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Maj. Gen. (Ret.)
Edward "Randy" Jayne II
Class of 1966

Both during his career and as an accomplished sharpshooter, Maj. Gen. (Ret.) Edward "Randy" Jayne II never has had much difficulty hitting the target.

As a high school scholar-athlete from Kirksville, Missouri, his target was to land an appointment to the United States Air Force Academy.

As an Air Force pilot, Jayne had his sights set on fighter aircraft and heart-pounding missions.

As an Air Force officer and a civil servant, he hit the bull's-eye with leadership opportunities that influenced public policy decisions at the highest levels of government.

And later, as an executive in the aerospace and defense industry, Jayne was fully engaged in helping guide the development of weapons platforms that would assure our nation's superiority in the air and on the battlefield.

Jayne fully appreciates the fact that many of his goals might not have been achieved had he not listened to his mother's advice as a youngster. If you're up past 10:30 p.m. the night before a final or when a paper is due, she told him, you're doing something wrong. Procrastination and cramming just make you tired and they don't lead to excellence.

"The point was ... that's the way you're supposed to prepare — early, thoroughly,

fully," Jayne recalls. "I attribute a lot of the good things that happened to me in life was because I listened to that guidance."

Even as a cadet, Jayne would be in bed at a decent hour when roommates would be up until the wee hours of the morning studying.

While serving at the White House, Jayne would almost always head home by 6 p.m. "Unless the president of the United States said, 'No, we need to talk,'" he clarifies.

Many of his colleagues, however, would stay at the office until midnight.

"They thought they were working harder than other people," Jayne chuckles. "My mother would tell you that's most probably not the case."

Active Childhood

As a youngster, Jayne loved to hunt, fish, swim and play baseball. "I lived outside as a kid, basically," he says.

His quest for adventure didn't stop there. He learned about a relatively new institution — the United States Air Force Academy — where a young man could attend school and eventually learn how to fly jets.

"In those days, a lot of people did not know about the Air Force Academy," he admits. "But I had an upperclassman in high school that I looked up to — John Moore

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('61) — who went to the Academy. Every time he would come home, I would quiz him about what it was like at the Academy. That's really what got me interested."

Terrazzo Moments

Jayne still doesn't know the origins of his singular focus on becoming a pilot. He'd never even been in an airplane as a youngster.

"The first time I was ever in an airplane was Doolie summer, flying an orientation flight in a T-33 jet," he smiles. "At that point, I knew this was what I wanted."

As both a "nerd and a jock," Jayne found himself enjoying both the academics and the physical challenges of cadet life.

Jayne eventually became a political science major.

"I didn't realize that I was into political science until I took my first Academy class as a sophomore," he says. "I just loved it, and I couldn't get enough of it."

Extracurriculars also were an enjoyable diversion during his cadet years. He played freshman football and freshman baseball, and also was a four-year member of the USAFA varsity pistol team.

"We competed in pistol against a lot of colleges, some of which were pretty good," he remembers. "But our real competitors were Army and Navy. Three of the four years I was a cadet, we were the national champions — beating Army and Navy. One of those four years, Navy barely beat us out and we came in second."

Jayne was a pretty good shot with a pistol, thanks in part to the bullfrogs of northeast

Missouri. For sport, Jayne as a youngster often hunted bullfrogs with a rifle.

"At some point in my youth, my father came home with a beautiful Smith & Wesson 22 revolver," he recalls. "I looked at it and asked, 'Why have you done that?' He said, 'Because you and your brothers are not giving the frogs enough of a chance with a rifle.'"

Another activity Jayne enjoyed was the Cadet Duplicate Bridge Club. As a Doolie, on Friday and Saturday nights, he would escape with friends to play bridge in tournaments in Denver and Colorado Springs.

"The thing I learned — because my mother is a phenomenal bridge player — was that you can never trust the little old lady across the table from you," he laughs. "We found some great bridge players, sometimes quite cutthroat, who were grandmotherly types."

By the time he graduated, Jayne had fully absorbed the honor code and learned other lessons that helped carry him through life.

The most important lesson was being fully engaged and prepared.

"I know many times it saved my life or

somebody else's life because of those extra minutes in the books or the extra minutes thinking about how to do something," he says.

The second lesson, and sometimes even more significant, was the power of mentoring.

"There were people who did that for me when I was an underclassman," he explains. "I'd like to think I've tried to do the same thing as a cadet, as an officer and as a civilian. I think that's very important. Throughout my adult life, I continued to benefit from outstanding mentors, including a number of USAFA grads."



Continuing Education

As graduation approached, Jayne was pumped about attending pilot training. But then-Col. Mal Wakin recommended that a few firsties apply for a National Science Foundation Graduate Fellowship. It happened to be the first year that political science and economics students were able to apply. Jayne was awarded one of the fellowships. Thanks to guidance from another mentor, Col. Wes Posvar, then head of the Political Science Department, Jayne landed at the then-top-ranked political science graduate school in the country — the Massachusetts Institute of Technology (MIT).

"MIT was a remarkable place in many of the same ways that the Air Force Academy is," Jayne says. "I benefited both from a profoundly impressive faculty, who were totally dedicated to teaching us young folks what we needed to know, and I had an amazing group of classmates — fellow graduate students. We coached each other, mentored each other, helped each other get through."

He would finish his Ph.D. and then finally head off to pilot training.

"It was very unusual to get a Ph.D. and then go to pilot training," Jayne says. "There's





OPPOSITE: Randy Jayne married Nancy King on June 18, 1966, in Kirksville, Missouri.

OPPOSITE RIGHT: Randy and Nancy are pictured during the graduate school years at M.I.T. They arrived there in an old 1965 Chevy Impala.

LEFT: Jayne is pictured during pilot training (UPT), Class 71-02, at Moody AFB, Georgia.

BOTTOM: Randy Jayne is pictured in the A-1 Skyraider, Nakhon Phanom RTAFB, May 1971.

an Air Force regulation that makes great sense. If you get a Ph.D., you must have a directed duty assignment immediately after to utilize the degree, which is a good use of the taxpayers' money."

In order to go to pilot training, Jayne needed a waiver. He got the unprecedented waiver, thanks to a good word from one of his MIT professors with impeccable Pentagon connections. Jayne would retain his pilot slot, and the circumstance later became known by some subsequent USAFA grads able to use the same waiver as the "Randy Jayne Rule."

"Named after the first person who got to do it," he explains.

Flying High

Jayne enjoyed his flight training at Moody Air Force Base, Georgia.

"I went to pilot training with 50 members of the USAFA Class of 1969, who had 30 or 40 hours of T-41 time as cadets," he recalls. "I had had zero hours. It took me a little while to catch up with these young Doolies, which I tended to still think of them as."

At the end of training, and as a distinguished graduate of his UPT class, Jayne picked a fighter assignment and headed to Southeast Asia in the A-1 Skyraider, a single-seat attack aircraft and the last prop fighter to fly in combat in the Air Force.

Jayne flew for special operations, including close air support missions for troops in contact as well as search and rescue missions.

"It was a remarkable experience, particularly for a young captain's first flying assign-

ment," he admits.

In 1974, Jayne would return for a second tour of duty in Vietnam, this time flying the F-4 Phantom.

When he returned to the states, Jayne went back to Moody as a T-38 instructor.

"I've always believed that my IP time was the best training I could have had for the next 20 years of being a fighter pilot," he says. "Multiple times it saved my skin, or somebody else's, because of the things I learned teaching other people to fly."

Public Policy

Sandwiched between his two combat tours, Jayne applied for and was selected for the White House Fellowship program. It was his first in-person taste of politics and public policy.

"I know that my experience flying the A-1

was what caused me to be selected as a White House fellow," Jayne explains. "That was so visible at that time in Washington — the idea of leading rescue missions to bring back downed Air Force and Navy pilots from the jungles of Laos and North Vietnam."

Jayne arrived in August 1973 with the White House in the midst of the Watergate scandal.

"We watched this whole thing for a year, and in August of 1974 — right as our year ended — the president of the United States resigned," he recalls. "We had the distinction of being the only White House Fellows class that was there when a president stepped down. It was a remarkable year."

While a fellow, Jayne would make important connections that would pay off a few years later. After his F-4 tour in Southeast Asia, Jayne was brought back to Washington



to serve on the National Security Council (NSC) staff. Gen. Brent Scowcroft, National Security advisor under President Gerald Ford and a former Academy faculty member, met Jayne during his fellowship year and recruited him to the NSC.

Jayne's role was to oversee the Department of Defense budget and major defense programs — such as the F-16, M1 Abrams tank and Nimitz-class aircraft carrier.

"I got to be involved in the decision-making process — whether to build, when to build, how fast to build," he recalls.

Because Jayne's NSC position was non-political, he remained on the job even af-

ter President Jimmy Carter assumed office in 1977.

Bert Lance, director of the Office of Management and Budget under Carter, soon approached Jayne about a new role as associate director for National Security.

"He looked at me and said, 'Randy, am I going to make an enemy with the U.S. Air Force if you resign to take this civilian job?'" he remembers. "I said, 'No boss, I think the Air Force would be very happy to know that the person with the major review responsibility for their budget is somebody who grew up with them.'"

Jayne left the active duty Air Force and assumed responsibility for the entire defense budget, intelligence budget and foreign affairs budget. It was a grueling job, Jayne admits, but he stuck with it for more than three years.

Lest you think Jayne had ended his flying career, he actually didn't stay out of the cockpit for long. Shortly after leaving active duty and while serving at the White House, Jayne joined the Air National Guard and flew the F-105 Thunderchief out of Andrews Air Force Base.

"I had a very understanding wife and kids who let me disappear at least one weekend a month ... to go out and drill and fly some more," he says. "Little did I know at the time that my ANG life flying fighters would extend another 20-plus years."

Industry Opportunities

Jayne never had taken a business course, but by the time he completed his government budget role, he was anxious to get involved in the aerospace and defense business. In 1980, he joined General Dynamics and returned home to Missouri.

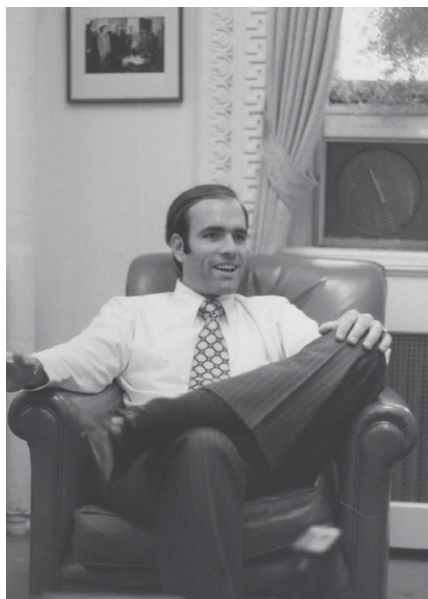
In his first civilian executive position, he was in charge of new business and new product development. Among the programs he helped develop were the Advanced Cruise Missile, the Navy's Tomahawk Cruise Missile and the newest models of the F-16.

Jayne spent eight years at General Dynamics, but then accepted a job offer with McDonnell Douglas Aircraft. Slightly more than a year later, Jayne would take over the company's F-15 Eagle program.

"We had just started building the U.S. Air Force's F-15E Strike Eagles," he recalls. "At the time I took the job, the production line was shut down because of a problem with a vendor part. By the time I left that job, we had delivered almost 200 of the 225 F-15Es that the U.S. Air Force now has."

Jayne was then promoted to president of the McDonnell Douglas Missile Systems Co. and was responsible for the design and production of Tomahawk Cruise Missiles, Harpoon Cruise Missiles and USAF's Advanced Cruise Missile. He held that position for almost three years.

After a brief stop as president of Insituform, a pipe rehabilitation company, Jayne



ABOVE: Randy Jayne relaxes in his OMB office.

RIGHT: While working for General Dynamics, Jayne transferred to the Missouri Air National Guard in St. Louis and returned to flying the F-4 Phantom.

ACROSS: A-1 Skyraider colleagues from Southeast Asia meet biannually — here the group is pictured with colleague and Medal of Honor winner, the late LTC Bernie Fisher, at a Pentagon ceremony.

FURTHEST: In 2009, the All-Star Game returned to St. Louis, and Nancy and Randy Jayne show off their tickets AND stubs from 1966.





accepted a leadership role with Heidrick and Struggles, an executive search firm, in 1996. Another USAFA mentor, Mike Christy '63, hired and coached him in his early years at H&S.

"I've now been there 23 years," he reports. "I've had the great honor of placing over 100 CEOs in that time frame, and I've met a lot of amazing people doing it."

Jayne has even helped the Association of Graduates and the USAFA Endowment — pro bono — in their recent executive searches.

Through most of his civilian career, Jayne continued his military service. When he returned to Missouri in 1980, Jayne transferred to the Missouri National Guard, flying the F-4 Phantom and F-15 Eagle out of Lambert Field. He was promoted to major general and spent his last five years at Air Force Space Command as the senior ANG officer there, retiring in 2000.

USAFA Connections

Jayne remains grateful for his time at the Academy and seeks to give back to the institution when he can.

At the invitation of the USAFA Political Science Department, he has returned numerous times as a guest speaker. He serves as a trustee with the Falcon Foundation, and has been an active AOG member through the years.

Most recently, Jayne was an early founding director of the Endowment and served as its Board chairman for two years.

He says the Endowment plays a critical role in raising private funds to maintain the excellent programs and building upgrades that federal funds don't cover.

"We have grads who think they don't need to give any money to their alma mater because Uncle Sam does that," Jayne says. "That, unfortunately, is the furthest thing from the truth."

Apart from ongoing donations to benefit the Academy, Jayne financially supports two specific programs at USAFA — the Brent Scowcroft Professorship in National Security Studies and the Joseph Kruzel '67 Memorial Lecture Series, named after a squadron mate who died during the Kosovo War.

He also invests plenty of time mentoring

fellow USAFA graduates who are entertaining thoughts of transitioning to a civilian job. For more than 20 years, he has reviewed resumes and counseled countless grads and other retiring officers who are seeking advice.

"I really enjoy that," he admits. "It was something I did on my own because I knew it was important, but it's also something I did on my own because I was motivated by all those people who did it for me. I accomplished a lot of what I accomplished because of people who mentored me."

Unexpected Honor

Jayne says he was flattered to be among the four Distinguished Graduate honorees for 2018. He recalls attending a previous DG ceremony for an important mentor of his — Maj. Gen. (Ret.) Don Shepperd '62 — back in 2008.

"I remember saying, that's the kind of person who ought to get this award," Jayne says. "I never thought anybody would see my name on that list. My reaction was one of amazement and shock ... and huge gratitude."

Jayne avoids a question to evaluate his contribution to society over the past 50 years. He simply replies he expects to continue to contribute to the Academy, the Air Force and the nation in the days ahead.

"We can't write the story until the story is finished," he joked. "How well have I done? It's an open question, because I don't know yet. All I know is that I've had a phenomenal opportunity. Hopefully the things I contributed to outweighed the things I screwed up." 