WELCOMING ADDRESS

20 August 1954

SPEAKER: Rear Admiral W. McL. Hague, USN, Commandant, Industrial College of the Armed Forces

Publication No. L55-1

INDUSTRIAL COLLEGE OF THE ARMED FORCES

Washington, D. C.

WELCOMING ADDRESS

20 August 1954

ADMIRAL HAGUE: Before embarking on any important undertaking--and I am sure you will all agree that this year is a very important undertaking for all of us--it is well to pause to seek a blessing of the Deity. Admiral Hart, Chief of Chaplains in the United States Navy, has been kind enough to consent to pronounce the invocation.

Chaplain Hart.

CHAPLAIN HART: Almighty and eternal God, here at the beginning of another academic year, we lift our hearts unto Thee and pray for Thy blessing. We thank You, oh God, for this privilege and opportunity to engage in further study. May the work of our hands, the thinking of our minds, and the prompting of our hearts be always acceptable unto Thee. Here amid critical days and grave responsibilities we recognize the constancy in Thy truth and enlightenment.

Grant that we may ever regard Thy gifts of learning, not as achievements of our own, but as gifts which are treasured and entrusted to us for Thy service and for the welfare of our country and of our fellowmen. And now as we launch out into this new year of endeavor, make us faithful and obedient to Thy will; and, when our mission is completed, may we then be rewarded, not with praises or plaudits, but with only Thy divine approval, "Well done, good and faithful servants." In Thy Name, we offer this prayer. Amen.

ADMIRAL HAGUE: Amen. Thank you, sir.

Members of the Class of 1955: On behalf of General Hovey, General Niblo, the staff and faculty, and myself, I bid you a warm and sincere welcome to the family of the Industrial College of the Armed Forces. Although you may not as yet be conscious of the inner warmth of being received as full-fledged members of the family, I can assure you from my own experience and the experience of your predecessors that you are so received in fact. You will become aware that you receive here a remarkable bond that will tie you closely, not only to your classmates and to the present staff and faculty, but also to your and their predecessors.

I want to congratulate each of you on being a member of this very highly selected group. I want to congratulate you because of the unique opportunity that is yours. Yours is the rare chance, seldom experienced by responsible operating officials, for study and reflection on vitally important problems, and for discussion of those problems with your peers and colleagues. And this study, reflection, and discussion will be carried out in the ideal atmosphere of academic freedom. We of the Industrial College depend entirely upon the zeal of mature and serious-minded adults as the motivating force for individual accomplishment.

I want to extend a special welcome to the civilian members of the class from the various agencies of the Government. One of the greatest advances in the work of the college resulted from the decision to bring together the important officials of the Government who must work together in national planning--to bring them together for ten months of cooperative work on the complex problems involved in the mobilization of the Nation's economy. Although the solutions to these problems are, literally, of vital concern to the military, under our system of Government decision quite properly lies in the hands of the civilian heads of the Government and, in arriving at those decisions, many nonmilitary agencies must be consulted. I think the importance of our civilian students is obvious.

I shall not attempt this morning to give you a preview of what lies ahead--of the precious metals contained here in the academic lodes awaiting your picks and shovels.

You will be briefed by others in considerable detail concerning the curriculum. I shall limit myself to a few remarks that may prove helpful to you in getting your bearings and in straightening yourselves away in the channel, prepared to steam ahead at full speed.

First, I think it is worthwhile to consider the statement, in its charter, of the mission of the college, "to prepare selected officers of the Armed Forces for important command, staff, and planning assignments in the Department of Defense, and to prepare selected civilians for important industrial mobilization planning assignments in any Government agency."

I should like, also, to invite your attention to the Joint Chiefs of Staff's definition of national strategy. This definition pithily encompasses the meat of the college curriculum. National strategy, in the

words of the Joint Chiefs of Staff, is "the art and science of developing and using the political, economic, and psychological powers of a nation during peace, and during war, to secure national objectives."

In brief, the Industrial College prepares selected officers of the Armed Forces for important command, staff, and planning assignments in the Department of Defense, and selected civilians for important industrial mobilization planning assignments in any Government agency, by increasing their knowledge and, of far greater importance, their understanding of national strategy, "the art and science of developing and using the political, economic, and psychological powers of a nation during peace, and during war, to secure national objectives."

You will study and evaluate the resources--natural, economic, scientific, technological, and human--of our country, and of the nations of the free world. Similarly, you will analyze the potentials of the Iron Curtain countries. You will examine the problems involved in coordinating the resources of the free world. Finally, you will study the complex problems inherent in quickly converting our free economy, in an emergency, to one that is controlled sufficiently to insure maximum possible immediate and continuing support for the military operations necessary to attain our national objectives. You will consider previous solutions to these problems, their strengths and weaknesses, their successes, and their failures, to the end that in any future emergency you will be in position to contribute intelligently to the solution of the problems then presented.

For many military generations, strategic planners were wont to dismiss the support of their plans with the glib statement "supply automatic." With the advent of all-out war, when whole peoples and their economies and combinations of peoples and their economies were pitted against similar combinations, support of strategic plans could no longer be assumed to be "automatic." The modern military commander, in all his plans to attain military objectives, finds it necessary to take into account the whole complex of problems involved in economic mobilization, on a geopolitical range, to the end that winning the battle may not be purchased at the expense of losing the war.

The Industrial College of the Armed Forces exists because our top military commanders realize that strategic plans evolved without accurate consideration of the ability of the economy to support those plans is the equivalent of building a handsome edifice on a foundation of quicksand.

I am not going to spend much time in an exposition of just how the staff and faculty proceed to inculcate the essential understanding of the complexities of economic mobilization. It is probably worthwhile, however, to point out that this is a graduate institution on the highest level in the educational system of the Department of Defense. The methods of the college take cognizance of the fact that you are mature, have all successfully held very important positions, and have many years of practical experience behind you. Our objective is not "training" in the traditional military sense. The method of instruction is based upon lectures by the outstanding experts in every field of our mission, on small seminars and discussion groups, and on individual and committee presentations. You will enjoy complete academic freedom to present or express your own ideas and findings regardless of the authority that may differ with you, be it a classmate, a member of the faculty, or a visiting speaker. We have no stock answers to the problems with which we deal.

Our curriculum deals with principles, factors, concepts, and considerations, with pertinent background information and facts. It illustrates their application with live, current situations and problems. It is designed to give you the broad picture; to assist you in being objective and thorough when specific situations and problems are encountered after graduation.

It may very well be that in some cases the reports you prepare will be less valuable for their content than for developing in you skill in research and discipline in the assembly of facts and arrival at sound conclusions and recommendations as a result of intelligent and orderly analysis. Your conclusions may very well differ from those of the faculty, but your work will be judged, not on the conclusion itself, but on the evidence of research, originality of thought, consistency of conclusions, and logic of recommendations.

I have mentioned before the unique opportunity that is yours in being able to lay aside for a year your operating responsibilities to devote your attention, together with a number of your peers, to this field that is so vital, not only to our country, but to mankind.

But aside from this privilege and opportunity, your work here at the college gives you several other important advantages. For example--I do not know how many of you in uniform have had the privilege and the enlightening experience of working closely with officers of the other services and with key civil-service officials of the

Government. If you have not had that valuable experience, you will find that this year is one of the most fruitful of your careers. When it comes to working with officers of the sister services and civilian officials of the Government, I am reminded of the pithy advice I read many years ago in a little pamphlet on "auction bridge." Among other gems, Wynn Ferguson, the author, advised: "Let your partner play a hand once in a while; who knows, he may turn out to be a decent chap after all." You will find that here at the Industrial College the color of the uniform worn is soon forgotten, and one becomes conscious only of what Bill, Joe, or Ed, or, may I add, Ethel, may contribute to the problem under discussion.

As for the civilian members of the class, having worked with, alongside of, and for civilians for a goodly proportion of my career, I can assure you of the military that they are pretty good "Joes." It has been my experience that, by and large, the civil-service members of the Government team are intelligent, hard-working, loyal citizens, and that devotion to duty, love of national traditions, fighting spirit, and a fierce jealousy for everything our country stands for are not exclusive attributes of those of us in uniform.

One of the ancillary advantages of the course to the civilian members of the class will be the opportunity presented to examine at close range the workings of that fabled monster, the "military mind." I think you will find that it is not as narrow, unreasoning, and muscle bound as you may have been led to believe. I think you will find it a mind given to consideration of pertinent factors, analysis, and decision. In short, I think you will discover that the so-called "military mind" is the mind of the engineer and, being an engineer, I, of course, stoutly maintain that is perfectly wonderful.

All of you, Army, civilian, Marine, Air Force, and Navy, cannot help but reap inestimable advantages from your close contact and work with your classmates and with the members of the faculty.

I am sure that you all realize that, if you put forth the necessary effort to get out of this course all that is possible, you will return to your several outfits far better equipped to turn in a superior performance. I think you realize the importance of this to your service, to your country and, as a matter of fact, to mankind, but I dare say that you may also speculate as to just what effect this course is going to have on your careers. Possibly, specifically, you may ask, "How is this course going to affect my chances for promotion?"

With this hint, I will bring my remarks to a close. Again, on behalf of General Hovey, General Niblo, the staff and faculty, and myself, I bid you a most sincere and hearty welcome. We are most happy to have you aboard.

(3 Sep 1954--250)S/ibc

A 19034