

ADDRESS BY
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TO THE DALLAS COUNCIL ON WORLD AFFAIRS
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THE ARMY FOR PEACE

Gentlemen, it is a pleasure to appear before the Dallas Council on World Affairs. I am glad to find such a Council in this great city of universities, of commerce, and industry, and am most happy to appear before it. I presume that it is because you wished to hear something about the Army that you invited the Chief of Staff to appear tonight. Hence, I shall not apologize for talking unadulterated Army shop, always hoping that it is clear that the Army is not an isolated institution but plays a closely interrelated role with the other services in defending the interests of the nation.

As I go about the country, I am happy to find the interest in the Army and its problems. I like to discuss Army subjects with whoever will listen, having started such discussions years ago with my old grandfather, a Confederate veteran, who was largely responsible for my subsequent martial ambitions. I remember once asking him what branch he belonged to in the Confederate Army. "In the Cavalry until my horse died. After that in the Infantry." When I went to West Point and returned on furlough, it was his turn to ask questions about an Army quite different from General Shelby's. He always stumped me with this one: "Son, what do you do in the Army when you've got nobody to fight?"

Now, as Chief of Staff, I am still asked the same question in various forms, and I still find it difficult to produce a simple answer. It is hard to get ~~over~~ the idea that the Army justifies its existence as much -- if not more -- when it is not fighting than when war is on. Its primary purpose is to prevent war by deterring attack -- only when the deterrent fails does its mission change to that of fighting a winning war. But to develop that deterrent strength so essential to peace calls for complex activities which must go on every day of the year through many quarters of the world. Their variety and scope do not lend themselves to easy explanation as you will see as I proceed.

To begin with, the Army is one of the biggest business enterprises in the world, having capital assets in real estate, supplies, equipment, and various holdings to the value of over 52 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 over one million soldiers and around 430,000 civilians. It is a global Army, scattered in bases about the world with some 40 percent of it serving overseas in 73 countries. Our current expenditures which support Army operations under present conditions amount to between eight and nine billion dollars a year. The breadth of activities supported by this budget I can illustrate only by giving you a brief travelogue on the Army as it is engaged in the defense of the country.

AD LIB
Let me start in the Far East. 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. For example, throughout rural Korea you would find 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 assisting not only the government, but also the little man in the repair of war damage.

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 which is assisting the Japanese in the development of their own forces.

On Okinawa, as in Korea, you would find elements of the Army working to improve the economy of that Island. It is surprising 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 war devastated areas. This has not been sheer altruism, but has involved measures ^{important to} for our national interest.

Moving southward to Formosa, we might visit the Island of Quemoy which is still under the threat of communist attack. There you would find Chinese troops in considerable numbers, advised and assisted by members of the Army Military Mission to the Nationalist Government.

Similarly, in Saigon, you would find Army forces preoccupied with the development of indigenous forces of Vietnam.

As we continue our travels and skirt the southern periphery of the Soviet Union, we see that U.S. Army missions are assisting the Armies of Pakistan, Iran, Turkey, Greece, and Yugoslavia.

Begin to Read
Arriving in Western Europe, we find that the principal strength of the Army overseas is deployed on another frontier of democracy. Here the Seventh Army is a powerful component element of General Gruenther's NATO Forces. I am proud to pause for a moment on this Army. Seventh Army combat units patrol the Iron Curtain day and night, and they maintain

themselves in such a state of alertness that they can, and do, move out of their garrisons on surprise alerts at a moments notice. Every combat vehicle carries at all times the ammunition, food, and fuel necessary to engage in combat action. These units are required to muster 85 percent of their personnel strength and move completely out of their garrisons within two hours after alert notification. In the larger headquarters you will find that steel helmets, personal weapons, and individual field gear are shelved alongside desks and file cabinets. The Seventh Army is without doubt the best-equipped, best-trained, combat-ready force in Europe.

Elsewhere, your soldiers are performing other arduous tasks. Their watch on the line of freedom is often lonely. We have some soldiers isolated on the top of the world manning radar stations in the wilderness of Alaska and supporting the early warning system in the Arctic. Other types of units are active in these frozen wastes. This past winter we moved a battalion combat team overland from the United States to Alaska. This was a 2500-mile march, the first movement of its kind ever attempted in mid-winter. When it reached Alaska, this battalion joined with other Army units in Exercise "MOOSE HORN" to maneuver in a region where winds reach a velocity of 80 miles per hour and temperatures drop to 65 degrees below zero.

Now before we return to the United States proper, 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 constitutes 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 the American soldier. That fact is a sobering reminder to such an aggressor of the serious consequences which 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. 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 pick up easy booty without a fight. I would add that wherever aggression has been resisted, it has been the land forces of free nations which have borne the brunt of the aggression, and which have played the dominant role in military resistance thereto.

Now let us look at what the Army is doing at home. Here, training is one of 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.

The problem of training is compounded by this turnover of personnel. It is further complicated by the growing complexity of our weapons. This

is no longer the Army of just riflemen, clerks, cooks, cannoneers, and the like. The artillery gunner of World War II, while he might have served any one of several weapons, must now specialize to serve the 280mm atomic cannon, the HONEST JOHN rocket, the NIKE and CORPORAL guided missiles, or any one of several other types of artillery. It requires 42 weeks of school training to qualify soldiers as maintenance specialists for NIKE. The turret of an M48 tank is laden with dials, instruments, and switches in numbers reflecting the complexity of modern armor. The Army must run an extensive system of schools to train men for not only such weapons as these, but to provide for the intellectual and professional development of our senior officers in the fields of tactics and strategy.

at home
We are also engaged in many logistical and research activities in support of the Army and in preparation for the necessities of war. One of the requirements of military preparedness is the developing and stockpiling of the weapons and equipment necessary for possible future war. In 68 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 in the future.

The Army is a principal customer of U.S. industry. Last year, in factories and similar private enterprises, the Army placed almost two million contracts totaling 5-3/4 billion dollars. In laboratories and similar enterprises, the Army has placed 246 major contracts in six months totaling 95 million dollars to support the research and development requirements of the Army.

Now what do these complex functions at home represent? By and large, they represent the development of reserve strength to support the Army's requirements in peace and war. They are activities directed at developing the sinews of war, capable of supporting our national policies overseas. They are activities directed at getting the most defense out of the men, money, and materials placed at the disposal of the Army. They are aimed at giving us lasting power -- the ability to endure -- if the disaster of war should befall us.

Added together, Army operations abroad and at home are varied and complex. They have, however, an extremely simple purpose: to develop an Army which will deter war and, if the deterrent fails, is ready to fight.

Perhaps a few words about the requirements of deterrence might be in order. To be effective in this war-deterrence, our military programs must create in the mind of a potential aggressor two things. One, that aggression inimical to the interests of the United States and her Free World Allies will be contested. Two, that in this contest the aggressor will lose in the end. If the aggressor believes that we can beat him in war, he is not likely to start one. To be convincing, this deterrent concept must be based on reality; it cannot be mere talk, bluff, or threat. Instead it must be supported by visible evidence of our Nation's military, economic, political, and moral strength in being.

To be effective, this deterrent strength must be balanced so that it is applicable to a variety of possible situations. Balance does not mean equal strength in Army, Navy, and Air Force. Balance means flexible, proportioned strength to deter or fight any variety of armed conflict, from jungle or arctic wars, to atomic wars, or the non-atomic ones of any size.

TRIDIMENSIONAL

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. The Army is a deterrent force abroad and its 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 helping to develop the forces of our Allies. It performs an important role in teaching 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 300 combat divisions. This effort to create strength where a power vacuum would otherwise exist is a time-consuming process which will require men, effort and patience for a considerable time.

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 ~~units~~ 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 the Army deterrent strength.

Beyond the active Army units at home there must be an effective reserve composed of civilian-soldiers. The reserve components, our National Guard and the Army Reserve units, must be ready -- and in being -- to be effective. At the moment, the Army is working hard to build up the strength of the Army Reserve, particularly through the Reserve Forces Act of 1955. This Act offers an attractive choice of method by which a young man between the ages of 17 and 18½ may discharge his obligation for military service. After a slow start we are now obtaining from 1500 to 1800 volunteers weekly -- still not as many as we would like but an encouraging evidence of the potentiality of the program. I hope that you leaders of Dallas will give this program your continuous, sympathetic support.

Another significant portion of the Army's deterrent strength is its antiaircraft defense of the United States. I would like to dwell for a few moments on this important mission of defending the United States against air attack, and on a closely related problem about which a great deal of discussion takes place today: missiles.

AMM
for file

Since the airplane first made its appearance, the Army has been charged with the anti-aircraft defense of the continental United States. It has forty years of experience in the solution of anti-aircraft problems, including outstanding success in two major wars. Its comprehensive organization for conventional anti-aircraft operations, training, and logistic support is now absorbing anti-aircraft guided missiles into the same operating system.

This anti-aircraft system emphasizes a surface-to-air missile of which you have heard, NIKE (a more accurate name is NIKE I).

NIKE furnishes "point defense" against the air attack of critical targets, such as concentrations of industry and population, seaports, hydroelectric power facilities, and communications centers.

In the course of developing the Army's surface-to-air missile family, the Army's NIKE has been effective against every type of drone, missile, and aircraft made available for such tests. Because of the performance characteristics of NIKE missiles, it has been difficult to obtain sufficiently versatile targets at proper altitude and speed, but we persist in our efforts to obtain improved targets of adequate performance.

Ten years ago, the Army set its sights on developing the NIKE; now this weapon can operate effectively against any presently operational aircraft, regardless of height and speed. Moreover, we have anticipated the capabilities of higher performance aircraft; an improved NIKE, the NIKE B, will be ready to deal with such aircraft when they become operational. NIKE is more than a weapon; it is a family of weapons in which new weapons evolve naturally from the old. This evolution must be timely to assure that the defensive missile always has the edge on the offensive target.

SS missiles

Those of us who are concerned with planning for national security are asked to deal with many imponderables and question marks. The toughest question revolves around the uncertainty as to the form which a future war may take. Will it be long or short? Will atomic weapons be used without restraint? If so, what will result from this release of atomic energy with a destructive power so great that ~~the result~~ ^{Insert} is beyond our imagination? ^{Constant} Among the students of future warfare, there are those who focus their concern on the big nuclear war. There are others who believe that war may assume many forms. The single-type of war theorists predict that a future war will open with atomic air attacks upon the United States, followed by our retaliation with atomic weapons. 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. ^{quotation} ^{ad lib}

This concept of a single type short war is a possible form which armed conflict 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 of war as only one of the forms, and not necessarily the most likely, which war may take. 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 atomic retaliatory power may not be the answer.

The Army has set for itself the task of readiness for any kind of war. 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 to fit the degree and scope of aggression. Military planning must adjust itself to the increasing reluctance of peace-loving people to embark on general atomic war and recognize the need for increased attention to the constant danger of erosive efforts against militarily weak members of the free-nation community. Such aggressive efforts must be deterred or defeated promptly -- otherwise they may bring on the big war which nobody can truly win.

Army interest in small war

In closing, let me say that the Army recognizes that both vision and appreciation of the limitations of vision are essential in adjudging the requirements of the future. It is dangerous to be too positive about the course of future events. However, the Army is very clear about at least two things: First, it is determined to give this Nation the best possible defensive strength ^{possible} from the men, money and materials which you entrust to it. ^{at the same time} Next, it is certain that the Army's quality will be in proportion to the support it receives from the country it protects. It will be no better than you insist that it be. I invite you to visit our posts, camps and stations and see the Army at work. For the moment I am happy to report that we're not fighting anyone, ^{but} that we are determined to maintain that visible readiness to fight which deters war and maintains the peace.

End

It needs support — not just budgetary but the kind which derives from sympathetic understanding.