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**THE SCHOOL OF EXTENSION STUDIES**

**Major General Evan M. Houseman, USA**

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**INDUSTRIAL COLLEGE OF THE ARMED FORCES**

**WASHINGTON, D C**

**1960-1961**

**THE SCHOOL OF EXTENSION STUDIES**

**18 October 1959**

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**Reporter: Grace R. O'Toole**

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**INDUSTRIAL COLLEGE OF THE ARMED FORCES**

**Washington 25, D. C.**

## THE SCHOOL OF EXTENSION STUDIES

18 October 1960

**GENERAL HOUSEMAN:** We have completed one-fifth of your academic school year here so far. I wonder how many of you are really conscious of that fact. It has been amongst the high points that you hit, of which yesterday was one of the highest. You have been received in a more or less systematic and spoon-fed manner with fundamental instruction in the Foundations Unit. This is going to be the basis for what you are going to get the rest of the year. It has been a systematic presentation and it is going to be of tremendous value from here on.

In the newspapers you have been receiving a variety of disconnected thoughts and ideas from the events which have been transpiring within this country and within the world itself. These disconnected events have included comments by mature statesmen and they have also included thoughts from buffoons, or people who even dispense chicken feathers at times. It would be ludicrous except for the fact that it is so serious and has such a profound effect on the underlying situation which faces us all today.

But you, gentlemen, have been influenced by what has been said and has taken place outside of the academic halls which are here.

We in the School of Extension Studies also have found that these

extraneous events which have been taking place have had a profound effect upon us and upon our audiences. We have found, as we go around the country and get started into our current academic year, that our audiences are being profoundly affected by the current international situation and the world situation. This has improved the quality of our performance, because there is a give-and-take between the audiences and our faculty members who go around on the seminar teams.

Last August I was up here on the platform talking about the School of Extension Studies. I am not going to repeat what I said last summer. I am going to extend it a little bit more because, during the last two months, during the time you have been here, I have had some of you gentlemen come to see me and ask me certain questions about the School of Extension Studies, particularly with regard to the seminar activities. And this is an attempt here to expatiate or extend some of the answers to the questions which causes me to be here with you this morning. Also, you gentlemen will soon be graduates of this institution, in a few more months. It is surprising how time flies. You are going to be asked a series of questions pertaining to the Correspondence Course and to the seminar activities, and I am sure that you will want to know more about them. As I say, some of you have talked to other people, or at least some of you have talked to each other about these things.

Slide 1

As you can see from this viewgraph, we have completed the first two.

The Blue Team has finished its first one at Cheyenne, Wyoming, and the Gray Team has finished its first one at Bethlehem, Pennsylvania.

Slide 2

This is the slide I showed you last August to give you a picture of just where these presentations were made--Cheyenne, Wyoming, out there, for the Blue Team, and up here in Bethlehem for the Gray Team.

In these presentations there was a variety of information made available. A variety of actions had to take place to enable us to get to these spots and get started. I think it is appropriate, rather than just go through a factual presentation of a bunch of actions that we take, to take the Bethlehem situation specifically and go through the series of actions which we were required to do to bring the Bethlehem Seminar to fruition.

It was in the spring of 1957 (that's quite a long while ago) when a reserve officer wrote to the College, to the Commandant, asking for specific information as to what the seminars were and how he could get one to Bethlehem. Of course the Commandant answered that letter, giving specific answers to the specific questions. However, nothing more was heard in a formal style from Bethlehem until over two years later, when the Chamber of Commerce of that city wrote a formal letter again asking some of these same questions and asking others. At that time the College became specifically interested in the seminar at Bethlehem,

ago, as I said, that they would be on the list for the 1960-61 season.

In the meantime actions are going along with other cities. We are having a lot of problems that we are working out with the other cities of the current year, and there are a lot of other details I am not going to go into. But shortly after the beginning of this year active correspondence and trips between the members of the faculty and Bethlehem started to take place. By the 90-day check period we had designated the military sponsors, the civilian sponsors, the general chairman, and a reserve officer who was brought to active duty as the administrator.

Let me digress a moment and explain to you what we mean by sponsorship and how we get these reserve officers to these seminars. First of all, the College makes the determination as to what they can accept in the way of capacity so far as students are concerned for the whole forthcoming year. They make an estimate of what the number of people will be by service and that will be sent to the Joint Chiefs of Staff. That is approved, subject to availability of funds, by the respective services.

Now as to the military sponsorship, every seminar must be sponsored by the Army, the Navy, or the Air Force area command, somewhere. The other services will be co-sponsors for the specific seminar. In addition to that the military regions are responsible to see that the students, the reserve officers, are either called to active duty or notified that there will be a seminar in a given locality and they may

be able to go even though they are not on a pay status. That coordination is done regionally by the military services.

The only excuse for us to run one of these seminars is to give the information to these reserve officers, and we can guarantee a satisfactory performance if we have nothing but reserve officers in the audience. But a satisfactory performance is not enough. We have found that we must have civilian sponsorship. What is civilian sponsorship? I have alluded to it before and the fact that the Lehigh University actively took command of the situation.

One of the key elements to a successful seminar is the general chairman. We try to get somebody of stature and importance in the community. For instance, at Bethlehem we had Mr. Big in the community, B-I-G, capitals. He is the General Manager of the Bethlehem Works of the Bethlehem Steel Company, in Bethlehem, Pennsylvania. You have heard the old wheeze that a big shot is so big in a community that every time he sneezes somebody else or some group of people get pneumonia. This man is of that basic type, although he didn't have to sneeze once during the seminar. It was a highly effective performance, and this individual had a lot to do with the success of the seminar.

Of course in picking that reserve officer for 90 days' active duty we also must pick a live-wire individual who is well known in the community. That we did, and we had a highly successful meeting there.

Let's skip right on to the opening day of the seminar. The 26th of September was the opening day at Bethlehem. We had quite a few important personages at the opening session. At that time we had the Regional Commander, Fourth Naval District, the Admiral in command, who was the prime military sponsor. We had the Commanding General of the Second Army also in attendance. We had a speech by the President of the Moravian College, really a stemwinder, something we were very much impressed with. Then, before the end of the opening exercises, we had a telegram read from the President of the United States to the participants in the seminar. So we were well under way.

#### Slide 4

Here is the outline of what actually takes place during a two weeks' session, in both the Blue and the Gray Teams. Let me first stress to you that, while these basic 31 lectures are given in the seminars of both the Gray and the Blue Teams, there might be a slight change in order, and during the year there might be slight changes for one reason or another. The speaker may catch a cold, or something may happen, and we have to modify the order. But, in general, this is the order, and this is the order in which it was presented at Bethlehem.

After the opening ceremony, the balance of the first day is taken up with orientation. The lectures all pertain to orientation, to give a broad understanding of background for the balance of the two weeks' speeches. Then, at the beginning of the second day, they take up the

basic threat we face, Soviet communism, and the balance of that week is concerned with the organization of the United States Government, the Government itself, the organization of the U. S. economy, the problems of emergency management, the organization of management, and financing, all as it pertains to national security. That is the basic theme of our entire series of lectures. U. S. foreign policy is the next to the last item on Friday. That is the hinge point for the transition into the second week.

As you can see here, we broaden the scope of the lectures and broaden the horizon. We start with the international point of view, and at that time we discuss regional key points around the world which are of prime importance to us for one reason or another. We end up with mutual security. Incidentally, Dr. Reichley heard from an independent source that the subject of mutual security at Bethlehem received quite a favorable reception. But I am sure that if you had had a mutual security lecture early in this course the participants would not have got anywhere near as much from that as they would have if they had heard the entire series of lectures, or a large part of them.

You will notice that there is a special program set up on Wednesday. That gives an opportunity for the local people, the Chamber of Commerce, or somebody else, to put their best foot forward locally and show what they are particularly proud of in the local community. I believe the Steel Works at Bethlehem was the subject of that day's discussion, and

they actually made a physical trip to the Steel Company.

Out at Cheyenne they visited the ICBM Atlas layout, which has just become operational. It was quite an impressive show.

You will note that there are three forums listed here--at the end of the first week, at the end on Tuesday and on Thursday. Those forums are provided so that the participants and the members of the panel can have give-and-take question and answer periods. The six members of the seminar team sit on the platform, two Army, two Navy, and two Air Force, and they take questions batted back and forth, some in writing and some given from the audience. Again, that is a very effective way to get audience participation.

Now, something which hasn't been touched on in this is that there are movies which are given every day, movies of vital importance or of prime importance to the subject at hand, generally, at that time.

Now, the officers who conduct these seminars are quite busy people. Not only must they give these 31 lectures, plus running the forums, and so forth, but they also find themselves involved in a variety of speaking engagements, TV presentations, radio interviews, and so forth. I meant to ask Colonel Williams just how many outside speaking engagements they had during their first presentation at Bethlehem. I haven't asked him, but maybe during the question period if somebody wants to ask him, he can. It's a surprising number.

These are highly effective. We talk to women's clubs, civic clubs of various kinds, schools, colleges, and so forth. They are very, very

**effective.**

**Now, about the speakers themselves: What's the background? Where do they come from? And so forth. These gentlemen are all essentially like you. They are all either graduates of this school or have had the equivalent of a background education. These gentlemen lead quite a rewarding existence. It's a type of duty which is, I won't say unique, but borders on unique, because it is something different and almost offbeat. It is something which the participants find quite hard at first to get started on, in some cases, but gradually as they get into it, sometimes the ham comes out into them, and they blossom out into tremendous personalities up on the platform. If a man is a cringing violet and hates people, he should never be a member of one of these teams, because he has a lot of social engagements, in addition to his regular speaking tours, as we go around the country.**

**I am sure that in talking individually to these speakers you will find that they are quite proud of themselves and quite proud of the mission they are doing, and they are doing a tremendous mission.**

**What are the mechanics that these people go through in getting their work done? At the end of the academic year for the School of Extension Studies, the speakers ordinarily go on their annual leave. That is before you gentlemen are through your 10 months of instruction. They then come back from their leave and are ready to start in preparing the next year's seminars. That requires research. They have to go to the**

**Library of Congress. We have professional researchers to help us here, in addition to our own Library people. They have access to all the government agencies around here and various specialists who give them information from other than government sources.**

**We have a Murder Board operation, and then we have a charm school. All of these activities are essential to bring these speakers up to the point where they effectively make the presentation which we want.**

**Slide 5**

**In addition to that, first-hand information is quite important. In preparation for the 1960-61 season, the members of our teams took trips to key points around the world to gain first-hand information, as I said. I am not going to read where they are. You can see that for yourselves. For the preceding year, the year before this, trips were made to Russia, to Western Europe, and to the Far East. These speeches, which come from these trips, give the audience a clear understanding that these gentlemen know what they are talking about.**

**Now I am going to throw a little plug, not pertaining to my activity, but to Mr. Greeley and his operation.**

**Slide 6**

**The girls in Mr. Greeley's section that make these charts give us a tremendous assist. In fact, the effectiveness of our presentations out in the field stems in a large measure from the quality of the view-graphs which are made, and there are many of them, very many of them.**

This represents a tremendous amount of overtime in some cases, and you gentlemen, as you get on into your work, will have more and more occasion to deal with these girls down in that office, and I am sure that you are going to find that these people are real artists. You can be proud of them, and they are going to give you a tremendous assist when you get into your own speeches.

I have been talking so far about the seminar activities. I do want to add just one more thought on that subject. That is that we will have some vacancies for speakers next year, as I said last August. We are interested in some of you gentlemen here. We would like to get people who are fresh graduates, because you have the very latest Resident information. Keep that in mind. It is the information which stems from the Resident School which is the basis upon which these <sup>two-week</sup> condensed versions are made. And it is important that we keep the two sides of the College intimately tied together. We've got a few vacancies. The exact number varies from time to time. Right now I am not sure just what it is. If any of you gentlemen are interested I wish you could come in to see us and talk about this before the end of the academic year.

I have not talked about the Correspondence Division. I took that up last August, and I am not going to give you all the details. I didn't mention, I believe, last time that we had 170-some foreign students and that that program was just getting started. I understand that as of now it is about 215. So the number is increasing. There are almost

10,000 graduates spread around the country and overseas, of this correspondence activity.

That leads me to my last little story, and then we are going directly into the question period. A little less than two weeks ago I was in New Orleans attending the annual convention of the National Defense Transportation Association. During the noon hour on the second day I decided to go out to get some oysters on the half shell at a little spot nearby. After eating these (and they were delicious) I started walking around in the old French Quarter. I had about an hour to kill. I hadn't walked too far until I was rather startled to see a photograph, natural size, of a 7-foot tassel dancer--believe it or not, 7 feet. There she was, right in front of a burlesque show. She wasn't there; it was just her picture. Seeing that, I backed off a couple steps and kind of made an anatomical analysis of what this was. About that time somebody tapped me on the shoulder. A civilian and his wife were standing there. As I was in uniform, he introduced himself and said he had seen me at the convention and he also was a delegate. So we introduced each other and then the three of us discussed king-size versus standard-size muscle dancers and so forth, for a few moments.

Then he got to the main subject that he was interested in. He said, "I know you are from Washington." I had a delegate sign on me. He said, "Have you ever heard of the Industrial College?" Well, I was a little bit taken aback, and I said, "Yes." I allowed as how I had.

He said, "Well, you know, I am taking that correspondence course down there." I said, "That's fine." He said, "I am away behind." I said, "I'm sorry." He said, "I want to find out what I can do to get myself reinstated, because I have been out of the country on a trip for some months, and I am really behind." He said, "It's a wonderful course and I want to keep it up, but I am really embarrassed." He said, "I thought that you, being in uniform, might be able to tell me something about the correspondence course."

I told you that tall tale, which is true, believe it or not. There must be some moral to it, or I wouldn't have told it--at least I hope so. The moral is, ICAF personages must be prepared, like good boy scouts, to minister to less fortunate souls thirsting for knowledge, in spite of king-sized distractions.

We will now go into the question period. I have the experts right down here in front of me. If I can't answer the questions I'll be willing to ask them to give me the information. Keep in mind that the office of this layout is right down the hall, and you can get to it by just staggering down there between classes at any time.

**QUESTION:** Did you go to that show, General?

**GENERAL HOUSEMAN:** I had my wife with me. I know where it was. I cased the joint. I am sorry to admit that I didn't go. I was definitely interested. I've been around. I have seen standard-size

folks, but I have never seen 7-foot muscle dancers.

**QUESTION:** Is there any interested directed by these people as they attend the forums? Are they particularly interested in the provincial or local news, or have they interest in the large, overall areas of government?

**GENERAL HOUSEMAN:** I am not being facetious, and I would say the answer is yes and no. In some cases I am sure that over the years some of these people have been involved in these things. My understanding is that a variety of nominations are made for the effective use of that half-day. It is based on the best calculated decision of the local administrator, our own people, and so forth. I suppose there have been occasions where the local layout is such that there is really nothing of material importance to show. I don't know what they do. They might just run movies that day, if it's bad weather. It is made available in case something of importance is at hand. I suspect that most of the time it does give these people an opportunity to get out.

A large number of these people who are participants are local people, and some of them, surprisingly enough, have not been to some of these areas where the rest of them have gone, and then again, if they are people like folks locally, they are proud of themselves and are proud of what they've got, and they help to lead the rest of the people around.

So I'll admit that it is a distraction to the extent that you get from

a high-level, broad scope down to something specific, but it has been found to be a very effective way of spending that half-day. That time is always set aside, and it is good for local relations. That again is quite important.

QUESTION: Does the population size of the city have anything to do with the selection? It occurs to me that something like this could get just swallowed up in the hubbub of a large metropolitan city, whereas in some place such as Bethlehem or Cheyenne you could place quite a highland there.

GENERAL HOUSEMAN: That is correct. I don't know how many of you people are from small towns and how many are from New York or Boston, and I don't want to hurt your feelings. But more hicks are found in the big cities than you will find in the little communities. I mean that sincerely. As we go around the country we find that we get percentage-wise far better participation in the smaller communities. When you get a place like New York City--and we had an effective presentation there--you will have situations which are different than they are in smaller cities. There are so many/<sup>extra</sup>distractions, as you mentioned. As General Mundy brings up often, you've got to make sure in a big city that you keep some kind of control so that all the bums on the street don't stagger in to keep warm during the daytime. You have an entirely different type of audience, and you've got to make sure of controlling it in these bigger

cities. But even so, we pick some large cities and some small cities. We pick some of the larger cities more frequently than we do the areas involving smaller cities. Again, it is a question of using judgment over the year and looking at past history and getting a sprinkling spread around the country.

Incidentally, the decision for the next year is going to be made this week or the beginning of next week. New York City has been visited twice in the last five years. I doubt that any smaller city has been visited only twice in that period of time. So we've got to admit that we take a rather dim view of New York City.

**QUESTION:** How do you select the participants? I presume some of this material is classified.

**GENERAL HOUSEMAN:** No. That is one of the complications we have. But, believe it or not, when you get 31 speeches organized, it is a tremendous amount of material. It is unclassified, and it fits into a pattern. It gives a tremendous understanding of the fundamental issues facing the individuals in this country. Without having it classified, we still are not hobbled too much in our effectiveness.

**STUDENT:** As to the first part of my question--how do you select participants--you would probably have 1,000 who would like to attend and the hall would hold only 100.

**GENERAL HOUSEMAN:** I'll let my expert answer that.

**COLONEL PUCKETT:** I'm not really an expert but, based on history, the way we do it is this. On the military side, the reserve officers who are eligible for a two-week tour of active duty apply through their channels to attend one of our seminars. I must say that a seminar in Miami in Florida in January would be more popular than one in Butte, Montana. That is the reason why we fluctuate as to reserve attendance, depending on the season of the year, the location and the size of the city, and that type of thing.

This is a voluntary program. They are not ordered to attend by their military commands. They apply, and then they are ordered. That's where we get the reserves. In addition, if there is a military establishment nearby, we do get a sprinkling, and sometimes a goodly sprinkling, of regular officers or of reserve officers on extended active duty. We got quite a few of those in Cheyenne, I understand.

On the civilian side the participants are invited and selected by the civilian committees who represent the civilian sponsors. The leaders of the community in all fields of endeavor--education, the professions, and business interests--are made aware, through the publicity type of approach, of the conference and of its purpose. They are made interested by the civilian committees in attending. They are usually charged a small fee, the civilians are, to defray the cost of the auditorium, or postage, or administrative charges. They are, we like to think, actually selected individuals, and we like to fill the hall. We can talk to 600 people

just as well as we can talk to 100.

**GENERAL HOUSEMAN:** We can talk better to 600 than we can to 100.

**QUESTION:** Sir, before the appointment of a State Department adviser to ICAF, to what extent did you have to coordinate the foreign policy presentations with the Department of State?

**GENERAL HOUSEMAN:** It is done in a variety of ways. We go over and make contact with the State Department. When we have these Murder Boards we invite the State Department representatives over. Even though we right now have a State Department representative, he is our contact now to go over and get the State Department man to be present. Again, if we are going to have a lecture on Africa, we like to get the man at the African Desk over here, or some one of his representatives, to give us first-hand information. Even before we had the representative from the State Department we still had no inhibitions about going over there. But he has facilitated making these contacts. Also, our present State Department representative has been mixed up in certain areas where he has his own specialty, and this has been a tremendous help to us in working up the details of some of these speeches, so that we don't have to bother the people in the State Department on these minutia.

**QUESTION:** Dean Harlan Cleveland the other day was much preoccupied with the necessity of training ourselves so that the people will think

of some of these things. I can see that you are reaching quite an audience, and probably an influential one. Do any of these people organize further discussion groups, and is there any attempt to carry this to a larger audience, this material that you sell to these groups?

**GENERAL HOUSEMAN:** The answer is yes. At Cheyenne just the other day I had three different people ask me for information on what to do so that they, themselves, could go back and extend the word. We go to centers and hope that this information will then be disseminated out among the participants so that they, themselves, will conduct one or more talks of their own. We encourage them to do that. We will not and cannot give lectures. Our lectures/are not written out in first style, although there is an eventual lecture written for publication and clearance. Yet these lectures change from time to time, and they are kept up to the minute.

We do make available the tapes. All of these lectures are taped and they are made available to the city where the seminar is held. They can use that if they want to get specific information.

Under certain circumstances also, I understand that the Gray Team-- I am not sure whether the Blue Team does it or not--let the participants take color cameras and take pictures of these transparencies, so that with the tapes and these transparencies they can work out their own speeches.

Incidentally, there was a point brought up in Cheyenne about that. I don't know whether this has been done by the Blue Team or not. I think

it is an excellent opportunity to give people the opportunity of using color slides.

In addition to that, the members of the seminar teams are also asked for other presentations, other than the 14 which are listed.

Already this year one group has talked to an insurance conclave. There has been an OCDM presentation. There are specialized presentations on some of these lectures, or portions of them, for specific purposes, with specific audiences around the country.

We do encourage outsiders to use this material, working it up in their own way for their own specific purposes.

QUESTION: Sir, my question is this: I am wondering, in view of the 112 cities that have been reached in the course of these seminars, whether the school or any independent group, perhaps, has made a survey back over some of these places to see how widespread is this impact, and what effect does it have on succeeding years? I realize this is rather an intangible thing, but I thought perhaps there might be some study made in that area.

GENERAL HOUSEMAN: On that I would like one of my people here to give an answer.

COLONEL WILLIAMS: I will attempt it, General. There is no definite way of getting the reaction a year or two later. However, in many cases we repeat on a city, and then we are able to sense the reaction

on the impression we made and how lasting it was as the result of the previous seminar. We also receive considerable correspondence from conferees who attend particular seminars. They want information or they will request certain speakers to visit their cities and speak before some special groups. It is a hard thing to measure, as to how much they retain the information given.

**GENERAL HOUSEMAN:** I am depending on somebody to give me a signal to cut this thing off. It is now 8:30 and I'll keep on until somebody tells me to shut up, or until you run out of questions.

**QUESTION:** Is the press invited?

**GENERAL HOUSEMAN:** I am embarrassed that I didn't bring that subject up in my main talk. That is very important. You can rest assured there is coverage. In fact, the speakers have the tendency to peek at the morning paper the next morning to see how well they did on the preceding day. That's the first thing I do when I go to a city. I grab the newspapers, and, even though I may not have been there the preceding day, I try to see what happened, or at least what kind of press coverage we got.

So far this year we have had wonderful coverage. I understand that that is generally the pattern throughout. We do give basic press material to the various media. They modify it, chew on it, and digest it, as they always will, in some cases, but also they grab it, hook, line, and sinker, in some cases, and print it. So you find all kinds of situations.

One of the first things that happened at Cheyenne was that they introduced me to a nice-looking gal who was in charge of the radio interview. She was a smoothie, and she had been leading several of the seminar members around for several days, allegedly getting interviews.

But we got excellent coverage.

QUESTION: General, I am curious as to whether a concerted effort is made to reach defense contractors in these areas, because I feel that they require additional motivation.

GENERAL HOUSEMAN: The answer is definitely yes. We'll take a specific example in Cheyenne. The head of the labor union was a participant in one of the government conferences. We went out of our way to get participation by labor. For those of you who are acquainted with the unfortunate situation up there, I understand that the program is almost a year and one-half overdue. I don't know whether that is classified or not, but the program is away behind. Of course the contractors blame the labor and labor blames the contractors, and I don't know what the reason is. Undoubtedly there have been a lot of labor difficulties. That was one reason why we were most anxious to get labor participation. I didn't personally talk to the labor leaders, but Colonel Paul did, and he said that they were very much impressed by what they heard. We certainly helped some. How, much, again, I don't know. It is an intangible thing.

**QUESTION:** I would like to ask again about the attendance of reserve officers. How does the word get out to them so that they know where the seminars are held? How are they selected? I presume there is some balance among the services of reserve officers.

**COLONEL PUCKETT:** The seminar program is publicized by the individual services when the Joint Chiefs of Staff approve our recommended program for the following year. That information filters down through Army, Navy, Air Force, and Marine Corps channels into their reserve activities. That is publicized by their news levels and by the fact that many of them have attended the seminars before and have found them beneficial. As soon as they are eligible again they want to attend another. It's a damn fine way to put in their two-week tour of active duty. So the individual services are responsible for publicizing this.

In addition, realize that our seminar program is going on all the time except in the summer period. If one is held in a neighboring city the reservists in that community get interested in it, and the reservists who come from outside of that community get interested in it. They go back to their own particular home base and spread the word to their reserve activities at their meetings and their reserve organizations.

So the word does get around. The quota established for each service is 57. I understand that is not an arbitrary but just a rather limited quota for each conference for each service. As to whether or not the services can meet that depends on the money available to them and the number of

applications they receive.

In answer to the last part of your question, they are responsible for screening their own candidates. In New York, for example, last year, they had many applications by Army reservists that were turned down, on the basis that this particular group of reservists who applied were all interested in a town or point, and it wouldn't do the service or the country much good for them to attend, because they would go back to Long Island and start reading plans. So they were not approved, and the younger officers were given a chance to go, of course.

GENERAL HOUSEMAN: I was surprised in talking in Cheyenne to a number of Marine officers. Incidentally, the Marines are out of money. Maybe some of you Marines know that. There were no authorized Marine participants in the seminar. Yet I ran into nine in one chunk during a cocktail party one evening, all of them in uniform and quite as usual proud of themselves. These gentlemen were people of substance in their community and some were from as far south as the Carolinas and from out in the Middle West, and these gentlemen had spent a lot of their own money to come specifically to the seminar. I was further startled to hear that half of these men had attended seminars at other times over the years and were coming back again because they felt it was so worth while. In other words, it wasn't just a case of boondoggling, necessarily. One man told me that it cost him \$1700 by the time he had given part of his business to somebody else, traveled with his wife, and so forth. Of

course, I am sure he was doing other things than appearing at the seminar. He was enjoying himself, too. But it was very worth while from his standpoint.

**QUESTION:** General, how many requests do you get for these seminars? Do you have a difficult time deciding where they are to be held? Do you have to get out and find cities that are open?

**GENERAL HOUSEMAN:** From year to year it varies. In some past years, I understand, they have had to hunt a little bit. In the current year we've got a surplus of demand. I guess to some extent it depends upon this international situation. Every time Khrushchev beat on that desk in Manhattan Island, probably it increased the number of people interested in the seminars. When peace and light break out, I suspece that possibly some of the desire for these things will attenuate somewhat. But in general, for instance, right now, we have more than enough applicants, many more than enough, for the coming year, and we are going to have to winnow them out.

But I understand that there have been times, some years back, when they had to hunt around to find cities. In some cases they could get 3 or 4 cities in one basic area, and they could only accept one. Then they would have to run around to get a city to balance it out in some other part of the country. That is actually the main trouble, to make sure we get the good geographical or population distribution we want at any given time.

**QUESTION:** General, it appears to me that this program could be given, to the U. S. advantage, in certain foreign cities, such as Paris, and London, where there are large groups of retired, reserve, and active duty officers, U. S. commercial interests, and other government people. Has this ever been considered?

**GENERAL HOUSEMAN:** It has been considered, it has been asked for, and I believe so far the answer has been no, for a variety of reasons. I am not sure of the details. I don't know what the quick answer is. It was evaluated from a variety of points and it was decided against. First of all, we are tied up completely here. We can't afford to get any more speakers. It would take a big chunk out of the current year. We must let them have the summer off to prepare for the next year. It's not just a question of starting out and making a new loop. We've got to update our speeches, consolidate, make new ones, and so forth. It's a new program all the time.

**ADMIRAL PATRICK:** Along this line I might say that the Oberammergau School of the Army runs a very similar seminar once a year for Army reserve officers who are connected with U. S. companies in Europe. This is a two-week seminar and it covers our field.

**QUESTION:** Have you ever tried a condensed version which could be given in a half-day, we'll say, to things like the National Defense Transportation Association annual meeting, or even the national labor conventions, and try to share the life of the working man?

**GENERAL HOUSEMAN:** The answer is yes. Of course you can condense anything. But it's hard to condense this. This 10-month course is condensed into 31 lectures. That's a tremendous condensation in itself. If any of you have ever read the Bible, you know that the whole story of the Creation was covered in a couple of columns right in the very beginning of the Bible. When you can do that, you are doing something. So it can be done. There have been condensations worked up. I don't know specifically whether a definite effort is made to take the 31 and boil them down into one mass. I don't think it can be done. However, we can be selective in taking certain segments and tailoring them to a specific audience at a specific time. That has been done and is being done continuously.

Well, congratulations to you ball players. That's all this morning.