry."

By the time I visited the company—for *Fortune*, in 2000—that had begun to change. In Condit's office, overlooking Boeing Field, were 54 white roses to celebrate the day's closing stock price. The shift had started three years earlier, with Boeing's "reverse takeover" of McDonnell Douglas—so-called because it was McDonnell executives who perversely ended up in charge of the combined entity, and it was McDonnell's culture that became ascendant.

"McDonnell Douglas bought Boeing with Boeing's money," went the joke around Seattle. Condit was still in charge, yes, and told me to ignore the talk that somebody had "captured" him and was holding him "hostage" in his own office. But Stonecipher was cutting a Dick Cheney-like figure, blasting the company's engineers as "arrogant" and spouting Harry Trumanisms ("I don't give 'em hell; I just tell the truth and they think it's hell") when they shot back that he was the problem.

McDonnell's stock price had risen fourfold under Stonecipher as he went on a cost-cutting tear, but many analysts feared that this came at the cost of the company's future competitiveness. "There was a little surprise that a guy running a failing company ended up with so much power," the former Boeing executive vice president Dick Albrecht told me at the time. Post-merger, Stonecipher brought his chain saw to Seattle. "A passion for affordability" became one of the company's new, unloved slogans, as did "Less family, more team." It was enough to drive the white-collar engineering union, which had historically functioned as a professional debating society, into acting more like organized labor. "We weren't fighting against Boeing," one union leader told me of the 40-day strike that shut down production in 2000. "We were fighting to save Boeing."

Engineers were all too happy to share such views with executives, which made for plenty of awkward encounters in the still-smallish city that was Seattle in the '90s. It was, top brass felt, an undue amount of contact for executives of a modern, diversified

corporation.

One of the most successful engineering cultures of all time was quickly giving way to the McDonnell mindset. Another McDonnell executive had recently been elevated to chief financial officer. (“A further indication of who in the hell was controlling this company,” a union leader told me.) That, in turn, contributed to the company’s extraordinary decision to move its headquarters to Chicago, where it strangely remains—in the historical capital of printing, Pullman cars, and meatpacking—to this day.

If Andrew Carnegie’s advice—“Put all your eggs in one basket, and then watch that basket”—had guided Boeing before, these decisions accomplished roughly the opposite. The company would put its eggs in three baskets: military in St. Louis. Space in Long Beach. Passenger jets in Seattle. And it would watch that basket from Chicago. Never mind that the majority of its revenues and real estate were and are in basket three. Or that Boeing’s managers would now have the added challenge of flying all this blind—or by instrument, as it were—relying on remote readouts of the situation in Chicago instead of eyeballing it directly (as good pilots are incidentally trained to do). The goal was to change Boeing’s culture.

And in that, Condit and Stonecipher clearly succeeded. In the next four years, Boeing’s detail-oriented, conservative culture became embroiled in a series of scandals. Its rocket division was found to be in possession of 25,000 pages of stolen Lockheed Martin documents. Its CFO (ex-McDonnell) was caught violating government procurement laws and went to jail. With ethics now front and center, Condit was forced out and replaced with Stonecipher, who promptly affirmed: “When people say I changed the culture of Boeing, that was the intent, so that it’s run like a business rather than a great engineering firm.” A General Electric alum, he built a virtual replica of GE’s famed Crotonville leadership center for Boeing managers to cycle through. And when Stonecipher had his own career-ending scandal (an affair with an employee), it was another GE alum—James McNerney—who came in from the outside to replace him.

As the aerospace analyst Richard Aboulafia recently told me, “You had this weird combination of a distant building with a few hundred people in it and a non-engineer with no technical skills whatsoever at the helm.” Even that might have worked—had the commercial-jet business stayed in the hands of an experienced engineer steeped in STEM disciplines. Instead McNerney installed an M.B.A. with a varied background in sales, marketing, and supply-chain

management. Said Aboulafia, “We were like, ‘What?’”

The company that once didn’t speak finance was now, at the top, losing its ability to converse in engineering.

It wasn’t just technical knowledge that was lost, Aboulafia said. “It was the ability to comfortably interact with an engineer who in turn feels comfortable telling you their reservations, versus calling a manager [more than] 1,500 miles away who you know has a reputation for wanting to take your pension away. It’s a very different dynamic. As a recipe for disempowering engineers in particular, you couldn’t come up with a better format.”

And in some of the internal exchanges now coming to light, you can see the level of estrangement among engineers, operators, and executives that resulted. A Boeing vice president, Mike Sinnott, told American Airlines pilots that the MCAS software system implicated in the 737 Max crashes didn’t have “a single-point failure,” as reported—asserting that the pilots themselves constituted a second point of backup—showing both a misunderstanding of the term and a sharp break from Boeing’s long-standing practice of having multiple backups for every flight system. Meanwhile, experienced Boeing engineers rolled their eyes as some software-development tasks (not specific to MCAS) were outsourced to recent college grads earning as little as \$9 an hour, who were employed by an Indian subcontractor set up across from Seattle’s Boeing Field.

The current Boeing CEO, Dennis Muilenburg, is being pilloried for his handling of the disaster, and accused of harming the company by prioritizing profit. But the criticism misses the point, Aboulafia told me. “The difference between doing MCAS right and MCAS wrong was not an economic thing. It’s a culture thing.”

Some errors you see only with the magnifier of hindsight. Others are visible at the time, in plain sight. “If in fact there’s a reverse takeover, with the McDonnell ethos permeating Boeing, then Boeing is doomed to mediocrity,” the business scholar Jim Collins told me back in 2000. “There’s one thing that made Boeing really great all the way along. They always understood that they were an engineering-driven company, not a financially driven company. If they’re no longer honoring that as their central mission, then over time they’ll just become another company.”

It’s now clear that long before the software lost track of its planes’ true bearings, Boeing lost track of its own.

Company and Industry News

*Ed. The articles on pages 12-19 are courtesy of the **RUPANEWS***

US airlines: Restoring traveling public's trust in Boeing 737 MAX top priority

United, American and Southwest Airlines are planning to conduct Boeing 737 MAX demonstration flights with senior company officials, but not real airline passengers, on board, to prove that the troubled aircraft is safe. Aiming to win back public confidence in the Boeing 737 MAX, major US carriers want to hold the additional checks as soon as the Federal Aviation Administration (FAA) and Boeing clear the 737 MAX to resume operations after months of worldwide groundings. The plans were revealed by The Wall Street Journal, which cited government

and industry officials familiar with the matter. "Restoring the trust of the traveling public in the safety of the 737 MAX once it's recertified is our top priority," a Boeing spokesman said.

The plane may be formally cleared to fly before the end of the year, and even though the companies have lost out on money due to the groundings, it will be at least another month before they are ready to welcome passengers on the 737 MAX again. The airlines want the planes to initially take several trips without ticket holders and eventually fly executives, members of the media and potentially corporate clients to vouch for the aircrafts' safety.

The test flights are part of a public relations campaign aiming to raise confidence both among pilots and passengers after two deadly crashes involving 737 MAX planes claimed lives of 346 people. The anti-stall system, known as MCAS, has been blamed for both tragedies. It has recently been revealed that Boeing misled regulators about the "egregious" software program.

CLEAR has been added to IAH and EWR

Employees and customers at IAH and EWR can now get through security checkpoints faster by using CLEAR, the secure identity company using biometrics to build a frictionless and secure world. Thanks to our partnership with CLEAR, we were able to bring this technology to the two hubs this week. Once at the airport, CLEAR members access security through a dedicated lane where they verify their identity with a tap of their finger or blink of an eye before continuing to physical screening. "Everyday thousands of customers travel through our terminals at IAH, and our goal is to make it a positive experience," said IAH Hub VP Rodney Cox. "Expanding CLEAR lanes throughout our terminals is another example of United investing in the customer experience and specifically improving

the day of travel experience. We look forward to continuing to partner with CLEAR and expand their presence in Houston and other hubs throughout the country."

In addition to IAH and EWR, we're working to make CLEAR available at ORD in the coming months. DEN, LAX, SFO and IAD already offer the technology.

As announced last September, as part of our partnership with CLEAR, employees are eligible for an exclusive 3-month free trial and a discounted membership price of \$99 per year. Additionally, membership is complimentary for MileagePlus Premier® 1K® members and discounted pricing is also available at varying rates for other Premier members, U.S. United credit card holders and general MileagePlus members.

El Al Israeli Airline Pays Tribute to Retiring Boeing 747s

Israeli airline El Al laid on a fitting tribute to mark the end of its use of the huge Boeing 747 aircraft dubbed 'Queen of The Skies' by aviation fans, with the pilots tracing an enormous plane in the skies. The impressively detailed pattern of the aircraft was traced out as the aircraft headed from Rome to Tel Aviv on its last flight for El Al.

The aircraft, which is being retired by airlines around the world, holds a particularly special place in the history of El Al. The airline used the planes as a key element of Operation Solomon – a covert military operation which airlifted 14,500 Ethiopian Jews out of Addis Ababa and brought them to Israel in May 1990. Thirty-five flights made the journey over a 36-hour period. One of the El Al flights even set a single-flight passenger load record, carrying 1,122 passengers. Israel undertook the sudden mass transit out of concerns for the safety of Ethiopian Jews amid political instability in the country.

The 747 is being replaced by newer and more efficient models such as the Boeing 787 or Airbus A380, though they don't have the same passenger capacity.

Travelers Don't Trust Airlines

An alarming number of passengers (55%) do not trust airlines to abide by air passenger rights laws, a new global study revealed.

The survey, which investigated to what extent consumers understand their air passenger rights, has surfaced a worrying level of distrust in air carriers. Only about half (55%) of US travelers have filed compensation claims. This year, 169 million U.S. passengers have been affected by flight disruptions. Many travelers experienced disruptions that are eligible under EC 261, and are battling with airlines to be awarded compensation that is rightfully theirs. Adding insult to injury: airlines lacking in transparency: Under EU law EC261, if a flight is delayed by more than three hours, cancelled, or in an instance of denied boarding, passengers are entitled to financial compensation of up to \$700 per person if the cause of the disruption was in the airline's control. This law protects U.S. travelers on flights out of the EU and flights to Europe if they are with a European airline.

Despite the clear European legislation, the research has revealed that only one-third (33%) of people in the United States have been informed of their passenger rights during a flight delay or cancellation. Furthermore, more than half have never had an airline communicate their rights to them following a disruption.

Passengers forced to fight for rights: In addition to the lack of transparency, United States passengers have to contend with poor claims handling by airlines. A separate study found that United States airlines reject an average of 25% of claims on wrongful grounds.

This shows that even passengers who are aware of their right to claim compensation are facing an uphill battle for compensation that is legally theirs.

The survey also revealed a brazen lack of honesty from airlines; 24% of United States passengers facing a significant flight disruption have accepted an airline's offer of vouchers or food instead of claiming for financial compensation. This shows how little air passenger rights are understood, and that many people believe that the "right to care" is the full extent of what they are entitled to when a flight is disrupted.

What many travelers do not know is that accepting a voucher or cash offer from an airline is often not the best course of action. Taking vouchers may seem easier, however, these can often have expiration dates or terms that make them less valuable than the compensation they are eligible to claim.

Passengers are losing out on money that is rightfully theirs because airlines are dishonest about their own passengers' rights. The compensation claims process has become so disheartening that many passengers give up after their initial claim was rejected, highlighting the fact that many consumers feel powerless against airlines. United States passengers already have limited protections against the airlines when compared to European travelers, so their lack of faith in airlines is unsurprising. EC261 — which protects all travelers on flights departing from the EU and flights to the EU on a European airline — is in place to empower passengers and should not be used by airlines as smoke and mirrors allowing them to shirk their legal responsibility.

Single-Pilot Aircraft with AI Will Become Reality Over Next Decade

Airbus Chief Technology Officer, Grazia Vittadini, said that European aerospace giant is currently working on a single-pilot aircraft model to meet rising air travel demand. Demand for air travel doubles every 15-20 years, which results in more noise, emissions, fuel consumption and a higher requirement for pilots. The single pilot model is being developed with the help of automation technologies such as artificial intelligence (AI).

"While the human component will continue to be accountable for strategic decisions, AI will take care of the routine tasks, taking away workload from the pilot so that his/her attention is focused. There will be AI apps for aiding activities, such as image recognition of runways or signs at the airport and conversion of speech to text, as communication plays a significant part of the pilot's workload," Vittadini said.

Airbus will start testing the single-pilot model with freighter aircraft and expects this to become a reality over the next decade or so. Vittadini said issues regarding passenger safety will be enhanced with these new technologies.

Airbus's move to do away with two pilots comes on a day when Boeing announced that it has scaled back the use of automation to make fuselage sections for its 777 jetliners amid reports of reliability issues and returned to having human mechanics do some of the work.

Airbus, which spends about €2 billion annually in research and development (R&D), is also working on a complex hybrid-electric aircraft demonstrator, E-Fan X. In the test aircraft, one of the four jet engines will be replaced by a two-megawatt electric motor, which is roughly equivalent to the power of 10 medium-sized cars. The electric propulsion unit is powered by a power-generation system and battery.

On Oct. 26, 1958, Pan American World Airways made the first commercial nonstop flight from New York to Paris. A marching band played John Philip Sousa as guests boarded the plane, where 111 passengers supped on cuisine from Maxim's in Paris. Twenty-five years later, the airline commemorated the voyage by inviting celebrities like Eartha Kitt and the boxing champ Floyd Patterson to Paris in one of the original Boeing 707 jets. Once there, the crew was feted at a party.

Pan Am went out of business in 1991. But for many, it is still synonymous with luxury air travel. And while the 1958 journey was not the first trans-Atlantic flight by an airline, it was perhaps the most significant, according to news reports at the time. Pan Am helped usher in the era of commercial jet travel with daily flights to London and Paris that ultimately made it easy for tourists — not just wealthy patrons — to see the world.

"It was a game changer," said Gabriella Williams, a librarian at the University of Miami who oversees the digitization of one of the largest collections of Pan Am brochures, magazines, advertising and financial reports. "More people could afford to get on planes. The dawn of the jet age implemented economy class." Pan Am's status as a cultural icon persists nearly three decades after the airline collapsed under crushing debt. There are Pan Am items for sale on eBay, including travel bags, cutlery and captain's wings. It continues to be memorialized in television, movies and documentaries. The Pan Am Historical Foundation offers travel tours to Morocco, Iran and Egypt. Ms. Williams said half the visits to the university's special collections libraries, where the Pan Am catalog is housed, were from people interested in the airline. "The brand, at one point, was the biggest in the world," she said.

Pan Am flew its first international flight in October 1927 and went on to become the most recognizable American airline, known for elegant service, dashing pilots and adventurous travel. Earlier that year, Pan Am's founder, Juan T. Trippe, had merged three airlines to form the company after receiving a contract from the United States Postal Service to deliver mail between Key West, Florida and Havana. Pan Am delivered 250 pounds of mail to Cuba on its first trip. Within a year, it would establish regular service to the island nation.

Trippe had a flair for marketing and public relations. In 1928, he hired the pilot Charles Lindbergh, who had become world famous a year earlier when he made the first solo nonstop flight between New York and Paris, as a consultant. Lindbergh was to explore new routes in South America, Europe and Africa for

the airline. By the early 1930s, Pan Am had expanded service throughout the Caribbean and Latin America. Pan Am acquired China Airways Federal in 1933, which allowed the airline to expand into China. That year, Trippe, who was born in 1899 in Sea Bright, N.J., the son of an investment banker, was featured on the cover of Time. But air travel was expensive then, mostly for business executives and the well-to-do. Airlines sought to differentiate themselves with first-class service, not with low fares, as airlines do nowadays. Consider this: The 1958 flight to Paris cost economy-class passengers \$489.60, or about \$4,350 today. "They competed by who offered the most frills," Ms. Williams said.

That meant a large part of the population was forced to stay home. Edward S. Trippe, Juan Trippe's son, recalled his first 14-hour flight to Europe on a DC-6, an airplane made by the Douglas Aircraft Company. "It was all first-class," said Mr. Trippe, who is the chairman of the Pan Am Historical Foundation. "We slept in bunks we pulled down above our seats. It was a luxury event."

It was in 1958, though, that his father and airline executives embarked on what would become the golden era of jet travel, fueled, in large part, by new technology that made it possible to fly long stretches without having to refuel. In 1955, Pan Am purchased a number of Boeing 707s, the first commercially successful airliners to be manufactured. Mr. Trippe said his father wanted to open up international markets and lower airfares. "He wanted a new generation who were able to see where their ancestors were born," Mr. Trippe said. "Pan Am had an international character. Its whole image was London, Hawaii, Africa, Japan, Rome. The advertising conjured up these images. You could go there." Pan Am was later beset by troubles. High fuel prices in the 1970s hobbled the industry. In 1988, a bomb exploded on a trans-Atlantic flight over Lockerbie, Scotland, killing 259 people onboard. The company declared bankruptcy in 1991.

The flight on Oct. 26, 1958, took more than seven hours. It had been scheduled to continue on to Rome after Paris but was canceled after the Italian government imposed a new surcharge on jet airfares, according to an article in The New York Times. Of the success of the New York-to-Paris flight, The Times said, "A long procession of commercial jet flights is lining up behind it."

Mr. Trippe was on the 25th-anniversary flight. He said he remembered seeing the actress Maureen O'Hara, who later owned her own seaplane company, aboard the plane. "The jet age propelled us into a new era," he said. "It shrunk the world."

United Air buys flight school to meet rising demand for pilots

By: Justin Bachman/Air Cargo News

United Airlines Holdings Inc. is purchasing a flight-training school to help increase the supply of future pilots and is exploring ways to boost financing programs to help pay for aviators' education.

The agreement to buy Westwind School of Aeronautics in Phoenix is designed to churn out pilots for United Express regional carriers, which have struggled to fill jobs known for demanding schedules and entry-level pay. About 56% of United's daily departures are flown by the regional airlines, which include ExpressJet Airlines, SkyWest Inc. and Mesa Air Group Inc.

United will become the only major U.S. airline to own a flight training academy. The United Aviate Academy – currently operating as Westwind School of Aeronautics in Phoenix – will give us more visibility and direct involvement in the recruitment, development and training of future pilots, and help enable us to increase the percentage of women and minorities who become pilots. United expects 300 students to graduate from the renamed United Aviate Academy in 2021, its first full year of operation. The company is planning to expand to 500 annual graduates over time, given the demand for pilots in the regional industry, said Curtis Brunjes, a United 787 captain and the carrier's managing director of pilot strategy. "The long-term goal is for this to be the predominant path for United [pilot] hires," he said.

United started a new pilot-recruitment program under the Aviate name in October. The Chicago-based airline expects to hire more than 10,000 pilots by 2029.

The airline is exploring student financing options that will help new pilots afford the high cost of training, including flexible repayment schedules and competitive interest rates. Aspiring aviators can spend more than \$100,000 on schooling and to accumulate the minimum 1,500 flight hours required to work for a regional carrier. That financial barrier has thinned pilot ranks and forced regional airlines to boost pay and signing bonuses. The shortage of regional pilots, in turn, has increased costs for the major carriers.

Owning a flight school will also help United increase the number of women and minorities in its pilot ranks, which today is "overwhelmingly male, it's overwhelmingly white," spokesman Charles Hobart said. Controlling its own training will allow the carrier to "make the pilot group better reflect United as a whole," he said.

United Sets the 737-MAX return date to September 4th

Today, February 14, we announced that the 737 MAX will return to service on Sept. 4, 2020.

The MAX has been out of service since March 2019 following the grounding of the aircraft by the FAA. Since then we've gone to great lengths to minimize the impact on our customers' travel plans. We've used spare aircraft and other creative solutions to help our customers who had been scheduled to travel on one of our MAX aircraft, get where they are going.

While the MAX is out of our schedule, we'll continue to automatically book affected customers on alternate flights, or proactively reach out to them and offer other options.

For more than 93 years, the safety of our customers and employees at United has come first, which is why we have cooperated fully with the FAA's independent review of the MAX aircraft. We won't put our customers and employees on the 737 MAX until regulators make their own independent assessment that it is safe to do so.

New Boeing 777X begins testing

The new Boeing 777X jetliner took to the skies in January for a three-hour, 51-minute flight over Washington state before landing at Seattle's Boeing Field, entering the next phase of its rigorous test program. It is based on the popular 777 and with proven technologies from the 787 Dreamliner. "The 777X flew beautifully, and today's testing was very productive," said Capt. Van Chaney, 777/777X chief pilot for Boeing Test & Evaluation. "Thank you to all the teams who made today possible. I can't wait to go fly your airplane again." Capt. Chaney and Boeing Chief Pilot Craig Bomben worked through a detailed test plan to exercise the airplane's systems and structures while the test team in Seattle monitored the data in real time.

"Our Boeing team has taken the most successful twin-aisle jet of all time and made it even more efficient, more capable and more comfortable for all," said Stan Deal, president and CEO of Boeing Commercial Airplanes. "Today's safe first flight of the 777X is a tribute to the years of hard work and dedication from our teammates, our suppliers and our community partners in Washington state and across the globe."

The first of four dedicated 777-9 flight test airplanes, WH001 will now undergo checks before resuming testing in the coming days. The test fleet, which began ground testing in Everett last year, will endure a comprehensive series of tests and conditions on the ground and in the air over the coming months to demonstrate the safety and reliability of the design.

The newest member of Boeing's market-leading widebody family, the 777X will deliver 10 percent lower fuel use and emissions and 10 percent lower operating costs than the competition through advanced aerodynamics, the latest generation carbon-fiber composite wing and the most advanced commercial engine ever built, GE Aviation's GE9X.

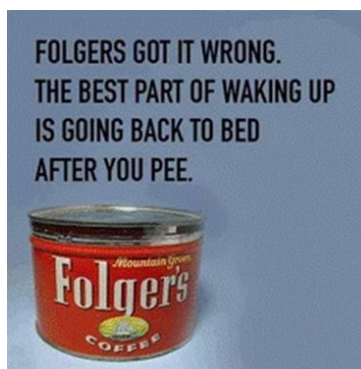
The new 777X also combines the best of the passenger-preferred 777 and 787 Dreamliner cabins with new innovations to deliver the flight experience of the future. Passengers will enjoy a wide, spacious cabin, large overhead bins that close easily for convenient access to their belongings, larger windows for a view from every seat, better cabin altitude and humidity, less noise and a smoother ride.

Boeing expects to deliver the first 777X in 2021. The program has won 340 orders and commitments from leading carriers around the world, including ANA, British Airways, Cathay Pacific Airways, Emirates, Etihad Airways, Lufthansa, Qatar Airways and Singapore Airlines. Since its launch in 2013, the 777X family has outsold the competition nearly 2 to 1.

About the Boeing 777X Family:

The 777X includes the 777-8 and the 777-9, the newest members of Boeing's widebody family.

Seat Count:	777-8: 384 passengers
(typical 2-class)	777-9: 426 passengers
Engine:	GE9X, supplied by GE Aviation
Range:	777-8: 8,730 nautical miles (16,170 km)
	777-9: 7,285 nautical miles (13,500 km)
Wingspan:	Extended: 235 ft, 5 in. (71.8 m)
	On ground: 212 ft, 8 in (64.8 m)
Length:	777-8: 229 ft (69.8 m)
	777-9: 251 ft, 9 in (76.7 m)



DEN Flight Training Center expands

On Jan. 14, we opened the new G building at the Flight Training Center (FTC) in Denver. Already impressive, the FTC now boasts an additional 76,000 square feet of training space for our flight crews.

With this new addition to the FTC, the Western Hemisphere's largest flight training center continues to grow. By September of this year, our pilots will be training in 37 full flight simulators and 16 fixed training devices! Our flight crews now have more than 550,000 square feet of training space available for new hire and recurrent training. In addition to pilots, the FTC is also utilized by Inflight training, Maintenance training and Move Team training.

"Adding a new building that seamlessly integrates into a campus that has already stood for more than 50 years was an aesthetic and operational challenge, particularly as simulator technology is changing so rapidly," said Flight Operations Consolidation Senior Manager Graham Smith. "We focused on creating a functional, durable and flexible new building that will handle anything the next 50 years may throw at us."

Aviate, our new pilot recruiting program, will continue to grow over the next several years; having state-of-the-art training facilities is a huge advantage when we compete with other carriers for pilots. The new building features eight full flight simulator bays, four fixed training device bays, 24 briefing rooms, several large classrooms and a break room.

Based on feedback from our pilot instructors, we increased the size of our briefing rooms to better accommodate training demands and installed adjustable training platforms to handle any future simulator design changes. The bays were designed for Electro-Magnetic Motion (EMM) devices, which means no more hydraulic devices. These EMM devices reduce our operating costs and our environmental footprint by improving reliability, reducing our power consumption and minimizing our hazardous material creation.

"We are proud of this state-of-the-art flight training facility," added Flight Operations SVP Bryan Quigley. "This new building with eight simulator bays will be instrumental in achieving our strategic plans."

As we continue to expand our DEN footprint, this new building reaffirms our commitment for caring for our employees, our environment and our community while putting safety at the front of all that we do.

The biggest jet engines ever seen are set to roar on Boeing's 777X

By Dominic Gates/Seattle Times aerospace reporter

The biggest jet engines, GE-9X, ever seen are now hanging from the longest wings on any Boeing plane.

The engine, featuring a huge front fan with 16 carbon composite blades, each twisted into a thin, aerodynamically curved shape, is encased in a carbon composite pod, or nacelle, that gives it a diameter of 184 inches at the widest point.

The fuselage of a single-aisle Boeing 737 that you might fly on a typical domestic flight would fit comfortably within those outer nacelle dimensions.

The engine is the product of an investment of more than \$2 billion by General Electric. It was assembled in Durham, N.C., and Peebles, Ohio, from parts built all over the U.S., Europe and Japan. The GE-9X is an evolution of the GE-90 engine, of which more than 2,600 have been delivered. That engine has exclusively powered Boeing's 777-300ER since it entered service with British Airways in November 1995.

With a maximum engine pod diameter of 166 inches, the GE-90 was previously the world's biggest jet engine but is now overshadowed by this gigantic GE-9X variant.

Because of the extra aerodynamic efficiency of Boeing's immense 777X wing, the new engine doesn't have to be quite as powerful as the current one, delivering 105,000 pounds of thrust compared to the 115,000 pounds from the GE-90. So, the GE-9X is projected to burn 10 percent less jet fuel than the current engine.

GE tested the -9X engine in flight for the first time in March 2018, when a test model was mounted to a specially designed pylon on a 747 jumbo jet, replacing one of that test plane's four much-smaller engines.

United Airlines CEO Oscar Munoz is stepping down

Three years ago, United Airlines CEO Oscar Munoz hired the president of American Airlines and made him the No. 2 executive at the beleaguered airline.

Come May, Scott Kirby, who built a reputation as a detail-oriented executive over three decades in the commercial airline industry, will take over the top spot at United, Chicago's hometown carrier.

The company announced that Munoz, 60, will step down in May and become executive chairman, a post he will hold for a year during the transition. United's current chairman, former Federal Aviation Administration chief Jane Garvey, will retire after serving on the board for more than a decade.

Under Munoz and Kirby, the airline has improved its financial performance, grown its network of routes and strengthened relations with employees and its labor unions while working to restore its image after a rocky period that included a 2017 incident in which a passenger was dragged off a flight.

"With United in a stronger position than ever, now is the right time to begin the process of passing the baton to a new leader,"

Earlier in his career, Kirby held senior leadership roles at America West and US Airways, where he was named president in 2006. He became president at American when the airline merged with US Airways in 2013.

"There's no questions about (Kirby's) knowledge and acumen. If there's any question at all, it's whether he can also be a big-picture leader." At United, Kirby has been heavily involved in the airline's strategy, including a focus on growing the airline's network of routes and building connecting traffic through domestic hubs in a bid to win back market share.

United said it added 93 routes and flew more passengers and more flights than ever in 2018. But it still ranks fourth in terms of number of passengers flown, according to the Bureau of Transportation Statistics. But if United is no longer the "hot mess of an airline" it was a few years ago, it still lags rival Delta Air Lines in on-time performance and some amenities, said Henry Harteveltdt, travel industry analyst and president of Atmosphere Research Group.

It's also in the midst of negotiations with the union representing its pilots and faces industry-wide challenges including slowing economic growth and disruption from the ongoing grounding of Boeing's 737 Max aircraft as well as growing concerns about climate change and sustainability. "Is it where it needs to be? Absolutely not. ... But when you look at it and

compare it to where it has been, it is financially more successful and operationally more successful," Harteveltdt said.

When Munoz, who had been president at railroad company CSX and a longtime United board member, was named CEO in September 2015, he took charge of an airline struggling with employee relations, on-time performance and a difficult merger with Continental Airlines. Its reputation with customers had slipped, and Munoz's predecessor, Jeff Smisek, resigned unexpectedly amid a federal corruption probe.

"Oscar became CEO at one of the most challenging points in United's history, and his focus on putting customers and employees first has transformed United's culture today and successfully positioned the company for tomorrow," Garvey said in a news release.

Smisek had led the company since its 2010 merger with Continental. United tied his exit and the firing of two of his top lieutenants to internal and federal investigations into allegations that executives had improperly curried favor with then-Port Authority of New York and New Jersey Chairman David Samson. United reinstated a money-losing route from Newark to an airport near Samson's South Carolina vacation home.

"There was this question in the minds of a lot of people of whether there was just something structural about United that made it impossible to run successfully," said Kaplan, who described the airline as "mired in mediocrity for decades under very different management teams."

The years that followed weren't smooth. Just weeks after becoming CEO, Munoz suffered a heart attack and received a heart transplant in January 2016. In 2017, a social media firestorm ensued after a 69-year-old passenger was dragged from a United Express flight in Chicago. Munoz's initial response to that incident — he defended employees while calling the passenger disruptive — deepened outrage. Munoz later apologized, gave up his bonus and promised to change the culture at United, starting with policy changes including additional employee training and limiting use of law enforcement on aircraft.

Other airlines chimed in with plans to limit problems resulting from overbooking, and new procedures were implemented across the industry.

Our CEO, Oscar Munoz, will transition to the role of Executive Chairman of our Board in May 2020. Scott Kirby, President, will succeed Oscar as CEO.

New planes! United orders 50 Airbus A321XLRs

United announced an order to purchase 50 new Airbus A321XLR aircraft, which we plan to begin inducting into our fleet in 2024. The order enables us to begin replacing and retiring our existing Boeing 757-200 aircraft and further meet our operational needs by pairing the optimal aircraft with select transatlantic routes. We will continue to operate our 757-300s. The state-of-the-art A321XLR aircraft, which we expect to introduce into international service sometime toward the end of 2024, will also allow us to explore serving additional destinations in Europe from our East Coast hubs, EWR and IAD.

“The new Airbus A321XLR aircraft is an ideal one-for-one replacement for the older, less-efficient aircraft currently operating between some of the most vital cities in our intercontinental network,” said EVP and Chief Commercial Officer Andrew Nocella. “In addition to strengthening our ability to fly more efficiently, the A321XLR’s range capabilities open potential new destinations to further develop our route network and provide customers with more options to travel the globe.”

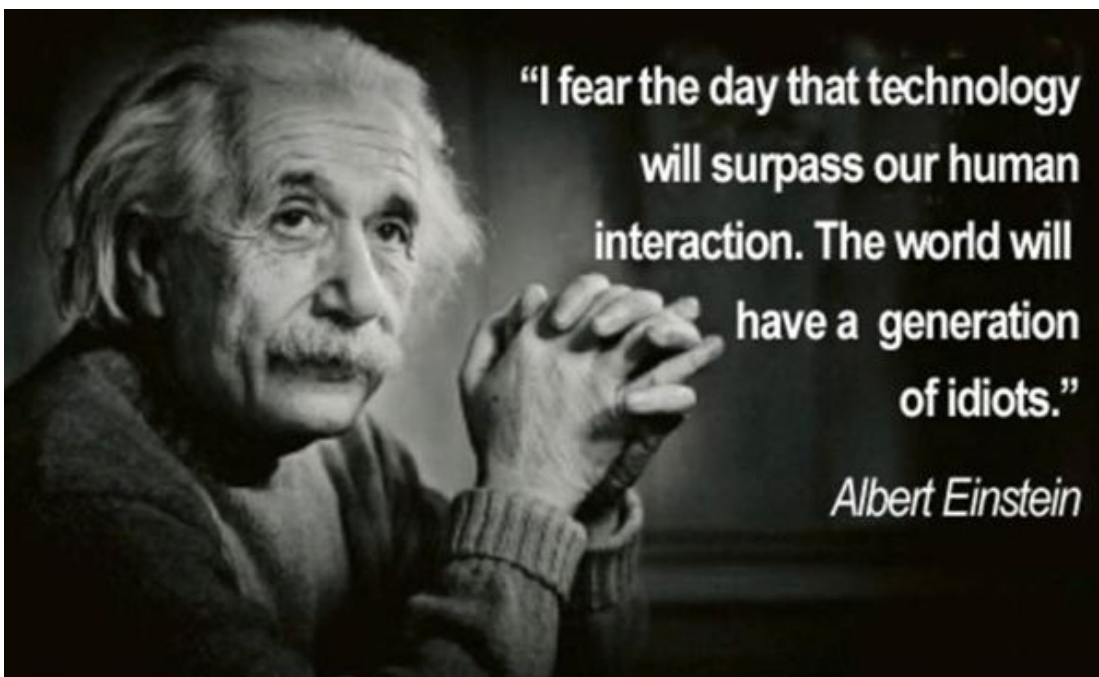
The next-generation A321XLR offers customers an elevated inflight experience and features modern amenities, including LED lighting, larger overhead bin space and Wi-Fi connectivity. We are in the very early stages of selecting features and amenities for this aircraft. However, we do plan to feature an

intercontinental configuration for the A321XLR.

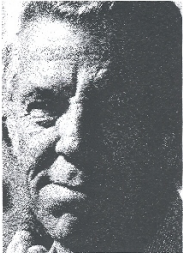
Additionally, the new aircraft lowers overall fuel burn per seat by approximately 30% when compared to previous generation aircraft, enabling us to further minimize our environmental impact as we move toward our ambitious goal of reducing our carbon footprint by 50% relative to 2005 levels by 2050. We have been looking for Boeing 757-200 replacements for quite some time and are confident that the A321XLR is the right replacement aircraft, since it has better fuel savings, better economics and the right range for these specific transatlantic routes.

Additionally, we will defer the delivery of the Airbus A350s we ordered several years ago until 2027 to better align with our operational needs. By year end 2019, United will have approximately 800 mainline aircraft, a record for the mainline. We maintain a strong orderbook to meet our growing network and capacity needs and expect to take delivery of over 64 mainline aircraft next year, consisting of 787s, 777-300ERs, 737 MAXs, used A319s and used 737 Next Generation aircraft.

On the widebody side, we have taken delivery of 12 787-8s, 25 787-9s and nine 787-10s, with 13 787-9s and five 787-10s still on order. We have accepted delivery of 18 777-300ERs and expect four more. We currently have 45 A350-900



The Len Morgan Archive - *Caring for Captains*



In my 41-year-long career, logged almost entirely in multi-engine military and airline types flown by two pilots, my time was split almost evenly between the two window seats up front. There is precious little you can tell me about life in either seat-at least, as it was in my day.

Some World War II veterans avoided the airlines due to the popular belief that the typical captain was a testy tyrant with a low boiling point. The feeling was: "After 30 missions in B-26s, I'm not going to take guff from an old nut who spent the war flying DC-3s stateside." Happily for those of us who craved the work no matter how trying the apprenticeship, the rumor had little basis.

While we didn't expect a jolly workmate on every trip, we were somewhat surprised to find that nearly every skipper was a good head. That is not to say all was sweetness and light. Establishing a close rapport with your captain, in some cases, was a challenge requiring diplomacy-not to be confused with boot-licking. Servile flattery is immediately seen for what it is; no one likes a toady. Diplomacy, by definition, is "skill in managing people so there is little or no ill will." It's as tricky as juggling knives.

After filling the copilot column in two logs, I made it to the left seat. My total time by then was 15,000 hours, most of it in seven airliner types from the DC-3 to the Electra. If that doesn't qualify me to discuss copiloting, nothing will. I thought that what I learned along the way might be useful to young men and women just joining our ranks. So, keep in mind:

You were hired for three reasons. First, the law requires two pilots aboard every airliner; second, you are there to assist your captain and learn from him; third, your company believes you can do this and eventually earn a fourth stripe. You were not hired to work for your captains, but with them, to help them get the job done right. There's more to it than reading checklists and copying clearances. Your attitude and performance will determine whether your copilot years are enjoyed or endured.

After they make a captain they throwaway the mold. No two are alike. Each has his pet ways. You must adapt to them. No amount of standardization and CRM training can completely stifle individualism, nor should it, as long as the personal touch is within the framework of good practice. If you find your captain's idiosyncrasies amusing or exasperating, keep it to yourself. Some day your copilots will wonder about you.

Count on meeting some real "characters." For example, among your left-seaters are sure to be some Great White Hunters. Something about airline flying makes a lot of captains want to spend time freezing half to death in duck blinds. The urge to leave a warm bed for a frigid swamp may defy all understanding, but there it is. In summer these clowns crouch in rowboats all night, swatting at mosquitoes and fishing. That they rarely catch more than colds is beside the point All they talk about is hand-loaded ammunition, lures, the quail season, over-and-under shotguns and "packing in"-whatever that is.

They see something in it that is lost on me, considering the large amounts of money they invest to guarantee utter misery. I have listened to hours of campfire talk, none of which ever once tempted me to break the vow I made to myself after months of living under canvas in Big Two-to sleep indoors until the next call to arms. When paired with a hunting/fishing nut, pretend you're interested and let him catch you studying a fishing map borrowed from your barber. You'll win points with, "You know, listening to you kinda makes me want to get back out on that old creek bank with a cane pole and a can of night crawlers." Don't mention fire ants,

cottonmouths, cold canned beans or going a week without a shower.

Then there's Captain Cautious, the incurable worrier. Dominated at home by his wife, daughters and cat, he brings his dismal outlook to work, fearful the day will see him smash a wing tip, be falsely accused on a morals charge or called in for auditing. He is almost disappointed when the trip ends without incident and marvels at the good luck that saw you through Kansas City ahead of a line squall. He leaves his watch and money belt with the desk clerk.

Captain C. is in fact a first-rate airman but he credits success to an about-to-run-out streak of uncanny luck. He lives strictly by the book and invents rules for situations not in the book. A fed on the jump seat reduces him to blathering idiocy. Back him up and ease his torment; he will be eternally grateful. Help him keep the copious notes he'll need "when they call me in about this." But don't overdo it or he may ask you to hold his hand for another month.

The Health Addict also has problems, or so he thinks. Though as healthy as a beer wagon Clydesdale, he gloomily awaits the symptoms of terminal disease. His flight bag is a portable apothecary into which he is forever delving for pills and powders. He lives in dread of his next physical, certain the doctor will discover something unknown even at the Mayo Clinic. The thought of his next medical gives him the sweats. Talk up organic gardening, salt-free foods and jogging. Be rough on booze, smokes and irregular hours. Let him catch you reading a fitness magazine and go with him to the health food stores. You'll get along famously.

And not to forget Farmer Brown. At about age 40 an astonishing number of airline captains abandon city life and buy farms. Or ranches. Anything over 16 acres with a broken down fence and collapsed barn qualifies. He can't tell clover from crab grass, but no matter. The first purchase is a Chevy pickup with a deer rifle and scope hanging on a rack in the rear window. The second is a ten-gallon hat, worn indoors and out, and cowboy boots that hurt his feet. The prime concern of these would-be agrarians is the price

of hay. You will be invited out to see his spread. Go. Walk through the mud (watch where you step) and admire the diseased trees. Ride up and down the washboard roads. If nothing else, it will remind you how good urban living is. Find out where he can buy hay for two bits a bale less. He will think you are the greatest and invite you back to help unload it.

And of course there's Dapper Dan, man about town, raconteur, ladies' favorite. Lots of polish here. Nothing is more important to Dan than dressing well, dining well, living well. He's an accomplished clotheshorse; you won't believe his wardrobe and he knows how to pack a suitcase so his costumes don't look as if they were run through a wringer, a knack few pilots master. He strides into the finest restaurants and is immediately recognized by the maitre d'. He has no problem with the French menu. Don't try to match his dress. Most pilots on layover are mistaken for tramp steamer seamen on shore pass. Exotic fare may bore you, but tag along for a fun evening. Take your credit card. Be aware that his class act extends to the cockpit; he's as fussy with a checklist as he is with a wine list. Dapper Dan used to come on strong in the old days of 48-hour layovers in downtown hotels. Alas, his breed has gone the way of navigators. Today you won't meet his sort except on long international routes.

Doctor Aviation, Ph.D (piled higher and Deeper), an authority on everything, is a jerk of the first water and the bane of his copilot (Here I could only pass along what I'd heard since there were none of his ilk at my shop.) Loud and arrogant, this pompous self-centered bore is best described as the part of a steed that clears the fence last. Every hour in his cockpit is a training hour even if he's just been rated on a type you've been flying for three years. Grit your teeth, quietly accept his nonstop coaching and remark on how much better things go when you follow his lead. Recognize that his bluster usually cloaks a whopping inferiority complex; he mistrusts all copilots, because he's not sure of himself. He's a pain but don't let him rile you. Stay cool. Bid another division next month.

Naturally I conclude with mention of the amiable Good Old Boy. That's what everyone calls him. for

that's what he is. He's the backbone of professional flying. With all the years in his logs and the headaches of advancing age, he remains devoted to flying and his work shows it. You will work hard to match his performance. He knows he can fly anywhere, anytime and in just about any weather and he believes you can. He teaches by example and is a tough act to follow. When it's your leg, it's your ship to fly, your way. His cockpit atmosphere is relaxed, congenial, competent. Do your best and you will gain a friend for life. Good Old Boys accounted for almost everyone on our seniority list and most of the oddities responded to careful handling. In fact, some of the characters I didn't hit it off with at first evolved into reasonable cockpit companions and, indeed, valued friends.

It has been a while since my last airline trip. Much has changed and much has remained the same. I read about the fly-by-wire, computerized marvels that are

replacing the planes I remember. These new jobs are no larger or faster than those I flew, but they are more efficient economically, thanks in part to elimination of the flight engineer, that good man who more than once saved our collective butts from embarrassment or worse. Indeed, I am certainly alive thanks to an alert third man who spotted traffic which neither the captain nor I could see.

What about the computer experts up front today who manage these new marvels that can fly themselves from takeoff to touch down? Do airline rosters still include an overwhelming percentage of Good Old Boys (and today, Good Old Girls)? If so, the game remains as rewarding and as much fun as ever. When I sit crunched in seat 42B and hear the engines coming to life, I always hope there's a seasoned diplomat in the right cockpit seat, no matter who's warming the left.

"An old, blind cowboy wanders into an all-girl biker bar by mistake...

He finds his way to a bar stool and orders a shot of Jack Daniels.

After sitting there for a while, he yells to the bartender, 'Hey, you wanna hear a blonde joke?'

The bar immediately falls absolutely silent.

In a very deep, husky voice, the woman next to him says, 'Before you tell that joke, Cowboy, I think it is only fair, given that you are blind, that you should know five things:

1. The bartender is a blonde girl with a baseball bat.
2. The bouncer is a blonde girl with a 'Billy-Club'.
3. I'm a 6-foot tall, 175-pound blonde woman with a black belt in karate.
4. The woman sitting next to me is blonde and a professional weight lifter.
5. The lady to your right is blonde and a professional wrestler.

'Now, think about it seriously, Cowboy ... do you still wanna tell that blonde joke?'

The blind cowboy thinks for a second, shakes his head and mutters, 'No ... not if I'm gonna have to explain it five times'...

Zero Zero Instrument Approach

Another example of the DC-3 taking care of me was one dark stormy night I took off from Laredo in zero-zero weather. You can do that if you have a take off alternate within 15 minutes flying time. I used Nuevo Laredo as the alternate. I was going to Dallas with a stop in San Antonio and Austin. I had the usual fuel on board for the scheduled flight but not full tanks. As I remember, the mains were almost full but no auxiliary, meaning I had 320 gallons on board. There might have been some fuel in the aux tank but not much. The fuel consumption in climb was 2 gallons a minute. In cruise, it burned 90 gallons an hour, so, all total, I had about three hours of flying time. I was supposed to have 45 minutes of reserve fuel on board at all times. We did not have enough fuel for what was about to happen.

If everything goes normal then you might be okay for a zero-zero take off. What if things do not go normal? That is where I found myself. First, the weather was lousy. Everything on the Texas coast at night was going zero-zero in a hurry. Austin was already at landing minimums and San Antonio was below limits. Dallas looked questionable but was forecast to hold landing limits until about midnight, but it didn't. My alternate was Waco and it stayed up for a while and then went flat. The dispatcher called and changed the alternate to Tyler. As I took off from Laredo, we climbed out to about 4000 feet and broke out on top of the overcast. Flying was beautiful on top of the clouds at night with a full bright moon shining. With smooth air, everything was serene. We climbed up to 6000 feet, contacted Air Traffic Control and away we went.

Well, wouldn't you know it? In the worst possible position to be in, an engine would fail. Yep, the right engine just went Blap, and quit. That engine quit with no warning or indications. Attempted restarts failed. We feathered it. Well, here we are. No place to land and burning 30% more fuel on single engine. I suppose this is why they pay airline Captains big money. Someone must make decisions that are right and safe. I called the company dispatcher, Andy Mistos and simply yelled, HELP! Where am I going to be able to get in with the fuel I got? The dispatcher said stand by. A long two or three minutes and he came back and said, "I think you have a problem!" He did not need to tell me that, I already knew that. What I wanted to know is where to land. Everything was going down and nothing within my fuel flying range

was open for a legal approach.

As we approached San Antonio, the ATC Controller called me wanting to know my intentions. I really did not know what to do, but, I knew I had to decide and quick. My instincts said gather up all the information I could get and based on that, decide where to go. Our situation was already beyond considering passenger accommodations. I had the safety of the flight to consider now. I had to get down and quick. What if I lost another engine? Our safety margin was gone and our luck running out. So, what to do. I tried to discuss as much of all this as I could with Dave Gillett, the co-pilot. He was steady but I sensed he was scared. As a matter of fact, so was I. Things were happening fast and I hoped he could keep up with it all..

I may not have shown it but I was a bit concerned.

The situation did have my undivided attention. All I could get out of the dispatcher was the weather was getting worse. Everything pointed to a very critical instrument approach someplace that had a real good ILS (Instrument Landing System) system.

It was apparent that everything within our fuel range was zero-zero. All good options suddenly ran out. I concluded that I would have to bust minimums as prescribed by the FAA to get in anywhere. Well, that meant writing many letters, Oh Joy! Should I declare an emergency now or later? Maybe later. Remember, we were on top of the overcast in smooth flying conditions with a bright pretty moon lulling us into a sense of false tranquility.

The passengers are unassuming and comfortable. They go where I go but I like to keep them informed. So, I decided to go to the back of the airplane and have a short talk with a few passengers and get some feed back from them. Maybe I'll get lucky. I did just that. I gathered a small group of passengers around me in the back of the cabin by the buffet and explained our situation. My question to them was what they would do under similar circumstances? Most agreed it was my decision. They would support any decision I made. A key suggestion came from one young Airman from the Laredo Air Force Base we had just taken off from. He simply said "Too bad you do not have GCA like the military." GCA meaning Ground Controlled Approach where the military controllers talk you down a glide path and glide slope by voice communication. He did not know I was an old Air Force jockey and had flown GCA many times.

The idea clicked in my mind.

Go to the nearest military base for a GCA and a big wide runway with lots of fire and crash equipment. God Forbid! We had to think about all possibilities. I ran back to the cockpit and called the dispatcher and explained what I wanted to do.

He quickly nixed going back to Laredo as they were down for maintenance. The next best military airport was Lake Charles, Louisiana at old Chennault AFB. I had flown in there a million times and they had a runway 12,000 feet long and 500 feet wide. Perfect I thought. If I could not hit a runway that big, then we were all in a heap of trouble. The problem was fuel, or the lack of. The dispatcher did not think we could make it with what fuel we had on board. Fuel would be very close and no reserve left for any sort of an alternate. In other words PAR ONE! One shot and that's all. Not even enough fuel for a go-a-round.

What are the choices? Yes, well, there were not too many. The dispatcher advised me to head for Houston in hopes something in that area would break open. Well, on the Gulf coast, late at night, not likely. Houston was on the way to Lake Charles. I might have a shot at Corpus, Beaumont, or even Lafayette. So, I advised ATC of my intended route and altitude. Everything was approved and I headed for Houston. I got weather updates every 15 minutes and nothing was breaking open. In fact, the forecast was for everything to go flat and it did. There was no wind and the dew point and temperature were right together. That combination spells fog and low ceilings every time.

Our one good engine droned on and on very steady. The co-pilot and I watched the fuel gages slowly go down toward the empty marks. He suggested we get as much out of the aux tank as we could without letting our one engine run dry. We got about 20 minutes out of the Aux. That was it and we are still burning fuel at a higher rate because of the single engine pulling a lot more power. We could see the lights of Houston glowing up through the fog as we went by, but it was only a glow. No way could we see to land. Nothing was open here so we just keep heading toward Lake Charles. Then the dispatcher came on with some more good news. He figured out that we had just enough fuel for one approach and at this time, we were already committed. That simply means one shot and the ball game is over. He ended his transmission with "Good Luck." The way he said it, sort of sounded final. He was not very encouraging. I told the Air Traffic Control Center what we were going to do and he told us to switch over to the military frequency. He too gave us the final "Good Luck" also. Thanks a lot. But, what else could he say.

Lake Charles answered promptly and I ask if there was a GCA crew on duty. They told me affirmative. I ask if I could talk with them direct now. We were advised to switch over. The GCA team had been alerted about our situation by ATC.

When I got to the final controllers, I explained my situation and former experience in the Air Force. I told the Sergeant in charge to keep talking until we were taxing down the runway. I also had an ILS (Instrument Landing System) to cross check electronically but under the circumstances, the Ground Controlled Approach seemed better. I elected to use everything I had which meant both of them at the same time. Here we go.

I wish I had a recording of that controller's voice and instructions for that approach. He was the most self-assured, confidence inspiring person I ever heard. Nothing to it, he said. Just another piece of cake. His voice was steady as a rock and with a southern drawl it was almost a mono-tone. He sounded like this:

"Texas 661, Good evening suh, you are ten miles from touchdown. Suggest you run your pre-landing check list. Maintain 2200 feet and turn right to a heading of one two zero for turn onto the final approach. Report your gear down and locked and then do not acknowledge any further transmissions, suh."

"Roger, gear is down and locked."

"Texas 661 you are 5 miles from touch down, descend to 1500 feet and turn right to heading one three zero. You are on the localizer and upon intercepting the glide slope start your rate of decent at approximately 500 feet per minute. You are approaching the glide path and the outer marker. Check your final approach flap position, suh"

"Texas 661 you are now at the outer marker and high on the glide path. Increase your rate of decent to 600 feet per minute and turn left to a heading of one two five. Wind is calm will not be a factor on the approach or in landing. Ceiling and visibility are zero. Texas 661 you are coming back onto the glide slope nicely, hold your rate of decent at 450 feet per minute and tap your right rudder for a 2 degree right turn and hold it on one two seven. You are two miles from touchdown and should be in a landing configuration, suh."

"Texas 661 you are 1 mile from touchdown tracking one two seven, tap your right rudder 1 degree to one two eight. You are slightly low on the glide path. Decrease your rate of decent to 400 feet per minute. Runway lights and strobe are set at high intensity. Advise if you want them to lower."

"Texas 661 Tower clears you to land. Report on ground, as they cannot see you. Tap right rudder 1 degree to one two nine and decrease your rate of descent to 350 feet per minute. You are on the glide path and the localizer nicely and in decreasing your rate of descent, you will land farther down the runway. I will advise, suh"

"Texas 661 you are crossing the end of the runway tap your right rudder and maintain one three zero. Decrease your rate of descent to 250 feet per minute, retard your throttles, start your landing flare and touch down is NOW. Maintain runway heading on roll out."

The first thing I saw on the approach was the strobe light penetrating the fog with flashes and the glow of the rabbit strobe flashes. I never saw the runway until after he said touch down and the tires went squeak-squeak. I then saw a runway light out the corner of my eye. As we rolled to a stop, I pulled the power off the one good engine and shut it down still in the middle of the runway. We could not see ten feet in front of us.

After I took a few deep breaths and regained my composure, I told the controller I was coming over to the GCA shack in a few minutes to thank him and not to leave. He casually said "Good evening, suh."

I called ground control and told them I shut the airplane down on the runway as I could not see to taxi anywhere especially on one engine. They could not see me from the tower. They advised it was okay as the airport was closed due to the weather. The tower said the company bus was on its way to pick up the passengers and to remain with the airplane. I told them I was going to the GCA shack if I could find it. They acknowledged and said it was off to my left. When I went to the back of the airplane everyone cheered and clapped their hands. I just grinned and told them, it was the GCA controllers that did their magic and got us down safely. I was on my way to thank them. Everyone agreed and smiled. Not one person complained that they were not in Austin, San Antonio or Dallas. I suppose they felt they had lived an adventure and they were alive to enjoy telling about it.

I grabbed a fifth of scotch from the buffet and walked over to the GCA shack. Boy was it foggy. I could hardly find the place. I was greeted by four airmen of the GCA team and we all shook hands and I gave them the scotch. I could not thank them enough for if the true facts were known, they saved our bacon that dark foggy night.

We all went to the Chateaux Charles to spend the night and to make arrangements for the passengers to get to their destinations. About an hour later, the company ground crew called me and asks if I wanted to know how much fuel we had left? I quickly said NO. Do not tell me. I don't want to know. I would have bet it was not much. They probably measured it with an eye dropper or did not have enough fuel to measure.

I finally got to sleep about four in the morning and I dreamed of all the forms and paperwork I was going to have to fill out and all the reports I was required to write. But wait, we never really declared an emergency. You know no one ever said anything to me but "Good Job." I never heard anything more about that flight and never wrote anything except in the logbook about a small leak in the hydraulic system and one inoperative engine. That was it. We must have broken every rule in the FAA book but everyone involved knew we had a real problem. The whole idea was to get us down safely and they did what they felt they had to do. The entire air traffic control system, the military GCA team, and the company group were all concerned for our safety and this was one time, it all worked. Thank you up there.

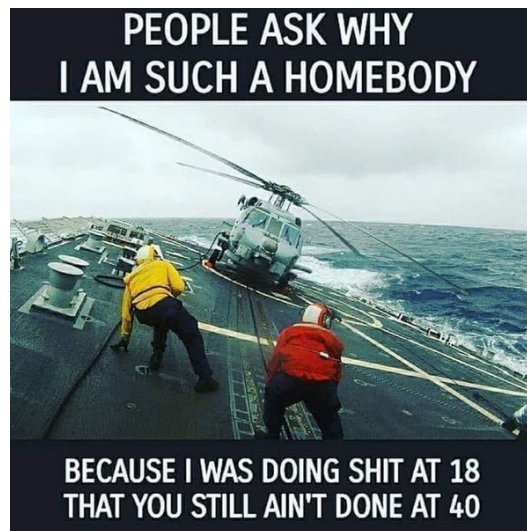
I aged that night. I guess no one will ever know or understand unless you have been there, how it feels. I wish I could adequately explain the thought process one goes through in such a crisis or emergency situation. I suppose we were facing possible death. At the time, the reality of it all did not emerge as death threatening. The grave responsibility was on my shoulders and I felt it. I was scared sure. I really never felt as though anyone was going to die. The idea of dying never entered my mind. I suppose the years of training and experience pushed to the front of my forethought and just made me do a job I knew I could do. I felt confident I could do it. I knew I had to fly the best instrument approach of my life and I did. Where does one get that extra amount of adrenaline you need and the euphoria you feel when it's over? Someone up there was really crazy about a load of passengers and a DC-3 crew that dark foggy night. Amen!

When we came out the next day to deadhead to Houston, the co-pilot had to go in the airplane to get something and when he came out, he was grinning. I ask what was so funny. He simply said "All the fuel tanks in the airplane are full" No one could ever say that we did not have a 45 minute fuel reserve on board; at least not now. Nuff Said.

Before the Battle of Agincourt in 1415, the French, anticipating victory over the English, proposed to cut off the middle finger of all captured English soldiers. Without the middle finger it would be impossible to draw the renowned English longbow and therefore they would be incapable of fighting in the future. This famous English longbow was made of the native English Yew tree, and the act of drawing the longbow was known as 'plucking the yew' (or 'pluck yew').

Much to the bewilderment of the French, the English won a major upset and they began mocking the French by waving their middle fingers at the defeated French, saying, See, we can still pluck yew! Since 'pluck yew' is rather difficult to say, the difficult consonant cluster at the beginning has gradually changed to a labiodentalfricative 'F', and thus the words often used in conjunction with the one-finger-salute! It is also because of the pheasant feathers on the arrows used with the longbow that the symbolic gesture is known as 'giving the bird' and/or "flipping the bird'.

And yew thought yew knew every plucking thing - didn't yew?



A young newlywed couple wanted to join a church. The pastor told them, "We have special requirements for new parishioners. You must abstain from having sex for two weeks."

The couple agreed and came back at the end of two weeks. The pastor asked them, "Well, were you able to get through the two weeks without being intimate?"

"Pastor, I'm afraid we were not able to go without sex for the two weeks," the young man admitted.

"What happened?" inquired the pastor.

"My wife was reaching for a can of corn on the top shelf and dropped it. When she bent over to pick it up, I was over come with lust and took advantage of her right there."

"You understand, of course, that this means you will not be welcome in our church," stated the pastor.

"That's okay," said the young man. "We're not welcome at the grocery store anymore either."

The Coyote Principle

CALIFORNIA

- The Governor of California is jogging with his dog along a nature trail. A coyote jumps out and attacks the Governor's dog, then bites the Governor.
- The Governor starts to intervene, but reflects upon the movie "Bambi" and then realizes he should stop because the coyote is only doing what is natural.
- He calls animal control. Animal Control captures the coyote and bills the state \$200 testing it for diseases and \$500 for relocating it.
- He calls a veterinarian. The vet collects the dead dog and bills the State \$200 testing it for diseases.
- The Governor goes to hospital and spends \$3,500 getting checked for diseases from the coyote and on getting his bite wound bandaged.
- The running trail gets shut down for 6 months while Fish & Game conducts a \$100,000 survey to make sure the area is now free of dangerous animals.
- The Governor spends \$50,000 in state funds implementing a "coyote awareness program" for residents of the area.
- The State Legislature spends \$2 million to study how to better treat rabies and how to permanently eradicate the disease throughout the world.
- The Governor's security agent is fired for not stopping the attack. The state spends \$150,000 to hire and train a new agent with additional special training for the nature of coyotes.
- PETA protests the coyote's relocation and files a \$5 million suit against the state.

TEXAS

- The Governor of Texas is jogging with his dog along a nature trail. A coyote jumps out and attacks his dog.
- The Governor shoots the coyote with his state-issued pistol and keeps jogging. The Governor has spent \$.50 on a .45 ACP hollow point cartridge.
- The buzzards eat the dead coyote.

And that, my friends, is why California is broke and Texas is not.



There was an elderly couple who in their old age noticed that they were getting a lot more forgetful, so they decided to go to the doctor. The doctor told them that they should start writing things down so they don't forget. They went home and the old lady told her husband to get her a bowl of ice cream. "You might want to write it down," she said. The husband said, "No, I can remember that you want a bowl of ice cream." She then told her husband she wanted a bowl of ice cream with whipped cream. "Write it down," she told him, and again he said, "No, no, I can remember: you want a bowl of ice cream with whipped cream." Then the old lady said she wants a bowl of ice cream with whipped cream and a cherry on top. "Write it down," she told her husband and again he said, "No, I got it. You want a bowl of ice cream with whipped cream and a cherry on top." So he goes to get the ice cream and spends an unusually long time in the kitchen, over 30 minutes. He comes out to his wife and hands her a plate of eggs and bacon. The old wife stares at the plate for a moment, then looks at her husband and asks, "Where's the toast?"

Building A Snowman

It Snowed Last Night!!!

8:00 am: I made a snowman.

.....
8:10 – A feminist passed by and asked me why I didn’t make a snow woman.

8:15 – So, I made a snow woman.

8:17 – My feminist neighbor complained about the snow woman’s chest saying it objectified snow women everywhere.

8:20 – The gay couple living nearby threw a hissy fit and moaned it could have been two snow men instead.

8:22 – The transgender man/women...person asked why I didn’t just make one snow person with detachable parts.

8:25 – The vegans at the end of the lane complained about the carrot nose, as veggies are food and not to decorate snow figures with.

8:28 – I was being called a racist because the snow couple is white

8:30 – I used food coloring to make one of the snow couple a different color and be more racially inclusive.

8:37 – Accused of using blackface on the snowman...snow persons.

8:39 – The middle eastern gent across the road demanded the snow woman be covered up .

8:40 – The police arrived saying someone had been offended

8:42 – The feminist neighbor complained again that the broomstick of the snow woman needed to be removed because it depicted women in a domestic role.

8:43 – My landlord arrived and threatened me with eviction

8:45 – TV news crew from ABC showed up. I was asked if I know the difference between snowmen and snow-women? I replied “Snowballs” and am now called a sexist.

9:00 – I was on the news as a suspected terrorist, racist, homophobe, and sensibility offender, bent on stirring up trouble during difficult weather.

9:10 – I was asked if I have any accomplices. My children were taken by social services.

9:29 – Far left protesters offended by everything marched down the street demanding for me to be arrested.

9:45 – The boss called and fired me because of the negative association with work that had been all over social media.

10:00 – I cry into my drink because all I wanted to do was build a snowman. Moral: There is no moral to this story. It is what this world has become because of a bunch of snowflakes.

1941 First Allied jet-propelled aircraft flies

On May 15, 1941, the jet-propelled Gloster-Whittle E 28/39 aircraft flies successfully over Cranwell, England, in the first test of an Allied aircraft using jet propulsion. The aircraft's turbojet engine, which produced a powerful thrust of hot air, was devised by Frank Whittle, an English aviation engineer and pilot generally regarded as the father of the jet engine. Whittle, born in Coventry in 1907, was the son of a mechanic. At the age of 16, he joined the Royal Air Force (RAF) as an aircraft apprentice at Cranwell and in 1926 passed a medical exam to become a pilot and joined the RAF College. He won a reputation as a daredevil flier and in 1928 wrote a senior thesis entitled Future Developments in Aircraft Design, which discussed the possibilities of rocket propulsion.

From the first Wright brothers flight in 1903 to the first jet flight in 1939, most airplanes were propeller driven. In 1910, the French inventor Henri Coanda built a jet-propelled bi-plane, but it crashed on its maiden flight and never flew again. Coanda's aircraft attracted little notice, and engineers stuck with propeller technology; even though they realized early on that propellers would never overcome certain inherent limitations, especially in regard to speed. After graduating from the RAF college, Whittle was posted to a fighter squadron, and in his spare time he worked out the essentials of the modern turbojet engine. A flying instructor, impressed with his propulsion ideas, introduced him to the Air Ministry and a private turbine engineering firm, but both ridiculed Whittle's ideas as impractical. In 1930, he patented his jet engine concept and in 1936 formed the company Power Jets Ltd. to build and test his invention. In 1937, he tested his first jet engine on the ground. He still received only limited funding and support, and on August 27, 1939, the German

Heinkel He 178, designed by Hans Joachim Pabst von Ohain, made the first jet flight in history. The German prototype jet was developed independently of Whittle's efforts.

One week after the flight of the He 178, World War II broke out in Europe, and Whittle's project got a further lease of life. The Air Ministry commissioned a new jet engine from Power Jets and asked the Gloster Aircraft Company to build an experimental aircraft to accommodate it, specified as E 28/39. On May 15, 1941, the jet-propelled Gloster-Whittle E 28/39 flew, beating out a jet prototype being developed by the same British turbine company that earlier balked at his ideas. In its initial tests, Whittle's aircraft—flown by the test pilot Gerry Sayer—achieved a top speed of 370 mph at 25,000 feet, faster than the Spitfire or any other conventional propeller-driven machine.

As the Gloster Aircraft Company worked on an operational turbojet aircraft for combat, Whittle aided the Americans in their successful development of a jet prototype. With Whittle's blessing, the British government took over Power Jets Ltd. in 1944. By this time, Britain's Gloster Meteor jet aircraft were in service with the RAF, going up against Germany's jet-powered Messerschmitt Me 262s in the skies over Europe.

Whittle retired from the RAF in 1948 with the rank of air commodore. That year, he was awarded 100,000 pounds by the Royal Commission on Awards to Inventors and was knighted. His book *Jet: The Story of a Pioneer* was published in 1953. In 1977, he became a research professor at the United States Naval Academy in Annapolis, Maryland. He died in Columbia, Maryland, in 1996.

Mick had applied for a fermentation operator post at a famous Irish firm based in Dublin .

A Pole applied for the same job and since both applicants had similar qualifications, they were asked to take a test by the Manager. When the results were in, both men had scored 19 out of 20. The manager went to Mick and said, "Thank you for coming to the interview, but we've decided to give the Pole the job."

Mick, "And why would you be doing that?" "We both got 19 questions correct." "This being Ireland and me being Irish, surely I should get the job."

Manager, "We have made our decision not on the correct answers, but on the question you got wrong."

Mick, "And just how would one incorrect answer be better than another?"

Manager, "Simple. On question number 7 the Pole wrote down, 'I don't know.' You put down, 'Neither do I.'"

Boeing's New C.E.O. Confronts Its Challenges

'It's More Than I Imagined'

In a candid interview, David Calhoun largely laid the blame for the company's 737 Max crisis on his predecessor.

By Natalie Kitroeff and David Gelles Published March 5, 2020 Updated March 6, 2020

FLORISSANT, Mo. — In his eight weeks on the job, Boeing's chief executive, David L. Calhoun, has come to one overriding conclusion: Things inside the aerospace giant were even worse than he had thought.

In a wide-ranging interview this week, Mr. Calhoun criticized his predecessor in blunt terms and said he was focused on transforming the internal culture of a company mired in crisis after two crashes killed 346 people.

To get Boeing back on track, Mr. Calhoun said, he is working to mend relationships with angry airlines, win back the confidence of international regulators and appease an anxious President Trump — all while moving as quickly as possible to get the grounded 737 Max back in the air.

"It's more than I imagined it would be, honestly," Mr. Calhoun said, describing the problems he is confronting. "And it speaks to the weaknesses of our leadership."

Boeing's previous chief executive, Dennis A. Muilenburg, was fired in December after presiding over a series of embarrassing setbacks that culminated in the shutdown of the 737 factory this year.

Mr. Calhoun formally took over in January, but he has been involved in this mess from the beginning. A protégé of Jack Welch from his time at General Electric, Mr. Calhoun has been on Boeing's board since 2009, and was elevated to chairman late last year.

Before becoming the chief executive, he vigorously defended Mr. Muilenburg, saying in a CNBC appearance in November that Mr. Muilenburg "has done everything right" and should not resign. One month later, the board ousted Mr. Muilenburg and announced Mr. Calhoun as his replacement.

"Boards are invested in their C.E.O.s until they're not," Mr. Calhoun said, sitting in a dim conference room at the Boeing Leadership Center, a corporate campus outside St. Louis where Mr. Muilenburg's photo is still displayed prominently.

"We had a backup plan," he added. "I am the backup plan."

Now that he's in charge, Mr. Calhoun has become more willing to openly criticize Mr. Muilenburg. He said the former chief executive had turbocharged Boeing's production rates before the supply chain was ready, a move that sent Boeing shares to an all-time high but compromised quality.

"I'll never be able to judge what motivated Dennis, whether it was a stock price that was going to continue to go up and up, or whether it was just beating the other guy to the next rate increase," he said. He added later, "If anybody ran over the rainbow for the pot of gold on stock, it would have been him."

Mr. Muilenburg declined to comment.

Mr. Calhoun and the rest of Boeing's board never seriously questioned that strategy, in part because before the first Max crash off the coast of Indonesia in October 2018, the company was enjoying its best run in years. What's more, the board believed that Mr. Muilenburg, an engineer who had been at Boeing for his entire career, was so deeply informed about the business that he was a good judge of the risks involved in ramping up production.

"If we were complacent in any way, maybe, maybe not, I don't know," Mr. Calhoun said. "We supported a C.E.O. who was willing and whose history would suggest that he might be really good at taking a few more risks."

It was only after the Max was grounded last March following a crash in Ethiopia that Mr. Muilenburg's optimistic approach became viewed as a liability. Airlines grew livid after he repeatedly voiced overly optimistic timetables about when the Max would return to service. The head of the Federal Aviation Administration, Stephen Dickson, was so frustrated that he reprimanded Mr. Muilenburg in a private meeting and publicly told F.A.A. employees to resist pressure from the company.

"They felt like they were being pushed into a timeline," Mr. Calhoun said of the F.A.A., adding that the "regulator was never there alongside of us, but

apparently our team didn't quite come up to grips with that."

One of Mr. Calhoun's initial tasks as chief executive was to go on an apology tour, holding a series of what he called "greet-and-mend opportunities." The first stop was the White House.

At a private meeting with Mr. Trump on Mr. Calhoun's third day on the job, the president told him that he liked Mr. Muilenburg but believed a leadership change had been needed. The president said he hoped Boeing was investing all of its resources into getting the plane back in the air.

"He wants us to get back on our horse," Mr. Calhoun said. "He wants us to get the Max flying again, safely."

Mr. Calhoun said he had recently asked Boeing employees to "lay out in gory detail what needed to be done" to get the plane certified. "And then when they told me exactly what that was, I added a day or two to it," he said.

His conclusion was that the Max might be approved sometime this summer, pushing back again the likely return of the plane by six months.

"Restoring credibility with the F.A.A. was not as hard as people think," he said. "They just didn't want to be boxed in anymore. They were sick of it."

While he has been contrite about damaging internal messages released in January, Mr. Calhoun stopped short of saying the company has systemic cultural problems. He called the messages, in which Boeing employees ridiculed the F.A.A. and denigrated their own colleagues, "totally unacceptable," but said they were not representative of Boeing more broadly.

"I see a couple of people who wrote horrible emails," he said.

He also delicately maneuvered between accepting responsibility for the two crashes and pointing the finger elsewhere.

When designing the Max, the company made a "fatal mistake" by assuming pilots would immediately counteract a failure of new software on the plane that played a role in the Lion Air and Ethiopian Airlines accidents. But he implied that the pilots from Indonesia and Ethiopia, "where pilots don't have anywhere near the experience that they have here in the U.S.," were part of the problem, too.

Asked whether he believed American pilots would have been able to handle a malfunction of the software, Mr. Calhoun asked to speak off the record. The New York Times declined to do so.

"Forget it," Mr. Calhoun then said. "You can guess the answer."

He dismissed concerns about the board's decision to give him a \$7 million bonus based in part on whether the Max returned to service. "The objective is to get the Max up safely," he said. "Period."

When asked why he didn't elect to forgo his salary altogether, he said, "'Cause I'm not sure I would have done it."

Pulling Boeing out of the hole it has dug will take years, Mr. Calhoun said. He said that he would focus on insulating engineers from business pressures and that he wasn't done shaking up the company's leadership. At a meeting with his senior leadership team on Tuesday, Mr. Calhoun introduced a new set of values intended to guide the company, which he hopes will inspire employees still working on getting the 737 Max back in service.

"You don't just win this one," he said. "You don't just go out and fight and win and now you're a hero. One airplane at a time."

In the meantime, Mr. Calhoun is focused on the basics: producing jets at a pace the factory can handle, instilling discipline up and down the company, and hunting for bad news and acting on it.

"If I don't accomplish all that," he said, "then you can throw me out."

Blue Angel Ride

by Rick Reilly of Sports Illustrated

Someday you may be invited to fly in the back-seat of one of your country's most powerful fighter jets. Many of you already have. John Elway, John Stockton, Tiger Woods to name a few. If you get this opportunity, let me urge you, with the greatest sincerity.... Move to Guam.

Change your name. Fake your own death! Whatever you do - Do Not Go!!! I know.

The U.S. Navy invited me to try it. I was thrilled. I was pumped. I was toast! I should've known when they told me my pilot would Be Chip (Biff) King of Fighter Squadron 213 at Naval Air Station Oceana in Virginia Beach. Whatever you're thinking a Top Gun named Chip (Biff) King looks like, triple it. He's about six-foot, tan, ice-blue eyes, wavy surfer hair, finger-crippling handshake -- the kind of man who wrestles dyspeptic alligators in his leisure time. If you see this man, run the other way. Fast.

Biff King was born to fly. His father, Jack King, was for years the voice of NASA missions. ('T-minus 15 seconds and counting'. Remember?) Chip would charge neighborhood kids a quarter each to hear his dad. Jack would wake up from naps surrounded by nine-year-olds waiting for him to say, 'We have lift off'.

Biff was to fly me in an F- 14D Tomcat, a ridiculously powerful \$60 million Weapon with nearly as much thrust as weight, not unlike Colin Montgomerie. I was worried about getting airsick, so the night before the flight I asked Biff if there was something I should eat the next morning.

'Bananas,' he said.

'For the potassium?' I asked.

'No,' Biff said, 'because they taste about the same coming up as they do going down.'

The next morning, out on the tarmac, I had on my flight suit with my name sewn over the left breast. (No call sign -- like Crash or Sticky or Lead foot. But, still, very cool.) I carried my helmet in the crook of my arm, as Biff had instructed. If ever in my life I had a chance to nail Nicole Kidman, this was it.

A fighter pilot named Psycho gave me a safety briefing and then fastened me into my ejection seat, which, when employed, would 'egress' me out of the plane at such a velocity that I would be immediately knocked unconscious.

Just as I was thinking about aborting the flight, the canopy closed over me, and Biff gave the ground crew a thumbs-up. In minutes we were firing nose up at 600 mph. We leveled out and then canopy-rolled over another F-14.

Those 20 minutes were the rush of my life. Unfortunately, the ride lasted 80. It was like being on the roller coaster at Six Flags Over Hell. Only without rails. We did barrel rolls, snap rolls, loops, yanks and banks. We dived, rose and dived again, sometimes with a vertical velocity of 10,000 feet per minute. We chased another F-14, and it chased us.

We broke the speed of sound. Sea was sky and sky was sea. Flying at 200 feet we did 90-degree turns at 550 mph, creating a G force of 6.5, which is to say I felt as if 6.5 times my body weight was smashing against me, thereby approximating life as Mrs. Colin Montgomerie.

And I egressed the bananas.

And I egressed the pizza from the night before.

And the lunch before that.

egressed a box of Milk Duds from the sixth grade. I made Linda Blair look polite. Because of the G's, I was egressing stuff that never thought would be egressed.

I went through not one airsick bag, but two.

Biff said I passed out. Twice... I was coated in sweat. At one point, as we were coming in upside down in a banked curve on a mock bombing target and the G's were flattening me like a tortilla and I Was in and out of consciousness, I realized I was the first person In history to throw down.

I used to know 'cool'. Cool was Elway throwing a touchdown pass, or Norman making a five-iron bite. But now I really know 'cool'. Cool is guys like Biff, men with cast-iron stomachs and freon nerves. I wouldn't go up there again for Derek Jeter's black book, but I'm glad Biff does every day, and for less a year than a rookie reliever makes in a home stand.

A week later, when the spins finally stopped, Biff called. He said he and the fighters had the perfect call sign for me. Said he'd send it on a patch for my flight suit.

What is it? I asked.

'Two Bags.'

"A veteran is someone who at one point in their life, wrote a blank check made payable to The United States of America for any amount, up to and including their life."

Blond Mortician

A man who'd just died is delivered to a local mortuary wearing an expensive, expertly tailored black suit.

The female blonde mortician asks the deceased's wife how she would like the body dressed. She points out that the man does look good in the black suit he is already wearing.

The widow, however, says that she always thought her husband looked his best in navy blue and that she wants him in a blue suit. She gives the blonde mortician a blank check and says, 'I don't care what it costs, but please have my husband in a navy blue suit for the viewing.'

The woman returns the next day for the wake. To her delight, she finds her husband dressed in a very elegant navy blue suit with a subtle chalk stripe; the suit fits him perfectly.

She says to the mortician, 'Whatever this cost, I'm very satisfied. You did an excellent job and I'm very grateful. How much did you spend?'

To her astonishment, the blonde mortician gives her back the blank check. 'There's no charge,' she says.

'No, really, I must compensate you for the cost of that exquisite navy blue suit!' she says.

'Honestly, ma'am,' the blonde replies, 'it cost nothing. You see, a deceased gentleman of about your husband's size was brought in shortly after you left yesterday, and he was wearing an attractive navy blue suit. I asked his wife if she minded him going to his grave wearing an elegant black suit instead, and she said it made no difference as long as he looked nice.'

....so I just switched the heads.'

The Crew Room

Crew room - Chuck Henry

What Have You Been Up To?

Hired Oct 1978, Furloughed Nov 1980, Corporate 1980-1984, Jet East(Express One) 1984-1990, FedEx 1990-2011. Still up here in Midland trying to stay out of trouble with my wife lol and doing a little competitive shooting. Stay well you all.

Crew Room- Larry Coy

What Have You Been Up To?

Moved to Del Webb over 55 community (Carolina Orchards) in South Carolina just south of CLT.

Crew Room - Dick Capp

What Have You Been Up To?

Been doing some motorcycle riding lately. Last one was from Portland to Astoria, then down the California coast to SFO, then inland to Yosemite, Kings Canyon and Sequoia National Parks, Kernville, and on into Long Beach to Motoquest HQ (they offer the tour). Eight bikes, 9 guests, with a leader and follow-me truck for luggage. 1832 miles, 9-days. Looking forward to the next adventure soon.

Crew Room - Mark Troiano

What Have You Been Up To?

Retired and living in central Florida.

From Virgil Hemphill (on completing El Paso Museum display)

It happened today with the help of Jerry Dixon, Kevin Burns, El Paso Museum of Art & from Mike Epp's 82nd Airborne Veteran's tour group! With Kevin's help arranging items, we utilized the cabinet space to maximum degree, then Jerry & I putting things in chronological order- plus the strong veterans of the Army tour group lifting on the heavy cabinet plexiglass cover...we finished.....

It has been approximately 2 years to complete this exhibit & "a big Thank You" is due you,

George, other WEAM Volunteers who gave a helping hand & "all of the following"..... The donation of the cabinet by the Jerry Dixon Family fulfilled our display needs. Aircraft Model donations by CAPT. "Cliff" Pleggenkuhle Jr., Capt. Jerry Dixon, Capt. "Virg" Hemphill, "Gus" Hebrink, the late Capt. Harold Spores Family, & The CAL REDBOOK donated by CAPT. Romain Nelseng, basically make up our display. Help from Cliff Bossie, Ed Bird, & "Jess" owner of Pack & Ship Express (Thunderbird Center) who did all design-printing, was greatly appreciated.

Virg,'





Gone West

Added since the December Edition

- *Denotes Golden Eagles member*

Ray Brendle* Nov, 2019

Gene Chancy Nov 14, 2019

Randy Rawls * Dec 5, 2019

Chester James* Dec 6, 2019

Jeff Burke* Dec 7, 2019

Jim McBride Jan, 2020

Howard "Tick" Loitwood March 14, 2020

Roger Stephens March 10, 2020

High Flight

by John Gillespie Magee Jr.

"Oh, I have slipped the surly bonds of earth,
And danced the skies on laughter-silvered
wings;

Sunward I've climbed and joined the
tumbling mirth of sun-split clouds -
and done a hundred things You have not
dreamed of - wheeled and soared and swung
high in the sunlit silence.

Hovering there I've chased the shouting wind
along and flung my eager craft through
footless halls of air.

"Up, up the long delirious burning blue
I've topped the wind-swept heights with easy
grace, where never lark, or even eagle, flew;
and, while with silent, lifting mind I've trod
the high un-trespassed sanctity of space,
put out my hand and touched the face of
God."

Golden Contrails

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