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GRADUATION EXERCISES

INDUSTRIAL COLLEGE OF THE ARMED FORCES

WASHINGTON, D. C.

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Department of the Interior Auditorium

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BRIGADIER GENERAL A. F. GEARHARD /Deputy Chief of U. S. Air Force Chaplains/: Let us pray. Our Father, Who art in Heaven, our God of Wisdom and Understanding, send Thy Holy Spirit into the hearts of these graduates, give them wisdom that they may know above all the purpose of life and the purpose of their existence; for what does it profit a man if he gain the whole world and suffer the loss of his soul? For a good name and honor are greater than riches.

Give these graduates the spirit of understanding, that they may realize that their learning and knowledge are a means to an end and not an end in themselves.

Bless them, that they may use their knowledge, not to personal advantage, but for the good and welfare of their fellow men and their country, their country that gave them the opportunity for a wider knowledge in their career and profession.

Make them loyal, devoted, and self-sacrificing, that when day is done the night may be lighted by their deeds and the world enriched by the blessing of their service to Thee, their homes, and their country. Amen.

REAR ADMIRAL W. McL. HAGUE, USN /Commandant, Industrial College of the Armed Forces/: Mr. Secretary, distinguished guests, families, friends, members of the 1952 Class of the Industrial College of the Armed Forces: I think that this morning you are probably witnessing an event that is unique in the annals of education. I suspect that never before has anyone been called upon to take charge of an institution of higher learning on one day and preside at the commencement on the next.

It is with mixed emotions that I stand here this morning. I am deeply conscious of the great honor inherent in being chosen by the Joint Chiefs of Staff to assume the commandancy of the Industrial College of the Armed Forces. I realize full well the vital importance of the work of the college. I am conscious of the responsibility and the challenge that has been given me. All of these factors are necessarily very exhilarating; but at the same time I am also conscious of the embarrassment of standing here this morning in the place that rightfully belongs to another.

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General Vanaman assumed command of the college in April 1948. It was a time of great stress for the college. The college was still in the throes of reestablishing itself after the cessation of its activities during World War II. The National Security Act and the creation of the Department of Defense required a realignment of the college in the command and educational structure of the armed forces.

In 1949 the very important step of opening the college with its course on Economic Mobilization given by the civilian officials of our major defense agencies was undertaken. In 1950 Communist aggression in Korea required a reappraisal and a realignment of the curriculum. Still more recently, the extension course of the college was embarked upon, for it was realized that the college had so much to offer to so many and so few could be accommodated in the resident course that something had to be done to share the college's knowledge with the people of this country, whom it was vitally important to inform on these subjects.

No one knows better than you members of this class how assiduously General Vanaman worked. His heart and soul were in the college; his every thought was for the college. We of the military are used to submerging the personal for the official, but I would be callous indeed not to think of General Vanaman at this moment with regret that he is unable to be here in person to taste his final and greatest triumph as Commandant of the college.

As you all know, my personal knowledge of the college, the intimate details of the college, is of but a very few short weeks' duration; but there is one thing that is very striking and that to my mind bespeaks much of what the college does and what the college means, and that is the proprietary interest that the college inculcates in its graduates. The loss of General Vanaman would be felt seriously by the college under any circumstances, but, when it is coupled almost simultaneously with the detachment of General Holman and Captain Harrison and the loss of their wisdom and guidance, the difficulties are compound. I can only promise to you members of this class and to the alumni of the college on behalf of General Hovey, General Potter, and myself, that we will bend every effort and we will assiduously work to further the work of the college in its chartered course, to the end that it may be an even more potent factor in the defense of the country. With the loyal, able, and intelligent support of a staff and faculty bequeathed to us by our predecessors, I think we shall not fail.

I have heard it said that the American is by all odds the finest military man in the world; that he possesses the courage of the British, the ruggedness of the German, and the ingenuity of the Frenchman. That is a very comforting philosophy, but I think I am right when I say that we of the military prefer to rely upon that added something which in time of stress will insure victory and render victory less costly. We still subscribe to the homely yet eternally true philosophy enunciated by

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Nathan Bedford Forrest, of "getting there fustest with the mostest." Every successful military commander has recognized the vital necessity of getting that "mostest" and getting it there "fustest."

But in the days of Nathan Bedford Forrest, the problem was far simpler than it is today, relatively speaking. The demands of the military in order to provide themselves with the "mostests" are but a small part of the potential of the country's economy. With the advent of total war, when the whole peoples and their economies, and combinations of peoples and their economies, were joined together in this grim business of war, it was no longer sufficient that the military commander should have an understanding of the vital importance of logistics and the technique of procurement and distribution; it was no longer enough that the "mostest" should be provided for a single campaign or a campaign or two. It became necessary that the military commander think in terms of providing the "mostests" for a series of campaigns, many of them going on simultaneously in widely dispersed geographical areas; and all of this had to be provided without prejudice to the ability of the economy to continue to furnish the "mostests" as they might be needed in the future. It became necessary for the military commander to understand exactly what was involved in political and economic mobilization.

You gentlemen of this class have had the rare privilege in the past year of being able to lay aside for the time being your operating cares and responsibilities so that you could devote your attention to studying this year, to increasing your knowledge and, above all, to increasing your understanding. One cannot with certainty foretell the future, but, regardless of whether you utilize this new understanding from a position of high command, or in support of those in high command, the investment that the country has made in allowing you this short year must of necessity return rich dividends, not only to us but to free peoples everywhere.

It is most appropriate that on this occasion we should have as our principal guest and speaker the Deputy Secretary of Defense, The Honorable William C. Foster. His very position bespeaks the authority that his words must carry in the field which you gentlemen have been studying, but his present position is merely the latest of a series of positions of our country, all intimately connected with the facets of economic and political mobilization.

Because of his widespread, great experience in industry, he was called to service in World War II as one of the leaders to set up the procurement organization. At the end of the war he was the director of Purchases of the Armed Service Forces and the special representative of the Secretary of War for Air Force procurement. To this work he brought his intimate knowledge of production, plus his experience with the military gained in the massacre of World War I. For this service he was awarded the Medal of Merit and the War Department commendation for exceptional civilian service.

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In 1946 he was appointed Under Secretary of Commerce. From thence he was drafted, or should I say his services were selected, by the Department of Defense to fill his present high and important post.

It is indeed an honor to the college and a great privilege to me to be able to present to you the Deputy Secretary of Defense, The Honorable William C. Foster.

THE HONORABLE WILLIAM C. FOSTER: Admiral Hague, members of the graduating class of the Industrial College of the Armed Forces and your families, General Collins, my other military colleagues, distinguished guests, and friends, it gives me, too, great pleasure to be with you here today.

It is encouraging indeed to those of us struggling with today's problems of a troubled world to realize that your graduation makes new strength and knowledge available to agencies of the Department of Defense and to some of the other executive departments. All these groups are working to help maintain a free world. Having substantial responsibility for helping to plan and support this national policy, we in the Department of Defense welcome people of your caliber and training with open arms.

You who are graduating evidence through your graduation the acquisition of a wealth of new ideas. You have had an opportunity to hear from many responsible leaders of industry, of labor, of education, of the professions, and of our Government. These speakers have presented to you many of the important problems which face them and have outlined in many cases their methods or suggestions for solving them.

You have had the opportunity of considering these propositions while, as Admiral Hague has said, standing aside from the everyday press of business, free from the necessity of meeting a deadline, and thus, I hope, have been better able to analyze the presentations of these distinguished visitors. You have also, of course, been exposed to and have absorbed other sorts of guidance from the rest of the curriculum which has been carefully and wisely worked out by your faculty and other advisers.

This course should give you a fresh perspective and thus increase your ability to give impetus to our national effort. You were chosen for this course just completed because of your already demonstrated competence and interest in the field of military economic and related mobilization affairs.

You have learned in these months of study more precisely what our national objectives are. First, we must provide protection against national disaster.

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Second, we must provide military support for our foreign policy.

Third, we must be able to defeat any enemy if war is forced upon us.

You are well aware that these objectives, though briefly stated, are not simple nor can they be easily achieved. The successful integration of the complex factors which together constitute the whole design for attainment of these objectives is an almost overwhelming task.

It might be relatively easy if, disregarding the consequences, we could confine our efforts only to building a mighty force of indisputable military strength. But should we thus narrow our concern with disregard of the impact on the civilian economy, what would be the consequences? We could conceivably acquire a well-nigh perfect military machine, capable of opposing any act of aggression, but leaving little to defend but the shell of our present way of life. The President, upon advice of the National Security Council and with the concurrence of Congress, has so far chosen to maintain our normal way of life by planning a strong civilian economy which continues to meet most civilian needs and yet simultaneously to carry forward a world-wide program of military preparedness.

This policy, together with the complexity of planning for modern warfare, emphasizes the potential usefulness of the knowledge you have gained here. No longer is it possible to develop broad strategic plans in a vacuum apart from logistic consideration. More and more it is apparent, indeed essential, that the feasibility of national plans be measured against basic material resources, production facilities, adequacy of power generation and transmission, manpower, transportation, and every other aspect of what we term logistics. It is in those fields where many of you graduates representing nonmilitary departments can particularly contribute. There is no doubt that as to foreign policy a strong and free Korea, a strong and free Germany, as a matter of fact, growing strength for all the world which desires to be free is essential to our own stability and security, not in ten years, not phased in part at given intervals, but today, now. Strategic and tactical plans to establish and maintain a free world can readily be produced. But can the Nation now produce what is needed to implement successfully the achievement of such a plan? If not, when, where, and how can it be done?

The day has passed when the military commander could make out an order--a shopping list--and say, "Give me these things and I will take care of the rest of the job." Now the logistics expert has become a keyman of vital importance, not only occupied with getting what he is told to get in order to insure that a plan is successful, but contributing a substantial amount in the establishment of that plan.

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To date a third World War has been successfully avoided--certainly to a considerable extent--because the United States and other NATO nations have evidenced a will to build sufficient strength in being and in reserve to deter overt action on the part of our enemies. The maintenance of balanced forces in being and in reserve, adequately equipped and trained, will be necessary to meet this threat for as long as one can see ahead. To insure effectiveness, military equipment must come off the assembly lines at a rate equivalent to the requirements of those forces presently committed and in reserve.

At the same time that we are supplying these, however, we are engaging in building up more forces toward the day when our strength seems adequate in the judgment of our military advisers. To meet the need, we are expanding production facilities and creating potential sources of supply in excess of current requirements. I say potential because, as you know, we do not plan either to produce now all we need for full mobilization nor at this time to use all our industrial facilities on the production of military items, but rather, our plan is designed to permit a rapid conversion of these facilities to production in an all-out war.

Concurrently, we are intensifying the research and development of the most effective of almost every conceivable new and potentially efficient weapon. Much time and effort are being spent to select better and less costly means of being able to achieve our military objectives. But in our research program we are continually turning up weapons still more advanced, so that even present production items are in reality of interim design, firm only until overtaken by further major advances. And herein, of course, lies the difficulty--that of balancing the effectiveness of a new design against the impact its introduction would create on the current program.

Briefly, then, we are attempting to do these things. First, we are fighting in Korea. Second, we are establishing additional forces in being, both in this country and in the countries of our allies. Third, we are planning and implementing an industrial expansion capable of converting quickly to production for an all-out war. Fourth, through rapid research, not only our own but also that conducted by our enemies, incidentally, we are accelerating the rate of obsolescence for these forces and for their equipment. And fifth, we are striving to do all these things without creating too great a strain on our civilian economy.

These considerations do not, of course, constitute the whole of our problem. Each that I have mentioned raises a multitude of smaller but not less important problems which require almost perfect coordination in order that our main objectives may be reached. Knowing that with your help in the various departments and agencies we can move to lick these problems, I point them out to emphasize the complexity of the situation you are about to encounter and to assure you that we await eagerly the addition of your knowledge to our governmental resources.

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The greatest need is to work diligently now--to prepare in advance as much as we possibly can--so that if the need should arise we will be able to shift at once from the present speed of operation to full mobilization effort.

This approach has dangers, but, as I mentioned earlier, when and if we need our full resources, our perfect military machine, we must have left a democratic way of life functioning and worth defending. To accomplish this, the right road clearly looks to be that leading toward a balance between military requirements and those civilian requirements we need to maintain present dynamic standards. Also, and this is even more important, we can through these means retain the vitality and the flexibility which permit equipping our forces with the newest and most efficient weapons.

While we consider these problems, we cannot forget the problems of our allies. Many have not yet recovered from the terrible devastation of World War II. A few are former enemies whose economies suffered almost complete destruction. Few have the materials, resources, skill, or manufacturing facilities available to this Nation, and certainly none enjoys our high standard of daily life. I feel that it is wise, both nationally and individually, to help our allies to create a strong defensive force, to assist them in maintaining the progress which they have made and, even more important, to provide the hope and will necessary for them to achieve a better standard of life than most of them now enjoy.

Upon this graduating class will fall responsibility, in a large degree, for the success of such plans and such future achievements. I congratulate each of you upon your graduation from so useful and advanced an institution of learning, and I sincerely wish every one of you continued success in your careers. Thank you.

ADMIRAL HAGUE: Now we come to the part of the program where the graduates receive their diplomas, a visible sign of what they have achieved inwardly during the past year. In the interest of making sure that the names will be clearly understood as they are called out, may I ask you to refrain from applause until the last graduate has received his diploma. General Collins has kindly agreed to honor you members of the graduating class by presenting you with your diplomas.

(After receiving his diploma, each graduate was congratulated by General J. Lawton Collins, USA, Chief of Staff, U. S. Army; The Honorable William C. Foster, Deputy Secretary of Defense; Rear Admiral W. McL. Hague, USN, Commandant, ICAF; The Honorable Fred Korth, Assistant Secretary of the Army; Major General E. S. Wetzel, USAF, Acting Deputy Chief of Staff, Personnel; Rear Admiral M. L. Royar, USN, Chief,

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Bureau Supplies and Accounts; Brigadier General L. E. Rea,
USMC, Office of the Executive Office; Brigadier General
A. F. Gearhard, USAF, Deputy Chief of Air Force Chaplains.)

ADMIRAL HAGUE: General Gearhard will now pronounce the benediction.
General Gearhard.

CHAPLAIN GEARHARD: Oh, God, Who by the light of Thy Holy Spirit
does instruct the hearts of Thy faithful, grant us by this same Spirit
ever to love and relish what is right and just, and give us constant
enjoyment, peace, and consolation. To our departed comrades grant eternal
peace. May perpetual light shine upon them. Amen.

(23 June 1952--400)S/ijk

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