

ADDRESS BY
GENERAL MAXWELL D. TAYLOR
CHIEF OF STAFF, UNITED STATES ARMY
TO THE OVERSEAS PRESS CLUB OF AMERICA, INC.
35 EAST 39TH STREET
NEW YORK, NEW YORK
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I AM VERY HAPPY TO HAVE THE OPPORTUNITY TO APPEAR
BEFORE THE OVERSEAS PRESS CLUB AND CHAT WITH YOU A FEW
MOMENTS ABOUT CERTAIN ARMY MATTERS. AS I LOOK AROUND
THIS GATHERING, I SEE A NUMBER OF FRIENDLY FACES WHICH I
HAVE COME TO KNOW IN VARIOUS FAR-OFF SPOTS ABOUT THE
EARTH'S SURFACE. THERE IS A LOT IN COMMON BETWEEN THE
LIFE OF THE OVERSEAS CORRESPONDENT AND THAT OF THE
MILITARY MAN. CERTAINLY, WE ARE OFTEN THROWN TOGETHER
UNDER A VARIETY OF CIRCUMSTANCES -- SOME INTERESTING, SOME
DULL, SOME UNPLEASANT, SOME HISTORIC. IN WORLD WAR II
AND KOREA, I WAS SELDOM WITHOUT A WAR CORRESPONDENT AT
MY ELBOW. THE MAN BEHIND ME IN MY STICK AS I JUMPED
OUT INTO NORMANDY ON D-DAY MORNING WAS A CORRESPONDENT.

ONLY ON ONE OCCASION DID I EVER FAIL TO HAVE A PRESS
COMPANION DURING MY MILITARY OPERATIONS. ON THE

27TH OF DECEMBER 1944, I WAS HEADING NORTH TOWARD
BASTOGNE, HOPING TO SLIP IN BY JEEP AND REJOIN MY DIVISION,
THE 101ST AIRBORNE DIVISION. I HAD ONE EMPTY SEAT IN THE
BACK OF MY JEEP WHICH I OFFERED TO A GATHERING OF THE
PRESS, SEATED AROUND A HOT STOVE AT A FORWARD "CP" OF THE
4TH ARMORED DIVISION. I GOT NO TAKERS, AND SOMEBODY
MISSED A REALLY GOOD RIDE GOING INTO THE BASTOGNE
DOUGHNUT. HE ALSO MISSED A WARMING GLASS OF COGNAC
WITH GENERAL McAULIFFE AND THE 101ST AIRBORNE STAFF.
UNAWARE OF THE WORLD ATTENTION FOCUSED ON THE DIVISION
WHEN I TOLD THEM, "BOYS, YOU'RE ALL HEROES," THEY LOOKED
ABOUT IN SURPRISE AND SAID, "WHO, US?"

NOT ONLY DOES THE ARMY PROVIDE THE OVERSEAS PRESS
WITH A CERTAIN AMOUNT OF SCRIPT AND MATERIAL FOR HOMEWARD
REPORTING, BUT IT OFTEN PROVIDES WHAT, IN ADMINISTRATIVE

JARGON, IS CALLED "LOGISTICAL SUPPORT." IT HAS FALLEN
TO MY LOT IN POINTS AS WIDELY SEPARATED AS BERLIN AND
SEOUL TO PROVIDE LOGISTICAL SUPPORT TO OUR OVERSEAS
PRESS. THAT REQUIREMENT PUT ME IN THE SINISTER POSITION
OF THE LANDLORD, A CHARACTER USUALLY EQUAL IN POPULARITY
TO THE TAX COLLECTOR AND THE SUBPOENA SERVER. WHILE
THE LANDLORD SELDOM HAS MANY BOUQUETS TOSSED HIS WAY,
I ALWAYS FELT THE ARMY RECEIVES ^D AN INDIRECT TRIBUTE FROM
THE STORM RAISED WHEN THE MILITARY LANDLORD GOES OUT OF
BUSINESS ABROAD. NOTHING CREATES MORE UNHAPPINESS
THAN TO REVERT TO THE LOCAL ECONOMY AFTER BECOMING
ACQUAINTED WITH "LOGISTICAL SUPPORT."

I SHOULD LIKE TO TALK TO YOU FOR A FEW MOMENTS
ABOUT OUR OVERSEAS ARMY, WHICH MANY OF YOU KNOW SO
WELL. ALTHOUGH I SHALL ^{Speak} TALK OF FAMILIAR THINGS,

IT MAY BE WORTHWHILE TO TRY TO INTERPRET THE OVER-ALL
MEANING OF THE HETEROGENEOUS ACTIVITIES WHICH YOU HAVE
OBSERVED ABROAD.

THE ARMY IS VERY LARGELY AN OVERSEAS ARMY; SOME
40 PERCENT OF ITS MILLION AND A HALF SOLDIERS AND CIVILIANS
ARE SERVING ABROAD. WHEN I WAS A JUNIOR OFFICER, "FOREIGN
SERVICE" MEANT SERVICE IN THE PHILIPPINES, HAWAII, OR
PANAMA. NOW IT MAY MEAN SERVICE IN ANY ONE OF 73
COUNTRIES. THE OVERSEAS ARMY IS DIVIDED INTO TWO
PRINCIPAL PARTS -- THE TACTICAL FORCES DEPLOYED IN EUROPE
AND IN KOREA, AND THE MILITARY MISSIONS SCATTERED IN MANY
OTHER PARTS OF THE WORLD, GENERALLY WHERE OUR COMBAT
TROOPS ARE NOT STATIONED. YOU ARE THOROUGHLY FAMILIAR
WITH OUR PRINCIPAL OVERSEAS DEPLOYMENTS. IN EUROPE, WE
HAVE FIVE DIVISIONS AND SUPPORTING TROOPS UNDER

GENERAL McAULIFFE, REPRESENTING A KEY ELEMENT OF THE
GROUND STRENGTH OF NATO. IN KOREA, WE HAVE A CORPS OF
TWO DIVISIONS, THE LAST OF THE UNITED STATES COMPONENT OF
THE GREAT EIGHTH ARMY. THESE FORCES ARE DEPLOYED CLOSE
UP TO THE IRON AND BAMBOO CURTAINS, READY TO RESIST ANY
AGGRESSION IN THE AREAS WHICH THEY PROTECT.

OUR MILITARY AID GROUPS AND MILITARY MISSIONS ARE
FOUND IN 44 COUNTRIES. THEIR TOTAL STRENGTH AMOUNTS
TO ONLY 6 TO 7 THOUSAND OFFICERS AND MEN; HOWEVER, THEY
REPRESENT A PARTICULARLY VALUABLE COMMITMENT OF
TRAINED PERSONNEL. NECESSARILY, THEY MUST BE CAREFULLY
SELECTED. THE HEAD OF A MILITARY MISSION MUST NOT ONLY
BE A COMPETENT GENERAL, BUT HE MUST HAVE PERSONAL
ATTRIBUTES OF TACT, DIPLOMACY, JUDGMENT, AND BREADTH
OF VIEW. ALTHOUGH WE HAVE NOT REARED OUR OFFICER CORPS

WITH THIS KIND OF POLITICO-MILITARY SERVICE IN MIND, I AM
OFTEN IMPRESSED BY THE FACT THAT WE DO NOT SEEM TO DO
TOO BADLY IN FINDING COMPETENT PEOPLE TO FILL THESE VERY
IMPORTANT JOBS. NOW AND THEN WE MUFF AN ASSIGNMENT,
BUT THOSE INSTANCES OF FAILURE HAVE BEEN FEW. NOT
ONLY MUST THE SENIOR PEOPLE BE QUALIFIED, BUT ALL THE WAY
DOWN THE LINE TO THE JUNIOR OFFICERS AND NONCOMMISSIONED
OFFICERS, WE MUST HAVE MEN WHO ARE PROFESSIONALLY
QUALIFIED, WHOSE DEPARTMENT IS EXEMPLARY, AND WHO CAN
TEACH WITHOUT OFFENDING -- NOT ALWAYS AN EASY TASK ABROAD.

THESE FAR-FLUNG RESPONSIBILITIES IN MANY COUNTRIES
HAVE PLACED A REQUIREMENT FOR THE DEVELOPMENT OF A
COSMOPOLITE ARMY, ONE ACCUSTOMED TO LIVING ABROAD,
ADAPTING ITSELF QUICKLY TO UNUSUAL SITUATIONS. THIS
REQUIREMENT HAS PLACED A HEAVY LOAD UPON OUR LINGUISTICALLY-

GIFTED MEMBERS. WE NEVER HAVE ENOUGH PEOPLE WHO
SPEAK FOREIGN LANGUAGES TO FILL THE JOBS WHERE A
LANGUAGE SKILL IS IMPORTANT. TO FILL THE GAP IN PART,
WE HAVE PUT MUCH EFFORT INTO THE DEVELOPMENT OF OUR
LANGUAGE SCHOOL AT MONTEREY AS A CENTER OF LANGUAGE
STUDIES. THE MONTEREY SCHOOL IS NOT SUFFICIENT TO DO
THE ENTIRE JOB, SO MUCH OF THE INSTRUCTION MUST BE
CONDUCTED IN THE CIVILIAN UNIVERSITIES. I OFTEN HAVE
OCCASION TO EMPHASIZE TO OUR YOUNG OFFICERS, TO OUR
CADETS AT WEST POINT, THE TREMENDOUS IMPORTANCE OF
LANGUAGE SKILL IN AN OFFICER'S CAREER. IT WILL PAY ANY
AMBITIOUS OFFICER DIVIDENDS TO MAKE THE STUDY OF ONE OR
MORE FOREIGN LANGUAGES A LIFE-LONG HOBBY.

I THINK THAT THE EXTENT OF THE ARMY'S EFFORT IN
HELPING TO TRAIN FOREIGN TROOPS IS NOT GENERALLY APPRECIATED.

TODAY, WE ARE TRAINING, DIRECTLY OR INDIRECTLY, OVER 200 FOREIGN DIVISIONS. IN SOME COUNTRIES OUR ARMY IS INTER-MINGLED WITH THE LOCAL FORCES AS IN KOREA. THERE ON THE FIELD OF BATTLE, UNDER THE FIRE OF THE ENEMY, THE UNITED STATES ARMY DEVELOPED THE PRESENT KOREAN ARMY. AS A RESULT THERE IS A BIG BROTHER-LITTLE BROTHER RELATIONSHIP BETWEEN THE TWO FORCES WHICH HAS GREAT SIGNIFICANCE, MILITARILY, POLITICALLY, AND PSYCHOLOGICALLY. ON TAIWAN UNDER SOMEWHAT DIFFERENT CIRCUMSTANCES, AN ARMY MISSION ASSISTS IN THE TRAINING OF THE ARMY GROUND FORCES OF CHIANG KAI-SHEK. IN VIET NAM OUR INSTRUCTORS HAVE BEEN MAKING GREAT PROGRESS IN HELPING TO DEVELOP SUFFICIENT LOCAL STRENGTH TO ASSURE THE INTERNAL STABILITY OF THAT THREATENED AREA. GENERAL "IRON MIKE" O'DANIEL, ONE OF OUR GREAT SOLDIERS, HAS RECENTLY

RETURNED FROM THERE, LEAVING BEHIND A RECORD OF
ACCOMPLISHMENT IN THE DEVELOPMENT OF SELF-CONFIDENCE
AND MILITARY SELF-SUFFICIENCY.

IN THE NATO COUNTRIES, OUR MISSION ACTIVITIES ARE
USUALLY CONFINED TO ADVICE AND GUIDANCE ON THE USE OF
U.S. ARMY EQUIPMENT. WE ARE, HOWEVER, CONSCIOUS OF
OUR RESPONSIBILITY FOR VALUABLE UNITED STATES PROPERTY,
AND POLITELY INSISTENT THAT THIS PROPERTY BE CARED FOR
AND USED TO ITS MAXIMUM CAPABILITY. THE DOLLAR VALUE
OF THE MILITARY EQUIPMENT WHICH WE HAVE TRANSFERRED TO
FOREIGN NATIONS THUS FAR AMOUNTS TO 7.9 BILLION DOLLARS,
AND PLACES A HEAVY RESPONSIBILITY ON OUR ARMY MISSIONS
TO ASSURE ITS MOST EFFECTIVE EMPLOYMENT.

I WOULD LIKE TO STAND BACK FOR A MOMENT FROM THESE
varied
~~HETEROGENEOUS~~ HETEROGENEOUS ACTIVITIES OF THE ARMY ABROAD AND ASK,

"WHAT ARE WE ACCOMPLISHING? WHAT IS THE SIGNIFICANCE OF THESE OPERATIONS?" FIRST AND FOREMOST, THE ARMY IS ABROAD PREPARED TO PLAY ITS PART IN GENERAL NUCLEAR WAR IF THAT DISASTER SHOULD COME. WE FEEL THAT THE ARMY HAS A CRITICAL ROLE IN HOLDING BACK THE INVADING FORCES OF AGGRESSION DURING THE EARLY PHASE OF A GENERAL WAR. WE CAN WELL VISUALIZE THAT THE ENEMY WILL SEEK TO LUNGE FORWARD TO CLOSE GRIPS WITH OUR FORCES, TO INTERMINGLE HIS ELEMENTS WITH OUR OWN, AND WITH THE FRIENDLY CIVILIAN POPULATIONS WHICH WE WISH TO PROTECT. THE POWER OF OUR ATOMIC WEAPONS MAY FORCE AN ENEMY TO INDULGE IN A TACTIC SIMILAR TO THAT OF THE CHINESE IN KOREA. THERE, THE DESTRUCTIVENESS OF OUR ARTILLERY FORCED THE CHINESE, IN MANY SITUATIONS, TO SEEK SAFETY IN PROXIMITY TO OUR OWN LINES. THEY WOULD CRAWL FORWARD AT NIGHT AND BURROW

THEMSELVES INTO THE GROUND A FEW YARDS FROM OUR
POSITIONS SO THAT IT WOULD BE DIFFICULT FOR US TO BRING
OUR ARTILLERY FIRE UPON THEM.

I MIGHT ADD, PARENTHETICALLY, THAT WE HAD TO
IMPROVISE MANY WAYS OF BEATING BACK THESE CLOSED-IN
CHINESE BY DEVICES NOT TO BE FOUND IN A BOOK. ONE UNIT,
THE 45TH DIVISION, DISCOVERED THAT BY FILLING POT-BELLIED
TENT STOVES WITH NAPALM, AND PLACING THEM IN A DEPTH
CHARGE LAUNCHER BORROWED FROM THE NAVY, IT WAS POSSIBLE
TO LOB THESE BURNING CANS DOWN THE HILLSIDE INTO THE
FOXHOLES OF THE ENEMY OTHERWISE INVULNERABLE TO ATTACK.
I HAVE OFTEN THOUGHT OF THE PROBABLE EFFECT OF THIS BIT
OF AMERICAN INGENUITY UPON FUTURE SUPPLY PLANNING. AS
YOU KNOW, OUR LOGISTICIANS TAKE THE TABLES OF CONSUMPTION
OF ALL TYPES OF EQUIPMENT IN A WAR LIKE KOREA, AND BUILD
UP FACTORS WHICH WILL GUIDE THEM IN FUTURE PROCUREMENT.

I HAVE NO IDEA HOW MANY OF THESE POT-BELLIED STOVES WERE CONSUMED, NOT IN THE TENTS OF OUR TROOPS, BUT IN THE COMMUNIST TRENCHES. SOMEONE IS GOING TO ARRIVE AT A MOST FALLACIOUS CONSUMPTION FACTOR IN POT-BELLIED STOVES, WHICH DOUBTLESS WILL CAUSE MANY A LOGISTICIAN OF THE FUTURE TO LOSE FAITH IN HIS SLIDE RULE.

THUS, THE ARMY ABROAD SEES FOR ITSELF A VITAL DEFENSIVE ROLE IN THE EARLY DAYS OF NUCLEAR WAR.

HOW LONG THAT WAR WILL LAST, NOBODY CAN TELL. I AM WELL AWARE OF THE SCHOOL OF THOUGHT WHICH FEELS THAT THE WAR WILL BE OVER IN A MATTER OF A FEW DAYS. MAYBE IT WILL. HOWEVER, I RECALL THAT THE HOPE OF A BLITZKRIEG HAS KNOWN DISAPPOINTMENT BEFORE IN MILITARY HISTORY. I FEEL IT WOULD BE A TRAGIC MISTAKE TO ASSUME DOGMATICALLY THAT WE WILL ONLY FIGHT A SHORT WAR, AND DELIBERATELY

LIMIT OUR PREPARATION IN CONSONANCE WITH THAT HOPE.

IT WOULD BE THE FOLLY OF THE PRIZE FIGHTER WHO GOES INTO
A FIGHT TO THE FINISH, AND WHO TRAINS HIMSELF ONLY TO FIGHT
THE FIRST ROUND. WE MUST ALWAYS HAVE THE CAPABILITY
OF REINFORCING OUR ARMY OVERSEAS IN THE LIGHT OF THE
SITUATION OBTAINING AT THE OUTSET OF A GREAT WAR. WE
MAY NEED ALL OF OUR RESOURCES IN MANPOWER AND PRODUCTION
BEFORE VICTORY CAN BE WON. REGARDLESS OF ITS DURATION
ARMY FORCES WILL BE NEEDED ABROAD THROUGHOUT. LONG
OR SHORT, A WAR CAN END IN ONLY ONE OF THREE WAYS --
THE ENEMY MAY SURRENDER IN PLACE, IN WHICH CASE THE ARMY
MUST BE THERE TO ACCEPT THAT SURRENDER AND IMPOSE OUR
WILL. ALTERNATIVELY, HE MAY TRY TO RUN AWAY, IN WHICH
CASE ONLY THE ARMY CAN CATCH HIM, FIX HIM, AND DESTROY
HIM. FINALLY, HE MAY FIGHT ON TO A FINISH AS DID HITLER.

HERE AGAIN, THAT FINISH CAN ONLY BE ACHIEVED ON THE GROUND,
AND OUR ARMY FORCES ABROAD TODAY ARE THE NUCLEUS OF
THE FORCE WHICH WILL DO THAT JOB.

NOT ONLY IS THE ARMY ABROAD WITH A VIEW TO DISCHARGING
ITS DUTIES IN TIME OF GENERAL WAR; BUT THE ARMY IS ABROAD
TO DEAL WITH THE SMALL WAR -- THE LIMITED AGGRESSION.
CERTAINLY, AS NUCLEAR POWER DEVELOPS ON BOTH SIDES OF
THE IRON CURTAIN AND RELATIVE PARITY OF MEANS IS ACHIEVED,
IT BECOMES MORE AND MORE UNLIKELY THAT ANY COUNTRY WILL
DELIBERATELY EMBARK UPON GENERAL NUCLEAR WAR. IT IS
FAR FROM CLEAR, HOWEVER, THAT COMMUNIST AGGRESSION
WILL PERMANENTLY RENOUNCE FURTHER EXPANSION IN THE
SOFT SPOTS ABOUT THE COMMUNIST PERIPHERY. THE PRESENT
APPROACH APPEARS TO BE MORE EMPHASIS ON ECONOMIC AND
POLITICAL MANEUVER, BUT I SEE NO EVIDENCE THAT THE SMALL
WAR HAS BEEN ABANDONED AS A TACTIC.

HOW DOES THE ARMY INTEND TO COPE WITH THIS EVER-
PRESENT THREAT? FIRST, AS I HAVE ALREADY ALLUDED, WE
ARE DEVELOPING RESISTANCE TO POSSIBLE AGGRESSION IN THE
FORM OF INDIGENOUS STRENGTH OVERSEAS. THESE LOCAL
TROOPS ARE THE FIRST LINE OF DEFENSE IN THESE COUNTRIES.
IT IS TO THEM THAT WE LOOK FOR THE MAINTENANCE OF INTERNAL
ORDER, THE PREVENTION OF SUBVERSION, AND THE INITIAL
RESISTANCE TO DIRECT ATTACK.

NEXT, WE HAVE OUR TACTICAL DEPLOYMENTS OVERSEAS
IN EUROPE AND IN THE FAR EAST. THESE FORCES ABROAD ARE
AVAILABLE FOR DETACHMENT INTO OTHER NEIGHBORING AREAS
WHERE AGGRESSION MAY OCCUR. THEY ARE ADVANCE GUARDS,
STRATEGICALLY LOCATED, WHICH MAY BE PROJECTED RAPIDLY
INTO AREAS OF CRISIS.

FINALLY, THE ARMY ABROAD, WHETHER IN TACTICAL UNITS OR IN MILITARY AID GROUPS AND MISSIONS ABOUT THE WORLD, IS DEVELOPING MORALE. THE PRESENCE OF OUR FLAG IS A POWERFUL ENCOURAGEMENT TO THESE NATIONS WHICH LIVE UNDER THE GUNS OF COMMUNISM. IT IS HARD TO OVER-ESTIMATE THE ROLE WHICH OUR TROOPS PLAY AS THEY WALK ABOUT THE STREETS OF FOREIGN CITIES CLOSE TO THE IRON AND BAMBOO CURTAINS. THE THIN LINE OF ARMY MEN ABROAD IS A CONSTANT REMINDER TO OUR FRIENDS THAT THE COMMUNIST AGGRESSOR WILL QUICKLY ENCOUNTER AN AMERICAN SOLDIER WHO SYMBOLIZES THE MIGHT OF THE UNITED STATES. THUS, THE ARMY ABROAD IS ESSENTIALLY A DETERRENT FORCE, DETERRING THE SMALL WAR, YET READY TO STAMP OUT THE SMALL WAR IF IT STARTS -- BEFORE IT CAN SPREAD INTO THE GREAT CONFLAGRATION WHICH WILL MEAN WORLD-WIDE DISASTER.

I DOUBT THAT I NEED TO PERSUADE THIS GROUP OF THE
NEED FOR OUR OVERSEAS DEPLOYMENTS, BUT I DO NOT FEEL
THAT THE ARMY'S ROLE ABROAD IS GENERALLY UNDERSTOOD.
JUST AS THE ARMY HAS AN IMPORTANT PART IN DETERRING WAR,
YOU, AS OVERSEAS CORRESPONDENTS, HAVE AN IMPORTANT ROLE
IN REPORTING TO THE AMERICAN PEOPLE WHAT YOU SEE
ABROAD. THEY NEED TO UNDERSTAND OUR OBLIGATIONS
ABROAD AND THEIR MILITARY IMPLICATIONS. THEY MUST
RECOGNIZE IN OUR MILITARY COMMITMENTS AN INDEFINITE
REQUIREMENT FOR ENCOURAGING AND FOR STABILIZING THE
FREE WORLD. OUR CONDUCT AT HOME, AS YOU KNOW, IS
CAREFULLY WATCHED ABROAD FOR SIGNS OF WAVERING OR
INDECISION. WHETHER WE LIKE IT OR NOT, WE ARE THE LEADER
OF A GREAT COALITION OF FREE PEOPLES AND ARE LOOKED UPON
TO SET THE EXAMPLE. IT IS THROUGH YOUR EYES THAT THE

EVENTS OVERSEAS ARE VIEWED BY OUR PEOPLE. IT IS THROUGH
YOUR INTERPRETATION THAT THE SIGNIFICANCE OF EVENTS IS
COMPREHENDED IN 70 MILLION AMERICAN HOMES. SO IT IS
A MATTER OF PRIDE FOR ME, AS THE REPRESENTATIVE OF THE
AMERICAN ARMY, TO SALUTE YOU GENTLEMEN AS COLLEAGUES
IN A TREMENDOUSLY IMPORTANT ENTERPRISE. ONLY IF WE
BIND TOGETHER ALL THE RESOURCES OF OUR NATION -- POLITICAL,
MILITARY, ECONOMIC, AND MORAL -- CAN WE HOPE TO GIVE THE
FREE WORLD THE LEADERSHIP TO WHICH IT IS ENTITLED IN THESE
CRITICAL TIMES. UPON OUR SUCCESS IN BLENDING ALL OUR
ASSETS -- AND WORKING IN EVER-CLOSER PARTNERSHIP WITH OUR
ALLIES -- DEPENDS THE FUTURE OF THE FREE WORLD.

THANK YOU.

-END-