

assessment of the present and the future in the light of rapid change.

Now, in the military these developments can be paralleled and perhaps even magnified. Just take as one example the influence of electronics. It has changed the opportunities we have and it has changed the complexities of almost every branch of military activity. When you add nuclear systems, supersonic aircraft, and a whole, new world of communications, you find that they have made many aspects of our job, the military job, almost unrecognizable from what it was 25 years ago.

The problems of integrating the resources and essential technologies challenge the most imaginative and skilled professional talents. In this environment, almost every major decision we make is made with the realization that failure of the organization to be resilient enough to change, on the one hand, or being ahead of its time, on the other, could be disastrous to our security.

It has been the history of the military that the glamor and the spotlight have always been on the operator. There somehow was the feeling that there was a distinction between management and command. In the past 25 years, certainly in the 22 years during which, from time to time, I have been associated with the Air Force, we have seen this distinction gradually become, if not obliterated, at least dimmed.

Now, as far as logisticians, the "military-businessmen," are concerned, there has been a slow recognition of the fact that this is not just a support job, a subordinate job, but certainly as important as the operations job itself. We have seen the pyramid of support get wider at the base for a smaller relative operational effort at the top of that pyramid. We have seen the emergence and recognition of the logistics and management types of personnel. We have begun to hear more about people like Admiral Rayburn and General Schriever, who have been concerned with distilling science and technology, so that we get the unique hardware to satisfy tough military requirements.

I am sure that some of you are going to move down these same paths. Others of you will be in the supply and maintenance end of the business.