



SCHOOL OF EXTENSION STUDIES

Major General W. P. Fisher, USAF

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Reviewed by Dr. M. S. Reichley on 20 December 1963.

INDUSTRIAL COLLEGE OF THE ARMED FORCES

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SCHOOL OF EXTENSION STUDIES

3 December 1963

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Reporter--Grace R. O'Toole

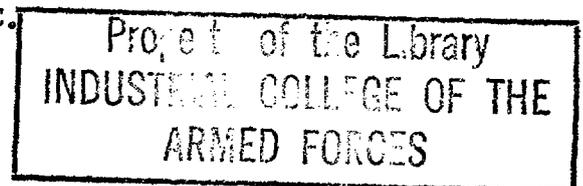
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COLONEL HUDDLESTON: Admiral Rose, General Stoughton, Members of the Faculty, and Students: Here in the Industrial College we pride ourselves on getting things started on time. This is particularly true when we have our seminar teams in the field. We pride ourselves on promptness and being right on the button.

However, here this morning, just a few seconds to go and General Fisher not yet in sight, it looks as though we may have dropped the ball.

(Record) This is General Fisher speaking. I am just leaving the office. I'll be with you in a moment.

Admiral Rose, General Stoughton, Gentlemen: Early this ^{1AS}fall when I spoke to you briefly, I mentioned that later on in the year we would give you some more information on the School of Extension stStudies.

I know that many of your wives attended the seminar given in the Post Theater this fall. It probably told you something about the matter of presentation, but this is not the whole story. ^{J.}

Later in this period Colonel Stefen, Director of the Seminar ⁻⁻Division, will cover that program in detail, and Colonel Ted Erb, the Director of the Correspondence Course Division, will give you a run-down on the economics of national security as we follow our correspondence course.

GENERAL FISHER: This very fine gadget is an electronic microphone. It is part of our field equipment which we take with us when we go out to give the seminars. It lets you be late to your own talk.

As I have indicated to you before, the School of Extension Studies has two divisions, the Correspondence Division and the Seminar Division. I will comment on them in that order.

The Correspondence Course is basic, but we make every effort to keep it current, and we continually replace the texts. These texts, as you know, are in your offices and in your seminar rooms. We have put in this year so far four texts and we hope to bring two more in this coming year. This will represent about a 30 percent upgrading and modernizing of the texts this year.

In qualifying for the courses, all military officers from all the services, including the Coast Guard, either on active or inactive status, are eligible for enrollment. They have to be in the grade of major, lieutenant commander, or above. Also, Federal employees, executives, GS-11's or above, are eligible. We have provisions for civilians and others to enroll also, if they don't meet these criteria, if they apply, and if in our opinion they have an adequate background or are in such a job or such a position that we feel it will be advantageous to them as well as to ourselves and to the services. Decisions, however, are made here at the school.

In addition, we have foreign nationals in the course, and in this particular case these applications are handled through the military attachés in the particular countries.

This course, of course, is not designed to train anyone. Just the

same as your course here it is an educational program and it imparts knowledge of our whole economic and industrial aspects of our security and the management of our resources, the same as you are doing.

The course material is organized into five separate component parts, which Colonel Erb will discuss with you in a few minutes. Our written examinations are given at the end of each one of these sections and also at the end of the course.

Our reserve officers who are not on extended active duty may earn up to 48 credit points for either retirement or retention.

On the National Security Seminars themselves we are rather proud of this program, and it seems to get a very good reception wherever it goes. Yesterday I opened one with Mr. McDermott at Sioux City, with the Blue Team. At the same time the Gray Team is at Huntsville, Alabama, for two weeks.

So far we have had more attendance this fall than we have ever had before--this is civilian attendance.

Perhaps I'd better take a moment here to point out the charter we operate this school under. The charter from the Joint Chiefs for the Industrial College overall not only provides for the seminar but provides for civilian attendance. We are often questioned as to why we are out educating civilians. This is particularly true in the education field. They sometimes wonder what we are doing. But the popularity of the course, which started some 15 years ago for reserve

training only for senior reservists received a great deal of interest from civilians, so the result was a great deal of pressure being brought to bear--I guess you would call it pressure, but interest in any event--and the Joint Chiefs did modify the charter, and we now have this in our charter.

I would like to give you some idea as to how we lay on this program annually. At the moment we are right now in the process of contacting some 25 cities in the country. Colonel Huddleston here is responsible for the advance arrangements and for contacting the cities. By the first of next April we will have selected 14 of these for the next year's program. These must be fairly widespread throughout the country, so that we don't have too much reserve travel for the reservists who are brought to active duty.

Several general factors apply in making these final selections--the geographical locations, the local interest, the facilities available, the civilian sponsors, previous seminars, and so forth. Primary consideration in the selection of these seminar cities is the interest shown by both the individuals and the organizations to undertake the sponsorship. Now I am talking primarily about civilian sponsorship.

As will be pointed out to you by Colonel Stefen in just a few moments, the sponsors of the seminars are, of course, the military services, or one of the military services, along with the civilian co-sponsor, which in most cases is the Chamber of Commerce, but can be an

educational institution. As to the size of the city, as a rule of thumb we like to select cities of over 100,000 population--not too large, though. We have tried several seminars in cities like New York and Philadelphia, and there is just too much going on. It seems to be swallowed up in the size of the city.

Our most successful seminars have been in places such as Sacramento, Cedar Rapids, last year, a good one we just completed in Odessa, Texas, and cities of about that size. However, if they are quite enthusiastic and if the supporting organizations want it badly enough, we do go to cities that are a little bit smaller.

Another important factor is the availability of facilities to put on the seminar. This means an auditorium where they can adequately handle the people. They have to have reasonable transportation and places for people to stay, and so forth.

Also, the previous seminars which have been held are important. We don't like to repeat in a city until about 3 or 4 years after the previous seminar has been completed.

The number of reservists who attend these meetings is pretty well fixed. Quotas are allocated to the services, and through their reserve organizations individuals are ordered to active duty for this period for their annual training. So this is pretty much a captive audience. They are there for two weeks on duty or pay status. Their transportation is paid. They attend this to get their annual training.

The number of civilians who can attend, however--and this we are quite interested in--is dependent to a very large extent on the general chairman and the interest he can get from the leading citizens of the community. We are interested primarily in getting the thinking and responsible people in the local communities to attend.

Once we make contact with a city, we set up an original meeting, an official visit. This includes a meeting in the city that is under consideration. At this particular time we ask the regions or the areas or the sectors to be represented by the military reserve people, the military area commanders, and the leaders of the community--the Chamber of Commerce, the professional people, representatives of educational institutions, women's clubs, clergy, and so forth. Then a representative of the school, usually, again, Colonel Huddleston, or Colonel Harper, conducts a briefing and question period for the potential military and civilian sponsors.

We tell them what is involved, what is going to be required, and the actions that are necessary to make this thing come off.

When the final selections have been made and all of the details have been worked out, we will call in the local chairman, who has now been designated, the seminar administrator, and their staffs. We will work out the timing for the seminar, the actual dates, and we will work out the publicity, the TV spots, the news media, the newspapers, and so forth, to generate local interest.

Once these 14 cities have been selected, which, as I say, will be by next April, then 7 cities are assigned to each of the two teams, the Blue Team and the Gray Team. From then on, they allocate in the teams themselves an advance officer, who will then continue to follow up and make the contacts with the people in the cities.

This in general is the way we lay the program on. Colonel Stefen will give you the details of the program and give you some indication as to the subject matter, how it is handled, and how it pretty much follows on and gives the same general program type of treatment that you get here in the 10 months that you are here.

As I say, we are very proud of the program. It has been very successful. In some of our cities it is more successful than in others. We are trying to find out right now what it is that makes the successful ones successful and what the problem is in those that are not successful.

Colonel Stefen, do you want to take over now?

COLONEL STEFEN: Thank you, General Fisher. Gentlemen: During the next few minutes we would like to tell some more of the nature of our National Security Seminar Program. As general Fisher mentioned, this is the program that some of your wives attended in the theater here at Fort McNair last September.

Normally the program runs two weeks, but your wives were exposed to the compressed version, whereby we cut some parts of the program out. Instead of running on a normal schedule of four lectures a day, we ran six and seven lectures a day, which, of course, is hard work for

anybody.

We have two teams of officers who give these national security seminars. They are made up of Army, Navy, Air Force, and Marine officers. The teams are called the Blue Team and the Gray Team. In spite of these names, there are just as many Yankees on the Gray Team as there are on the Blue Team.

In the first visual aid we look at what cities are having seminars this year. As you can see by this slide, the first two seminars have been completed by each team. At the present time the Blue Team is in Sioux City and the Gray Team is in Huntsville, Alabama.

The team then spends about exactly two weeks on the road, and then they come home for from 2 to 3 weeks. The Chambers of Commerce are normally the civilian sponsors. By the sponsor we mean that they are the ones who make the initial request for the seminar, and they are the ones who arrange the committees to be sure that it is a going seminar.

Educational institutions are frequently co-sponsors, such as colleges and sometimes men's organizations, such as the Shriners, who were once co-sponsors down at Atlanta, Georgia.

(Visual Aid) During the national security seminar we try to cover all the factors on which our national security depends, that is, our own strength and weaknesses as well as those of our allies and of our potential enemies. This is how we go about it.

We start with an opening ceremony. I might digress for just a moment here and tell you something that Mr. Val Peterson said before

the Industrial College a few years ago. What he said was that the Army would have a great deal more difficulty with their recruiting program without the benefit of parades and band music. We try to use some of these things in getting our national security seminar off to a start. We start with a band concert and then we get into the opening ceremony. We then frequently have the Mayor, the Governor, and a Congressman will sometimes leave Washington and go to the city in his State to be on the platform.

We have high-level speakers. The keynote addresses are normally made by Admiral Rose, General Fisher, or at other times we request government officials from Washington to go out and make these talks. During the past couple years we have had Dr. Seaborg of the Atomic Energy Commission and Mr. McDermott, who has talked before and who just opened the one at Sioux City. General Hershey opened the one at Huntsville yesterday. And we have had Mr. Pittman of the Civil Defense Office.

During the opening ceremony we have an expressive flag ceremony which even calloused old Air Force colonels find quite stirring. After the opening ceremony we have a short administrative orientation, and then we get right down to the business of the 32 lectures.

During the first week, as you can see, we give **some of the talks** which indicate our national strength, such as fuel and power, transportation, telecommunications, , human resources, strategic and critical

materials, and we give background talks, such as on geopolitics, geo-
and
economics, /talks on communism and counterinsurgency, to sort of develop
the people to the point where they are ready for the second week.

During the second week then we shift over to the international scene. We all know, and our conferees know, but we remind them, that our national strength is determined not only by the size of the Army, Navy, and Air Force but also by what other nations do, those that are allied with us, those that are allied against us, and even those that consider themselves to be neutral.

During the second week we try to point out the significance of each of these geographical areas. For example, in the Middle East talk we can point out the importance of the Middle East oil to the European nations, or the fact that the smoldering Arab-Israeli dispute could flare up spontaneously or promoted by communism, and that we might once more find ourselves deeply involved on the other side of the world.

We finish with a talk toward the end of the course on mutual security. I point this out because it is one of the talks that have the potentiality of rearranging people's thinking to a pretty high degree. If people are somewhat cool on our foreign aid programs they develop a more objective or friendly view as the result of this talk.

The last talk on Friday morning is called the challenge. It is the summation of the overall seminar. It is inspirational to a degree, and it points out the individual citizen's responsibilities as a member of a democratic organization.

The closing ceremony, then, is short, generally full of good will, congratulations, thank-you's, pats on the back. Admiral Rose or General Fisher will give a plaque to the city for their good work in promoting the seminar. Then they give a certificate of completion to one civilian conferee who represents all the civilians, and to one military conferee who represents all the military conferees.

Besides our 32 lectures we have two movies a day. These are carefully selected movites to augment the material presented in the lectures. They are the best that we can find. We keep upgrading our movie program all the time. During this past year we have had a particularly good crop of new movies, especially in the fields of civil defense and the space program.

As you can see, we also have quorums or question-and-answer periods. These quorums are closed. That is, the people write their questions on a piece of paper and submit them to the speakers maybe a couple days before the seminar, or maybe only a few minutes before. Some of the questions, as you can imagine, are not well phrased. Some people don't write in a clear, short style, so we must rephrase these questions. But when we get good questions that deserve an answer, if our speakers know the answers, of course, they use the information they have, but if they don't they might call us from the field and say, "We've got a question here which is good and we'd like to have some information on it." We then will go to maybe our good friend, Ed Freers,

or other sources here, get the information, and call it back to the fellows in the field, and when the day of the seminar comes they can stand up and give the information as if they knew the answers all the time.

We get many interesting questions, and I'd like to give you a couple, particularly in the area of civil defense. I'd like to quote this one verbatim. Somebody asked this question about the relationship about civil defense: "What are the military doing to overcome the fear of living complex?" How would you answer that one? Or a question like this: "If you run out of food in your fallout shelter, can you eat the family pets, even though they have died of radiation sickness?" Of course they can, and we usually toss in the old gag about the radiated canines being served as hot dogs.

We get lots of tough questions. We call these questions disappointments or frustrations, and they are frustrations or disappointments with our current foreign policies. These are recurring questions that we get many times in almost every city. Many times the same question shows up in one seminar. They are such questions as these: "When are we going to stop being so defensive and take the initiative to roll back the Iron Curtain?" "Why didn't we or why don't we knock down the Berlin wall?" "Why didn't we go to the aid of the Hungarians?" "Why didn't we or don't we invoke the Monroe Doctrine in Cuba?"

Well, sometimes we can try to answer these questions, but if we

do get quite a crop of them during one seminar we might roll them all into one, quote the question for them, and then give them an answer something like this: "These are questions of frustration, and when you express your frustration with our foreign policy to us, you are expressing it to the wrong people. We have nothing at all to do with the formulation of foreign policy nor do we carry your frustrations back to Washington to the people who do influence foreign policy. What you should do, rather than expressing your frustration to us, would be to give these expressions to somebody who can do something about it, that is, your elected representatives back in Washington."

Although we say this, we have no way of knowing whether they actually do this, and whether we are increasing the mail to the Congressmen or not.

I'd like to say a few words now about the make-up of our audiences. We do talk to reserve officers on active duty for two weeks and to civilians. The seminars are an educational program for these people, for the reservists and for the civilians. We not only welcome the civilian attendance but we stimulate and promote it. By "we" I don't mean we of the Industrial College but we collectively with the sponsors in the cities. We help them and advise them how they can promote these seminars.

We feel that the people who come and attend our seminars will become better informed and more responsible citizens. We feel this way and we say, "Why not make somewhat better citizens out of 1,000 people as opposed to only 100?"

In the past few years the civilian members of our audience have outnumbered the military. For example, last year we averaged 172 reservists per seminar and 233 civilians. Our largest registration was only a few weeks ago in Odessa, Texas, where we registered 1400 people. Our largest sustained attendance was in Sacramento last year when we had on the average 920 people per lecture.

We have some interesting times on the road. Sometimes we get picketed, as we did in Cedar Rapids. We had a seminar in the downtown theater and we found that pacifists were wandering up and down in front of the theater with placards over their shoulders and passing out handbills saying, "Don't attend this security seminar. Lay down your arms. Ban the bomb," and all this. And we have been carefully scrutinized by the John Birches. At Amarillo last year we expected them to give us a rather rough time. What happened was they came and they listened, and at the end of the first week they put a small ad in the paper, which said, "The John Birch Society wishes to thank the Industrial College of the Armed Forces for bringing the truth about communism to Amarillo." On the other hand, at Odessa, Texas, this year, they gave the Blue Team a rather rough time.

In our overall program, then, which we have been talking about, we try to get across the nature of the Communist threat and we emphasize the part that each conferee should play in our democratic society. We emphasize patriotism and duty to country.

Now, I mentioned before that the composition of our teams is made

up of Army, Navy, Air Force, and Marine officers. The normal tour on
the road lasts^{two years,} so that on the average half of our people will be leaving
the team each year. Next summer we will have vacancies on our teams for
officers of all services. What I am saying, then, is that next summer
we will have vacancies on the teams for some clean-cut, clear-eyed,
sure-footed, promising, young officers.

Now I might say a few words about what kind of job this is. It is
definitely a good job from the standpoint that you learn to speak well
and become comfortable before large audiences. It is an opportunity to
become an expert or at least to become quite well informed in the six
or seven areas that you talk about. It is a strong motivation to study,
to research, and to learn all you can about your subjects, to the de-
gree that you would read every newspaper that you could get your hands
on, every new magazine, watch all the news broadcasts on television and
listen to them on radio, to be sure that the information you put out is
absolutely up to the minute and correct. It is excellent training, and
the psychic income is high.

If any of you would like to know more about the program, you are
invited to come and see us. We are down the hall in Room 201.

I would now like to introduce Colonel Erb, who will discuss the
Correspondence Course Division, but before I do I want to be sure that
you are properly introduced, Ted.

Two years ago we were down in Charleston, South Carolina, at a
dinner party one evening. A lady saw Ted's name tag which said "Erb"

on it. She was talking to him as Colonel Erb, and finally she decided to become somewhat more friendly, and she said, "What is your first name?" He said, "Ted." She said, "I beg your pardon. What did you say your name is?" Once more he said, "Ted." She said, "How do you spell it?" He said, "T-e-d." "Oh," she said, "You mean Taid."

Taid, you're on.

COLONEL ERB: Gentlemen, some names stick, and that one certainly has stuck with me. You have heard from the audible partner of our team. I'm the silent partner. But I have made this little talk for you to develop the background that you may be able to use in the future and that should be of some value to you.

The Correspondence Course is world renowned, You are going to run into this course in the future. People are going to be taking it who are working for you. People are going to be wanting to know about the course. This could be overseas or here in the United States.

So for the next 10 minutes that have been allotted me, let me try then to give you an idea very quickly, touching a little more in detail on what the General touched on, of just what this Correspondence Course is all about.

The first thing I bring to your attention is the little blue book. You all have them in your student rooms. We put them in there just before you arrived in August, and we have also tried to keep them up to date. The General mentioned that to you already and said that there are two volumes which are in your rooms.

We have left you an opportunity to take a look to find one of our new volumes, Organization for National Security, a very valuable piece

of reference material. I think in the future you will find this material of value to you after you leave the College. So I think that will explain why I would like to take the next few minutes to describe just what this Correspondence Course is all about, in more detail.

(Slide) The general mission I have indicated for you here. As usual it follows in line with what you are doing and with what the Seminar Division is doing. I would like to point out some key words. There are references here to key positions, military, Government, industry, and to the Nation's economic structure. These key words are the words that indicate whom we enroll in the course--reserve officers, active officers--major, lieutenant commander, or above. We will take, say, a captain who has the requisite amount of formal educational background. The GS-11 ruling we follow rather closely, with the exception that we can make this proviso, that ^{if} the educational background is such that he can take and pass the graduate level course we can take him. So the key then, in addition to the rank level and the GS level, would be in the future for your reference: What does the man's background amount to, and does he look as if he has a good potential? If he does have a good academic background, the chances are that he will be accepted.

I would like to call to your attention that the way we handle it is by the prospectus, this little piece of paper which has in the middle of it an application form. This application form is sent in by the individual and is approved here at the College. This is the key to our

full publicity campaign.

(Slide) So much, then, for the mission and those key words that I wanted to point out. In addition to the United States operation and the operation with United States civilians we are also authorized by the JCS to carry this course to foreign officers and foreign personnel of friendly governments.

In doing that, we were allowed originally some 500 spaces in our program. Some years ago we asked for an increase to 1,000, and we are running now about 750 foreign officers and foreign senior civilians.

This is not an easy course for a person who has English as a second language. So we are very proud of our students and their ability to handle the graduate level course in the English language.

(Slide) The countries we cover are pretty much across the board. I have indicated them for you here. In other words, we have active students in all of those countries, and you may be surprised--or perhaps not so surprised after this little briefing--when you run into someone in one of the countries you are traveling in on your international field trips who will know all about the Industrial College. He may have an Industrial College lighter, or he may give you a cocktail in an Industrial College cocktail glass. They are very proud of their association with the College via the Correspondence Course.

As a matter of fact, to show you the pride that is generated, I have brought along three volumes. You will note that they have been very

carefully done, even to copying our famous blue cover. These volumes are in Spanish, done by one of the friendly governments in Latin America, three of our course of 21 volumes. The most recent one we received last week. They have promised that if all goes well we will have all 21 volumes in Spanish, in our library up in the Correspondence Course Division. They are a valuable adjunct to our course, and are certainly an indication of the pride with which people take this course and with which they hope to associate with the Industrial College.

I should indicate one other thing. The heavy percentage of our foreign students are in Latin America, by far.

So much for the foreign student part of the program. Now let me move on and touch in a bit more detail on what General Fisher mentioned to you about the format, so that, if somebody asks you in the future how this goes on you can give him a quick idea.

(Slide) First of all let me say that the text material is produced here at the College by Dr. Yoshpe and his Textbook Development Group. They call in help if they need it. One very popular book is a book called National Intelligence. This was written by a man who was brought into the College, a top intelligence man. This book has a very famous reputation. It is a wonderful, quick resumé of the intelligence pattern.

Let me get to Unit 1. As you would expect, Unit 1 is principally an introduction unit. An examination is given at the end of this unit. This is an open-book examination. They are not the kind of open-book

examinations where Question 1 is in the first part of the book and Question 2 follows thereafter. No, Question 1 could be in the index, Question 2 could be in the middle of the book, and Question 3 could be in a footnote. They are not easy examinations, even though they are open-book.

We move on then, after the first examination is written, to Resources and Consuming, and what to expect there. There is not too much change in this unit. I would like to point out that one of the problems in a correspondence course is, of course, updating the material. We have indicated that we have had a 30 percent figure of updating just in the last year--this year we are in now.

So I want to come now to the Management Concept and Practice. This is a brand, new textbook. It has been in the course just about a month and one-half now.

Moving on to Unit 3, which is what you would generally expect, the problem was to develop a new book in Procurement, because of the changes in the last years. It is actually in draft form now. We will be entering it in one of our new texts early next spring.

In Unit 4 we begin to broaden out, as you can see, and have a look at this book on National Intelligence, Economics, the Foreign Policy of our Country, Mutual Security, and Global Psychological Conflict. There's another exam here. Each one of these takes an exam. Then at the culmination of your total grade, we will give you your final grade for the course.

Finally we come to the problem of National Security, Unit 5. There are two very fine books, and I would like to point them out to you. One is Civil Defense, which we are very proud of. It was difficult to get out. It is an argumentative subject. It has now gone out in a large quantity, to even the State Directors of Civil Defense, with individual copies to the Army Engineers and to a number of people who hear about this material and we send it to them.

An other book is somewhat of a new departure. It is called New Dimensions and is really an anthology. This, of course, covers the revolution of rising expectations and the whole problem of counter-insurgency. So we have in this instance picked some fine writers in this field and have actually developed an anthology, and we are very proud of that.

So much, then, for the Unit operation. I might indicate in terms of time that, if somebody asks you about this, the average time for a student--part time, in the evenings, and week ends--to complete this entire course is 10 months. Now, we have some tremendous prodigies who can do it in 6 days. I don't recommend this at all. We also, of course, have some laggards, who are away behind. But 10 months is about the average across the board.

As far as the total number of students taking this course today is concerned, we are coming close to 6,000 this month, and foreign students, as I said, are about 750.

So much, then, for the modus operandi of the course.

(Slide) Now, finally, what is the payoff? The General has already indicated to you that the reserve officer receives 48 credit points. That's broken into two years--if he asks you. He can have 24 credit points for the first two units and 24 points for the last three units. He, the reserve officer, or the civilian who is in the course, receives a diploma at the end of the course. It's a very goodlooking diploma, designed by the Admiral and General Fisher and myself. It goes out to the field. If the student wishes and requests, he may receive that diploma from his supervisor, his commanding officer, or his boss. We hear from the field that people are very proud of the fact that the President of such and such a company made it a point to call his staff together to watch him present one of his employees our diploma.

In addition, we perform a function which keeps people in contact with the College over the years. Some of you may, for instance, write a paper this spring which we think is particularly good. We will then reproduce that paper of yours in some 5,000 copies and send it across the world. One of the students last year wrote a very interesting paper on Military-State Department Relationships. It was considered so good that it was sent out this summer. So maybe you are going down in history as being published and sent out to our large body of students. We have a tremendous number of thank-you notes for this kind of continuing contact.

Now, as for your own personal interest, the set of books, 21

volumes, belong to you when you graduate next June. We will be most delighted to turn them over to you, a brand new set, for you to take to your next station or your next job. Remember, we are up here on the third floor in the extreme northwest corner of the building. If you don't want to pack this material we will be delighted to even mail it to your next place of business.

So that's the Correspondence Course, something that I think you should be proud to be associated with. I think now, if somebody asks you something about it in the future, perhaps you can give them a bit more of an answer.

I have been asked, as anchor man, to take over in terms of questions and throw the meeting open to questions. If any of you have any in connection with my business or Stef's business or the General, we are available for those questions now.

QUESTION: What is the cost to civilians to attend the seminar?

GENERAL FISHER: This thing is on a sliding scale. We ask the general chairman of the Chamber to keep the cost down to a minimum. For a normal participant it runs around \$10, for the two weeks. We cut it down to, say, \$5 for clergymen and educators, and \$2 for wives, and so forth. It never runs more than \$10.00.

QUESTION: Sir, I didn't recognize on that first line any college towns. I imagine that such towns would offer tremendously fertile grounds for your seminars. I think the college student hasn't the foggiest notion what national security is. How much weight do you attach to a place

as being a college or university town?

GENERAL FISHER: We don't give too much consideration to this. This is not aimed primarily at college students. This is aimed at reservists and also the leading citizens in the community. These are the people the seminars are actually aimed toward. As a matter of fact, we get varying degrees of interest from the universities.

We attempt to get their support and interest. At Odessa, Texas, for instance, we had extremely good cooperation. We conducted the seminar in the Odessa College auditorium, and they were quite helpful and very much interested. In some other places we have had less than enthusiastic support. In Columbus, Ohio, we didn't do so good.

QUESTION: One of the big problems in correspondence education is drop-outs. What do you do to maintain interest and command for the first lesson? What do you do to prevent drop-outs?

COLONEL ERB: We have a high percentage of completion, primarily because, unless somebody takes some actual action we don't call him an enrollee. This helps a lot. In other words, he becomes a drop-out after he has actually begun the course. So our figure is 67 percent.

Also, I must make this point--with the 48 credit points we have reserve officers who are most anxious to complete the course.

In answer to your question on how we keep the ball rolling, this is a laborious process. I'll tell you how we do it. We attempt to run a very high-class correspondence course. We use the best of paper. We attach our signatures individually to each paper. We use an automatic

script pen for the Admiral's signature and for General Fisher's signature on the diplomas.

We have a follow-up system on this correspondence work. We constantly needle the students. All these units are handled in terms of schedules, 12 weeks per unit. Within 30 days after, if we have no answer from the student in the field we send him a letter telling him we haven't heard from him and wondering if he is all right. If we still don't hear we send another letter. There is a constant follow-up. That's the only thing we can do. There is a constant, personal attention and follow-up. That's the only way we can reach that 67 percent.

QUESTION: The USIA has had considerable difficulties with explaining U. S. foreign policy in the United States and it is extremely difficult for them to explain our position overseas. I gather that some of your subjects do include an explanation of our international relations and attitudes here in this country. I wonder if you have had any political difficulties.

GENERAL FISHER: Are you speaking of the Correspondence Course or of the Seminar?

STUDENT: The Seminar.

GENERAL FISHER: All of our talks are cleared very carefully, as you might imagine, through the respective executive branch of the Government concerned--Agriculture, State Department, and so forth. As these things change, the individual speaker who presents these talks modifies them. In your case this is done through Mr. Freers, The State Department Adviser

here, to be absolutely sure that we are in this thing together.

We do not attempt in these presentations to defend or to detract from any of the positions. We merely present them. While it is very difficult to keep personal opinion out, I think we have done a pretty good job on this. It is most important that we do.

When we do get somebody with firm opinions who expresses them in the questions, we point out that that is his prerogative. We avoid controversy. This is the way we get by with this.

People question us right off the bat, before they know what the program is. One of the statements you hear quoted is: "Here is a bunch of military people out here to pass out the party line." We have to be extremely careful.

QUESTION: Do the National War College and the service war colleges have extension courses, and if so, how do they compare in scope?

COLONEL ERB: They don't have one at all in the National War College--a Correspondence Course.

VOICE: The Naval War College has one.

COLONEL ERB: Yes, sir. It's much broader, I would say. There is only one graduate level course, to my knowledge, being run by the Department of Defense, and the services, and that's run by the Industrial College of the Armed Forces.

GENERAL FISHER: Except for the Navy.

QUESTION: I would like to explore a little more the sponsorship of the seminars on the road and the military organizations that take part.

GENERAL FISHER: It's the military area that is dominant. In Sioux City it's the Army. It's the Air Force in Atlantic City. It depends on who is best able to handle it, in our opinion, with the organization they have.

Also let me point out another thing. You see nothing but Air Force sequence here this morning.

COLONEL ERB: The request is permitted. I'd like to get rid of some of these Air Force types.

ADMIRAL ROSE: I'd like to tell you a story, and it happens to be true. During the war we had a lot of submarines operating in the far Pacific. Toward the end of the war, as you know, there were many Japanese ships left to sink. This submarine was out on patrol and had been out for 30 days or so. For some reason they got a flu epidemic aboard. These things do happen. A lot of people were sick. They included a great many of the lookouts. They were really down. They had about 20 men sick.

But the Captain had a very fine colored steward. As you know, colored men have exceptional vision. They have better vision than most of us have. This was a good, reliable man. The Captain decided to put him on lookout duty. He got Sam in and said, "Sam, you have been

on the bridge. You know what the lookouts do." He said, "Yes, Captain, I know." The Captain said, "As you know, the chief threat is by small Japanese planes coming in, and our lives depend on our seeing such a plane and getting submerged before the pilot sees us." Sam said, "Yes, sir, Captain, I know." The Captain said, "You, know, this is a brand, new submarine. It's worth \$7 million. Your taxes helped pay for it." Sam said, "Yes, sir, Captain, I understand." The Captain said, "Also, there are 110 men on this boat, and the lives of all those men depend on you seeing that plane before the pilot sees us." Sam said, "Yes, sir, Captain, I understand. And there's me to think about, too."

The reason I told the story is this. I know a young man was doing the GW course which many of you are doing. He was doing it in Norfolk, not here. They didn't have unlimited access to all the libraries that you all have access to. He said that the little blue books were available in Norfolk. They are available most everywhere. He said they were an excellent reference collection on this GW master's course that he was taking. I am sure you will find this is true.

In other words, if once in a while in the GW work you want to find in not 10 volumes but in a couple of paragraphs some information on a particular subject, you may very well find it in one of the little blue books.

I would like to emphasize the business of keeping them up to date. It's quite a task. What we try to do is publish a new volume on the

same subject about every three years. This is quite a job. We don't quite make it. In the last two years we have emphasized the updating of the books and have increased the size of our Textbook Development Group. As was pointed out, Dr. Yoshpe and his own immediate people don't do it all by themselves. They get help from the School of Resident Studies and from other people. We have a contract for this. We have had better luck not doing it on a pure outside contract basis but doing it where we have some control over it.

So that the little books, I think, are good. I want to take a set with me, because I might have to do something on economics after I leave here. You can't tell.

Don't laugh at Colonel Stefen's comment about the fact that we do need and have amongst you an outstanding source for 3 or 4 men, maybe only 2, and maybe zero. But you have got enough candidates for the teams.

I have opened or closed, usually closed, I suppose a dozen or 15 of these seminars in the last 2½ years. Let me say this. I have never seen civilians and, of course, the reserve officers who are in uniform for the two weeks but are basically civilians, as enthusiastic about a program as they have been about these seminar programs.

People say this: "Why don't we make this a requirement for every high school student, every college student, and so forth?" The answer is that our charter says, "The program is directed at reserve officers," and it doesn't say, incidentally, but this is implied, that it is directed also at selected executives of the communities in which the programs are

given.

This comes back to the question that was raised. We are the only outfit, as far as I know, in the United States, paid by the Government, that can talk to the United States citizens about public affairs. As you know, U.S.I.A., as was pointed out, very definitely is prohibited from using propoganda to United States citizens in the United States. We all know that this is not the way it is done in some other countries in the world, but in this country it is done that way.

So we do get questions about what the military is doing in these places. We get these questions from two kinds of people. People say, "We understand you are educating military officers. How about the rest?" The answer to whether or not it is a job for the Industrial College is this: It doesn't cost any more to talk to 100 people or 200 people or a thousand people.

It was considered having this program on military bases just for military personnel. Fortunately this was discarded, because, in the first place, these "military people" are civilians who wear uniforms for two weeks. They have to live some place so it is much easier for them to live in town. There are very few places where you can put up 200 men in BOQ's. So it is usually better, easier, and more efficient in every way--and it costs less money --to have it in the theater or auditorium down town than it is to have it in the boondocks 20 miles away out on an Air Base, a Navy Station, or an Army Post. But then, is

it right for us to talk to people? The JCS say it is. They tell us in our charter that this is what we are to do--selected leaders.

I would like to differ with General Fisher just a little bit on college towns. Once in a while we do have trouble with college professors. We had a very interesting letter last year. Ninety-nine percent of our letters say, "This is the most wonderful thing that ever happened," to Odessa, or Cedar Rapids, or Keokuk, or wherever the place is. But we get some on the other side, too. We had one signed by six professors. I will not give you the exact English, but they meant, "They are working in our racket. Get out." Well, we could answer that one, too. The JCS backed us fully.

The only reason I am taking time to say this is that you all may get some of these questions, because, if you go to duty in one of these cities, they'll say, "Oh, that seminar team that came out here was wonderful, " or you'll hear the other--as I say, a very, very small percentage--people say, "What are they doing here in this business?"

The one who wrote the most interesting letter--and you would expect a professor to do so--and the one whose ox was being gored to some extent, was a professor who said, "It's our business to teach. It is not the business of the military. The military should not be in the teaching business at all." This is not so. I mean, all our lives we have been teaching our own men and our own people in military schools from basic school right on up. We school the squad on how to load a

gun. So the business of teaching is certainly a military job. Whom do we teach? The Joint Chiefs of Staff have said--they have stuck by us with great support from the Department of Defense--that this is a proper function of these traveling teams to include civilians in with the audience of military people that we are required to talk to.

So don't just laugh off the business of whether or not you might want to think about doing this for a year or two. If you like to have people think well of you, and if you like to have people pat you on the back every two weeks when you finish the course and say, "This is the most wonderful thing that ever happened," it's an opportunity.