



ICAF EXTENSION DIVISION

Rear Admiral G. S. Patrick, USN

NOTICE

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Reviewed by: Captain J. E. Stevens, USN

Date: 15 June 1960

INDUSTRIAL COLLEGE OF THE ARMED FORCES
WASHINGTON, D. C.

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ICAF EXTENSION DIVISION

16 October 1959

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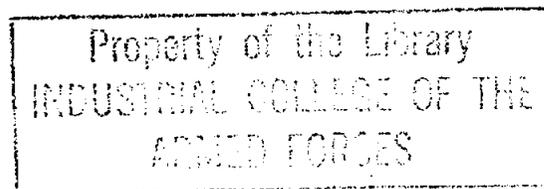
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Reporter: Ralph W. Bennett



Publication No. L60-50

INDUSTRIAL COLLEGE OF THE ARMED FORCES

Washington, D. C.

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ADMIRAL PATRICK: General Houseman, Gentlemen: When you first arrived here, I had the opportunity to tell you briefly about the Extension Division--the Correspondence Branch and the Conference Branch. However, I do not feel that such a brief introduction is sufficient for anything but the Correspondence Branch, which is very similar to any college course that is given by mail. This morning I would like to devote my time to telling you more about the Conference Branch and what we are doing.

I have two reasons really for giving you this talk. First, I think that the resident students should know about the other half of their college and what we are doing. You are going to come in contact with people in business, labor, education, industry, and the entire spectrum of our economic and social life; and you should certainly be able to tell them and know what's going on in your Correspondence as well as your Conference Branch. They will have taken the courses and have listened to our National Defense Resources Conference in various places, and you should certainly know what the College is doing in the field.

As to the second reason, which is perhaps the more important, I think that you will be indirectly involved in the same kind of activity in the future.

When your conference teams travel about the country, they have

a certain message to give and get across to the responsible civilians in all walks of life. Their theme is that the country is in a state of constant readiness right now, and we are achieving that readiness by means of a combined military-civilian team. We point out that ICAF spends about ten months in the resident course enhancing the education of our military and select civilian members of the team that are in Government. We also state that the purpose of the conference is to throw more illumination on the problems of national readiness for the civilian half of the team.

Here is really the charter and mission that we discuss (Chart 1).

"1. To foster a better understanding of the complex problems of national security. 2. To point out the civilian-military nature of the team, which is the only team that can gain that security for us. And, 3, To point out the capabilities and limitations of each half of this civilian-military team."

Although you may not present information learned here in the College in formally prepared programs in the fashion that we do on the road, you will, when you go into future assignments, have very much that same mission in talking to civilians throughout our country. This applies whether you are talking to high-ranking civilians, Government officials, or other officers who have not had the advantage that you had of taking this course.

Now, briefly this is how we go about presenting a National Defense Resources Conference:

Each of the conferences is ten days in duration, that is, ten working days or two weeks. They are staged by two teams of the faculty assigned to the Conference Branch. Each team is designated "Blue" or "Gray." On each team we have six officers--two from each of the three services, and on one team we have a Marine Corps officer.

Now, the Blue Team conducts seven conferences and the Gray Team seven conferences during the course of a year. The contents of the lectures are based on what you are studying here at the Industrial College. They are especially written and designed for consumption, not only by the military, but also by leading civilians of the community.

On the military side we establish a quota, and this year we have 57 for each of the three military services. This is handled by what we call the military sponsors. We also have small quotas for the National Guard; and we also expect regular officers and reserve officers to attend on extended duty. The representatives of the Coast Guard and the Public Health will increase the total military representation in some areas to 200. This is a wonderful opportunity for a reserve officer to fulfill his two weeks of active duty, receiving your course in condensed form.

On the civilian side, each conference is sponsored by one or more civilian organization, such as a Chamber of Commerce, a university, a utility company, a bank, a newspaper, and perhaps an industrial firm. They have a membership committee which invites local citizens to attend as the civilian conferees. The average civilian attendance is

about 150.

We have recently experienced a changing overall trend in civilian attendance, with civilian representation far exceeding the military. I would like to say that last year in Phoenix we had 344 civilians; in Springfield, Missouri, we had 431; and in the small town of Butte, Montana, 340 civilians and 135 military are completing the conference today. This is indicative of the ever-increasing interest of thinking civilians everywhere, and the value and importance of the material we present.

Now, the team presents all of the lectures. The administrative details are handled mainly by the local committee and the conference administrator. The conference administrator is a reserve officer, who is ordered back to active duty for three months for the primary purpose of administering the military aspects of the conference. He is selected from the primary military sponsor.

So much for the mechanics of the conference. Now let's look at our subjects and see how these subjects are organized for presentation. (Chart 2)

Here is the two-weeks schedule which is currently being presented. You will note that the first week is devoted to orientation, to subjects such as technological progress and outer space. Early in our session we cover communism, as it is a basic subject necessary and fits into each one of the following groups.

Also during the first week there are the subjects dealing with

our organization for national security; with our natural resources; the more technical subjects concerning the management of our resources, such as the study of requirements, the problems of military purchasing and production, and of the distribution of our production; and how we go about financing the tremendous cost of national security.

On the first Thursday you will note that we have a forum. This is our first question and answer period. The six members of the team will be on the platform for the forum to answer written questions and questions that will come from the floor that day. And then we complete the first week with fuel and power, emergency management, and civil defense.

In the second week we discuss the geopolitical and geoeconomical aspects and theories. We take in the various world areas. You will note eight of them listed above there.

Included in this second week is an interesting discussion of public opinion and its psycho-social aspects.

Then, finally, we have the world human resources and mutual security at our second forum. Then on the last Friday, which is today in Butte, they are having their summation, and their graduation ceremonies.

You will note that on the second Wednesday we have a field trip. This gives the out-of-town conferees the opportunity to see one or more of the major production plants in the local area.

We also show pertinent films at nine o'clock each morning, which

are related to the various subjects which we discuss during the two weeks. Attendance at the nine o'clock film is mandatory for the military and optional for the civilians; but I want to tell you that in Butte, when I was there the first week, I noted that there were about 60 ladies going to this conference and all of those ladies were there at nine o'clock in the morning to see the film. I asked one of them why her husband didn't come along with her. She said: "Oh, I go and then I go home and tell him what's going on there."

Now, each officer on the team has five of those 30 lectures. In addition to that, he will be an advance officer for one of the cities that are on the current schedule. He will visit it 90 days in advance to meet the committee and help the committee organize the conference. He will also be the advance officer for one of the cities which have requested conferences and which we are considering for our next year's schedule. We are always working 18 months ahead on seeing that things are going well. He will visit them and find out if they have the necessary facilities and determine the attitude of the leading civilians in the community. And this is very important. We don't go to places where we are not invited and they are not really interested. In addition to that, he will usually have one general team duty, such as the film officer, the transportation officer, the publicity officer, or one of those.

In the actual selection of the cities, we consider several factors. First, we like to get a good geographical coverage of the country with the 14 cities selected. (Chart 3) We like to select cities of all sizes.

as you will note on the chart of the U. S. here. These are not necessarily the largest ones, although we appear in New York, Philadelphia, and Boston about every two to four years. But we also appear in small cities if they are important to their areas. For example, Boise is very small, but it is a State capital and a trading center for a ~~very~~ ^{fairly} large area. Butte, Montana, is another city like that.

In the selection of cities we put a great deal of stress on such things as whether it is a State capital, whether it has a good university, and has a good supporting group of people in the area. We find that the response from the universities is always very fine. They have a feeling and a better understanding of mutual bonds with our own institution.

Now I will show you a composite chart of all the cities in which we have held conferences over the past 11 years, since the National Defense Resources Conference program was initiated. (Chart 4) Note that as of last May, we have conducted 182 conferences in 100 different cities, with 47,491 graduates. Out of that group we have, I think, about 17,000 civilians. As I say, today the trend has changed and we are getting double the civilians as we are of the military.

We haven't held a conference overseas as yet. Next year we are going in to Honolulu, and there we will have our first overseas conference. (Chart 5) This is a list of where we are going next year. All cities have approved, and we are in the process of sending this to the Joint Chiefs of Staff, who are the ones that finally approve our schedule. As you can see, we try to obtain a good distribution as to size and geograph-

ical location, and to balance them equally between the two teams. Both teams seem to be very happy in our schedule for 1960 and 1961.

I might add that we already have over 20 cities remaining after the selection of these cities who are interested in 1961 and 1962. So we have a large number throughout the country that are interested in seeing the conference and hearing the boys.

When we select a city, we are rather meticulous to be sure that they really want the conference. We avoid pressurizing them into staging a conference, because, frankly, we don't have to. Usually they hear about it from reserve officers who have attended a conference in another city. In Butte there was a reserve officer from Washington, D. C., who went out there. I found another one from Pasadena, California. They were in there from Seattle and Texas. So I asked the young fellow from Pasadena how he happened to come here. He said: "Well, I have a brother who is over in Great Falls, and we seldom get to see him, so that's 165 miles there. We're going to spend the week end seeing him." I said: "Well, that's very fine." He said, "He's in the Air Force Reserve." I said, "I guess you'll see him this week end and have a pleasant week end." He said: "Oh, unfortunately he was called to active duty at the same time that I was, and he's down in California."

Now, when the reserves return to their city, they become, of course, a civilian and a businessman and they get in touch with their community and tell them about our talks and talk with the Chamber of Commerce. They generally write us and ask us for information, and

we send out the preliminary information before any one of our officers goes and visits them. They come back and give us another request, and we visit them and tell them about it.

After a lot of visits, the Chamber of Commerce, because they are usually anxious to get some kind of convention--we bring a lot of people into this city, you know--they like to do it. But actually, the representatives of the city and the city government and business and college faculties are the ones that bring the conference to the town and sponsor it.

Now, we like to tell them just what the conference is, and how much work is involved in staging it, and what we expect in the way of attendance. They, in turn, will show us their auditorium where the conference will be conducted, their housing, their administrative facilities, and the possibilities for a field trip at their town. If all are satisfied, they will write us again, and we place them on the list for consideration. And in September or early October we get around to selecting the cities for the following year.

We assign one of the team officers as the advance officer to each city. And from then on, he is the official contact with that city until the conference is finished. He will send them the administrative guides and make his 90-day advance visit to set up the administration. About 30 days before the opening, some one of us will go to the town and give them a little pep talk and tell them what the conference is all about.

As I said before, the military administration is taken care of

by the military sponsor and the two co-sponsors. You see, one service is the sponsor, and the other two back him up. So we have nothing to worry about on that score. The Continental Army, the Naval District, and the Continental Air Force in which the city is located are the ones that act as the military sponsors. They designate an assistant conference administrator, who will take care of the enrollment of the reserves, the issuance of travel orders, pay, and other details necessary for the military.

When we get around to the actual staging of the conference itself, the team will arrive on Saturday or by noon Sunday. The usual thing is that on Sunday afternoon some prominent citizen will get together with the committee and will give us an informal party, where the team will become acquainted with the local people. This always gives us a good start and a feeling for the community.

The conference proceeds on the schedule which I have already shown you. On the first Tuesday and the second Thursday there are always parties for the conferees. That, incidentally, is paid for from a modest civilian and a lesser military contribution. I think we generally tell them that fifteen dollars is certainly adequate. That helps to pay for the auditorium, and the military give about five dollars or so to take care of the two cocktail parties that they are going to attend.

At the first gathering the conferees get to know one another a little bit better. This is on the Tuesday. This helps to stimulate the discussions in the seminars and forums for the remainder of the two

weeks.

The second party, which is on the second Thursday, affords a very good opportunity for the conferees to discuss with each other and the team their opinions of the conference. This is where we get to know whether the conference really is a success.

During the two weeks that the team is in the city, the officers will give several outside talks to groups like the Kiwanis Club, to groups of college students, and so forth.

In Phoenix, for example, one team member gave his talk on outer space to an entire high school group of 2700 students. It had to be in two sessions. Colonel Smith gave a talk of geopolitics to the local Institute of Foreign Affairs. At his talk the entire group was composed of students at the college graduate level.

Now, depending on the particular city, we usually get a pretty good television and radio coverage. We have here on the front of the lectern a picture, a complete page, in a Manchester paper. The Blue Team is going up there next week. This other one is out of the Butte paper. These came out ahead of the time that we gathered with them. We are very careful to be sure that the people know that it is the Industrial College of the Armed Forces that is putting it on, and not the "International War College" or the "Armed Forces Staff College" or just the Blue Team; that it's coming from this school.

There are other devices that we use to promote the conference. For example, this is one we are going to try out this year, which will

appear in various public places, like stores and banks (indicating window display card). It helps with the enrollment on the conference and lets the people know what we are doing.

Members of the team also make several appearances on television. As a matter of fact, last night Colonel Coutts gave a ~~television~~ fifteen-minute television report to the local area of Manchester on the conference that is starting next Monday.

You know, the people were very fine to us and wanted me to stay on for another week. The last day that I was in Butte I went by and called on the mayor and he gave me a key to the city. It says "The richest hill on earth." I don't think it'll open anything, because it just says "B" on the bottom.

The local people are really enthusiastic for the conference and take a good deal of civil pride in staging it. The people of the community are always most hospitable.

Now, I say they take a lot of pride in staging it, where to have it, and how it's run. You see, the team really only puts on the talks. The rest of it is lined up by the civilian people. And here we find that top-drawer civilians in the first place serve on all of the committees. They do everything they can to make the team members feel at home. They give our officers guest cards for their clubs, and they invite them to their homes for cocktail parties and dinners.

When you get out in the sticks in those little informal groups, you are representing the Department of Defense and your own service.

You wear your uniform all the time you are there. It's O.K. to tell the right audience about the traveling salesman and the farmer's daughter, but you must tell it in the men's bar and not at a church social.

Then on the last day of the conference we give each conferee a critique form to fill out, in which uninhibited comments are invited about the conference. He does not have to sign it if he doesn't want to. But most of them do. That's the way we get the audience reaction to everything from course content to style of delivery. And here we give the criticisms a great deal of weight, and are constantly revising our lectures in view of what we hear.

I am going to give you a couple of samples of the comments that we have received about our conference, because I think they are usually very good. Here is a letter from the Lieutenant Governor of Vermont to the Governor of New Hampshire. This was the letter perhaps that stimulated the Manchester Conference of next week. In this he said:

"I am personally so strongly convinced that the senior reserve officers and civilian and industrial leaders of your State should have the benefit of the information such a conference will impart to them that I am presuming upon our acquaintanceship to urge that you lend your personal support to such a proposed conference. I will guarantee that you will not regret it if you do so." Signed, "Robert T. Stafford."

Now, for that nice letter, the next year he was elected Governor of the State of Vermont.

And then there was a letter from "Chep' Morrison, of the City

of New Orleans. He was the mayor and this letter was written to General Twining and to Secretary of Defense McElroy commending the Blue Team for their presentation at the New Orleans Conference last year, which read like this:

"Too often outstanding performance is taken for granted on the part of our Armed Force. As a student of this course, I attended every session and was amazed that not only was the instruction superior, but there was not a single weak link in the team.

"I have attended many Armed Forces briefings during the past ten years in my position as civilian aide to the Secretary of the Army. They have all been excellent, but I sincerely believe the performance of this Blue Team of instructors is the best and most comprehensive military instruction that I have yet received.

"Furthermore, public relations-wise, this organization has helped the Armed Forces a great deal in this area. Many top civil leaders of New Orleans attended this course and certainly obtained a proper and factual appraisal of the role of the military and its tremendous world missions. Sincerely, (signed) DeLesseps S. Morrison, Mayor."

You know, Mayor Morrison, aside from being known for his ability and his dapper appearance, is an arch political foe of Ex-Governor Earl Long of the State. I am told that recently Governor Long made the statement that if he were to wear clothes like "Chep" Morrison, he would look like a rooster with socks on!

Now, what else do we do? Well, I think I mentioned to you the

first day that I talked with you that we produced half-hour television films with five of the regular members of the team who went to Pittsburgh for the educational television station lay-on. These films themselves are completed, and we are still waiting to hear whether they have been released over the educational television circuit.

Last year we presented a series of individual talks in Town Hall in New York. As a matter of fact, we have conducted six formal National Defense Resources Conferences in New York. Apparently they had a very high-powered group when they first started receiving us there, and they have formed a most enthusiastic ICAF alumni committee. I attended a meeting there last August, and they were working up a series of lectures for February and March of next year in which they want to invite some of the same speakers that you hear while you are at the school. So that's how far they are going with their committee work.

I would like to give you a list of the names that appear on their committee letterhead. It really sounds like a "Who's Who." Lucius Clay, William Zeckendorf, Hanson Baldwin, Edgar Luckenbach, Angier Biddle Duke, Leslie Groves, Frank Stanton of CBS, and Whitelaw Reid of the New York Herald Tribune. So again we are very happy to go back to New York City this May and to present yet another formal National Defense Resources Conference. They promised me that they would pack Town Hall with about 1200 in the audience for our May set-up.

This December, at the request of the Office of Civil and Defense Mobilization, the Gray Team will present the full two-weeks schedule of lectures in one week in Battle Creek, Michigan. This is for OCDM personnel and leading citizens from the local community. This is in addition to their regular 17 presentations.

After our Peoria conference last year, an executive of the Caterpillar Tractor Company was so impressed that he has arranged for two members of the Blue Team to present selected lectures before a group of 50 of the company's top executives during the latter part of November.

Also, the Civil Air Patrol called upon us last summer to give eight talks to their National Workshop Meeting in Missoula, Montana.

I mention these things to give you an idea of the demand that exists for the type of information that you are getting at the Industrial College.

As you can appreciate, a team member has both an interesting and a challenging time when he is on the road. I think this is best illustrated by the fact that many of them extend their tour of duty on the team. They have a message to deliver to their audience and an impression to make. They enjoy doing it. Consequently, we select them very carefully--normally from the ranks of Industrial College graduates, and preferably from members of the graduating class who have the qualifications that will make them a success in these presentations. They must have the potential of becoming good speakers. We give them additional speech training during the summer. We consider their education

very carefully. And we want officers who are good, clear thinkers, who can do their own research, and draw logical conclusions from what they have read and heard. And I think it goes without saying that each must have a nice personality, appearance, and be a good social mixer. After all, the officer is representing the Department of Defense every time he gives a talk or appears at cocktail parties.

While the team members enjoy appearing before the public, their job is not all play and no work. Their summers are consumed with the exacting job of rewriting their talks, and dreaming up ideas for the Vu-graphs, ~~and slides~~ slides, and visual aids which they use to a very large extent in illustrating their presentations.

I would like to show you one here that we used in connection with
fluoroscopic slide on
outer space (referring to screen). I think it is one of the more glamorous of our slides. It shows the distance from the sun of the various planets in millions of miles and the diameter of each one of them.

Now, in addition to the presentations, each member appears in the summer before ^{our} "murder board" represented by their own colleagues and representatives of the resident faculty, where the comments on their talks are often very rude, but constructive.

They also appear before a speech professor with each talk to receive additional training in effectiveness of their delivery and stage manner. Consequently, when they "hit the road," they are ready to go with confidence and ability to give a professional show.

But it doesn't end there. They must constantly keep abreast of

current events and revise their lectures both while on the road and here at the College in between conferences.

By the way of assisting them further to speak with authority, the College has sent some of the team members overseas during the last two summers, where they have been able to visit the foreign countries and observe at first hand the people, the institutions, and the problems with which their lectures are concerned. For example, during this past summer, Colonel Paul spent two weeks in Russia. (Chart 6). The spots he visited are shown there. Commander Hughes visited Berlin. Colonels Hickman, DeCamara, and Smith went with General Mundy to the Far East. In the future we hope to arrange our schedules so that the team members can take advantage of your ^{student} trips to foreign countries. It's going to be a little difficult next year.

So, gentlemen, that is a general coverage of the ^{Conference} ~~CONFERENCE~~ Branch, what the people do, and how they do it. I have some of the officers here who are involved in the Conference Branch and I want you to meet them today.

As I have already stated, the Gray Team is in Butte concluding their first conference. I believe that there were actually 476 enrollees for that conference. But here we have five of the six members of the Blue Team and some of the administrative staff. I'd like to ask them to stand and remain standing until we introduce everyone.

Colonel Paul, of the Air Force. He's the Chief of the Blue Team, and he really likes his job; so much that he is extending his time for

a third year on the team.

Colonel Bill Smith of the Air Force. He was on the Gray Team last year, the Blue Team this year; and this is his second year.

Then Colonel Don Slaughter, of the Army, who is a new member this year.

Lieutenant Colonel Paul Hickman, the other Army member. This is his second year. He either likes his job or he likes to play bridge with General Mundy on the trip. We're not sure.

Then we have Commander Bill Hughes, who has recently been selected and is completing his second year on the team. Of course the supply officers talk about financing and geoeconomics and twice Bill Hughes has had to buy drinks for the team for running over his 50-minute talk.

Lieut. Colonel Bud Coutts of the Marine Corps is the advance officer for the Manchester conference and he is already on the job, as I told you, and ^{gave a} ~~giving~~ television interview last night, and has a paper interview between the mayor and himself today.

That leaves two officers here, who are Colonel Bob Puckett, who has really been here in charge as chief of the Conference Branch. He spent two years on this Blue Team, as a matter of fact. And then Major Jack Porter, of the Air Force, is our Executive Officer. He stays here and meets the needs of the team.

There have been some questions--and I asked this question when I first came here--Can you go out and stay in these towns for two weeks

and get along on the \$12 a day you are given by the Government?
Of course all your transportation and everything is taken care of.
They assured me that they could, because the people were so kind to
invite them to lunches and dinners. As a matter of fact, I didn't buy
a lunch or dinner but once while I was in Butte last week. They really
are kind. Of course, another way to not make ends meet is to be
belled at the end of 50 minutes and have to buy drinks for the team.

Now, I would like to say to you that some of you may during this
year be giving talks outside of the school; and if you want some help or
to listen to one or more of our thirty talks, come down and borrow the
tapes and listen to them. I am sure that General Houseman would not
want you to use them in your own ~~talks~~ get-ups this year; but if
you are talking outside, come down and listen to our tapes.

Now, to answer some inquiries, I would like to say that next year
we need six officers for the team--three Navy, two Air Force, and one
Army--to replace team members who are completing their tour. I hope
that several of you will be interested in such an assignment. Therefore,
I extend a warm welcome to come down and talk to the team members
or drop in and talk to me at any time you'd like some further details.

Now, I strongly suspect that nowhere else in the military world
is there a comparable assignment that can offer as many rich and varied
experiences of one kind or another as the team job. For those of you
who may be selected for this duty, I must say that you can look forward
to the most interesting, rewarding, and different assignment of your

career.

I'd like at this time to propose that we take a ten-minute break and then have a question period with the team present to answer questions.

(Break.)

ADMIRAL PATRICK: I reported here thirty days before you did; so I'm going to turn this question period over to the chief of the Blue Team, Colonel Paul, and let his team members or let him answer any questions you have. Thank you.

COL. PAUL: I didn't think this team was quite that good and the speakers that outstanding; but who am I to fly in the face of expert opinion? We'll be glad to answer or try to answer any questions you might have about the team or what it does on the road or anything else.

QUESTION: I have two questions. One is, What is the background of the selection of the names of the two teams--Blue and Gray? Two, when you operate south of the Mason and Dixon Line, are you very careful to send only the Gray Team?

COL. PAUL: I think I can take a stab at answering that first one. Actually there is no geographical significance or political significance to this Blue and Gray. The Governor of Florida asked that same question, by the way. He asked the team chief: "Sir, why is it that you send the Blue Team down to the South and the Gray Team up North?"

We didn't want to call one team No. 1 and the other one No. 2. There's a little hind end there. We didn't want to call one A and the other one B, or A and Z. So about all that was left was the Blue and

the Gray.

I might elaborate a little bit on the dangers. There are some dangers in being out on the road. The Admiral sort of hinted at a few of them, this wining and dining. I went over to the flight surgeon the other day and said, "Doc, am I overweight?" He said: "Well, I wouldn't go so far as to say that. I think what you should ~~do~~^{be}, though, is six inches taller."

QUESTION: Do you ~~hear~~^{give} any of ~~the~~^{your} presentations in the resident course?

ADMIRAL PATRICK: You have heard one, haven't you?

COL. PAUL: Yes, sir. None of the exact presentations that we give on the road. However, Colonel Smith gave a presentation to the student group and faculty a short time ago on a similar subject.

QUESTION: In your presentations on civil defense, do you have sufficient films and such things to give a good appreciation of the effects of the atomic bomb? If so, how are they received by the people?

COL. PAUL: Our new team member, Colonel Slaughter, gives a lecture on civil defense. I'd let him answer this, but he hasn't been out on the road yet with it. But the lecture has been very well received. We have films that are related to it. One very good film, which was made in Portland, Oregon--I think they call it "The Day Called X"--a 45-minute film, which showed the preparations that had been made by the city of Portland for D-Day or when the bomb fell. And the actual actors in this film were the real people there in Portland, the mayor and the chief of police, the fire chief, and so forth.

We have had forums on civil defense, with the State and local and national members of civil defense participating in the forum. We have very good vu-graphs at least of expected bomb damage, radius of action and so forth of the bombs, the number of casualties that might be expected. And I think generally that civil defense has gone off very well. It has been well received.

QUESTION: The future security of our nation rests largely in the hands of these young people coming out of school. Has your team given any consideration to putting on these lectures on a massive scale in such a way that the graduating classes of high schools could take advantage of the information that you have?

COL. PAUL: In our pre-conference planning work we have always made it a point to have the committee try to interest the high schools and colleges, particularly college students, in attending the lectures. We have held these in college auditoriums on several occasions, in college buildings. We haven't had too many students participating, mainly because it's a little difficult for them to get off for two weeks. This is during the academic year, and we conduct these during the daytime, when schools are normally in session.

But we have had representative groups and individual students attending at least some of the lectures, individual lectures. We would like to get more of them. We'd like to be able to attract more college people, and more teachers also.

QUESTION: Is there any significance to the title of your conference--

the National Defense Resources Conference? The reason I ask this is because I was out at Notre Dame at one of the conferences that you staged and the title wasn't very appealing to most of them. They thought it might be something dry; and yet, looking at the typical lectures there, it looks like there might be something that might be more appealing generally than a resources conference, from a student's standpoint especially.

COL. PAUL: The year before last, and for several years before that, we had been called the National Resources Conference. We added "Defense" in there since then. And I agree with you that if we could think of a better name, a more descriptive name, it might be a little more appealing.

It's sort of like the name for ICAF--Industrial College of the Armed Forces. There have been quite a number of attempts to give it a more descriptive name, a more appealing name; but so far nobody has been able to come up with a better suggestion. If any of you can, we would certainly be glad to consider it.

QUESTION: Have you ever had a civilian on one of the teams? Secondly, I'd like to ask another unrelated question. When you get, say, twenty invitations to go to twenty places and you can only go to ten, what are the factors that you take into consideration in determining which ten you go to?

COL. PAUL: As for your first question, I don't believe that in the almost twelve years that they have been given we have had a civilian

team member. It has been suggested, but it has usually been decided against, usually, I think, on this ground: We make it a point, a very specific point, in our orientation talks that we as military people of our various services don't follow any service line or any political line or any governmental agency line. We have sort of felt that if we pick a civilian, say, from a governmental agency, we no longer could state that, because he is bound to have a little more loyalty to his particular agency. I think that is probably the main reason we haven't considered having a civilian on the team. It could be a valuable addition to the team. We have had individual civilian lecturers during the conferences, but so far we have held it to the military.

ADMIRAL PATRICK: I didn't mention that. Tell about the opening talk.

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COL. PAUL: /The opening and the final talks, the opening ceremony and the final ceremony, we usually have an outstanding civilian in the community. Then we will usually have an outstanding military man in the vicinity. Or both of those could be given by an outstanding civilian.

On the second part of your question, as to what criteria we use to select the cities, we had many more cities appeal to us this year than we could handle, of course, during the year. First of all, when requesting one of these, we get letters/ we begin to weigh the enthusiasm of that particular city. We send out one of the team members to visit that city and talk to the Chamber of Commerce people and other important people in the city.

We try to judge, first of all, their enthusiasm. Do they really want it? Have they heard about these or seen these before? Do they have adequate facilities, adequate auditorium and the other facilities necessary? And will they support it from the standpoint of a large civilian attendance and the financial support, of course, from their end. Those are the main things to look for in picking out these cities, as well as picking out spots that will cover geographically the biggest area of the United States.

QUESTION: Will you tell us how you let the other towns down easily?

COL. PAUL: We try to let them down as easily as possible, and also let them know that they have been very highly considered and will also be considered the following year if they still care to have it. Several of the cities have been writing in to us wanting a conference for three or four years before we could get around to them.

QUESTION: On this atomic bomb presentation, the popular attitude of people is that that is awfully boring. What gimmick do you use to keep the interest up?

COL. PAUL: Mainly through our effervescent speakers here, the other members of the team. We don't do too much talking actually about the atomic bomb threat. We try to cover the total threat to this country. In civil defense, of course, we are mainly considering the physical threat. We are dealing mainly with the economic and industrial slant of national defense, showing how this civilian community has to

fit in with the military people as one team for all aspects of defense, not merely the physical threat, but the economic threat, the industrial threat, the psychosocial threat. We go into those very thoroughly.

We stimulate interest a great deal too by these visual aids. You saw a sample of one here this morning. Each one of our lectures has some 15 or 25 or 30 visual aids. They are usually pretty attractive, well-done visual aids. And also the movies that we show are related to these various subjects and they stimulate interest.

ADMIRAL PATRICK: I was worried at Butte. One of the Air Force colonels got up and he threw a slide on the screen which showed an Army man with a saber and an old campaign hat rushing up San Juan Hill and he was talking about one of the officers on the team; and pretty soon the Air Force colonel got up and he said something about it. Then the Army colonel got up and countered with something, and there was a feud going on all the time and the audience caught it^{and it} added a lot of interest. You are talking about gimmicks. I think they had a gimmick right there on the team between two or three of them, because it really stirred up a good deal of interest. And they told good stories all the way through.

COL. PAUL: It surprised me. I had just been on the team about a year and it surprised me the impact and the interest that has been shown.

I'll show you a picture here of a typical civilian conferee about half way through the first lecture (slide). This could also have been one of the frustrated contractors. We talk about military purchasing also.

One of the things that the audiences get a big charge out of is the formality to begin with of our lectures. We have a three-minute warning bell, Three minutes exactly before the lecture is supposed to start, ~~the~~ the speaker / is standing behind the curtain all hooked up with his microphone ready to step out. Right on the second there is another bell rings and he steps out and begins to start talking about something or other. Then he is allowed 55 minutes, during the middle of which there is a one-minute break. They also appreciate that one-minute break, time to stand up and stretch in place. But at the end of 55 minutes, right to the second, if that lecturer has not finished, he gets a bell and he has to sit down whether he is finished or not. Also he has ^{to} pay a penalty to the team members that evening.

Very seldom does a speaker get belled. Commander Hughes plays that clock very closely. He's been belled once or twice. He will usually end up with ~~about~~ ^{at least} two seconds to spare of that 55 minutes. The audience appreciates that, because they know that they are going to end the lectures on time, and they know they're going to start on time, and they can attend to their business and know they are going to have a very tight schedule.

QUESTION: You have spoken about the appeal to the civit population, the Chamber of Commerce, the military, and the industrial leaders. Is there an appeal to the labor leaders here? Are you trying to reach them on these conferences?

COL. PAUL: Yes, sir; we are. These lectures, I think, practically all of them, would be appealing to the labor leaders. And we make it a point also in our pre-conference work by the selection committees to try to interest people in labor, labor leaders, as well as church groups, the women's club, any civit group. In fact, ~~Amirxx~~ Admiral Patrick has told us this year to make certain that we do emphasize a little more the labor side of the whole picture. And we try to get labor leaders too on the committee in the city.

QUESTION: I had the pleasure to attend your conference here in Washington last year for two weeks. I can say that there was never any lack of interest during the entire course. This was due to the enthusiasm of the speakers and to their knowledge of the subject and to the variety of the subjects. But another reason for the attendance I think should be mentioned. It saves you from working.

What is the expense of a two weeks visit of your team?

COL. PAUL: I would say that probably an average budget for a chamber of commerce, for example, in sponsoring it would be less than \$2500. But it doesn't cost them anything really. They assess each civilian member a certain amount--ten or fifteen or 20 dollars--to cover the expense that the chamber of commerce has gone to in printing booklets, renting the auditorium, and so forth. In a lot of cases they get the auditorium free. That also covers the expense of the farewell cocktail that is usually sponsored by the civilian community.

So it's not a very high budget, unless they have to pay a large

amount for an auditorium.

QUESTION: As I understood it, your itinerary is approved by the Joint Chiefs of Staff. It seems like a pretty small matter to me to be sending up to the Joint Chiefs. There must be something I don't understand there.

COL. PAUL: Of course, this college here is directly under the jurisdiction of the Joint Chiefs of Staff; and each of the three services sponsors or co-sponsors each one of these conferences. The Joint Chiefs of Staff then have to approve the actual schedule that we have because they have to notify the Navy districts or the Army or Air Force areas, notify those commands and those areas to select the reserve officers and put them on active duty for two weeks. So it's a normal chain of command.

QUESTION: What consideration has been given to setting up additional teams?

COL. PAUL: As far as I know, that hasn't been considered. We have these two teams. Admiral Patrick, did you want to answer that?

ADMIRAL PATRICK: I'd just like to say that either General Mundy or myself try to get out and open or close the conference. General Mundy is going to Manchester and open the conference and I am going up for the closing. Fourteen times traveling around the country takes you away from this spot quite a bit. And, of course, these officers are away two weeks out of every month for the next couple of years.

I don't think that we could really gang up enough enthusiasm through the country to have three or four teams going around. We could probably be invited, but the degree of enthusiasm of the area is what determines it.

COL. PAUL: It's also pretty hard to get enough team members to fill out our two teams. We're going to miss Colonel Bob Puckett this year. He was our glamour boy last year. I think there were several comments passed around last year that he looked a lot like John Barrymore on the day that he died. Of course it's a year later now. He looks like Lionel Barrymore now.

But it might interest you to learn how to get on this team. Admiral Patrick touched on that. For anyone who is interested in public speaking, this is the best training you can get. I would suggest that you look some of us up and find out how to get on it.

I put in for an extension because I was fearful of having to go back after I leave here. to work! But in my own case, for example, I hadn't heard much about this Extension Division or the Correspondence or the Conference Branch. My boss, while I was a student here, General Zitzman, approached me one day and asked me how I would like to go on the team, and I didn't think I sounded very enthusiastic. But he went over to the Department of the Air Force and asked them if they would release me for service on the team, and they said, "Gladly." So I found myself on the team. But I can say it's been the most fascinating tour I've ever had in the Air Force. You get an awful lot out of it.

All of our other team members are experts. You get to be an expert on five subjects, which you do during the first summer. It's pretty easy. And when you get out in the field, people begin to regard you as an expert not only on those subjects, but, just like Lindbergh and Rickover, they expect you to be an expert on everything. When you go out in the field, you become an expert on everything.

Actually, we have a very wonderful time while we are out on the road, all our members. We study together, we eat together, we travel together, and we sleep separately. But it is a very wonderful assignment. I would really urge any of you who like to get up and talk and to ham it up a little bit to come around and see some of us, and we'll show you how to get on the team.

Unless there are further questions, I think we have occupied enough of your time. Thank you.

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