

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
TO THE EXECUTIVES' CLUB OF CHICAGO
GRAND BALLROOM, SHERMAN HOTEL, CHICAGO, ILLINOIS
FRIDAY, OCTOBER 7, 1955 -- 12:00 NOON (CDT)

THE ARMY -- DETERRENT TO WAR

GENTLEMEN, I WAS VERY HAPPY TO RECEIVE AND TO ACCEPT YOUR INVITATION TO ADDRESS THE EXECUTIVES' CLUB OF CHICAGO. IN APPEARING HERE, I RECOGNIZE THE FACT THAT I AM IN FAST AND HIGH-POWERED COMPANY. THE WORD "EXECUTIVE" HAS NEVER FAILED TO IMPRESS ME. YOU PROBABLY HAVE HEARD THE STORY WHICH UNDERTAKES TO DEFINE THE VARIOUS LEVELS OF THE HIERARCHY OF BUSINESS. IT GOES SOMETHING LIKE THIS: "IF A MAN ARRIVES AT 8 O'CLOCK FOR WORK, HE IS AN APPRENTICE. IF HE COMES AT 9 O'CLOCK, HE'S A WHITE COLLAR WORKER. IF HE COMES TO WORK AT 10 O'CLOCK, HE'S AN EXECUTIVE. BUT IF HE ^{comes} GOES TO WORK AT 7 O'CLOCK (AM), HE'S THE PRESIDENT OF THE UNITED STATES." APPARENTLY THERE'S A DIFFERENCE IF THE WORD EXECUTIVE IS SPELLED WITH A CAPITAL "E". I REALLY DON'T KNOW HOW TO CLASSIFY THE ARMY AND ARMY OFFICERS

IN THIS PARTICULAR ECHELONMENT OF WORKING HOURS, BUT I
WOULD POINT OUT THAT REVELLE IS AN OLD ARMY INSTITUTION
WHICH HAS ALWAYS BEEN UNPLEASANTLY ASSOCIATED WITH EARLY
RISING.

I HAD TO EXPLAIN MY ABSENCE FROM THE PENTAGON TO
MY RESPECTED BOSS, SECRETARY BRUCKER. I POINTED OUT THAT
I ALWAYS LIKED TO COMBINE BUSINESS AND PLEASURE WHEN I
LEFT WASHINGTON, THAT IN THIS CASE I EXPECTED TO SERVE
THE CAUSE OF DUTY BY SPEAKING BEFORE THIS DISTINGUISHED
GATHERING IN CHICAGO, AND THEN ON THE MORROW TO RELAX AT
THE ARMY-MICHIGAN FOOTBALL GAME. MR. BRUCKER SAID,
"GENERAL, THIS IS JUST GOING TO BE THE REVERSE; IF THERE'S
GOING TO BE ANY FUN, HAVE IT IN CHICAGO, BECAUSE THE ARMY'S
GOING TO HAVE A VERY BAD TIME AT ANN ARBOR TOMORROW."

I PRESUME THAT ANYONE MOUNTING A SOAPBOX BEFORE
THE EXECUTIVES' CLUB HAS AS ONE OF HIS PURPOSES, WHETHER
HE IS AWARE OF IT OR NOT, THE THOUGHT OF SALESMANSHIP WITH
REGARD TO THE ^{product of the} ORGANIZATION WHICH HE REPRESENTS. IN THAT
RESPECT, I AM NO EXCEPTION. AS CHIEF OF STAFF, I AM VERY
MUCH AWARE OF MY RESPONSIBILITIES TO REPRESENT THE ARMY
AND TO INTERPRET THE ARMY ABOUT THE COUNTRY. IF MY
OFFENSE IS PROSELYTING, GENTLEMEN, ~~WISH ME WELL AND MAKE~~
THE MOST OF IT *and wish me well.*

IN SPITE OF THE FACT THAT THE ARMY HAS BEEN ABOUT FOR
SOME 180 YEARS, AND THAT IT HAS SUCCESSFULLY DEFENDED THE
COUNTRY IN ALL OF ITS WARS, THE MISSION OF INTERPRETING
THE ARMY IS NOT NECESSARILY AN EASY ONE. I OFTEN FEEL,
PARTICULARLY WHEN I RETURN TO MY OWN MIDDLE WEST, THAT
THE ARMY'S MISSION IS NOT CLEARLY UNDERSTOOD. I REMEMBER

WHEN I RETURNED AS A CADET FROM WEST POINT TO VISIT MY GRANDFATHER, A CIVIL WAR VETERAN, HE POSED A QUESTION WHICH I AM SURE MANY CITIZENS ASK, "SON, WHEN THERE'S NO FIGHTING GOING ON, WHAT DO YOU SOLDIERS DO?" WELL, THE REPLY TAKES A LITTLE TIME AND MANY CITIZENS DON'T HAVE THE TIME TO LISTEN.

ONE REASON THAT THE ARMY IS DIFFICULT TO EXPLAIN IS ITS VERY COMPLEXITY. IT IS THE LARGEST BUSINESS OPERATION IN THE COUNTRY, HAVING CAPITAL ASSETS IN REAL ESTATE, SUPPLIES, EQUIPMENT, AND VARIOUS HOLDINGS TO THE VALUE OF OVER 40 BILLION DOLLARS. THE HARDWARE WHICH REPRESENTS THE EQUIPMENT AND SUPPLIES IN THE HANDS OF OUR TROOPS AND IN OUR DEPOTS AMOUNTS TO ABOUT 25 BILLION DOLLARS, AND WE HAVE THE PROBLEM OF OBSOLESCENCE OF MATERIEL AT AN ANNUAL RATE OF OVER A BILLION DOLLARS. IN TERMS OF PERSONNEL, THE ARMY

HAS ON ITS PAYROLL SOME MILLION SOLDIERS AND AROUND 460,000 CIVILIANS. IT IS A GLOBAL ARMY, SCATTERED ABOUT THE WORLD WITH SOME 40% OF IT SERVING OVERSEAS IN 73 COUNTRIES. OUR CURRENT EXPENDITURES WHICH SUPPORT ARMY OPERATIONS UNDER CONDITIONS OF PEACE SUCH AS NOW EXIST AMOUNT TO BETWEEN EIGHT AND NINE BILLION DOLLARS.

THE BREADTH OF ACTIVITIES SUPPORTED BY THIS BUDGET I CAN ILLUSTRATE ONLY BY GIVING YOU A BRIEF TRAVELOGUE ABOUT THE AREAS ABROAD AND AT HOME WHERE THE ARMY IS ENGAGED IN THE DEFENSE OF THE COUNTRY. INCIDENTALLY, THERE IS NO PARTICULAR METHOD IN CHOOSING THE ARMY ACTIVITIES WHICH I MENTION.

LET ME START THIS TRAVELOGUE IN THE FAR EAST, THE AREA WHICH I JUST LEFT. IF YOU VISITED KOREA TODAY, YOU WOULD FIND A CONSIDERABLE PORTION OF THE ARMY, A REINFORCED CORPS,

DEFENDING THE FORTIFIED HILLTOPS OF KOREA ALONG THE DEMILITARIZED ZONE. IN REAR OF THAT BATTLE LINE, YOU WOULD FIND MANY DIVERSE ARMY OPERATIONS, SOME OF WHICH MIGHT SURPRISE YOU. FOR EXAMPLE, THROUGHOUT ALL OF RURAL KOREA YOU WOULD FIND HANDFULS OF ARMY SOLDIERS WITH PIECES OF HEAVY ENGINEERING EQUIPMENT ENGAGED IN ASSISTING IN THE REHABILITATION OF THAT UNFORTUNATE COUNTRY.

THESE DETACHMENTS ARE ASSISTING KOREAN CIVILIANS IN REBUILDING SCHOOLS, CHURCHES, HOSPITALS, IRRIGATION PROJECTS, REPAIRING BRIDGES AND ROADS, AND GENERALLY HELPING NOT ONLY THE GOVERNMENT BUT ALSO THE LITTLE MAN TO REPAIR THE DAMAGE OF WAR.

IN JAPAN, YOU WILL FIND THE ARMY ENGAGED IN TRAINING ITS TROOPS AND IN MAINTAINING DEPOTS, PORTS, AND SUPPLY FACILITIES NECESSARY TO SUPPORT ANY RECURRENCE OF MILITARY

ACTIVITY IN THE FAR EAST. ONE IMPORTANT DUTY IS THE TRAINING MISSION DESIGNED TO ASSIST THE JAPANESE IN DEVELOPING THEIR OWN FORCES.

ON OKINAWA, AS IN KOREA, YOU WOULD FIND ELEMENTS OF THE ARMY WORKING WITH OKINAWANS IN AN EFFORT TO IMPROVE THE ECONOMY OF THAT ISLAND. EVENTS OFTEN REMIND ME HOW OFTEN THE ARMY IS CHARGED WITH REPAIRING THE DAMAGE OF WAR AFTER PARTICIPATING IN A MILITARY VICTORY. IT HAS BEEN OUR LOT IN ITALY, GERMANY, JAPAN, OKINAWA AND KOREA TO IMPLEMENT AND SUPPORT MAJOR PROGRAMS OF ECONOMIC AND SOCIAL REHABILITATION DESIGNED TO RESTORE THE ^{devastated by} ~~DEVASTATED~~ AREAS ~~OF THE~~ WAR.

MOVING SOUTHWARD TO FORMOSA, WE MIGHT VISIT THE ISLAND OF MATSU WHICH IS ~~STILL~~ UNDER THE THREAT OF POSSIBLE

COMMUNIST ATTACK. THERE YOU WOULD FIND CHINESE TROOPS
IN CONSIDERABLE NUMBERS, ADVISED AND ASSISTED BY MEMBERS
OF THE ARMY MILITARY MISSION TO CHIANG KAI-SHEK'S GOVERN-
MENT. SIMILARLY, IN SAIGON, YOU WOULD FIND ARMY FORCES
PREOCCUPIED WITH THE DEVELOPMENT OF INDIGENOUS ^{troops} ~~FORCES~~
OF VIET NAM CAPABLE OF DETERRING FURTHER COMMUNIST
AGGRESSION IN THIS AREA.

AS WE CONTINUE OUR TRAVELS AND SKIRT THE SOUTHERN
PERIPHERY OF THE SOVIET UNION, WE ARRIVE IN WESTERN
EUROPE WHERE THE PRINCIPAL STRENGTH OF THE ARMY
OVERSEAS IS DEPLOYED. HERE THE SEVENTH ARMY IS A
POWERFUL COMPONENT ELEMENT OF GENERAL GRUENTHER'S
NATO FORCES. IN THE MEDITERRANEAN AREA, WE HAVE SET
UP A NEW COMMAND FOR ARMY FORCES STATIONED IN ITALY.

THE ITALIANS HAVE WELCOMED THESE FORCES WHICH WILL
BOLSTER DEFENSES OF THE SOUTHERN FLANK OF NATO. IN EVERY
COUNTRY OF THIS AREA, AS IN THE FAR EAST, YOU WILL FIND
ARMY MISSIONS TRYING TO GIVE THESE COUNTRIES THE CAPABILITY
OF DEFENDING THEMSELVES. WE NEVER LOSE SIGHT OF THE FACT
THAT THE UNITED STATES ARMY DOES NOT WANT TO STAY ABROAD
INDEFINITELY, THAT OUR GOAL IS TO HELP OTHER PEOPLE TO HELP
THEMSELVES AND THEN TO COME HOME. I AM FREE TO ADMIT THAT
THE HOME-COMING DATE IS PRESENTLY INDETERMINATE.

NOW BEFORE WE RETURN TO THE UNITED STATES, LET'S SUM
UP THE MEANING OF WHAT WE HAVE SEEN ABROAD. WHAT IS THE
ARMY DOING OVERSEAS IN THE COURSE OF THE DISCHARGE OF
THESE VARIED MISSIONS? FIRST AND FOREMOST IT IS BEING A
DETERRENT FORCE -- DETERRING WAR WHEREVER THE ARMY IS
DEPLOYED. THE PRESENCE OF AMERICAN TROOPS ALONG THE IRON

AND BAMBOO CURTAINS, READY TO FIGHT IF NECESSARY, IS A
CONSTANT REMINDER TO ANY POTENTIAL AGGRESSOR THAT HE WILL
BE MET PROMPTLY BY AN AMERICAN SOLDIER. THAT FACT IS A
SOBERING REMINDER TO ~~TEACH AN AGGRESSOR~~ OF THE SERIOUS CONSEQUENCES WHICH ^{an aggressive} A RASH ADVENTURE WOULD ENTAIL. I WOULD POINT
OUT THAT NO ARMED AGGRESSION HAS BEEN INITIATED WITHIN RANGE
OF U. S. ARMY GUNS, WHEREVER STATIONED, ^{abroad.} AS AN ADDITIONAL
DETERRENT, THE ARMY IS CREATING NATIVE STRENGTH OFTEN IN
AREAS WHERE PRESENT AMERICAN MILITARY STRENGTH DOES NOT
EXIST. WE HOPE THAT THESE NATIVE FORCES WILL DISCOURAGE
ANY AGGRESSOR SEEKING TO ^{loot} ~~PICK UP EASY BOOTY~~ WITHOUT A
FIGHT.

FINALLY, WHEREVER THE ARMY IS FOUND, WHEREVER THE
AMERICAN FLAG FLIES ABROAD, OUR ALLIES SEE THAT WE ARE
WILLING TO SHARE WITH THEM THE PROBLEMS OF MUTUAL

DEFENSE. IN THIS CONNECTION, I WOULD ADD THAT WHEREVER
AGGRESSION HAS BEEN RESISTED, IT HAS BEEN THE FREE NATIONS'
LAND FORCES WHICH HAVE BORNE THE BRUNT OF THE AGGRESSION
AND WHICH HAVE PLAYED THE DOMINANT ROLE IN MILITARY
RESISTANCE THERETO.

I REMEMBER AN INCIDENT WHICH HAPPENED IN BERLIN
WHEN KOREA BROKE OUT. I ASKED ONE OF THE LEADING BERLINERS
WHAT HE THOUGHT ABOUT THE SITUATION IN KOREA -- THAT,
AT A TIME WHEN OUR FORCES WERE GETTING PUSHED AROUND
IN THE EARLY DAYS OF THE WAR. HIS REPLY WAS INTERESTING.
HE SAID:

"WE GERMANS KNEW THAT YOU AMERICANS ARE
GENEROUS, THAT YOU SEND US MARSHALL PLAN AID,
THAT YOU ASSIST OUR ECONOMY. BUT WE GOT A REAL

LIFT OUT OF YOUR ACTION IN KOREA, BECAUSE
WE SAW THAT YOU WERE WILLING TO FIGHT NOT
JUST WITH PFANNKUCHEN (WITH PANCAKES) BUT
WITH THE LIVES OF YOUR AMERICAN SONS."

NOW TAKE A LOOK AT WHAT THE ARMY IS DOING AT HOME.
HERE TRAINING IS ~~ONE OF~~ ^{business} OUR PRIMARY MISSIONS. WE EXPECT
TO GIVE BASIC TRAINING TO ABOUT 300,000 MEN IN THE COURSE
OF THE CURRENT FISCAL YEAR. I MIGHT REMIND YOU OF THE
TREMENDOUS TURNOVER OF PERSONNEL WHICH FACES THE ARMY
ANNUALLY. FOR EXAMPLE, THE ARMY ENTERED FISCAL YEAR
1955 WITH 1,400,000 MEN. IN THAT YEAR, WE LOST 800,000 AND
GAINED 500,000, ENDING WITH A TOTAL STRENGTH OF 1,100,000
MEN. JUST IMAGINE THE EFFECT UPON YOUR OWN BUSINESS
ENTERPRISES IF YOU WERE FORCED TO TURN OVER HALF OF YOUR
PERSONNEL IN ONE YEAR, AND TO DO THAT EVERY YEAR.

NOT ONLY DO WE TRAIN RECRUITS BUT WE RUN THE SCHOOLS FOR EVERYTHING FROM THE LOWEST GRADE, SHORT-TERM SPECIALTY TO THE REQUIREMENTS FOR THE INTELLECTUAL AND PROFESSIONAL DEVELOPMENT OF OUR SENIOR OFFICERS. WE ARE ALSO ENGAGED IN MANY LOGISTICAL ACTIVITIES RELATED TO SUPPORTING THE PRESENT ARMY AND PREPARING FOR THE POSSIBLE NECESSITIES OF WAR. IN 74 DEPOTS AND STORAGE ACTIVITIES WE ARE STORING, PROCESSING, DISTRIBUTING, AND REHABILITATING ARMY EQUIPMENT AND SUPPLIES. IN 22 PERMANENT ARMY ARSENALS WE ARE DEVELOPING WEAPONS AND EQUIPMENT REQUIRED EITHER TODAY OR BY THE POSSIBLE EXIGENCIES OF THE FUTURE.

THE ARMY IS A PRINCIPAL CUSTOMER OF U.S. INDUSTRY. LAST YEAR, IN FACTORIES AND SIMILAR PRIVATE ENTERPRISES, THE ARMY PLACED ALMOST 2 MILLION CONTRACTS TOTALING 5-3/4 BILLION DOLLARS, REPRESENTING THE CURRENT PRODUCTION

REQUIREMENTS OF THE ARMY. IN LABORATORIES AND SIMILAR ENTERPRISES, THE ARMY HAS PLACED 140 MAJOR CONTRACTS IN SIX MONTHS TOTALING 33 MILLION DOLLARS TO SUPPORT THE RESEARCH AND DEVELOPMENT REQUIREMENTS OF THE ARMY *of the future,*

NOT ONLY IS THE ARMY ENGAGED IN TRAINING, LOGISTICAL, AND INDUSTRIAL OPERATIONS, BUT THROUGH THE CORPS OF ENGINEERS IT PLAYS AN IMPORTANT PART IN ACTIVITIES *beneficial* ADVANTAGEOUS TO THE NATION AS A WHOLE. NOT ONLY ARE OUR ENGINEERS IMPROVING THE RIVERS AND HARBORS OF THIS AND OTHER AREAS, BUT THEY HAVE *recently* BEEN RENDERING VALUABLE AID TO THE FLOOD-STRICKEN AREAS OF NEW ENGLAND, WHERE THE ARMY PROVIDED BRIDGES, LOCOMOTIVES, FOOD, MEDICAL SUPPLIES, HELICOPTER RESCUE, AND OTHER NEEDED SERVICES.

AS WE DID IN THE CASE OF THE OVERSEAS ACTIVITIES, LET US PAUSE FOR A MOMENT AND ASK OURSELVES WHAT THESE COMPLEX

FUNCTIONS AT HOME REPRESENT. BY AND LARGE, THEY ^{are} ~~REPRESENT~~
designed to create
~~THE DEVELOPMENT OF~~ RESERVE STRENGTH TO SUPPORT THE
ARMY'S REQUIREMENTS IN PEACE AND IN WAR. THEY ARE ACTIVITIES
DIRECTED AT DEVELOPING THE SINEWS OF WAR, CAPABLE OF
SUPPORTING OUR NATIONAL POLICIES TODAY AND IN THE FUTURE.
THEY ARE ACTIVITIES DIRECTED AT GETTING THE MOST DEFENSE
OUT OF THE MEN, MONEY, AND MATERIALS PLACED AT THE
DISPOSITION OF THE ARMY. THEY ARE ACTIVITIES AIMED AT
GIVING US LASTING POWER -- THE ABILITY TO ENDURE -- IF THE
DISASTER OF WAR SHOULD BEFALL US.

I HAVE OFTEN HAD OCCASION TO SAY THAT THE ARMY HAS A
PLACE FOR ANY TALENT. IN DECIDING HOW BEST TO USE THE
PRODUCTS OF OUR WAR-MAKING CAPACITY, THE ARMY NEEDS
EXPERIENCE AND COMPETENCE IN THE FIELDS OF BUSINESS,
international
SCIENCE, ECONOMICS, AND ~~FOREIGN~~ RELATIONS TO A DEGREE

NEVER EXPERIENCED IN THE PAST. IT MAY IN TRUTH BE SAID

THAT THERE IS A PLACE FOR EVERY SKILL IN THE ARMY - -

ARTISAN, FOREMAN, SCIENTIST, ^{genius} ~~EXECUTIVE~~ - YES, ^{executive} ~~GENIUS~~ - ALL

HAVE A ROLE TO PLAY IN CONTRIBUTING TO OUR NATIONAL DEFENSE.

ADDED TOGETHER, ARMY OPERATIONS ABROAD AND AT HOME,
COMPLEX AND VARIED AS THEY ARE, HAVE AN EXTREMELY SIMPLE
PURPOSE. IN SYNTHESIS, THEY REPRESENT THE EFFORTS OF OVER
A MILLION AND A HALF ~~DEVELOPED~~ SOLDIERS AND CIVILIANS ALL
WORKING TO DEVELOP AN ARMY WHICH WILL DETER WAR ^{but} ~~AND~~, IF
THE DETERRENT FAILS, ^{which} IS READY TO FIGHT.

I AM CONSTANTLY IMPRESSED WITH THE FACT THAT THE ARMY
WILL NEVER SUCCEED IN REACHING ITS OBJECTIVES WITHOUT
CIVILIAN UNDERSTANDING AND SUPPORT. THIS ARMY, OF WHICH
I HAVE THE HONOR TO BE CHIEF OF STAFF, IS YOUR ARMY, AND
NEEDS YOUR SYMPATHETIC UNDERSTANDING OF ITS MISSION.

LET ME SAY A FEW WORDS ABOUT OUR NATIONAL OBJECTIVES
from which the Army derives its
~~BEFORE GOING INTO AN INTERPRETATION OF THE MISSION, OF THE~~
~~ARMY~~. I KNOW THAT YOU ARE FULLY AWARE OF THE NATURE AND
MAGNITUDE OF THE EVIDENT THREATS TO OUR SECURITY, AND
CONSEQUENTLY I SHALL NOT DWELL ON THEM OTHER THAN TO
DISCUSS HOW TO DEAL WITH THEM.

THERE HAS BEEN AN APPARENT SHIFT IN SPIRIT IN RECENT
MONTHS ON THE PART OF THE SOVIET HIGH COMMAND. WHETHER
IT IS A TACTIC ONLY OR A FUNDAMENTAL CHANGE OF HEART, IT
IS TOO SOON TO SAY. ^{*certainly*} BUT IT IS NO TIME TO LET DOWN OUR GUARD,
AS PRESIDENT EISENHOWER HAS SAID, BUT A TIME TO REMEMBER
THAT OUR STRENGTH, NOT OUR WEAKNESS, HAS BROUGHT ABOUT
THE CHANGE IN SPIRIT.

IN DISCUSSING NATIONAL OBJECTIVES, I WANT TO STRESS THE
NEED FOR DETERRENT STRENGTH IN CONTRAST TO OTHER FORMS
OF MILITARY MIGHT, AND THE ARMY'S ROLE IN DETERRING OR

WINNING WAR, WHETHER THEY ARE BIG WARS OR SMALL WARS, LONG
ONES OR SHORT ONES.

I DOUBT THAT ANY OF US WOULD ARGUE WITH THE STATEMENT
THAT IN GENERAL IT IS OUR NATIONAL OBJECTIVE TO ASSURE THAT
OUR PEOPLE LIVE SECURELY, PROSPEROUSLY, AND HAPPILY, AT
PEACE WITH THE WORLD. WE HAVE NO DESIGNS ON ANYONE NOR
ANY DESIRE TO POSSESS ANYTHING IN THE HANDS OF ANOTHER
NATION. OUR LEADERS SEEK TO CONTRIVE POLITICAL AND
ECONOMIC ARRANGEMENTS CAPABLE OF BRINGING HAPPINESS
TO OUR PEOPLE ^{but} WHICH DO NOT, AT THE SAME TIME, PRODUCE
VIOLENT COLLISIONS WITH OTHER NATIONS BENT ON ~~PURSUING~~
SIMILAR OBJECTIVES. OUR MILITARY FORCES HAVE THE PRIMARY
MISSION OF DETERRING THE OUTBREAK OF WAR, NOT ONLY THE
BIG KIND BUT THE SO-CALLED SMALL WAR AS WELL, BECAUSE
THE SMALL WAR MAY LEAD TO THE BIG WAR AND THE BIG WAR

MAY NOT ONLY EXTERMINATE THE LOSER BUT MAY BRING THE
VICTOR TO DISASTER.

WHAT DO I MEAN WHEN I SAY THAT IT IS NECESSARY FOR
MILITARY PROGRAMS TO DETER WAR? I MEAN THAT THESE
PROGRAMS MUST CREATE IN THE MIND OF ANY POTENTIAL
AGGRESSOR THE UNQUALIFIED CREDIBILITY OF A CONCEPT;
NAMELY, THAT AGGRESSION INIMICAL TO THE INTERESTS OF
THE UNITED STATES AND HER ALLIES OF THE FREE WORLD
WILL BE CONTESTED AND WILL LOSE IN THE END. IF HE BELIEVES
WE CAN BEAT HIM IF HE STARTS A WAR, HE IS NOT LIKELY TO START
ONE. THIS DETERRENT CONCEPT, IN ORDER TO BE CONVINCING,
MUST BE BASED ON REALITY; IT CANNOT BE MERE TALK, OR
BLUFF, OR THREAT. INSTEAD, IT MUST BE BASED ON VISIBLE,

TANGIBLE EVIDENCE OF OUR COUNTRY'S MILITARY, ECONOMIC,
POLITICAL, AND MORAL STRENGTH IN BEING. IT IS THE VISIBLE
BIG STICK RATHER THAN A HEAVY TREAD WHICH COUNTS.

FURTHERMORE, THIS MILITARY STRENGTH, TO BE IMPRESSIVE,
MUST BE BALANCED STRENGTH APPLICABLE TO ANY LIKELY
SITUATION. BY BALANCED STRENGTH I DO NOT MEAN, AS THE TERM
IS SOMETIMES INTERPRETED, EQUAL STRENGTH OF ARMY, NAVY,
AND AIR. IT SHOULD BE RECOGNIZED THAT TOO MUCH OF ONE
TYPE OF STRENGTH EVENTUALLY ENCOUNTERS THE LAW OF
DIMINISHING RETURNS. BALANCED STRENGTH MEANS FLEXIBLE
PROPORTIONED STRENGTH, INCLUDING MILITARY MEANS IN VARIOUS
FORMS APPROPRIATE TO DETER OR TO FIGHT SMALL WARS AS WELL
AS BIG WARS, WARS IN JUNGLES OR MOUNTAINS, WARS IN WHICH
ATOMIC WEAPONS ARE USED, WARS IN WHICH ATOMIC WEAPONS ARE
NOT USED. BALANCED STRENGTH INCLUDES THE MEANS TO PUT

OUT BRUSH FIRES PROMPTLY BEFORE THEY CAN SPREAD INTO
GENERAL WAR.

WHAT DOES THE ARMY HAVE TO CONTRIBUTE TO THIS
BALANCED STRENGTH WHICH WE HOPE WILL DETER WAR?
PRIMARILY (LIKE ANY OTHER MILITARY FORCE), IT DETERS
THROUGH ITS STRENGTH IN BEING, BY THE FACT OF HAVING
SUFFICIENT MEN AND RESOURCES TRAINED AND DISPOSED TO
FIGHT SUCCESSFULLY IF CHALLENGED. AS I HAVE PREVIOUSLY
SAID, THE ARMY IS A DETERRENT FORCE IN THE PLACES WHERE
IT IS DEPLOYED OVERSEAS. THIS DETERRENT EFFECT EXTENDS
INTO NEIGHBORING AREAS WELL BEYOND THE ACTUAL CONFINES
OF OUR GARRISONS AND BASES.

AGAIN, AS I STATED EARLIER, THE ARMY DETERS WARS BY DEVELOPING THE FORCES OF OUR ALLIES. IT PERFORMS AN IMPORTANT ROLE IN HELPING TO TEACH THE INDIGENOUS FORCES OF 44 FREE COUNTRIES HOW TO USE AND MAINTAIN THE EQUIPMENT MADE AVAILABLE UNDER THE MILITARY AID PROGRAMS, AND IN ASSISTING THEM TO DEVELOP OVER 200 COMBAT DIVISIONS. WHILE THIS EFFORT IS CREATING STRENGTH IN MANY AREAS WHERE A POWER VACUUM WOULD OTHERWISE EXIST, IT IS A TIME-CONSUMING PROCESS WHICH WILL REQUIRE MEN, EFFORT AND PATIENCE FOR A CONSIDERABLE TIME.

THE ARMY HAS INVESTED A SIZABLE PORTION OF ITS HIGH-QUALITY PROFESSIONAL TALENT IN THESE OVERSEAS TRAINING

MISSIONS. I OFTEN HAVE OCCASIONS TO SMILE AT THE REQUIREMENTS PLACED UPON US IN PRODUCING MEN WITH THE UNUSUAL TALENTS TO HEAD THESE MISSIONS SUCCESSFULLY. I HAVE HAD OCCASION TO DESCRIBE THE QUALIFICATIONS FOR THE IDEAL CHIEF OF MISSION IN SOMETHING LIKE THE FOLLOWING WORDS. HE SHOULD BE: "A PHOTOGENIC, LINGUISTICALLY GIFTED COSMOPOLITE WITH A DISTINGUISHED MILITARY RECORD, A POLISHED DRAWING ROOM TECHNIQUE, A PLEASANT MANNER WITH THE PRESS, AND A CAPABILITY FOR HOLDING HIS TONGUE AND HIS LIQUOR. ELIGIBILITY FOR PROMOTION IS DESIRABLE JUST IN CASE HE GETS ALONG WITH THE AMBASSADOR. A WELL-GROOMED AND ADAPTABLE WIFE IS DESIRABLE, BUT NO CHILDREN, PLEASE, AS WE CAN'T AFFORD TO RENT BIG HOUSES." I CAN ASSURE

YOU THAT THE REQUIREMENT PLACED UPON THE ARMY TO PRODUCE MEN OF THIS TYPE IN SO MANY DIFFERENT PARTS OF THE WORLD IS NOT AN EASY ONE TO FILL, AND I'M ALWAYS IMPRESSED WITH HOW MANY INCUMBENTS OF THESE POSITIONS APPARENTLY APPROXIMATE THE ABOVE FORMULA.

NOT ONLY DOES THE ARMY DETER WARS BY ITS FORCES ABROAD BUT ALSO BY ITS FORCES AT HOME. THE GENERAL RESERVE IS A TERM WHICH WE USE TO DESCRIBE ARMY TROOPS IN THE CONTINENTAL UNITED STATES HAVING VARYING DEGREES OF READINESS FOR PROMPT OVERSEAS MOVEMENT. THESE UNITS REPRESENT TO ANY POTENTIAL ENEMY THE IMMEDIATE REINFORCEMENTS HE WOULD ENCOUNTER AFTER THE OUTBREAK OF WAR OR THE INITIATION OF LOCAL AGGRESSION. TO THE EXTENT THAT THEY ARE STRONG, WELL-TRAINED AND EQUIPPED AND OBVIOUSLY READY FOR TROUBLE, THEY ARE AN IMPORTANT PART OF ARMY DETERRENT STRENGTH.

IN ADDITION TO THESE ACTIVE ARMY UNITS AT HOME, WE
MUST HAVE EFFECTIVE CIVILIAN RESERVE UNITS AS WELL. HENCE,
THE ARMY MAKES CONTINUING EFFORTS TO IMPROVE THE READINESS
OF THE RESERVE COMPONENTS, REPRESENTED BY THE NATIONAL
GUARD AND THE OTHER CIVILIAN RESERVE ORGANIZATIONS. TO THIS
END, WE HAVE SUPPORTED THE PASSAGE OF THE RECENT RESERVE
BILL IN CONGRESS. EVEN THOUGH AS NOW DRAWN IT IS NOT PRO-
DUCING ANYWHERE NEAR THE VOLUNTEERS WE REQUIRE, WE ARE
TRYING TO EXTRACT EVERY BENEFIT FROM ITS PROVISIONS.
ALTHOUGH WE MAY SEEK TO MODIFY IT IN THE NEXT CONGRESS,
THE BILL IS A GREAT ENCOURAGEMENT TO THOSE OF US CONCERNED
WITH THE WELFARE AND SOLIDITY OF THE RESERVE COMPONENTS.

ANOTHER IMPORTANT DETERRENT ROLE WHICH THE ARMY
PLAYS IS IN THE AREA OF ANTI-AIRCRAFT DEFENSE. REGULAR ARMY
AND NATIONAL GUARD UNITS ARE IN PLACE AROUND CHICAGO, AS

WELL AS OTHER MAJOR CITIES AND CENTERS. WE ARE CONSTANTLY TRYING TO IMPROVE THE WEAPONS WHICH WOULD DESTROY ENEMY AIRPLANES WHICH MIGHT ATTACK OUR HOMELAND. YOU ALL HAVE HEARD OF THE "NIKE" MISSILE, ONE OF THE FEW OPERATIONAL GUIDED MISSILES THAT WE KNOW ABOUT IN THE WORLD TODAY. IT IS CAPABLE OF FINDING AND TRACKING DOWN AIRCRAFT WITH THE RELENTLESSNESS OF A BLOODHOUND AND WITH AN INTELLIGENCE ALMOST HUMAN. THIS MISSILE IS ONLY THE START OF A FAMILY OF ANTI-AIRCRAFT MISSILES WHICH WE HOPE WILL MAKE OUR SKIES SO INHOSPITABLE AS TO DISCOURAGE ATTACK BY ANY POTENTIAL AGGRESSOR. THE ARMY, A PIONEER IN MISSILE DEVELOPMENT, MAKES WIDE USE OF AMERICAN SCIENCE AND INDUSTRY IN ORDER TO IMPROVE THESE POWERFUL WEAPONS OF THE FUTURE. PROGRESS IN MISSILES IS PROGRESS IN DETERRENCE.

I HAVE TALKED AT SOME LENGTH ABOUT THE WAR-PREVENTIVE EFFECT OF THE ARMY. IT MIGHT WELL BE ASKED HOW DETERRENT STRENGTH IS RELATED TO WINNING STRENGTH, THE ABILITY TO FIGHT SUCCESSFULLY IF THE DETERRENT FAILS AND WAR COMES. IT MIGHT BE ASSUMED THAT THOSE ELEMENTS WHICH CONTRIBUTE TO DETERRENT STRENGTH ARE ALSO THOSE WHICH GIVE WINNING STRENGTH, BUT THAT IS NOT ALWAYS THE CASE. OUR OVER-ALL MILITARY POTENTIAL IS SOMEWHAT LIKE AN ICEBERG WHICH, AS IT FLOATS IN THE ARCTIC SEA, PRESENTS ONLY ABOUT A NINTH OF ITS BODY ABOVE THE SURFACE OF THE WATER. IT IS THIS VISIBLE NINTH WHICH WARNS THE MARINER AND INDUCES HIM TO CHANGE HIS COURSE. IN THE SAME WAY, IT IS ONLY A CERTAIN PORTION OF OUR MILITARY ESTABLISHMENT WHICH IS VISIBLE TO AN ENEMY OR IS KNOWABLE TO HIM WHICH INDUCES HIM TO ADJUST HIS COURSE OF ACTION IN OUR FAVOR. OUR WINNING STRENGTH IS

REPRESENTED BY THAT DEEPER, SUBMERGED PART OF THE ICEBERG WHICH IS NOT SEEN BUT FROM WHICH WE DRAW STRENGTH FOR THE LONG PULL. THIS STRENGTH IS CONCEALED IN OUR ATOMIC IGLOOS, IN OUR FACTORIES, IN OUR ECONOMIC AND INDUSTRIAL AND FINANCIAL STRUCTURE, IN OUR POLITICAL CODE AND GOVERNMENTAL ORGANIZATION, YES, AND MOST IMPORTANTLY, IT IS CONCEALED IN THE HEARTS AND THE WILLS OF OUR CITIZENS. ONLY INsofar AS THIS STRENGTH CAN BE DIVINED DOES IT CONTRIBUTE TO DETERRENCE. THUS, DETERRENT STRENGTH IS NOT ENTIRELY SYNONYMOUS WITH WINNING STRENGTH; PROVISION MUST BE MADE FOR BOTH; BOTH REQUIRE SPECIAL STUDY AND ANALYSIS IN ORDER TO ASSURE THAT IN PROPER COMBINATION THEY PROVIDE SECURITY FOR OUR NATION.

I WOULD NOT WISH TO TALK TODAY AS THOUGH MILITARY STRENGTH PROVIDES THE SOLE DETERRENT TO WAR. I WOULD NOT SUGGEST THAT PEACE CAN BE BASED SOLELY ON THE FEAR OF

REPRISAL. OUR PRESIDENT AT GENEVA HAS MADE AFFIRMATIVE PROPOSALS WHICH OFFER THE PROMISE OF DETERRING WAR THROUGH A RELAXATION OF TENSIONS AND A RESTORATION OF INTERNATIONAL CONFIDENCE. THE DEVELOPMENT OF THOSE MORAL ATTRIBUTES WHICH CAUSE NATIONS TO RENOUNCE AGGRESSION AS AN INSTRUMENT OF POLICY PROVIDE A BASIC DETERRENT TO WAR, WHICH WE SOLDIERS RESPECT AND APPLAUD.

THOSE OF US WHO ARE CONCERNED WITH PLANNING FOR NATIONAL SECURITY ARE ASKED TO DEAL WITH IMPONDERABLES AND WITH QUESTION MARKS WHICH MAKE ALL OF OUR CONCLUSIONS SUBJECT TO CONSTANT REVIEW. MOST OF OUR PROBLEMS ARISE FROM THE FUNDAMENTAL DIFFICULTY IN FORESEEING THE CHARACTER OF ANY POSSIBLE WAR IN THE FUTURE. THIS DIFFICULTY IS INCREASED BY COMPETING CONCEPTIONS OF WHAT FUTURE CONFLICTS WILL BE LIKE. SOME BELIEVE THAT ONLY ONE TYPE

OF WAR WILL OCCUR IN THE FUTURE, THAT IS, A SHORT AND
DESTRUCTIVE WAR, CHARACTERIZED BY A DEVASTATING EXCHANGE
OF ATOMIC WEAPONS. THIS IS THE DISASTER WHICH THE PRESIDENT'S
GENEVA PROPOSALS UNDERTAKE TO AVERT. OTHERS BELIEVE THAT
WAR MAY ASSUME MANY PROTEAN FORMS AND AVOID MAKING A
FINAL CHOICE AMONG COMPETING CONCEPTS. THE SINGLE-TYPE OF
WAR ADVOCATES PREDICT THAT A WAR OF THE FUTURE WILL
OPEN WITH ATOMIC AIR ATTACKS UPON THE UNITED STATES,
FOLLOWED BY OUR RETALIATION WITH ATOMIC ATTACKS IN KIND.
DEVASTATION WILL BE GREAT ON BOTH SIDES; AND THE OUTCOME
OF THE ENTIRE WAR WILL DEPEND UPON SUCCESS IN THIS FIRST
BRIEF DESTRUCTIVE PHASE. THE ATOMIC AIR-DELIVERED BOMB,
IF THE PROTAGONISTS OF THIS VIEW ARE CORRECT, WILL BE THE
PRIMARY AND DECISIVE WEAPON.

THIS CONCEPT OF THE SINGLE-TYPE, SHORT WAR IS A POSSIBLE FORM WHICH WAR MAY ASSUME. NO ONE WILL KNOW UNTIL THE TIME COMES HOW RIGHT OR HOW WRONG ARE THE THEORISTS WHO SUPPORT IT. PERSONALLY, I RATE THIS CONCEPT AS ONLY ONE OF THE FORMS, AND NOT NECESSARILY THE MOST LIKELY, WHICH WAR MAY TAKE IF THAT DISASTER COMES. PARTICULARLY AS ATOMIC DESTRUCTIVE CAPABILITIES GROW, IT SEEMS INCREASINGLY IMPROBABLE THAT AN AGGRESSOR WOULD INTENTIONALLY EMBARK ON THE GAMBLE OF ATOMIC WORLD WAR. AS LONG AS WE HAVE POWERFUL WEAPONS FOR RETALIATION, AND ARE OBVIOUSLY READY AND WILLING TO USE THEM, I AM RELUCTANT TO BELIEVE THAT ANY HOSTILE NATION WILL INTENTIONALLY RISK THE HAZARDS OF GENERAL WAR. I AM BY NO MEANS SURE THAT SOME NATION SOME TIME MAY NOT ATTEMPT LOCAL ACTS OF AGGRESSION TO WHICH OUR MASSIVE RETALIATORY POWER MAY NOT APPLY.

IN THIS WE SHOULD VERIFY THAT THE UNITED STATES HAS AN INSTRUMENT WHICH DOES NOT REQUIRE MASS DESTRUCTION TO OBTAIN ITS END. THE ARMY IS EQUIPPED AND TRAINED TO APPLY MILITARY POWER WITH DISCRETION, TO DISCRIMINATE BETWEEN FRIEND AND FOE, AND TO TEMPER ITS APPLICATION OF FORCE FROM THE ADMONITORY WHISTLE OF THE MILITARY POLICEMAN TO THE TERRIBLE DESTRUCTION OF ATOMIC WEAPONS. OUR MILITARY PLANNING MUST TAKE INTO ACCOUNT THE INCREASING RELUCTANCE OF PEACE-LOVING PEOPLE TO EMBARK ON GENERAL ATOMIC WAR AND GIVE INCREASING ATTENTION TO THE CONSTANT DANGER OF EROSION EFFORTS AGAINST WEAK MEMBERS OF THE FREE-NATION COMMUNITY.

IN CLOSING, LET ME SAY THAT, WHILE THE ARMY HAS UNDERSTANDABLE DOUBTS FROM TIME TO TIME ABOUT ITS ABILITY TO DIVINE THE FUTURE COURSE OF EVENTS, WHILE IT HAS

NO FEELING OF INFALLIBLE PRESCIENCE IN ADJUDGING THE
REQUIREMENTS OF THE FUTURE, IT IS VERY CLEAR ABOUT TWO
THINGS: FIRST, ITS DETERMINATION TO GIVE THE UNITED STATES
THE BEST POSSIBLE DEFENSIVE STRENGTH FOR THE MEN, MONEY,
AND MATERIALS WHICH YOU ENTRUST TO OUR EMPLOYMENT.
NEXT, IT IS SURE THAT THE ARMY WILL BE NO BETTER THAN THE
SUPPORT WHICH IS RECEIVED FROM THE COUNTRY WHICH IT
PROTECTS. THIS IS YOUR ARMY WHICH I LEAD, ONE IN WHICH
YOUR FOREFATHERS HAVE SERVED, AND IN WHICH YOUR GRANDSONS --
AND MINE -- WILL DOUBTLESS SERVE. THE ARMY IS INEVITABLY A
REFLECTION OF THE ENTIRE NATION WHICH PRODUCES IT AND IN
WHICH ITS MANHOOD SERVES. IT IS DESIGNED TO DETER WAR AND
WILL SUCCEED IN THIS MISSION ONLY TO THE EXTENT THAT THIS
NATION PROVIDES ITS BEST MEN, ADEQUATE FUNDS, AND SYMPATHETIC
SUPPORT TO THE END THAT THE ARMY WILL GIVE PAUSE TO ANY
POTENTIAL ENEMY.

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