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**INDUSTRIAL COLLEGE OF THE ARMED FORCES**

**GRADUATION EXERCISES**

**ACADEMIC YEAR 1952-53**

**10:30 A.M., THURSDAY, 18 JUNE 1953**

**DEPARTMENT OF THE INTERIOR AUDITORIUM**

**Washington, D. C.**

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## GRADUATION EXERCISES

### INDUSTRIAL COLLEGE OF THE ARMED FORCES

18 June 1953

An invocation was given by Rear Admiral E. B. Harp, Jr., (CHC), USN, Chief of Chaplains, U. S. Navy.

REAR ADMIRAL W. McL. HAGUE, USN /Commandant, Industrial College of the Armed Forces: Admiral Duncan, General Hull, distinguished guests, and members of the class of 1953 of the Industrial College of the Armed Forces: When I assumed command of the Industrial College of the Armed Forces a year ago, the day before graduation, it became incumbent upon me to make a few remarks to reassure the graduating class, insofar as I could, that the administration of the College would be along sound and progressive lines. So I told them I had sensed that the Industrial College engendered in its graduates a very proper concern for the College's welfare. This morning there would seem to be no excuse for me to make any extended remarks. After all, I am virtually a member of the class of 1953; and I daresay that during these past ten months my classmates could justifiably feel that they have heard plenty from me.

You will all recall that ten months ago I pointed out to you the rare opportunity that was yours by virtue of the fact that you had been divested of your operating cares and responsibilities and could devote your entire attention to the complex and difficult problems involved in the mobilization of the Nation's resources. I wish that these distinguished guests and friends could have heard your final presentations last Friday, for then they would of their own personal knowledge realize that you have taken full advantage of that opportunity.

Again, ten months ago I pointed out that the curriculum of the Industrial College of the Armed Forces is unique among military colleges in that it offers pure education without one whit of training. We of the College staff and faculty realize only too well that in these ten months we have not been able to afford to you the wherewithal to be experts in the many broad fields that the curriculum covers. But, again, reverting to those final presentations that you made last Friday, I am confident that, whatever assignments you may have in the future, your decisions will be greatly influenced by the knowledge and understanding that you have acquired during the course. Considering the present state of the world, that fact may be of vital importance to the free world.

It goes without saying that every act by those of us who serve the military departments or the Department of Defense has as its end purpose the support of the operating forces. That statement is also true of you

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members of the class who come from other departments, insofar as your activities affect the mobilization of the Nation's resources. It is, therefore, most appropriate that the speaker on this occasion should be one who can speak with authority for the operating forces.

Up until Tuesday noon Admiral Fechteler, the Chief of Naval Operations, had expected to be here this morning. But at that time he learned that he was to accompany the Secretary of Defense to a meeting of the National Security Council. He has not let us down. He induced Admiral Donald B. Duncan, Vice Chief of Naval Operations, to come here and take his place.

I have known Admiral Duncan throughout my entire career and throughout most of his. He was a first classmate at the Naval College when I was a lowly plebe. When I reported on graduation to the U.S.S. OKLAHOMA, my first ship, with my shiny new ensign's stripes, I reported to him as my division officer.

He is one of our top naval aviators. He has had a distinguished career, with, during the years of peace, assignments involving important developmental work, and during the war years with major command and staff assignments.

There is one characteristic of Admiral Duncan's that I think stands out above all others. He achieved his remarkable effectiveness by bringing to bear on the problems that confronted him, intelligent, rational, and objective analysis.

I know of no officer in the military service who can better appreciate the work done at the Industrial College of the Armed Forces. It is, therefore, with great satisfaction and great personal pleasure that I present to you Admiral Donald B. Duncan, the Vice Chief of Naval Operations.

ADMIRAL DONALD B. DUNCAN, USN [Vice Chief of Naval Operations]:  
Admiral Hague, distinguished guests, members of the graduating class: I feel it a great privilege to be here this morning. I know that on some occasions of this kind it is customary to give large quantities of advice and extensive and sometimes rather terrifying expositions of the problems which the graduate will meet when he leaves the cloistered halls of his alma mater. I do not consider it necessary to do either of these things to this group. Rather I proposed to make what simply amounts to some observations which seem pertinent in these times.

It is a fine thing to finish a course of study. It is even a finer thing to be able to look forward to the opportunity to apply your learning to some effect. This opportunity is now before you. I feel sure both you and your country will benefit.

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You have all been in the armed forces of the United States long enough to know some of the facts of military life. Many of these facts are gay. I don't have to remind you that many of them are grim.

One of the facts of military life in a democracy, such as ours, is that we tend to neglect our defenses when there is no active threat to our security. A leaky roof normally provides enough shade when the sun is shining but not much shelter in a storm. When we fear for our national safety we gather up weapons at a great rate. Then if the threat diminishes a little or if we live with it long enough, we find many wondering about our great investment in armament and even questioning its worth.

You no doubt recognize that kind of a process. The military feasts and the periods of famine--the rags to riches and back again--have always plagued the military planners and the procurement officers of the military departments.

If there ever was a time for orderly planning and procurement, it is the present. I do not recall a more difficult period. Our future depends on the utmost of skill and care in plans for security.

We all have had our ups and downs as individuals. We are also familiar with the alterations in the public regard for the necessity of armed forces as between peace and war. We pay a price for these changes. The fulfillment of the planner's dream would be to attain in peace time a degree of readiness in all its aspects which would afford the strength required to initiate the tasks imposed by the onset of war, with the industrial backup needed to provide the rapid but orderly transition to a war situation, and still be within the economic capacity of the country to maintain for an indefinite period of years--and then to stay there. I might remark here that it seems to be the fashion in current literature to speak of military leaders and their principal assistants as the high brass, not always in complimentary fashion. There have been many pronouncements on the part of individuals who should know better regarding what is known as the military mind in the sense that it is narrow and channeled. There are many people who think that the only thing a military man knows how to do is to go out and shoot somebody. Although my own formal education may have been somewhat neglected, I have enough experience of educational institutions and educational systems in which the military have an opportunity to participate to reject in toto any thought that the military mind is not a good mind and a broad mind and one which devotes itself constantly and loyally to the benefit of all aspects of government. I think we have in the Industrial College of the Armed Forces, in the National War College, and in the Armed Forces Staff College, as well as in the educational institutions of the services perfect proof that we are not neglecting the broader aspects of superior thinking in our armed forces today.

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I made reference earlier to the problems of the graduate. Your problems are in full bloom. There is a redolent bouquet waiting for your attention and arrangement. It is full of thorny beauties.

Your situation or condition fits the cliché that the office should seek the man. In a manner of speaking, your future job is looking for you.

The Industrial College is among the youngest of our military institutions. Its relative youth is not a measure of its importance. Your contribution to the science or art of war is at the foundations of our security. Your talents must be employed before a gun is fired or a bomb dropped.

The history of warfare is long. It has been said that the history of total national military effort dates only from Napoleon's mobilization of manpower in the early 19th century.

It is less than a hundred and fifty years since all-out, national, mobilized military effort for the prosecution of war became a necessity for nations seeking to expand by military means. The complication of modern warfare has increased an aggressor's problems. It also follows that national defense against aggression may require a corresponding all-out mobilization. Full mobilization is really a prelude to war on a large if not global scale. It is a wasteful process unless it is associated with this kind of a war. It seems to me that many of the problems with which we have been living over the past few years--that is, in a period of what has been called a limited mobilization--are in many cases more vexing and more troublesome than those associated with full mobilization.

It is the brush-fire war, or what Lenin called partial war in which we have to strike the delicate balance between readiness for what may happen and ability to live a reasonably normal existence, taking care of what is actually in progress.

It is true that if you seek to prepare yourself completely against all possible enemies, or any possible combination, you will not have much left for anything else. When fully mobilized, you probably must choose between existing in a fortress or initiating a war. This country does not wish to pursue either course.

There is another way open to us. We can pave it with something more than good intentions. Within this world there is plenty, if not more than enough for all nations banded against the threat of aggression today.

Within the past three years, it has been shown that we can fight what is sometimes thought of as a little war, if not to speedy victory, then at least well enough to keep that war from spreading. That is something at least. But, something more is needed. Here is where you take a leading part.

To the graduates of this Industrial College, this nation must look for appreciation and understanding that our efforts must be related to our capacities. These capacities need not be bound exclusively to the treasures of nature within our own boundaries. There is a greater wealth. It spreads to and from lands across the sea. The willingness of other nations to bind themselves and their fortunes with us will challenge your intellects and test the academic skills you have cultivated here. These are among some of the great assets we have.

Put these capacities together--relate these possibilities to the enduring peace all of us seek and you will have earned your tuition--many times over.

In the course of such efforts you may feel at times confronted with an impossible task. Your first experience in the annual review of NATO requirements, for example, may incline you to feel this way.

It is fortunate that many problems which seem insuperable at first glance find themselves on thorough examination to be much simpler than at first they appeared. I must recall to you in this connection a quotation from an old Chinese story. "What appear at night to be the horns of an angry bull often reveal themselves in the light of dawn as the ears of a jackass." Perhaps some of your problems in later years will tend on close approach to resolve themselves, in the light of knowledge of the facts and of your own increased capabilities to deal with them.

I read that Daniel Boone, the hunter and hero of legend and folklore, in his old age was asked if he ever had been completely lost in the forests in which he hunted. He reflected a moment, then replied: "No, can't say as I ever got lost, but I was bewildered once for three whole days!" He set a pretty good record there. One which won't be equalled by everyone.

Now a final word as to the future as related to the careers of each one of you. You will find that every phase of your military career will open up new fields of usefulness, broader horizons, and greater responsibilities. Every promotion, every change of duty from station to station, is in a sense a graduation and a commencement. You must be guided by the mistakes and efforts of the past, but do not, I urge you, dwell upon them. Learn only from them as they apply to the future. Be constantly looking ahead with every new development in the technical field and every new development in the political and diplomatic aspects of world events. Try to see what applications these things have for the future. Never sit back and just let things happen, but try to shape the events of the future to the requirements of the things in which we believe. There is an old saying that "time will tell." The question is--what will it tell, or better, what can we make it tell if we use common sense and foresight and judgment and the power of decision. What can we make it tell?

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After completing over forty years in the naval service of our country, most of my career is behind me. A good part of yours is still in the future. Yours is really the challenge of the future. The strength of our armed forces will be measured in part by the degree of precision striking power and the necessary material backing for it which you can develop. Even more, it will be measured by the comprehensive and exhaustive training and education by which we hope to keep the armed forces ever alert and ever ready. It will be measured most of all by the competent, courageous, and understanding leadership which you and others like you can provide.

Some time ago I heard one of the great educators of our country deliver a lecture at the Armed Forces Staff College in Norfolk. He made a quotation from the scriptures, The Gospel of St. Luke, which impressed me very much. The quotation said, "And to whomsoever much is given, of him shall much be required." "And to whomsoever much is given, of him shall much be required." As each phase of your career of service to the country opens, you will be vested with more and greater responsibilities, and as more and more are given to you, so more and more will be required of you. This is the challenge of the future.

You have indicated here today by virtue of your completion of your wonderful course of instruction at the Industrial College of the Armed Forces that you have the will and the capability and the potentiality for accepting and meeting this challenge. I congratulate each of you, wish you the best of luck, and bid you Godspeed in all of your endeavors.

ADMIRAL HAGUE: We now come to that part of the ceremony where diplomas are given to the young hopeful graduates. General Hull, Vice Chief of Staff of the Army, will present the diplomas. Let us have no applause until the last diploma is handed out. Then we can applaud them all collectively.

(The diplomas were handed to the graduates by General John E. Hull, Vice Chief of Staff, United States Army.)

Admiral Harp gave the benediction.

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