

AN ADDRESS

16 August 1963

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NOTICE

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INDUSTRIAL COLLEGE OF THE ARMED FORCES

Washington, D.C.

Admiral David Lamar McDonald, USN, Chief of Naval Operations was born in Maysville, Georgia, on 12 September 1906. He was appointed to the Naval Academy from Georgia in 1924; was graduated and commissioned ensign on 7 June 1928. He was designated Naval Aviator in 1931. His early service included sea duty on the battleships MISSISSIPPI and COLORADO, in Fighting Squadron 6 of the carrier SARATOGA, and the aviation unit on the cruiser DETROIT; and as an Instructor at the Naval Air Station, Pensacola, Florida; from June 1938 to October 1941 he served with Patrol Squadron 42, based at Seattle, Washington, and later in Alaska and the Aleutian Islands. At the outbreak of World War II, he was serving as Flag Secretary to Commander Aircraft, Atlantic Fleet, and from May 1942 to March 1944 served as Flight Training Officer on the Staff of Commander Naval Air Operational Training Command, Jacksonville, Florida. Later, he served as Air Officer and Executive Officer of the carrier ESSEX and as Operations Officer on the Staff of Commander Air Force, Pacific Fleet. In July 1947 he reported to the Bureau of Aeronautics, Navy Department to serve as Director of Military Requirements, and later served as Aide to the Assistant Secretary of the Navy for Air and to the Under Secretary of the Navy. He commanded the carrier MINDORO from 1951 to 1952, and after a tour as Assistant Chief of Staff for Operations to the Commander in Chief, Pacific Fleet, served a year as Commanding Officer of the carrier CORAL SEA. In November 1955 he was assigned as Director of the Air Warfare Division, Office of the Chief of Naval Operations, and from November 1957 until October 1960 was Deputy Assistant Chief of Staff at Supreme Headquarters Allied Powers, Europe. He was next Commander Carrier Division SIX and in July 1961 reported as Commander SIXTH Fleet and Commander Naval Striking and Support Force, Southern Europe. On 9 April 1963, he was assigned Commander in Chief, U.S. Naval Forces, Europe; with additional duty as Commander in Chief, U.S. Naval Forces, Eastern Atlantic and Mediterranean and Commander Naval Component of all U.S. Forces in Europe. He was awarded the Bronze Star Medal with Combat "V," two letters of Commendation with Ribbon and Star, and is entitled to wear the Ribbon for the Presidential Unit Citation awarded the USS ESSEX. This is his first lecture at the Industrial College.

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ADMIRAL ROSE: Gentlemen: To help us get started in the right way, we have with us today--and I would like to introduce them before I introduce our speaker--from your left to right: Admiral Ramage, the Deputy Chief of Naval Operations for Fleet Operations and Readiness; General Hayes, the Assistant Commandant of the Marine Corps; General Howe, the Assistant Chief of Staff, Army, for Force Development; and General Stone, Deputy Chief of Staff for Personnel.

Representing the Joint Chiefs of Staff, our speaker is the new Chief of Naval Operations, Admiral David L. McDonald.

Admiral McDonald.

ADMIRAL McDONALD: Admiral Rose, Distinguished Guests, Gentlemen: This is my first time in this building. Since you are in the business of management, your predecessors have done pretty well. Seriously, I am delighted to be here this morning. Some 13 years ago, I was a student over at the National War College, and I think that perhaps it is safe for me to say now that at that time I often wondered just what that group did over at the Industrial College. But the intervening years have enlightened me substantially concerning the importance of efficient management of our national resources.

I think that today, perhaps more than ever before, we are dependent upon those who are extremely competent in matters which it will be your business to learn while you are here. In this very fluid industrial society in which we are living, with our rising budgets and overall costs, with the ever-increasing complexity of our equipment, and with the associated problems of logistic support, it is people like you who must have the knowledge and the background in order to insure maximum effectiveness.

I don't know of any other school where the subject matter will be taught and studied as it is here. The relationship between the armed services and our national economic and human resources is, of course, a very intricate one and one which deserves an awful lot of attention. I think that over the past few years we have been quite successful in perceiving and accepting the interdependence of the uniformed services one upon the other, but this really is not enough. I think that we must also learn to appreciate the interdependence of all the various components of our overall national strength, one upon the other. I think you face a very challenging year here.

Here on the stage with me this morning are some distinguished gentlemen whose presence indicates, I think, their high regard for this school. It indicates also the high regard with which the Government departments which they represent think of this school. Regrettably, they have had to listen to me talk once before this morning. Although this is not a purely military school, in that civilians as well as military attend it, the school is under the direction of the Joint Chiefs of Staff, and on behalf of the Joint Chiefs it is my pleasure to congratulate each of you upon being selected to attend the course here.

During the last several years we have been living in an age not only sparked by technology but one in which scientific advances have been almost too rapid to comprehend. With this has come what I believe has been an extraordinary amount of emphasis on and interest in education. Our shortcomings have been stated on every hand and many corrective steps have been taken. I do not think any of us would question the fact that we need additional educational facilities. There is a need for our population as a whole to gain more education. There is a need for those with what I call broad minds and small pocketbooks to acquire knowledge.

But if we will note carefully, I believe that we will see that most of the emphasis which has been placed upon education in these past years has been education of a scientific nature which in reality then leads to the production of specialists in the scientific field. I am not opposed to this--no one is. This type of training is of course most essential, but I do not think it is enough. In addition to the specialists we need what I choose to call general practitioners, general practitioners in the art of leadership, decision-making, and the management of both human and materiel resources. I think one of the reasons you are here is to better prepare yourselves for these particular jobs.

The specialists create and build, and sometimes they operate, but in your business and mine the specialists do not make the big decisions. The decision-makers are not specialists. I know that decision-makers often have been specialists, but they cease to be, at least in the narrow sense, either long before or when they reach the decision-making level. They have to, because, as overall policy-makers, they are forced to broaden their horizons because of the need for them to become familiar with the incredible scope and variety of subjects which need their attention.

Let us look back, just a few years--13. I pick that point because that is when I was in school on these same grounds. At that time our outlook was dominated primarily by the fact that the United States had committed itself to the defense of South Korea and Russia had succeeded in detonating an atomic device far ahead of the predicted date. Since that time we have witnessed such world-shaking events as the Soviet explosion of a nuclear bomb, in about 1953; the Navy's Commander Wilkinson sending the cryptic message under way on nuclear power; the partition of Indochina, after the debacle at Dien Bien Phu; the emergence of numerous newly formed nations; Khrushchev's accusation of Stalin as a murderer; Federal troops at Little Rock; Sputnik the First, and subsequent satellite launchings; the Nautilus cruising under water to the North Pole; the George Washington firing Polaris missiles and causing the missile balance to assume new proportions; the U-2 being shot down and causing a summit meeting to collapse; the quarantine of Cuba--and I could go on and on.

I mention these things, gentlemen, because I think that they are indicative of the type of subjects with which you must be prepared to acquaint yourselves. These are events which, when they occurred, had appreciable impacts upon the stability of the world. Although your course of study here and all the lectures probably will not deal with these particular subjects, I do believe that these studies and lectures will better prepare you to cope with future similar events.

With all due respect to your faculty and your distinguished Commandant, Admiral Rose, and your curriculum, I think that one of the most important aspects of this school is the bringing together of men from various governmental agencies in order that they might have an opportunity to really get to know each other. It is not necessary for you and me to agree in order to get along. What I think is necessary is for us to understand why the other fellow thinks the way he does. We who are a part of different governmental agencies simply must work in coordination if we are going to maximize our efforts, and

in order to do that we must understand each other and each other's philosophies. The best way to do that is to get to know each other.

I will always remember a few years ago when I was working for General Norstadt over at SHAPE. I was sent in charge of a group of seven or eight military men and three civilian economists to study the economy, really, of two of our NATO allies in order to determine in our own minds whether or not these countries were devoting what we thought they should and could devote to the national defense effort. Our conclusions were that they were not really carrying their share of the burden. Regardless of what yardstick we used, whether it was percentage of gross national product, whether it was the percentage of the national budget devoted to the military, whether it was the moneys devoted to national defense, using their own standard of living as a background, or what, they still were away down the line.

When I came back and made my report to General Norstadt, I was perhaps more than normally excited, because these particular countries had socialistic governments, and it really irked me to think of some of the things they were spending money on while devoting such a relatively small amount of their wherewithal to national defense. But, when I finished my report to the General, he looked and he said, "Well, although I understand your feelings and I agree with your conclusions, I do not subscribe to your recommendations." "Our number one objective," said Norstadt, "is to keep the alliance together, and, if we do anything or say anything which will cause us to start fighting each other, all the money and all the weapons in the world won't do us any good."

I don't mean to imply, gentlemen, that we in the different governmental agencies are fighting one another, but I do mean to point out that our greatest accomplishments will result if we all pull together. To more or less paraphrase what General Norstadt told me, I would like to say to you that, in my opinion, no amount of human and materiel resources will insure our national security unless we are in accord in the management of our programs and budgets, our logistics, and our overall economic policies. I believe that perhaps the very best way to insure this harmony is to get to understand one another and to appreciate the philosophies under which each of us has made a career.

I am sure that one of the reasons that this institution was established was to make possible just what I have said. I think that each one of you who has been ordered to attend this school is most fortunate,

because here you will have an opportunity to learn together. Although I must repeat that I do not wish to belittle or to deemphasize any facet of your instruction, I do believe that perhaps one of the easiest things you will have to do while you are here, and perhaps one of the most important things you will have to do while you are here, is to really become acquainted with each other. If you can develop your ability to pull together in making the best use of our national resources, I think that you will be making a major contribution to the military strength of the United States.

Finally, I would like to say that, not only as a member of the Joint Staff, not only as the Chief of Naval Operations, but really as a taxpaying citizen, I do hope that you will take full advantage of the opportunities which are offered you here.

Thank you.

ADMIRAL ROSE: Gentlemen, that is the end of the exercise. We are all very grateful to the representatives of the services and to Admiral McDonald for being here.