

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
AT THE FIRST ANNUAL MEETING OF
THE ASSOCIATION OF THE UNITED STATES ARMY
FORT BENNING, GEORGIA
SATURDAY, OCTOBER 22, 1955 -- 11:30 AM (EST)

I'M GLAD TO BE IN THE ARMY

I'VE BEEN LOOKING FORWARD TO THIS TRIP TO BENNING
ATTEND THIS FIRST MEETING OF
TO MEET WITH THE ASSOCIATION OF THE UNITED STATES

ARMY. I WAS PARTICULARLY GLAD TO COME, FOR MANY
REASONS. FIRST, I HAVE NOT BEEN BACK TO BENNING SINCE
MY RETURN TO THE UNITED STATES, AFTER AN ABSENCE OF
NEARLY THREE YEARS. NEXT, I LOOKED AT THE LIST OF
PEOPLE TO BE HERE AND SAW ON IT MANY PERSONAL FRIENDS
AND MANY FRIENDS OF THE ARMY. SO I REGARD THIS MEETING
AS A KIND OF FAMILY REUNION, WHICH I KNOW WILL BE GOOD FOR
ALL OF US PRIVILEGED TO TAKE PART.

LOOKING FORWARD
AS I GOT IN THE PLANE YESTERDAY AND, IN ANTICIPATION
To THIS party
~~OF THIS VISIT~~, DEPARTED WASHINGTON IN A RATHER HOLIDAY
SPIRIT, I HAD OCCASION TO SAY TO MYSELF, "MY, I'M GLAD TO
BE IN THE ARMY;" AND AS I THOUGHT OVER THAT REFLECTION,

FEW

I DECIDED THAT IT SHOULD BE THE TITLE OF THE REMARKS
WHICH I HAVE PREPARED FOR THIS MEETING.

LET ME TELL YOU ABOUT ONE OF THE NARROWEST ESCAPES
OF MY LIFE -- THE NARROW MARGIN BY WHICH I MISSED NOT
BEING IN THE ARMY. IN 1918, I HAD THE UNUSUAL EXPERIENCE
OF RECEIVING PRINCIPAL APPOINTMENTS BOTH TO WEST POINT
AND TO ANNAPOLIS. I TOOK THE EXAMINATIONS ALMOST AT
THE SAME TIME WITHOUT ANY SPECIAL PREPARATION, OTHER
THAN THAT AFFORDED BY A SOLID HIGH SCHOOL EDUCATION
AND A YEAR OF COLLEGE. WELL, IN THOSE DAYS, THE EXAMINA-
TIONS WERE ALMOST IDENTICAL, EXCEPT THAT ANNAPOLIS HAD
AN EXAMINATION IN GEOGRAPHY, WHEREAS WEST POINT DID
NOT. THE OUTCOME OF THE TESTS WAS THAT I INGLORIOUSLY
FAILED ANNAPOLIS, BY VIRTUE OF MUFFING THE GEOGRAPHY
EXAMINATION. YOU RECALL THAT WHISTLER, RECALLING IN

LATER YEARS HIS DISCHARGE FROM WEST POINT FOR DEFICIENCY
IN CHEMISTRY, MADE THE COMMENT, "IF SILICON HAD BEEN A
GAS, I MIGHT HAVE BEEN A GENERAL." BY THE SAME TOKEN,
IF THE WATERS OF THE ATLANTIC OCEAN FLOWED THROUGH THE
STRAITS OF MALACCA, I MIGHT TODAY BE AN ADMIRAL. ON MY
RECENT TRIP HOME FROM THE FAR EAST THROUGH SOUTHEAST
ASIA, I VERIFIED THAT THEY DO NOT. BUT, IN ANY CASE, I FEEL
THAT I HAVE PARTICULAR RIGHT AND REASON TO SAY AFTER THAT
ESCAPE: "I'M GLAD I'M IN THE ARMY."

IF I WERE ASKED TO EXPLAIN THIS SATISFIED FEELING AND
TO SPECIFY WHAT I LIKE ABOUT THIS OUTFIT, WITHOUT MUCH
REFLECTION I COULD ADVANCE AT LEAST THREE STRONG REASONS:
I LIKE THE PEOPLE WHO ARE IN THE ARMY; I LIKE THE KIND OF
SERVICE THE ARMY OFFERS; AND I LIKE THAT FEELING OF BELONGING
TO AN ENTERPRISE WITH A MISSION OF TRANSCENDING IMPORTANCE.

WE WHO GROW UP IN THE ARMY TEND TO TAKE OUR ASSOCIATES FOR GRANTED. THAT ATTITUDE IS PARTICULARLY TRUE IN OUR EARLY DAYS, AS WE PASS FROM ADOLESCENCE TO MANHOOD AND FROM MANHOOD TO MIDDLE AGE. BUT THE FACT IS THAT THE ARMY IS AN UNUSUAL SOCIETY, MOTIVATED BY PURPOSES WHICH ARE FAR FROM UNIVERSAL. IT IS FILLED WITH PEOPLE OF UNUSUAL QUALIFICATIONS, OF UNUSUAL COMPETENCE, AND OF UNUSUAL CHARACTER. I REFER NOT MERELY TO THE UNIFORMED ARMY BUT ALSO TO THE THOUSANDS OF CIVILIANS WHO ARE INDISPENSABLE CONTRIBUTORS TO THE EXECUTION OF THE ARMY MISSION. THEY BEGIN WITH OUR CIVILIAN SECRETARIES, AND EXTEND THROUGH THE RANKS OF THE 400,000 CITIZENS WHO ARE TRULY AS MUCH A PART OF THE ARMY AND AS DEVOTED TO THE ARMY AS WE WHO WEAR THE UNIFORM. CLEMENCEAU, THE GREAT PREMIER OF FRANCE IN WORLD WAR I, ONCE SAID

THAT WAR IS TOO SERIOUS A BUSINESS TO BE LEFT ENTIRELY TO
THE SOLDIERS. I AGREE WITH THAT STATEMENT COMPLETELY,
FEELING THAT THE ARMY TEAM, TO BE EFFECTIVE, MUST BE A
MERGING OF ABLE SOLDIERS AND CIVILIANS -- ALL MOTIVATED BY
A COMMON FEELING OF SERVICE.

THE PEOPLE IN THE ARMY ARE REMARKABLE BECAUSE OF
THE DEPTH OF THEIR ABILITY. I'VE OFTEN HAD OCCASION TO
EXPRESS MY ADMIRATION FOR THE SO-CALLED "INDIANS" OF THE
PENTAGON, THE RELATIVELY JUNIOR OFFICERS WHO SUPPORT AND
SUSTAIN THE FRONT-OFFICE "CHIEFS," WHO IN TURN GUIDE THE
POLICIES OF THE ARMY. IT IS THIS DEPTH OF RESERVE ~~STRENGTH~~
SOURCE OF STRENGTH IN
WHICH IS A UNIQUE ~~ATTRIBUTE OF~~ [^] THE FIGHTING SERVICES. IT
GUARANTEES THAT, AS WE "OLD CROCKS" MOVE ALONG, THERE IS
AN UNBROKEN STREAM OF QUALIFIED REPLACEMENTS TO FILL THE
POSITIONS WHICH WE VACATE. SOMETIMES, WE SENIOR OFFICERS

ARE RELUCTANT TO CONCEDE THAT FACT; BUT I CAN ASSURE YOU THAT MY DAY-TO-DAY CONTACT WITH THE JUNIOR STAFF OFFICERS OF THE ARMY IS A CONSTANT REMINDER THAT NO ONE OF US IS INDISPENSABLE.

I LIKE THE ARMY BECAUSE IT ENCOURAGES THE DEVELOPMENT OF INDEPENDENT THINKERS WITH WHOM DAILY ASSOCIATION IS A CONSTANT SOURCE OF INTELLECTUAL STIMULATION. I HAVE NEVER UNDERSTOOD THE POPULAR IDEA THAT GRUFF GENERALS TERRIFY THEIR SUBORDINATES ~~AND~~ SUPPRESS THEIR INDEPENDENT JUDGMENT, *and REJECT UNORTHODOX VIEWS.* IF SUCH A TENDENCY EXISTS, IT IS NECESSARILY SHORTLIVED, BECAUSE IT HAS A BUILT-IN SELF-DESTROYING FEATURE. *CONSIDERED ADVICE* THE GENERAL WHO DEPRIVES HIMSELF OF THE ~~INDISPENSABLE HELP~~ OF THE ABLE PEOPLE AROUND HIM WILL SOON BE A FAILURE AND OUT OF A JOB. THE YOUNG STAFF OFFICER CAN FEEL THAT, LIKE NAPOLEON'S SOLDIER, HE CARRIES

A MARSHAL'S BATON NOT IN HIS KNAPSACK PERHAPS BUT IN HIS STORE OF IDEAS WHICH, RECOMMENDED TO HIS SENIORS, WILL OBTAIN RECOGNITION AND IMPLEMENTATION ACCORDING TO THEIR MERITS.

IN MY EXPERIENCE IN THE PENTAGON I AM HAPPY TO REPORT THAT I HAVE ENCOUNTERED NO OVERAWED SUBORDINATES -- QUITE THE CONTRARY. I REMEMBER AN INCIDENT SEVERAL YEARS AGO, WHEN THE CHIEF OF STAFF WAS RECEIVING A BRIEFING ON THE SERVICE POSITION TO TAKE AT A COMING MEETING OF THE JOINT CHIEFS OF STAFF. IN THE MIDDLE OF THE BRIEFING BY THE DEPUTY CHIEF OF STAFF, THE LATTER WAS INTERRUPTED BY A MESSENGER FROM THE OUTER OFFICE WHO THRUST A PAPER INTO HIS HAND. HE OPENED AND READ IT ALOUD. THE TEXT WAS SOMETHING AS FOLLOWS: "IF THE CHIEF OF STAFF UNDERTAKES TO ALTER PARAGRAPH 2 OF SLANT 193 WITH A VIEW OF WEAKENING

THE G-3 POSITION, RESIST HIM TO THE LIMIT. (SIGNED, MAJORS MILLER AND MOCK).'' AS LONG AS WE HAVE MAJORS ON THE GENERAL STAFF -- MAJORS THROUGHOUT THE ARMY -- WHO ARE WILLING TO STAKE THEIR JUDGMENT, AT LEAST DURING THE FORMATIVE PERIOD OF DECISION, AGAINST THAT OF THE CHIEF OF STAFF, WE HAVE NO CAUSE FOR CONCERN AS TO THE CREATIVENESS AND INTELLECTUAL HONESTY OF OUR OFFICER CORPS.

I LIKE THE PEOPLE IN THE ARMY BECAUSE OF THE UNUSUAL CHARACTERS PRODUCED BY LONG LIFE IN THE ARMY. I CAN DETECT NO PATTERN AMONG THESE MEN WHO GET TO THE TOP, NO SUGGESTION OF A COMMON MOULD WHICH PRODUCES GENERALS LIKE PEAS IN A POD. ONE HAS ONLY TO RECITE THE ROSTER OF SOME OF THE MOST RESPECTED NAMES OF OUR ARMY IN WORLD WAR II TO BE STRUCK BY THE GREAT DIFFERENCE IN THEIR

PERSONALITIES, IN THEIR METHODS, AND IN THEIR OVER-ALL
APPROACH TO PROBLEMS: GEORGE MARSHALL, OMAR BRADLEY,
GEORGE PATTON, DOUGLAS MacARTHUR, OUR PRESENT COMMANDER-
IN-CHIEF -- SOME OF THE GREATEST NAMES IN AMERICAN HISTORY;

YET, CERTAINLY THERE IS NO SUGGESTION OF THE SIMILARITY OF
A SINGLE STANDARDIZED PRODUCT. ^{GREAT} THE ~~INFINITE~~ VARIETY

FOUND AMONG OUR LEADERS IS EVIDENCE OF THE FREEDOM OF

THE MENTAL AND MORAL ENVIRONMENT IN WHICH THEY HAVE HAD

^{NONE THE LESS,}
THEIR GROWTH. [^] WEST POINT IS OFTEN ACCUSED OF REGIMENTING

ITS CADETS. ^{USED TO} "YES," I ~~WOULD~~ [^] REPLY, "THE ARMY REQUIRES THEM

TO WASH BEHIND THEIR EARS, TO DO A HARD DAY'S WORK EVERY

DAY, AND TO SHOW A DECENT RESPECT FOR THEIR ELDERS. IF

THIS IS ARMY REGIMENTATION, MAKE THE MOST OF IT."

OF COURSE, THERE HAVE ALWAYS BEEN CHARACTERS IN THE
^{IN QUOTATION MARKS}
ARMY WHO ARE [^] "CHARACTERS" [^] IN A SENSE NOT CONNECTED WITH

THEIR ACHIEVEMENTS. RECENTLY, I WAS SITTING WITH A
GROUP OF GENERALS WHO WERE REMINISCING ABOUT SOME
QUOTE
OF THE OLD "CHARACTERS" OF THE ARMY THEY HAD KNOWN
AND ONE OF THEM SAID, "YOU KNOW, WE JUST DON'T HAVE
PEOPLE LIKE THAT IN THE ARMY ANYMORE." THERE WAS
A LITTLE SILENCE, AND THEN ONE PIPED UP AND SAID, "WELL,
IT COULD BE THAT WE ARE THEY."

I'M GLAD TO BE IN THE ARMY, NOT ONLY BECAUSE OF THE
PEOPLE I HAVE MET IN IT, BUT BECAUSE OF THE BREADTH OF
EXPERIENCE AFFORDED BY ARMY SERVICE, ~~AND~~ BECAUSE OF THE
GREAT DIVERSITY OF ITS ACTIVITIES AND THE TREMENDOUS
MODERN
COMPLEXITY OF ITS OPERATIONS. THE ARMY REQUIRES A
WIDE RANGE OF SKILL AND COMPETENCE ON THE PART OF ITS
MEMBERS. WE ARMY MEN ARE PARTNERS IN THE GREATEST
BUSINESS OPERATION IN THE WORLD, ONE WHOSE CAPITAL ASSETS

AMOUNT TO OVER 44 BILLION DOLLARS. WE ARE MEMBERS OF
A GEOGRAPHICALLY FAR-FLUNG ORGANIZATION, OFFERING SERVICE
IN OVER 70 COUNTRIES OF THE WORLD.

WE OF THE ARMY BELONG TO A PROFESSION WHICH, BY THE
REQUIRES ~~CAUSE~~
NATURE OF ITS SERVICE, ~~TENDS TO CAUSE~~ A MAN TO GROW. THIS

GROWTH IS OCCASIONED IN LARGE MEASURE BY THE INCREASING
LOAD OF RESPONSIBILITIES WHICH FALLS MORE OR LESS

a man
AUTOMATICALLY TO AN OFFICER AS HE GAINS IN AGE AND IN

RANK. THE ARMY HAS BEEN GOOD TO US IN GUIDING OUR DEVELOP-
PROVIDING US THE OPPORTUNITIES OF
MENT, IN ~~REARING US THROUGH~~ ITS GREAT SCHOOL SYSTEM -- SO

LARGELY RESPONSIBLE FOR OUR MOST SUCCESSFUL LEADERS. I

KNOW OF NO OTHER PROFESSION WHICH SO WISELY ALLOCATES

SCHOOL TIME AT APPROPRIATE INTERVALS AFTER PERIODS OF

LEARNING BY DOING -- SCHOOL INTERLUDES WHERE AN OFFICER

CAN ASSIMILATE HIS PAST EXPERIENCE AND CONCENTRATE UPON

SELF-IMPROVEMENT FOR A TIME, RELIEVED OF THE DAY-TO-DAY

DUTIES.

REQUIREMENT^S OF ORDINARY SERVICE. WE ALLOW OUR
LIEUTENANTS A FEW YEARS SERVICE BEFORE WE SEND THEM TO
THE SCHOOL^S OF THEIR ARMS; WE GUIDE THEIR CAREERS INTO
VARIED TYPES OF EXPERIENCE BEFORE THEY ~~GO TO~~ ^{ENTER} THE COMMAND
AND GENERAL STAFF COLLEGE; AND FINALLY, ^{ONLY} THEY WHO ^{HAVE} SHOW^N
SOLID EVIDENCE OF POTENTIAL LEADERSHIP IN COMMAND AND
STAFF OBTAIN ANOTHER YEAR OF THE HIGHEST LEVEL OF
INSTRUCTION AT THE WAR COLLEGE. AN ACADEMIC Ph.D. MAY
BE WON WITH CONSIDERABLY LESS EVIDENCE OF FORMAL
SCHOLARSHIP.

IN ADDITION TO THIS MILITARY SCHOOLING, WE OFFER TO
OUR GIFTED OFFICERS AND MEN THE ADVANTAGE OF MANY KINDS
OF SPECIAL COURSES IN THE CIVILIAN SCHOOL SYSTEM OF OUR
COUNTRY. IN CHECKING MY OWN SCHOOL ASSOCIATIONS, I FIND
THAT I HAVE SPENT 20 ARMY YEARS IN EITHER TEACHING SCHOOL

OR GOING TO SCHOOL. THIS SCORING DOES NOT ACCOUNT AS
"TEACHING SCHOOL" THE PERFORMANCE OF THE DUTIES OF A
TROOP COMMANDER. THAT SERVICE, OF COURSE, IS "SCHOOLING
FOR PAY," SO TO SPEAK -- AN OFFICER ^{or NCO} IS BY THE NATURE OF HIS
VOCATION A PROFESSIONAL TEACHER.

I'M GLAD I'M IN THE ARMY, NOT ONLY FOR THE PEOPLE WHO
ARE IN IT AND FOR THE BREADTH OF EXPERIENCE WHICH IT OFFERS,
BUT BECAUSE OF THE FEELING WHICH I HAVE OF BELONGING TO AN
OUTFIT WHICH REALLY MATTERS, ONE WHICH HAS A MISSION OF
TREMENDOUS SIGNIFICANCE. IF I WERE ASKED TO STATE THAT
MISSION IN SIMPLE WORDS, I WOULD SAY THAT THE ARMY EXISTS
TO PREVENT THE GREATEST OF HUMAN TRAGEDIES: THE OCCUR-
RENCE OF GENERAL WAR. IF THAT DETERRENCE OF WAR IS
UNSUCCESSFUL, THEN THE ARMY IS ^{EXISTS} ~~READY~~ TO FIGHT AND WIN THE
WAR, UPON THE OUTCOME OF WHICH THE SURVIVAL OF OUR NATION

DEPENDS. FURTHERMORE, IT IS READY TO FIGHT IT WITH A
VIEW TO ESTABLISHING A BETTER WORLD, AS THE OBJECTIVE OF
THE POSTWAR PEACE.

I THINK THAT WE ARE ALL BECOMING INCREASINGLY AWARE
OF THE IMPORTANCE OF THE DETERRENT NATURE OF OUR
MILITARY EFFORTS. IN COMMON WITH ITS SISTER SERVICES,
THE ARMY IS BENDING EVERY EFFORT TO ~~INCREASE~~ *EMPHASIZE* ITS DETERRENT
STRENGTH. BY DETERRENT STRENGTH I MEAN VISIBLE, TANGIBLE
EVIDENCE OF MILITARY EFFECTIVENESS, WHICH WILL REMIND A
POTENTIAL AGGRESSOR THAT ANY ATTACK ON THE FREE WORLD
WILL BE RESISTED, AND ~~RESISTED SUCCESSFULLY~~ *WILL FAIL.* THIS STRENGTH
MUST BE REAL. IT CANNOT BE PHONY. IT CANNOT BE A
BLUFF. THERE MUST BE REAL MUSCLE AND NOT MERELY
SHOULDER PADDING. IT IS THE OBVIOUS BIG STICK AND NOT THE
RESOUNDING TREAD WHICH PRODUCES TRUE DETERRENT EFFECT.

ONE MAY ASK, HOW DOES THE ARMY CONTRIBUTE TO
DETECTING WAR? IT CONTRIBUTES TO DETERRENCE BY ITS
OVERSEAS DEPLOYMENTS, WHERE THE AMERICAN SOLDIERS
ARRAYED ALONG THE IRON AND BAMBOO CURTAINS ARE A CONSTANT
REMINDER TO AN AGGRESSOR THAT IF HE MOVES FORWARD, HE WILL
BE MET BY THE AMERICAN ARMY. IT CONTRIBUTES TO DETERRENCE
IN PLACES SUCH AS KOREA, WHERE THE EIGHTH ARMY MANS THE
BATTLE POSITION
~~DEFENSIVE~~ LINE FACING THE COMMUNISTS, AND IS VISIBLY READY
TO RESIST IN CASE OF ATTACK. THE SEVENTH ARMY IN EUROPE
IS THE BACKBONE OF THE "NATO" GROUND FORCES, WHOSE PRESENCE
MAKES IT IMPOSSIBLE FOR AN ENEMY QUICKLY TO OVERRUN
WESTERN EUROPE. IN CASE OF WAR, GENERAL McCAULIFFE'S
FORCES WOULD HOLD BACK THE GROUND FORCES OF THE ENEMY,
UNTIL THE POWERFUL WEAPONS AVAILABLE TO OUR SIDE TOOK
THEIR TOLL OF THE ATTACKING FORCES AND PREPARED THEIR
ULTIMATE DEFEAT BY THE ARMY.

CAN

AT HOME, THE ARMY CONTRIBUTES TO DETERRENCE BY THE EVIDENT SOUNDNESS OF THE STRATEGIC RESERVE UNITS OF THE STANDING ARMY WHICH ARE READY TO REINFORCE OUR OVERSEAS DEPLOYMENTS; BY THE EFFECTIVENESS OF OUR CIVILIAN RESERVE COMPONENTS, WHO ARE THE ULTIMATE REINFORCEMENT FOR ANY PROLONGED MILITARY EFFORT. A CORPS OF OFFICERS AND NONCOMMISSIONED OFFICERS OF OBVIOUS PROFESSIONAL EXCELLENCE, QUALIFIED AND EQUIPPED TO LEAD AMERICAN ARMY UNITS IN ANY KIND OF OPERATION, ~~IN ANY PLACE IN THE WORLD ADDS TO THE~~ ^{MAY BE ANOTHER} ELEMENT OF DETERRENCE ~~DETERRENT PROVIDED BY THE ARMY.~~

NOT ONLY IS THE ARMY A DETERRENT FORCE; BUT IF WAR ^{MUST BE} COMES, IT ~~IS~~ PREPARED TO FIGHT TO A FINISH AND ASSURE THAT THE FINISH IS VICTORY. MUCH OF OUR EFFECTIVENESS IN WINNING ^A ~~THE~~ WAR DEPENDS ON THE READINESS OF OUR DETERRENT STRENGTH.

THAT STRENGTH, AS I HAVE SAID, MUST BE REAL AND HENCE

MUST BE A POSITIVE ASSET IF DETERRENCE FAILS AND WAR

ENSUES. HOWEVER, THE ABILITY TO WIN IN THE LONG PULL

REQUIRES RESERVE STRENGTH, *OVER AND BEYOND* WHICH IS ~~ONLY PARTLY IN~~ THE REQUIREMENTS OF DETERRENCE.

~~EXISTENCE TODAY.~~ THE ARMY [^]ABILITY FOR THE BIG WAR DE-

PENDS UPON THE ADEQUACY OF OUR MOBILIZATION PLANNING,

UPON OUR READINESS TO EXPAND PROMPTLY AND DEVELOP THE

FULL MILITARY POTENTIAL OF THE RESOURCES ~~MADE~~ AVAILABLE

These resources are more than manpower and equipment

IN GENERAL WAR. [^] MUCH OF OUR RESERVE STRENGTH IS FOUND

IN THE HEARTS AND MINDS OF THE INDIVIDUALS WHO MAKE UP

THE ARMY. IT IS THEIR LATENT ABILITIES -- LATENT GENIUS,

IF YOU WILL -- WHICH WILL BE A MAJOR SOURCE OF ABIDING

STRENGTH IN TIME OF GENERAL CRISIS.

NOT ONLY IS THE ARMY READY TO FIGHT THE WAR WHEREVER

IT OCCURS BUT IT IS PREPARED TO FIGHT IT ON THE ELEMENT

WHERE IT WILL END. AS LONG AS MEN LEAD THEIR LIVES ON
LAND, AS LONG AS THEY DRAW THEIR STRENGTH FROM THE EARTH --
IN SHORT, AS LONG AS THEY ARE MEN -- ALL WARS WILL END ON
THE LAND; AND IT IS HERE THAT THE ARMY, WHICH ~~IS~~ THE MILITARY
AND HOLD
FORCE DESIGNED TO GAIN LAND OBJECTIVES, FINDS ITS SECULAR
JUSTIFICATION.

WHATEVER THE DESTRUCTIVE EFFECT OF FIREPOWER -- ~~AND~~
WHETHER
FIREPOWER ~~MAY BE~~ IN THE FORM OF BULLETS, SHELLS, ROCKETS,
OR BOMBS -- WHATEVER THE EFFECT OF FIREPOWER, THERE WILL
ALWAYS BE THE NEED FOR MEN ON THE GROUND TO EXPLOIT THE
SUCCESS OF THAT FIREPOWER AND TO CLING TO THE VICTORY BY
OCCUPYING THAT PORTION OF THE EARTH'S SURFACE FROM WHICH
THE ENEMY DERIVES HIS STRENGTH TO WAGE WAR.

NOT ONLY IS THE ARMY PREPARED TO FIGHT THE WAR TO THE
FINISH ON THE DECISIVE ELEMENT, ~~THE~~ LAND, BUT IT IS PREPARED

TO FIGHT IT WITH DISCRIMINATION, PROPORTIONING DESTRUCTION
TO THE REQUIREMENTS OF THE HOUR. FLEXIBILITY IS A
UNIQUE CHARACTERISTIC OF ARMY WEAPONS -- ITS ARSENAL
VARIES FROM THE MP'S PISTOL TO THE KILOTON BLAST OF ITS
ATOMIC WEAPONS. IT IS ABLE TO DISTINGUISH BETWEEN FRIEND
AND FOE, TO ADJUST THE PUNISHMENT TO FIT THE CRIME. IT IS
ABLE TO ACT WITH DUE REGARD TO THE POSTWAR CONDITIONS
WHICH MILITARY OPERATIONS WILL CREATE. THE ARMY HAS
HAD THE JOB OF PICKING UP THE PIECES, SO TO SPEAK, TOO OFTEN
AFTER WARS TO BE ABLE TO THINK IN TERMS OF PURELY MILITARY
EFFECTS OF WEAPON SYSTEMS. I HAVE PERSONALLY BEEN
ENGAGED, AS HAVE MANY OF YOU, IN THE ECONOMIC REHABILITATION
OF ITALY, GERMANY, JAPAN, OKINAWA, AND KOREA. I THINK IT
IS CHARACTERISTIC OF US ARMY MEN TO BE PARTICULARLY
CONSCIOUS OF OUR ^{DUTY} OBLIGATION TO WAGE WAR WITH MEASURED

NOT MASSIVE

DESTRUCTION. THAT ATTITUDE IS REFLECTED IN THE FAMILY

OF WEAPONS OF WHICH WE DISPOSE -- A COMPLICATED FAMILY,

IT IS TRUE; BUT LIKE A WELL-EQUIPPED ORCHESTRA, ABLE TO

STRIKE THE APPROPRIATE NOTE OR CHORD AT THE APPROPRIATE

TIME.

NOW, BECAUSE THE ARMY IS ABLE TO DO THESE THINGS, TO

CONTRIBUTE TO DETERRENCE OF WAR, OR IF WAR COMES TO WIN

THAT WAR, I'M GLAD TO BELONG TO IT. I'M GLAD TO BELONG

TO AN ASSOCIATION WITH SUCH PEOPLE AS MAKE UP THE SOLDIERS

AND CIVILIANS WHO COMPOSE THE ARMY PAST AND PRESENT. I

CAN ASSURE YOU THAT THIS IS NO TIME FOR DISCOURAGEMENT IN

ARMY RANKS. WHEN I CAME BACK TO WASHINGTON, SOME PEOPLE

TOLD ME THAT THE ARMY WAS "IN THE DOGHOUSE," THAT IT WAS

CONSISTENTLY IN A MINORITY POSITION IN THE IMPORTANT DECISIONS

TAKEN BY THE JOINT CHIEFS OF STAFF, THAT IT WAS A FORGOTTEN

SERVICE. I DO NOT SHARE THAT FEELING.

MANY OF YOU RECALL THE CADET EXPRESSION, "THE GLOOM
USED
PERIOD," WHICH THE CADETS USE TO DESCRIBE THE MONTHS
BETWEEN THE RETURN FROM CHRISTMAS LEAVE AND THE CELEBRA -
TION OF HUNDREDTH NIGHT, MARKING 100 DAYS TILL JUNE.

THIS IS NOT THE GLOOM PERIOD for the Army
GENTLEMEN, THE ARMY IS IN NO "GLOOM PERIOD." RATHER,

IT
THIS IS THE TIME FOR ALL OF US TO RALLY TOGETHER IN PRIDE
OF THE UNIFORM THAT WE WEAR, IN PRIDE OF THE MISSION WHICH
WE SHARE -- TO CLOSE OUR RANKS AND GO FORWARD, EVER THE
STALWART DEFENDERS OF OUR NATION. WE HAVE THE PEOPLE,
WE HAVE THE EXPERIENCE, WE HAVE THE SKILLS, WE HAVE THE
WILL -- TO DISCHARGE THE MISSION OF TREMENDOUS IMPORTANCE
WHICH FALLS TO THE ARMY.

IT IS THE DUTY OF ALL HERE PRESENT TO SEE THAT THE
IMPORTANCE OF THIS MISSION IS ACCEPTED AND UNDERSTOOD BY
THE AMERICAN PEOPLE. I CALL UPON YOU IN YOUR DAILY TASKS,

PERFORMANCE

BY THE EXCELLENCY OF YOUR DISCHARGE OF DUTY, TO SHOW
THAT THE ARMY HAS AN IMPORTANT JOB WHICH IT IS DOING WITH
SUPREME COMPETENCE. THAT IS A PICTURE WHICH WILL
REASSURE OUR FRIENDS AND DETER OUR ENEMIES, AND THUS
PLAY A DECISIVE PART IN MAINTAINING THE SECURITY OF OUR
NATION. "IF THE TRUMPETS GIVE AN UNCERTAIN SOUND, WHO
SHALL PREPARE HIMSELF TO THE BATTLE?" NOW IS THE TIME
FOR A STRONG, CLEAR, AND CONFIDENT NOTE FROM EVERY ARMY
BUGLE. I'M GLAD TO BE IN THE ARMY.

-END-