Address of The Honorable Louis Johnson
The Assistant Secretary of War
Opening Exercises, Army Industrial College
Washington, D. C., September 1, 1937, 10:00 a. m.

Welcome to the Army Industrial College!

You and I begin our formal education in industrial preparedness almost simultaneously. Your researches, your studies, and your conclusions, I shall follow with great interest. They will help me in my job. They will prepare you for the greater responsibilities that await you upon graduation.

You have been selected to attend this course because your past experiences, interests, or conditions of service have fitted you for duties in the industrial phases of military preparedness. To you, it is hardly necessary to say that the preparedness of industry for war is as necessary to ultimate victory as the mobilization of manpower. It may still be true that men will spring to arms over night, but without their rations, their equipment, their arms, and their ammunition they may prove wholly ineffective.

The war plans of today must consider the industrial efforts of the whole people, the civilian as well as the military demands, and their proper coordination toward success in the field of battle.

We must work, not only with industry, with capital, and with labor, but we who are engaged in national defense must cooperate with each other. I am especially happy to welcome you of the Navy and Marine Corps to this school and to note with pleasure that you are represented also on the faculty.

May I offer to all of you one bit of advice. You belong to the military service, but you first are citizens of a great peace-loving country. There is no room for militarism, as such, in the United States. The average citizen of today, capitalist or laborer, city-dweller or farmer, is bent on peace.

In your studies, in your plans, in your procurement projects for peace as well as for war, remember that the ultimate success of your program depends on the cooperation of peace-loving citizens. Make it your first duty to understand the mind of the average American, his principles, and his ideals. Cultivate his language. Understand his point of view, his attitude toward life and toward his government, and win his confidence. Keeping these facts constantly in mind, I am quite confident that your researches will be more thorough, your studies more understandable, and your program more effective.

I trust that each of you will profit by this education and that the government will be rewarded with rich dividends in your greater understanding of its problems and in your further devotion to its duties.

There is room and need for officers of your training, both in my office and on the War Department General Staff.

You have my best wishes for a happy and successful school year.