

The Nation in Arms

Peoples, Not Armies and Navies, Fight Wars

Gen. Dwight D. Eisenhower

IF there is anything that warms the heart of a soldier, it is progress in any worth while project. My mind goes back fifteen years when I was rather intimately associated with the Army Industrial College. At that time if the college had a rather formal or important meeting involving its faculty and its student body, we were extremely fortunate if we could interest one special service chief sufficiently to come and convey to us some of his thoughts on the work of that college and the subsequent work of the graduates.

I thought at that time that I had some vision with respect to the mission of this school and the tremendous value that would flow to the United States from the work of its graduates. But had I then told the Industrial College that in 1946 two civilian secretaries of the Army and Navy and the military heads respectively of the Army and Navy would all simultaneously attend one of your convocations, I would have received nothing but a long and earnest Bronx cheer.

The presence of these people is a practical demonstration that all of us have waked up to a livelier realization of the fact that nations and not merely armies and navies fight wars. Since the days of the French Revolution we have given lip service to that concept, but it was exceedingly difficult to get some bold operational man who fancied himself as a future commander to give his attention to the business of finding out how to manufacture a tractor and how to do it without damaging the economy of the country and, more particularly, without damaging the procurement possibilities of other services.

We have come a long way. And here, parenthetically, I should like to remark that my own interest in this college will never flag. I expect to demand from the commandant at intervals a report on the quality of the work being done by the students, because I will use such influence as I have to see that from the Army's side only men of superior in-

telligence and fine promise become students here, including young men who can show some of us oldsters how we should go. They are the type of people that must comprise the student body.

Inevitably this is one of the most important educational years or periods. But it is not so much of your educational tour that I think as of how you are going to use that education when you go out, because you in a very real sense must integrate the Army and Navy to the industry and economy of the country. There must be no limit to the scope of your interest. You must use imagination. You must not be tied down to tradition, routine, or ritual. Any one who tries to prevent you from reaching out almost into the realm of the fantastic is wrong.

You men cannot be satisfied that because we have had X number of procurement services within the Army that number is always going to be correct. You cannot be satisfied with anything. You cannot take anything for granted. Although we did win this war, the next war, if it unhappily comes upon us, may be more difficult won. You must look into that field without any limit upon your sights even as you go ahead in your day-by-day work of meeting the objectives of the moment.

ONE other thing: Inescapably your work must be in the nature of co-operation. Within the Army there are several coequal services. As between the Army and Navy there are also coequal organizations. No matter what the Congress may decide as to the higher organizational features of the Army and Navy, let no man kid himself that in some detailed organization is to be found the secret of successful operation. It is in the faith and the confidence that we can develop among ourselves that that secret is found.

In coöperation I think I may claim to have some experience, because necessarily the command I held during the war had to depend upon the coöperation of independent bodies. You must approach that always with the knowledge in your mind that coöperation is a 2-way street. You must give as well

These remarks of General Eisenhower and those of Admiral Nimitz and Under Secretary of War Royall on the following pages were made at the convocation of the Industrial Mobilization Course of the Army Industrial College in Washington, D. C. This course began in January and will conclude in June.

As General Eisenhower so aptly points out, the increasing importance of the college is demonstrated by the fact that military, naval, and civilian leaders of the Government were present to inaugurate the course.

Brig. Gen. Donald Armstrong, commandant of the Army Industrial College, gave an interesting and detailed account of this institution in his article, "School for Security," published in the November-December 1945 issue of ARMY ORDNANCE.—EDITOR.

as receive, which means an open mind, objectivity, and a sense of humor.

For my part, in any feature of the Army's operation, and I have particular reference to the operations which you gentlemen have to carry on, any indication of a lack of spirit of co-operation with all others, with the Navy or with civilians, in any place where coöperation is called for, will be met with action on my part that I am quite sure will be effective. I say that only because I have lived that doctrine for so long that I am sure that in it is found the key to success in any operation.

I cannot congratulate you men too highly upon the opportunities that are now open to you. There is no limit to your studies. You have an unusual opportunity to understand and appreciate each other, to understand and appreciate your compatriots in the other fighting services, and to become intimately acquainted with the civil life of this Nation, always remembering that it is the nation that fights a war.

General Eisenhower is Chief of Staff of the United States Army. These remarks are based on an address given at the convocation of the Army Industrial College, Washington, D. C.