

FILE

OUR PROGRESSIVE ARMY

TWENTY-THREE YEARS AGO TODAY, THE DAM BROKE!  
THE RELATIVELY SMALL STREAM OF MANPOWER BEING CON-  
SCRIPTED INTO MILITARY SERVICE, SUDDENLY BROADENED INTO A  
TORRENT AFTER PEARL HARBOR, VIRTUALLY INUNDATING EVERY CITY  
AND TOWN OF ANY SIZE.

IT TOOK A LITTLE TIME --- AND THERE WAS A GREAT DEAL OF  
STRESS AND STRAIN --- BUT EVENTUALLY THE MAN IN UNIFORM,  
ONCE AN OBJECT OF CURIOSITY, BECAME AS FAMILIAR A FIGURE ON  
THE STREET AS THE POLICEMAN, FIREMAN, POSTMAN OR ANY OTHER  
MAN WHOSE CLOTHES ARE DISTINCTIVE OF HIS OCCUPATION.

TODAY WITH OUR ARMED FORCES TALLING 2,680,000,  
CLOSE TO A MILLION OF WHICH ARE IN THE ARMY, THE MAN IN  
UNIFORM HAS BECOME AN INTEGRAL PART OF THE COMMUNITY. HE  
IS ACCEPTED, AND HIS CONTRIBUTION TO THE COMMUNITY'S  
ECONOMIC, SOCIAL AND CULTURAL LIFE IS RECOGNIZED AND  
APPRECIATED.

BRIEFLY, THE MILITARY MAN, AND THE EQUIPMENT HE USES, HAS BECOME PART OF THE LANDSCAPE. ( HERE IN FLORIDA, BECAUSE OF YOUR FAMILIARITY WITH THE AIR FORCE, ITS INVENTORY OF AIRCRAFT, AND SPACE AGE HARDWARE, YOU MAY FAIL TO NOTICE THE ALMOST IMPERCEPTIBLE CHANGES WHICH CONSTANTLY OCCUR.)

BY THE SAME TOKEN, SINCE YOU ARE RATHER REMOTE FROM ANY ARMY INSTALLATIONS OR ACTIVITIES, I FEEL YOU ARE NOT AS CURRENT AS YOU WOULD LIKE TO BE ON HOW THE ARMY HAS CHANGED DURING RECENT YEARS TO MEET THE INCREASINGLY DIFFICULT DEMANDS ACROSS THE SPECTRUM OF MODERN WARFARE.

## CHANGING ART OF WARFARE

MILITARY HISTORY IS FULL OF EXAMPLES OF THE CHANGING ART OF WARFARE. SOME DRAMATIC CHANGES HAVE RESULTED FROM THE BOLD, BRILLIANT THINKING OF A FEW TOWERING MILITARY GENIUSES -- ALEXANDER, HANNIBAL, FREDERICK THE GREAT, NAPOLEON, AND A HANDFUL OF OTHERS. ARMIES HAVE ALSO BEEN REVOLUTIONIZED BY

(SLIDE 1 ON)

NEW INVENTIONS OR RADICAL TECHNOLOGICAL DEVELOPMENT; GUN-POWDER, THE INTERNAL COMBUSTION ENGINE, THE AIRPLANE, IMPROVED METALLURGIC PROCESSES REFLECTED IN BETTER ARTILLERY PIECES, -- THESE AND MANY OTHER EXAMPLES ILLUSTRATE THIS CATEGORY OF PROGRESS. BUT ARMY PROGRESS IS ALSO A CONTINUING PROCESS OF EVOLUTION COMPOUNDED IN RECENT YEARS BY WIDENED GEOGRAPHICAL REQUIREMENTS AND NEW CONCEPTS SET IN MOTION BY ACCELERATED COMMUNIST THREATS.

WHEN TO CHANGE AND WHAT CHANGES TO ADOPT ARE EXTREMELY COMPLICATED PROBLEMS. CONSIDER A MOMENT THE COMBAT

ENVIRONMENTS INTO WHICH THE U.S. ARMY HAS BEEN THRUST  
IN THIS CENTURY ALONE. THERE WAS FIRST THE PHILIPPINE  
INSURRECTION, THEN THE BOXER REBELLION, THE PUNITIVE EX-  
PEDITION INTO MEXICO, WORLD WARS I AND II, THE KOREAN  
WAR, AND OPERATIONS SUCH AS THE MOVING OF TROOPS TO  
LEBANON AND THAILAND TO SUPPORT CONSTITUTED GOVERNMENTS.  
EACH OF THESE SITUATIONS DIFFERED IN A VARYING DEGREE FROM  
THE PRECEDING; AND A PATTERN TO THE CHANGES IS NOT  
PREDICTABLE. TODAY, FOR EXAMPLE, IN THIS AGE OF NUCLEAR  
WEAPONS AND HIGHLY COMPLEX EQUIPMENT, THE ARMY IS  
COMMITTED IN ADVISORY, SUPPORT AND TRAINING ROLES FOR GRIM,  
RELENTLESS COUNTERGUERRILLA OPERATIONS IN VIETNAM AND, IN  
OTHER DEVELOPING NATIONS, TO SUCH BASIC, NATION-BUILDING  
ACTIVITIES AS EDUCATION, COMMUNICATIONS AND MEDICAL SERVICE,  
WHICH WILL BUILD UP A BOND OF RESPECT AND CONFIDENCE BETWEEN  
THE PRIVATE CITIZEN AND HIS GOVERNMENT.

(SLIDE 1 OFF)

WHILE IT IS PATENTLY IMPOSSIBLE TO PREDICT EXACTLY WHERE, HOW AND WITH WHAT THE ARMY MAY BE REQUIRED TO FIGHT IN THE FUTURE, CONTINUOUS EFFORTS MUST BE MADE TO INSURE THAT WE WILL BE IMMEDIATELY READY. IN EVERY AREA THAT AFFECTS COMBAT EFFECTIVENESS, THE ARMY MUST BE PREPARED --- PHYSICALLY AND MENTALLY --- TO FIGHT WITH WHAT IT HAS. AND, IN THE PREPARATION FOR ANY CONTINGENCY, THE FULLEST, MOST EFFICIENT USE MUST BE MADE OF THE NATION'S RESOURCES ENTRUSTED TO THE ARMY.

#### ORGANIZATION FOR COMBAT

PARAMOUNT TO THE EFFECTIVE UTILIZATION OF MANPOWER AND MATERIALS IS THE QUESTION OF ORGANIZATION, AS ARMIES OPERATE AND FIGHT AS ORGANIZATIONS, NOT AS MOBS OR GROUPS OF INDIVIDUALS. SCHEMATICALLY, AN ORGANIZATION CAN BE VIEWED AS BEING COMPOSED SIMPLY OF MEN AND EQUIPMENT. MEN WITH VARIOUS KINDS AND DEGREES OF SKILLS, AND EQUIPMENT OF VARIOUS TYPES AND CAPABILITIES. TO THIS SKELETON ARE ADDED

**TRAINING, FUNCTIONS, AND CONCEPTS OF OPERATION MAKING A MILITARY UNIT THAT IS CAPABLE OF PERFORMING ANY OF A SERIES OF MISSIONS WHICH MAY BE ASSIGNED.**

**IN TERMS OF ORGANIZATION, THE KEYSTONE OF THE ARMY'S COMBAT POWER IS THE DIVISION. THE UNITED STATES ARMY ENDED WORLD WAR II WITH THREE BASIC DIVISION ORGANIZATIONS --- INFANTRY, AIRBORNE AND ARMORED --- ORGANIZED WITH THREE MAJOR COMBAT ELEMENTS. THEY WERE PROVEN WINNERS, AND IT IS ALWAYS DIFFICULT AND DANGEROUS TO CHANGE A WINNING COMBINATION WITHOUT A CLEAR, UNMISTAKABLE REASON FOR DOING SO. SIGNIFICANT CHANGES WOULD NOT BE MADE WITHOUT THE EXERCISE OF A GREAT DEAL OF CAUTION, FOR THESE DIVISIONS HAD FOUGHT AND WON ... ON TROPICAL PACIFIC ISLANDS, IN ITALIAN MOUNTAINS, AFRICAN DESERTS, AND ON THE PLAINS AND IN THE FORESTS OF FRANCE AND GERMANY. THEY HAD MOUNTED AMPHIBIOUS OPERATIONS, CONDUCTED OFFENSIVE AND DEFENSIVE OPERATIONS, BREAKTHROUGHS AND EXPLOITATIONS.**

## ENTER THE NUCLEAR AGE

THE ARMY FOUGHT --- AND FOUGHT SUPERBLY --- IN KOREA  
WITH BASICALLY THE

(SLIDE 2 ON)

SAME ORGANIZATIONAL STRUCTURE. HOWEVER, THE ADVENT OF  
TACTICAL NUCLEAR WEAPONS SIGNIFICANTLY AFFECTED CONCEPTS  
OF FUTURE WAR, AND FORCES A REAPPRAISAL OF OUR EXISTING  
ORGANIZATIONS.

DIVISIONS OF THE FUTURE REQUIRED A GREATLY EXPANDED  
CAPABILITY TO DISPERSE AND REGROUPS RAPIDLY, TO FIGHT  
INDEPENDENTLY, AND TO CAPITALIZE ON THE MASSIVE FIREPOWER  
OF NUCLEAR WEAPONS. THIS NECESSITATED MUCH GREATER  
MOBILITY, LESS CENTRALIZED CONTROL, LONGER RANGE AND MORE  
RELIABLE COMMUNICATIONS -- AND MISSILES. FROM THIS  
ANALYSIS, THE PENTOMIC DIVISION EMERGED: SO NAMED BECAUSE  
OF ITS BASIC MANEUVER FORCE OF FIVE BATTLE GROUPS, THE  
ORGANIZATION APPLIED ONLY TO INFANTRY AND AIRBORNE DIVISIONS.

WORLD EVENTS QUICKLY CAUGHT UP WITH THE PENTOMIC DIVISION. INCREASED RECOGNITION BY ARMY PLANNERS OF THE PROBABILITY OF NUCLEAR STALEMATE AND THE CONSEQUENT LIKELIHOOD OF NON-NUCLEAR COMBAT LED TO A REAPPRAISAL OF THE PENTOMIC DIVISION STRUCTURE. BASICALLY, IT WAS DETERMINED THAT IT LACKED THE REQUISITE STAYING POWER FOR THIS TYPE OF SUSTAINED COMBAT, AND ITS FIRE SUPPORT WAS TOO MUCH DEPENDENT ON ITS ATOMIC CAPABILITY. HENCE, NEW STUDIES WERE INITIATED UNDER THE PROJECT NAME - REORGANIZATION OBJECTIVE ARMY DIVISIONS. THE SHORT TITLE OF THIS PROJECT WAS R O A D, FROM WHICH HAS COME THE FAMILIAR NAME FOR THE ARMY'S NEW DIVISION -- THE ROAD DIVISION.

(SLIDE 2 OFF)

### ROAD DIVISIONS

THE FIRST DIVISIONS TO BE ORGANIZED UNDER THE ROAD CONCEPT WERE THE 1ST ARMORED DIVISION AND THE 5TH INFANTRY DIVISION (MECHANIZED) IN FEBRUARY 1962. THE NAMING OF THESE TWO DIVISIONS SHOULD MAKE EVIDENT TWO POINTS

CONCERNING THE ROAD ORGANIZATION; FIRST: THIS REORGANIZATION APPLIED TO ARMORED AS WELL AS TO INFANTRY AND AIRBORNE DIVISIONS, AND SECOND: A FOURTH DIVISION TYPE -- MECHANIZED INFANTRY -- WAS BROUGHT INTO THE ARMY STRUCTURE.

// YOUR EXPERIENCE IN COMMANDING FIRST MECH --  
TO INCLUDE MANEUVERS //

(SLIDE 3 ON)

THE FOUR TYPES OF ROAD DIVISIONS ARE BASICALLY SIMILAR. EACH IS ORGANIZED WITH A DIVISION BASE CONSISTING OF THE DIVISION HEADQUARTERS, THREE BRIGADE HEADQUARTERS, AND CERTAIN COMBAT SUPPORT ELEMENTS. TO THIS BASE CAN BE ADDED COMBAT BATTALIONS -- INFANTRY, TANK, AIRBORNE, OR MECHANIZED -- IN ANY DESIRED MIX. THE DIVISION COMMANDER CAN THEN VARY THE COMPOSITION OF HIS THREE BRIGADES BY ATTACHING BATTALIONS AS THE SITUATION DICTATES. THIS ORGANIZATIONAL CONCEPT APPEARS TO BE THE ANSWER TO MISSION OR SITUATION VARIATIONS THAT MIGHT NORMALLY CALL FOR THE

CREATION OF A SPECIAL UNIT. UNDER THE ROAD CONCEPT, SUCH VARIATIONS WOULD CAUSE MERELY A CHANGE IN THE NUMBER AND TYPES OF BATTALIONS ASSIGNED.

THE ROAD ORGANIZATION IS NOT A RADICAL DEPARTURE FROM ESTABLISHED CONCEPTS: ARMORED DIVISIONS IN WORLD WAR II WERE ORGANIZED ALONG THE SAME GENERAL LINES, EXCEPT THAT THE NUMBER OF BATTALIONS WITHIN THE DIVISION WAS FIXED. THE NEW DIVISIONS DO, HOWEVER, FURNISH A PERFECT EXAMPLE OF THE ARMY'S ABILITY TO INSTITUTE SIGNIFICANT CHANGES WHENEVER THE NEED APPEARS -- IN PEACE OR WAR.

(SLIDE 3 OFF)

THE BATTALION BUILDING-BLOCK CONCEPT OF DIVISION ORGANIZATION WILL QUITE PROBABLY BE WITH US FOR A LONG TIME. HOWEVER, CHANGES AND ADJUSTMENTS CAN BE EXPECTED AS NEW ITEMS OF EQUIPMENT ARE DEVELOPED, OR TACTICS REVISED. EVEN NOW, EXTENSIVE TESTS ARE BEING CONDUCTED TO DETERMINE MORE FULLY THE TACTICAL POTENTIAL OF AIRCRAFT.

## INCREASING MOBILITY

THE ARMY'S 11TH AIR ASSAULT DIVISION AT FORT BENNING,  
IS A TEST UNIT

(SLIDE 4 ON)

EXPRESSLY DESIGNED TO EXPLORE ASPECTS OF AIR TACTICAL MOBILITY,  
UTILIZING BOTH FIXED WING AIRCRAFT AND HELICOPTERS.

(SLIDE 4 OFF ----- SLIDE 5 ON)

RESULTS OF THE TESTS BEING CONDUCTED

(SLIDES OF 11TH AA EQUIPMENT ALSO)

SHOULD HELP DETERMINE HOW THE ARMY CAN BEST EXPLOIT

(SLIDE 5 OFF ----- SLIDE 6 ON)

THE BATTLEFIELD MOBILITY OFFERED BY THE NEW, RUGGED FAMILY  
OF ARMY AIRCRAFT.

(SLIDE 6 OFF ---- SLIDE 7 ON)

THE ARMY IS NOW DEVOTING A GREAT DEAL OF ATTENTION  
TO THE PROBLEM OF ENHANCING ITS MOBILITY ---

(SLIDE 7 OFF)

NOT ONLY WITH AIRCRAFT, BUT ALSO WITH LIGHTER, LONGER-RANGE

TANKS AND PERSONNEL CARRIERS, SELF-PROPELLED ARTILLERY,  
MORE MOBILE MISSILES, MORE RESPONSIVE RESUPPLY PROCEDURES,  
AND LITERALLY DOZENS OF OTHER INNOVATIONS. THIS DEEP CONCERN  
WITH GREATER MOBILITY SHOWS AGAIN THE ARMY'S DETERMINATION  
NOT TO BE PREPARED FOR THE WRONG WAR. WORLD WAR I WAS  
FIRE-POWER'S WAR, WITH ITS IMMENSELY IMPROVED ARTILLERY  
AND DEADLY MACHINE GUNS. MOBILITY CAME INTO ITS OWN  
AGAIN IN WORLD WAR II WITH TANKS, TRUCKS, AIRPLANES, AND  
LANDING CRAFT. SOMETIME AFTER WORLD WAR II, THE SPECTER  
OF NUCLEAR WEAPONS AGAIN MADE FIREPOWER APPEAR DECISIVE.  
ATTEMPTING TO PREDICT WHAT MAY BE THE DECISIVE FACTOR IN  
WARS OF TOMORROW IS OF PARAMOUNT INTEREST TO THE ARMY  
TODAY.

COMBAT DEVELOPMENTS COMMAND

THE ARMY'S COMBAT DEVELOPMENTS COMMAND --

ESTABLISHED IN 1962 --

(SLIDE 8 ON)

BEARS THE HEAVY RESPONSIBILITY FOR DETERMINING THE ROLE OF THE ARMY IN POSSIBLE FUTURE WARS. IN THE WORDS OF ITS COMMANDING GENERAL, LT GENERAL DWIGHT E. BEACH, CDC "PERFORMS CONCEPT STUDIES AND MAKES RECOMMENDATIONS ON HOW THE ARMY SHOULD BE ORGANIZED, HOW IT SHOULD BE EQUIPPED, AND HOW IT SHOULD FIGHT -- NOW AND IN THE FUTURE." THESE FUNCTIONS ENCOMPASS THE FORMULATION OF CURRENT TACTICAL DOCTRINE AND THE DETERMINATION OF THE TYPES OF FORCES AND MATERIEL NEEDED IN THE FUTURE, AND HOW THESE FORCES AND MATERIEL SHOULD BE EMPLOYED. STATEMENTS OF REQUIREMENTS AND OBJECTIVES, FIELD MANUALS, AND TABLES OF ORGANIZATION AND EQUIPMENT ARE THE END PRODUCTS OF THIS COMMAND. ESTABLISHMENT OF THE COMBAT DEVELOPMENTS COMMAND WAS A POSITIVE FORWARD STEP BY THE ARMY TO INSURE CONSTANT SCRUTINY OF ITS ORGANIZATION AND DOCTRINE, ALWAYS WITH A VIEW TOWARD THE FUTURE. RESPONSIBILITY FOR CONTINUOUS STUDY OF THIS NATURE WAS PREVIOUSLY SHARED BY SEVERAL ARMY AGENCIES.

(SLIDE 8 OFF)

## ARMY MATERIEL COMMAND

OF COURSE, ORGANIZATION AND DOCTRINE MUST HAVE THE PROPER EQUIPMENT TO SUPPORT THEM. ALL THREE ARE EQUALLY IMPORTANT LINKS IN THE CHAIN OF COMBAT

(SLIDE 9 ON)

EFFECTIVENESS. TO PROVIDE AND MAINTAIN THIS EQUIPMENT, ANOTHER RELATIVELY NEW COMMAND -- THE ARMY MATERIEL COMMAND (AMC) -- WAS ESTABLISHED. ITS PRIMARY PURPOSE WAS TO CONSOLIDATE MANY FRAGMENTED LOGISTICAL ACTIVITIES UNDER ONE HEAD. THIS COMMAND IS LARGELY RESPONSIBLE FOR DEVELOPMENT, PROCUREMENT, SUPPLY, AND MAINTENANCE OF ARMY MATERIEL: FUNCTIONS THAT BEFORE WERE PERFORMED BY THE SEVERAL TECHNICAL SERVICES.

AMC PROVIDES A SINGLE SOURCE OF SUPPORT TO USERS. IT ALSO PROVIDES CLEARCUT LINES OF RESPONSIBILITY, GREATLY SIMPLIFYING COORDINATION WITH PRIVATE INDUSTRY. THIS INTEGRATION MAKES POSSIBLE MORE EFFECTIVE USE OF THE MOST ADVANCED MANAGEMENT TECHNIQUES, THEREBY REDUCING LEAD TIME

AND COSTS. THE ARMY MATERIEL COMMAND COMMENCED ITS OPERATION IN AUGUST OF 1962 WITH AN INVENTORY OF APPROXIMATELY \$25 BILLION AND RESPONSIBILITY FOR THE ANNUAL EXPENDITURE OF APPROXIMATELY \$7-1/2 BILLION. BUSINESS OF THIS MAGNITUDE CANNOT BE SADDLED WITH OBSOLETE, INEFFICIENT PRACTICES, AND I ASSURE YOU THAT AMC IS NOT, AS IT STRIVES TO PROVIDE THE U.S. SOLDIER WITH THE BEST AVAILABLE EQUIPMENT AT THE LOWEST POSSIBLE COST TO THE U.S. TAXPAYER.

(SLIDE 9 OFF)

#### CONARC AND TRAINING

WE HAVE TALKED ABOUT THE ARMY'S NEW DIVISIONS; THE COMBAT DEVELOPMENTS COMMAND, RESPONSIBLE FOR DOCTRINE AND ORGANIZATION, AND THE ARMY MATERIEL COMMAND, RESPONSIBLE FOR EFFICIENT LOGISTIC PROCEDURES. ONE THING I HAVEN'T MENTIONED ARE THE SOLDIERS WHO ALONE MAKE ALL THE REST MEANINGFUL.

IN THE ARMY, CHANGE IS NOT SOUGHT FOR ITS OWN SAKE. IT IS ONLY SOUGHT WHEN IT IS MEANINGFUL, WHEN IT BRINGS PROGRESS IN SOME WAY. THE CHARACTERISTICS OF THE AMERICAN SOLDIER NEED NO CHANGE. AT VALLEY FORGE, MEUSE ARGONNE, NORMANDY OR PORK CHOP HILL, THE SAME CHARACTERISTICS WERE EVIDENT. RECENTLY, HOWEVER, THE ARMY HAS INSTITUTED SOME CHANGES DIRECTED TOWARD INCREASING THE COMBAT EFFECTIVENESS OF THE INDIVIDUAL SOLDIER.

IN ADDITION TO DETERMINING HOW THE ARMY SHOULD FIGHT, AND PROVIDING THE EQUIPMENT TO FIGHT WITH, THERE EXISTS THE RESPONSIBILITY OF ASSURING THAT OUR TROOPS ARE READY TO FIGHT. IMPLEMENTING THE MANY ASPECTS OF THIS HEAVY RESPONSIBILITY IS THE TASK OF THE REALIGNED UNITED STATES CONTINENTAL ARMY COMMAND UNDER GENERAL HUGH P. HARRIS. HE COMMANDS THE PRINCIPAL OPERATING AGENCY IN THE UNITED STATES FOR DEPARTMENT OF THE ARMY CONSISTING OF THE SIX XI ARMIES AND THE MILITARY DISTRICT OF WASHINGTON, THE ARMY

RESERVE, AND THE ARMY TRAINING BASE. USCONARC IS RESPONSIBLE FOR ACHIEVING COMBAT READINESS OF ZI ARMY UNITS, FOR TRAINING THE INDIVIDUAL ARMY OFFICER AND ENLISTED MAN, AND FOR OPERATING AND MANAGING THOSE ARMY INSTALLATIONS AND RESOURCES WHICH SUPPORT THE ACTIVE ARMY AND RESERVE COMPONENTS UNITS.

OTHER RECENT INNOVATIONS HAVE HAD A DIRECT AND IMMEDIATE IMPACT UPON THE COMBAT SOLDIER. PRIMARILY, THESE ARE THE CHANGES IN THE EQUIPMENT THAT HE USES DAILY.

#### MODERN MATERIEL

JUST SINCE THE END OF THE KOREAN WAR, PRACTICALLY ALL IMPORTANT ITEMS OF

(SLIDE 10 ON)

COMBAT EQUIPMENT HAVE BEEN REPLACED BY NEW, IMPROVED VERSIONS. FOR SOME EXAMPLES: TACTICAL RADIOS HAVE BEEN

(SLIDE 10 OFF -- SLIDE 11 ON)

REPLACED BY A WHOLE NEW FAMILY OF LIGHTER, LONGER-RANGE RADIOS;

THE OLD RELIABLE M-1 RIFLE, THE CARBINE, AND THE BROWNING  
AUTOMATIC RIFLE HAVE ALL BEEN REPLACED BY THE

(SLIDE 13 ON)

SUPERIOR MULTI-PURPOSE M-14 RIFLE; THE .30 CALIBER  
MACHINE GUNS HAVE BEEN REPLACED BY THE NEW M-60, WHICH ---  
LIKE THE M-14 --- USES THE STANDARDIZED NATO 7.62 mm CARTRIDGE;  
THE TANKS OF WORLD WAR II AND KOREAN VINTAGE ARE BEING REPLACED

(SLIDE 14 ON)

BY THE M-41 LIGHT TANK --- AND

(SLIDE 15 ON)

THE M-60 MAIN BATTLE TANK;  
A NEW ARMORED PERSONNEL CARRIER,

(SLIDE 16 ON)

THE M-113, ON YOUR RIGHT, IS PROVING A TREMENDOUS IMPROVE-  
MENT OVER PREVIOUS VERSIONS; FINALLY, A VEHICLE NEW IN DESIGN  
AND CONCEPT -- THE M-114 ARMORED PERSONNEL VEHICLE, ON THE LEFT,  
HAS RECENTLY BEEN INTRODUCED.

~~INTRODUCED.~~ THIS LISTING COULD CONTINUE ALMOST INDEFINITELY; NEW AIRCRAFT, TRUCKS, AND ARTILLERY ARE CONTINUALLY BEING DEVELOPED AND BROUGHT INTO THE ARMY.

BUT, PERHAPS THE MOST FAMILIAR EXAMPLE OF ARMY PROGRESS IN THE MATERIEL LINE IS DEVELOPMENT IN THE MISSILE

(SLIDE 16 OFF - SLIDE 17 ON)

FIELD. THE ARMY GOT INTO THE MISSILE BUSINESS EARLY WHEN A FEW FARSIGHTED OFFICERS, NEAR THE END OF WORLD WAR II, RECOGNIZED THE FUTURE IMPORTANCE OF MISSILES

(SLIDE 17 OFF - SLIDE 18 ON)

AND ARRANGED TO BRING GERMAN EXPERTS AND MISSILE PARTS BACK TO THE UNITED STATES. FROM THIS BEGINNING, THE ARMY HAS CONTRIBUTED SIGNIFICANTLY IN SPACE EXPLORATION, AND HAS BEEN THE LEADER IN DEVELOPMENT OF SURFACE-TO-SURFACE AND SURFACE-TO-AIR MISSILES.

(SLIDE 18 OFF - SLIDE 19 ON)

THIS, TOO, IS AN AREA IN WHICH RESEARCH AND DEVELOPMENT NEVER CEASES;

(SLIDE 19 OFF - SLIDE 20 ON)

NEW AND BETTER MISSILES ARE CONSTANTLY BEING INTRODUCED  
INTO THE ARMY ARSENAL.

(SLIDE 20 OFF)

THE ULTIMATE WEAPON

IN ALL OF THESE EQUIPMENT AREAS THAT DETERMINE  
COMBAT EFFECTIVENESS -- FIREPOWER, MOBILITY, AND  
COMMUNICATION -- THE ARMY STRESSES EQUIPPING THE MAN,

(SLIDE 21 ON)

RATHER THAN MANNING THE EQUIPMENT. THE WEAPONS, THE AIR  
AND GROUND VEHICLES, AND THE RADIO SETS ARE PRODUCED FOR  
USE AND CONTROL BY THE SOLDIER. HE IS OUR ULTIMATE WEAPON.

IN THIS FUNDAMENTAL CONCEPT THERE IS NO CHANGE.  
THE ARMY HAS, AND WILL ALWAYS, CONSIDER PEOPLE TO BE ITS  
MOST IMPORTANT RESOURCE.

(SLIDE 21 OFF)

AS WE MOVE CONFIDENTLY INTO THE FUTURE, WE RELY ON THE  
AMERICAN MEN AND WOMEN IN UNIFORM AS OUR BEST WEAPON AND

MOST VALUABLE ASSET. THIS HAS BEEN THE ARMY VIEW SINCE THAT TIME ALMOST TWO HUNDRED YEARS AGO WHEN WE NUMBERED ONLY 80 MEN AND A HANDFULL OF OFFICERS WITH THE SOLE COMMITMENT TO GUARD SUPPLIES AT FORT PITT AND WEST POINT. TODAY, WHEN THE ARMY TOTALS CLOSE TO A MILLION MEN AND WOMEN IN UNIFORM, IT IS STILL THE AMERICAN SOLDIER

(SLIDE 22 ON)

WHO STANDS AS OUR GREATEST SINGLE STRENGTH.

SO, MY CONCLUDING THOUGHT IS THIS: ALTHOUGH THE ARMY RECOGNIZES THE NEED FOR PROGRESSIVE CHANGES IN ORGANIZATION, TACTICS, AND MATERIEL UNDER A PROGRAM OF FRUGALITY, ALL THIS EFFORT IS DIRECTED TO THE SINGLE PURPOSE OF CONTRIBUTING TO THE EFFECTIVENESS OF THE FIGHTING MAN -- WHOSE STAMINA, COURAGE, PATRIOTISM, AND DETERMINATION ARE UNCHANGING. THESE ARE THE IMMUTABLE CHARACTERISTICS OF THE AMERICAN FIGHTING SOLDIER, AS WELL AS THE WELL-SPRINGS OF STRENGTH -- FOR OUR ARMY AND FOR OUR NATION.

WE AT THE INFANTRY CENTER FEEL THAT WE HAVE THE  
RESPONSIBILITY OF DEVELOPING THIS ULTIMATE WEAPON --  
THE INFANTRY SOLDIER -- AND WE FEEL THAT HE WILL ALWAYS  
PLAY A PREDOMINANT ROLE IN ANY FUTURE WAR.