

SECRETARY ZUCKERT: General Schomburg, General Steele, Members of the Faculty, Students, Families, Ladies and Gentlemen: First of all may I apologize for this seasonal voice of mine. The doctor explained it to me. He says he thinks I am allergic to five-sided buildings. It is a little late to find that out.

I have always been an admirer of this school, and I say sincerely that I have always been tremendously interested in it because of my own interest in management training. I have read with great interest about the new curriculum, and I think that you all are to be congratulated on having picked this year to attend.

One unconfirmed rumor that greets me over in the Pentagon is that the golf course out front is going to be returned to the civilian economy.

Those of you who have heard me before--and I am afraid most of you have in the four-and-one-half-year period I have been Secretary--have heard of my fascination with this topic of professionalism. You know, after four and one-half years you get to feel that you are kind of a walking set of clichés. It may seem to some of you that professionalism is the principal one that I own. But I am fascinated with professionalism, and especially professionalism in the military.

As I see it, a professional is a man who has a specialized field of knowledge in a definable area, and he requires not just training for his job or profession but a continuing study throughout his professional career. Law, medicine, and the military and all the subprofessions of the military certainly fit this definition.

Because of its relation to what we are interested in here, I think all of us have been intrigued with the fact that commerce--business--has become a profession. As business practices became more and more complex, there was generated first a need for this definable area of specialized knowledge, and second, the requirement for continuing study as knowledge created change and change created in turn the demand for more knowledge.

In the case of business, instantaneous communication, diverse means of communication, a revolution in mobility--transportation--and an almost invaluable variety of technological developments created a bewildering demand for continual