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Course, 1946-1947.

ADDRESS

by

General George C. Marshall

The National War College
Washington 25, D. C.
20 June 1947

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ADDRESS
by
General George C. Marshall
at
The National War College
20 June 1947

I am glad to participate in the ceremony this morning because of the interest I have had for many years in the organization of a course of instruction with full representation on the faculty and in the student body of officers of the Army and Navy, and particularly of the State Department. Not as a boast, but as a mere recital of circumstances, I doubt if there is any individual more familiar than I am with the unfortunate consequences of the lack of coordinated thinking and understanding prior to the war among the leading officials and staffs of the three Departments. It does not require any argument, I am sure, to justify the assertion that such an intimate understanding and cooperation are of vast importance to the people of this country.

There is really very little concerning the Army and Navy, outside of technique, training, organization and logistics, that does not directly concern the State Department, and yet for many years there was little of understanding and less of contact. I, therefore, regard with personal satisfaction the present development of the National War College.

But it is important to have in mind, however, that this is but the beginning. The real test of the undertaking lies in the future. The necessity for keeping carefully in step with the changing framework in which the national security must be pursued should be one of the important concepts as a basis for this institution. There must be

continuity, of course; what our experience has found valuable in the past cannot be disregarded. But it will require care and foresight to avoid a freezing of the forms of instruction into stereotyped patterns. A new proposal or idea, however, should be subjected to a critical examination to determine whether or not it is clearly realistic.

This brings me to another factor which, in my opinion, should be given the most careful consideration, and that is the matter of the expense of any peacetime project. I have felt that the military departments of the government did not devote sufficient time and investigation and effort to the evolution or development of a system which would provide the necessary security with the minimum of financial output. We were forced to stringent economies by drastic cuts in appropriations, but there is a decided difference between effecting economies by cuts, particularly under pressure, and deliberately concentrating on the search for a system that permits a more economical setup and operation of an adequate military force.

I think we have erred at times on the side of a too dogmatic statement of requirements without regard to whether or not there was a reasonable, practical possibility of obtaining the necessary funds through the years. It is useless to criticize political leaders for a failure to provide the necessary funds unless it is evident that the departments have not only made the situation clear to the public, but can affirmatively demonstrate that they have used the most economical method for obtaining the necessary military strength.

The old War College courses prior to this war did not, in my

opinion, sufficiently prepare the students for the purely practical aspects of service in the War Department. They had a thorough grounding regarding the world situation, the possibility for trouble, the basic requirements which we thought necessary to meet possible troubles, formal staff procedures and so forth; but the graduates on their first assignment to the War Department General Staff, for instance, were not specifically prepared for the practical business of how best to present military requirements to the Chief Executive and his Cabinet assistants and the committees of Congress. The papers were usually far too long and were too often couched in technical terms understandable to the General Staff but both irritating and confusing to the civilian mind.

My previous experience had been that the technical General Staff document was seldom read beyond the first few paragraphs, and usually provoked an irritating response. I found the same proposal boiled down to the fewest possible paragraphs generally got favorable and immediate action. This is only logical when you consider the tremendous pressures on the Chief Executive, particularly in time of war.

My experiences with the committees of Congress - - I am not bragging, I am deploring, but I believe I am the outstanding living candidate for the most appearances before committees of Congress and I am still in the ring - - my experiences with the committees of Congress were similar, exactly similar so far as the condensation of statements were concerned and the use of terminology and illustrations easily understandable to the civilian.

I recall my first appearance as Deputy Chief of Staff on the question of coast defenses. That was a great secret and they wanted to

have it in executive session. I had no secrets in what I was going to say, and I protested, which was rather a demogogical appeal to the reportorial side of the audience. It was finally decided I could talk in open meeting, but it would be shut off if I got into a delicate situation.

My observations consisted in checking the figures of coast defense. Almost all of them lacked fire control systems, and I thought it was absurd to consider appropriations on the basis of little pieces of this and that. They were dealing in toothpicks when the problem was logs. Here we had this incomplete setup all along the coast, these great guns with improvised fire control systems. I explained as best I could what that meant. I didn't attempt to go into the details; I left that for the fellows who knew the details - - I am leaving a great many incidentally today. I remember one member of the committee said, "That is the first time I knew the fire control system didn't pertain to putting out a fire." He laughed, but that was a very important achievement.

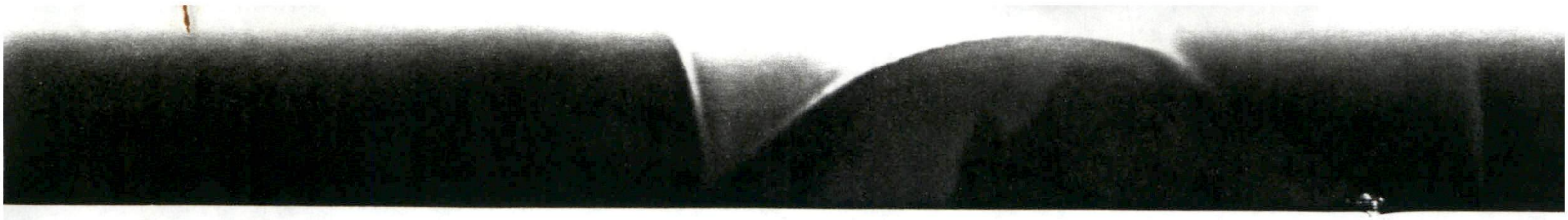
In time of peace the requirements are much the same. Each year as the collapse of Germany and Japan retreat further into the background of our thinking, the minds of the political leaders of our government will be focused more and more on political considerations related to the size of the budget. It will be increasingly difficult to divert their interests to purely military considerations, and it will be more and more difficult to secure their approval for expenditures which swell the budget, win no votes, and threaten the continuation of the democracy and therefore demand our interest, understanding and close

attention.

In the language of Leavenworth, we must not fight the problem; we must concentrate on solving it. Democracy has its difficulties, but democracy is what we fight for.

In conclusion I congratulate the class on the successful completion of the first year, and to you, Admiral Hill, General Gruenther and the staff I extend my best wishes for the future work of the institution. I can assure you the State Department will take a lively interest in this institution and will wish to make the most of its own possibilities for participation.

I must make my apologies for having to leave immediately. I am involved in a Cabinet meeting which is now in session, and I didn't ask permission to be late, as I am. So I have to take my leave now. I ask your indulgence. Thank you very much.



MARSHAL, WILLIAM

Nor was any great writer's influence on his fellows more utterly and unmixedly an influence for good. He first, and he alone, guided Shakespeare into the right way of work; his music, in which there is no echo of any man's before him, found its own echo in the more prolonged but hardly more exalted harmony of Milton's. He is the greatest discoverer, the most daring and intrepid pioneer, in all our poetic literature. Before him was neither genuine blank verse nor genuine tragedy in our language. After his arrival the way was prepared, the paths were made straight, for Shakespeare.

Ibid.

It so hapned that at Detford, a little village about three miles distant from London, as he went to stab with his ponyard one named Ingram, that had invited him thither to a feast, and was then playing at tables, he quickly perceyving it, so avoyded the thrust, that withal drawing out his dagger for his defence hee stabd this Marlowe into the eye, in such sort, that his braines comming out at the daggers point, hee shortly after dyed.

William Vaughan, *Golden Grove*, 1600.

See also Thomas Kyd, Thomas Nashe, Sir Walter Raleigh

MARSHAL, WILLIAM, EARL OF PEMBROKE AND STRIGUIL

– d. 1219 Regent

'Have you enough money to live on?' he asked the monk. When the latter produced forty-eight pounds, William pointed out that so small a sum would not keep them. The monk hastened to explain that he did not intend to live on the principal but to invest the money and use only the interest. William was profoundly shocked. 'At usury! By the spear of God that will not do. Seize the money Eustace. Since you do not wish to return to a virtuous life, go, and may the devil guide you.'

Sidney Painter (describing his encounter with an eloping monk and lady), *William Marshal.*

The sagacious and honest policy of the earl of Pembroke drew to him all save those who were hopelessly committed to the invader. He placed the country under a government which included all elements, and which, whilst it could not suppress all jealousies, found room for all energies.

William Stubbs, *Constitutional History* (on his conduct at the beginning of the reign of Henry III).

MARSHALL, GEORGE CATLETT JR

1880–1959 Soldier, Politician

I thought that the continual harping on the name of [Chief Justice] John Marshall was rather poor business. It was about time for someone else to swim for the family.

On himself, in Forrest C. Pogue, *George Catlett Marshall, Education of a General 1880–1939.*

. . . it [the Marshall Plan] was the most unsordid act in history.

Winston Churchill, in Merle Miller, *Plain Speaking: An Oral Biography of Harry S. Truman.*

General Marshall is not only willing, he is eager to play the role of a front man, for traitors.

The truth is this is no new role for him, for Gen. George C. Marshall is a living lie . . . unless he himself was desperate, he could not possibly agree to continue as an errand boy, a front man, a stooge, or a co-conspirator for this administration's crazy assortment of collectivist, cutthroat crackpots and Communist fellow-traveling appeasers. . . .

Senator William Jenner, opposing Marshall's nomination as Secretary of Defense, *Congressional Record.*

At times the ice-cold military mind asserted itself, and this was dangerous when it came to dealing with people who wore no uniform and were not obedient to military commands. There was a streak of the dictator in him, something forbidding and proud; he could not hide it.

Robert Payne, *The Marshall Story.*

In a war unparalleled in magnitude and horror, millions of Americans gave their country outstanding service. General of the Army George C. Marshall gave it victory.

Harry S. Truman, Speech on 26 November 1945.

MARSHALL, JOHN

1755–1835 Jurist

. . . he formulated, more tellingly than any one else and for a people whose thought was permeated with legalism, the principles on which the integrity and ordered growth of their Nation have depended. Springing from the twin rootage of Magna Charta and the Declaration of Independence, his judicial statesmanship finds no parallel in the salient features of its achievement outside our own annals.

Edward S. Corwin, *John Marshall and the Constitution.*

He is perhaps the only instance of a man of real greatness who loved money for money's sake.

J. R. Green, *A Short History of the English People*, 1874

It was Marlborough who first taught us to be proud of our standing army as a national institution, and the spirit of confidence which pervaded Wellington's army in the Peninsula, and to a still more remarkable degree shows itself now in Queen Victoria's army, may be said to have been born at Blenheim, baptized at Ramilies, and confirmed at Oudenarde.

Lord Wolseley, *Life of Marlborough*, 1894

He never rode off any field except as a victor. He quitted war invincible; and no sooner was his guiding hand withdrawn than disaster overtook the armies he had led.

Winston Churchill, *Marlborough*, 1933

In Marlborough's fashion of war-making there was emphatically no nonsense. He never wasted a man or a movement; he never executed a single manoeuvre for show; he never, either in words or deeds, indulged in gasconading. Probably no man ever had such a superhuman business as he had put on his shoulders in the the business of at once fighting half Europe and keeping the other half in fighting order.

George Saintsbury, *Life of Marlborough*, 1885

Marlborough's talents had no flaw. As a strategist he saw clearly and simply the great issues – the relationship of war and policy, the interdependence between one theatre and another, the inter-relation between sea-power and land war. He constantly outwitted his enemies, one success paving the way for the next. As an organizer, he made a nonsensical military system work. His care for his troops, his understanding of them, led to his nickname of 'Corporal John'. On the battlefield his grasp of confused tactical situations was uncannily clear and accurate: he kept cool and thought fast. To all these qualities he added unflexing will and resolution, and unflagging energy. And yet his personality remains elusive. There is none of the pungent individuality conveyed by Wellington's correspondence and conversation; none of the brisk anecdotes told about Wellington. Marlborough presented a smooth, perfect, flawless surface of ability.

Correlli Barnett, *Britain and Her Army 1509–1970*, 1970

George Catlett MARSHALL, 1880–1959

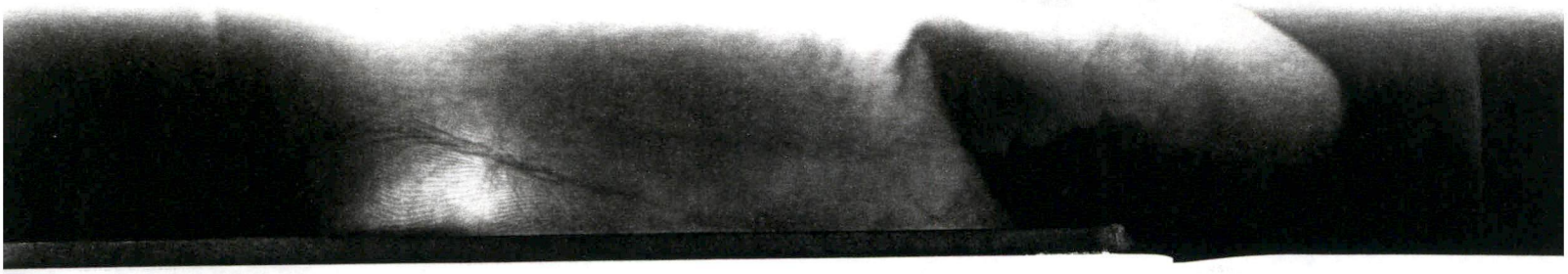
In a war unparalleled in magnitude and horror, millions of Americans gave their country outstanding service. General of the Army George C. Marshall gave it victory.

Harry S. Truman, speech, 16th November 1945

George Brinton McCLELLAN, 1826–85

If I gave McClellan all the men he asks for, they could not find room to lie down.

Abraham Lincoln, in Carl Sandburg, *Abraham Lincoln: The Prairie Years and the War Years*, 1926



except by ritual incantation from its initial motives, governed, it would seem, by its own mystique, power without philosophy or purpose."

J. William Fulbright
Speech to American Bar Association
Aug. 8, 1967

* * *

"In the old days we used to say that when the United States economy sneezed the rest of the world went to bed with pneumonia. Now when the United States sneezes the other countries say 'Gesundheit.' "

Walter Heller, economic adviser to President Kennedy
New York Times
May 8, 1961

* * *

"Every Westerner has, in a sense, two countries: the country of his heart, his origin, his language, his ancestors, and one that is the sure foundation of his political reality. Those fatherlands are many, but this foundation is today only one: The United States of America."

Karl Jaspers
The Future of Mankind
1961

* * *

"We shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and the success of liberty."

President John F. Kennedy
Inaugural Address
Jan. 21, 1961

* * *

"The United States, as the world knows, will never start a war. We do not want a war. We do not now expect a war. This generation of Americans has already had enough—more than enough—of war and hate and oppression. We shall be prepared if others wish it. We shall be alert to try to stop it. But we shall also do our part to build a world of peace where the weak are safe and the strong are just."

President John F. Kennedy
Speech at American University, Washington, D.C.
June, 1963

* * *

"When an Italian talks with an American he's inclined to feel a twinge of inferiority. America is rich and strong. Italy is poor. But when he talks to me, he's more at ease. I still represent a big, strong nation but I am a woman and he's a man."

Clare Boothe Luce, ambassador to Italy
Quoted in news reports
May 4, 1954

* * *

"Whether they will or no, Americans must now begin to look outward . . ."

Alfred Mahan
The Interest of America in Sea Power
1890

* * *

"Our policy [the Marshall Plan] is directed not against any country or doctine but against hunger, poverty, desperation and chaos."

George Marshall, secretary of state
Speech at Harvard University, proposing the Marshall Plan
1947

* * *

"The foreign policy of the United States—its habitual manner of dealing with other nations, whether friend or foe—is hypocritical, disingenuous, knavish, and dishonorable—and from this judgment I consent to no exceptions whatever."

H.L. Mencken
"On Being an American"
Prejudices: Third Series
1922

* * *

"It isn't the oceans which cut us off from the world—it's the American way of looking at things."

Henry Miller
The Air-Conditioned Nightmare
1945

* * *

"We should consider any attempt on their [European powers'] part to extend their system to any portion of this hemisphere as dangerous to our peace and safety."

President James Monroe
Message to Congress
1823

* * *

"A European soldier, [Europeans complained in W.W. II] when he steals, will steal a package or even a carton of cigarettes. But Americans, nothing but a whole train and all of its contents will do!"

Ashley Montagu
The American Way of Life
1967

* * *

"So deeply rooted were all the governments of the old world, and so effectually had the tyranny and the antiquity of habit established itself over the mind, that no beginning could be made in Asia, Africa, or Europe, to reform the political condition of man. Freedom had been hunted round the globe; reason was considered as rebellion; and the slavery of fear had made men afraid to think. But such is the irresistible nature of truth, that all

wants, is the liberty of appearing.

inscription to distinguish him from

sooner [had] the American govern

themselves to the world, then desp

and man began to contemplate rec

* * *

" . . . if we [the U.S.] are not to sh

of leadership in the free world, th

alternatives are neither pleasant nor

nations which fail to meet their r

consigned to the dustbin of history

Speech at Conservativ

* * *

"Americans will do anything abo

except read about it."

Columbia Jo

* * *

"We never lost a war and we nev

ence."

"

* * *

"It will always seem funny to me

are about the only ones that really

everything right. I don't know ho

other nations have existed as long as

could get some of our people aroun

how to be good and pure, like us."

The Bes

* * *

"I see where America and Mexico h

quake. That's the only thing I ever h

50 with Mexico."

The Bes

* * *

"They [Canadians] are hardy—they

next to us and live."

The Bes

...battlefield. But in the evening of my memory ... I come back to West Point. Always there ... and re-echoes: duty, honor, country.

The outfit soon took on color, dash and a unique ... which is the essence of that elusive and death-... thing called soldiering.
On Rainbow Division in World War I, *Life* 24 Jan 64

Could I have but a line a century hence crediting a contribution to the advance of peace, I would yield every honor which has been accorded by war.
Recalled on his death 5 Apr 64

Where-oh-where was that welcome they told us of? Where was that howling mob to proclaim us monarchs of all we surveyed? . . . Those bright eyes and slim ankles that had been kidding us in our dreams? Nothing—nothing like that. One little urchin asked us who we were and when we said—we are the famous 42nd—he asked if we had been to France.
On Rainbow Division's return to NYC on April 25, 1919. *ib*

We are bound no longer by the straitjacket of the past [and] nowhere is the change greater than in our profession of arms. . . . What, you may well ask, will be the end of all of this? I would not know! But I would hope that our beloved country will drink deep from the chalice of courage.
To army comrades assembled for his 82nd birthday, recalled on his death, NY *Journal-American* 7 Apr 64

I suppose, in a way, this has become part of my soul. It is a symbol of my life. Whatever I have done that really matters, I've done wearing it. When the time comes, it will be in [this] that I journey forth. What greater honor could come to an American, and a soldier?
On the uniform of the US Army, recalled on his death, *Life* 17 Apr 64

I've looked that old scoundrel death in the eye many times but this time I think he has me on the ropes.
On entering Walter Reed Army Medical Center for surgery that ended in his death, *ib*

In war, you win or lose, live or die—and the difference is just an eyelash.
In posthumous memoirs, "Reminiscences" *ib* 10 Jul 64

They died hard, those savage men—like wounded wolves at bay. They were filthy, and they were lousy, and they stunk. And I loved them.
On troops who died in defense of Bataan and Corregidor in early days of World War II, *ib*

These proceedings are closed.
Concluding Japan's surrender in Tokyo Bay on September 2, 1945, thereby ending World War II, quoted by Alistair Cooke *America* Knopf 73

My first recollection is that of a bugle call.
Quoted by William Manchester *American Caesar* Little, Brown 78

MAO ZEDONG, Chinese premier

The enemy advances, we retreat.
The enemy camps, we harass.
The enemy tires, we attack.
The enemy retreats, we pursue.
Slogan for his troops, recalled on his death 9 Sep 76

GEN GEORGE C MARSHALL, US Army

Morale is the state of mind. It is steadfastness and courage and hope. It is confidence and zeal and loyalty. It is élan, esprit de corps and determination.
Recalled on his death 16 Oct 59

Don't fight the problem, decide it.
Favorite advice, quoted by Walter Isaacson and Evan Thomas *The Wise Men* Simon & Schuster 86

ROBERT S MCNAMARA, Secretary of Defense

I don't object to its being called "McNamara's war." I think it is a very important war and I am pleased to be identified with it and do whatever I can to win it.
On the Vietnam War, NY *Times* 25 Apr 64

One cannot fashion a credible deterrent out of an incredible action.
On nuclear weapons, *The Essence of Security* Hodder & Stoughton 68

CDR JAMES MEACHAM, US Navy

I'm not talking about confusion and inefficiency, which to a certain extent are products of all wars, but about muddle-headed thinking, cover-your-ass orders, lies and outright foolishness on the very highest levels.
1968 letter from Vietnam to his wife used by CBS TV in preparing 1982 documentary *The Uncounted Enemy: A Vietnam Deception*, which prompted Gen William C Westmoreland to sue CBS for $120 million, NY *Times* 4 Jan 85

GOLDA MEIR, Prime Minister of Israel

We don't thrive on military acts. We do them because we have to, and thank God we are efficient.
Vogue Jul 69

GEN JOHN H ("IRON MIKE") MICHAELIS, US Army

You're not here to die for your country. You're here to make those so-and-sos die for theirs.
To troops fighting in Korea, recalled on his death, *Time* 11 Nov 85

FIELD MARSHAL BERNARD LAW MONTGOMERY, 1st Viscount Montgomery of Alamein, British Army

Decisions! And a general, a commander in chief who has not got the quality of decision, then he is no good.
CBS TV 28 Apr 59

MAJ GEN JOHN JEREMY MOORE, British Army

The Falkland Islands are once more under the government desired by their inhabitants. God save the Queen.
Radioing news to London on successful mission against invading Argentine forces, *Life* Jan 83

ADM THOMAS MOORER, US Navy retired

The Xerox machine is one of the biggest threats to national security ever devised.
Time 17 Jun 85

GAMAL ABDEL NASSER, President of Egypt

They defended the grains of sand in the desert to the last drop of their blood.
Praising Egyptian forces after the Six-Day War against Israel, NY *Times* 10 Jun 67

think more of luxury than of
e their state.
iiavelli, *The Prince* (1513)

juers a free town and does not
mmits a great error and may
ined himself.
iiavelli, *The Prince* (1513)

id audacity often achieve
means fail to achieve.
iiavelli, *Discorsi* (1531)

one ambition to another; first
cure themselves from attack,
attack others.
iiavelli, *Discorsi* (1531)

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ed by one's entire forces.
iiavelli, *Discorsi* (1531)

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e who does so by force.
iiavelli, *Discorsi* (1531)

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, *The Advancement of*
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is not an evil genius, nor a
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ct of the sixteenth century.
es Misérables (1862)

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Patrice Maurice, Comte de
Marshal of France and
rance (1808–93)

I stay.
ice MacMahon, on capturing
1855

s, so much the better; we
o doubt, to fling them into

ice MacMahon, Order to
before the defeat of the
the Battle of Sedan, 1870

92 MAO TSE-TUNG
Chinese soldier and statesman (1893–1976)

1 Our principle is that the Party commands the gun and the gun will never be allowed to command the Party.
Mao Tse-Tung, 'Problems of War and Strategy', *Selected Works*, vol. II (1954)

2 All reactionaries are paper tigers.
Mao Tse-Tung, *Quotations* (1966)

3 In order to get rid of the gun, it is necessary to take up the gun.
Mao Tse-Tung, *Quotations* (1966)

4 The people, and the people alone, are the motive force in the making of world history.
Mao Tse-Tung, *Quotations* (1966)

5 Politics is war without bloodshed, war is politics with bloodshed.
Mao Tse-Tung, *Quotations* (1966)

6 Political power grows out of the barrel of a gun.
Mao Tse-Tung, *Quotations* (1966)

7 We Communists are like seeds and the people are like the soil. Wherever we go, we must unite with the people, take root and blossom among them.
Mao Tse-Tung, *Quotations* (1966)

93 MARLBOROUGH
John Churchill, Duke of Marlborough, British soldier (1650–1722)

1 If the occasion for a fight offers you can rest assured that I shall not neglect it.
Duke of Marlborough, letter to Prince Eugene of Savoy, 1706

2 If the siege of Toulon goes properly I shall be cured of all diseases except old age.
Duke of Marlborough, letter to his wife, 1707

3 I hope I have given such a blow to their foot that they will not be able to fight any more this year.
Duke of Marlborough, letter to the Earl of Godolphin after the Battle of Oudenarde, 1708

4 It is now in our power to have what peace we please, and I may be pretty well assured of never being in another battle.
Duke of Marlborough, letter to his wife after the Battle of Malplaquet, 1709

5 That was once a man.
Duke of Marlborough, on contemplating his portrait in old age, quoted in Churchill, *Marlborough, His Life and Times*, vol. IV (1938)

6 In peaceful thought the field of death survey'd
To fainting squadrons sent the timely aid,
Inspir'd, repuls'd battalions to engage,
And taught the doubtful battle where to rage.
Joseph Addison, *The Campaign* (1704)

7 The Duke returned from the wars today and did pleasure me in his top-boots.
Sarah, Duke of Marlborough, attr. in various forms, 1711

8 The known world could not produce a man of more humanity.
Corporal Matthew Bishop, *Life and Adventures* (1744)

9 He never fought a battle which he did not gain, nor laid siege to a town which he did not take.
Captain Robert Parker, *Memoirs* (1747)

10 There was a certain personal quality in Marlborough's type of command which is of especial interest, because it was national; I mean the solidity of his judgement.
Hilaire Belloc, *The Tactics and Strategy of the Great Duke of Marlborough* (1933)

11 Marlborough was perhaps the only great general to whom geniality was always natural.
Field Marshal Earl Wavell, *Generals and Generalship* (1941)

94 MARSHALL
George Catlett, American general (1880–1959)

1 It was not the ordeal of personal combat that seemed to prove the greatest strain in the last war. It was the endurance for days at a time of severe artillery bombardment by

shells of heavy calibre that proved the fortitude of the troops.
General George Marshall, Diary, 1917

2 Notwithstanding the entry of Japan into the war, our view is that Germany is still the prime enemy and her defeat is the key to victory. Once Germany is defeated, the collapse of Italy and the defeat of Japan must follow.
General George Marshall, memorandum at Arcadia Conference, Washington, 1941, quoted in Sherwood, *Roosevelt and Hopkins* (1948)

3 The single objective should be quick and complete victory.
General George Marshall, signal to General Eisenhower before the Rhine crossing, 1945

4 As architect and builder of the finest and most powerful Army in American history, your name will be honoured among those of the greatest soldiers of our own or any other country.
Field Marshal Viscount Alanbrooke, letter to General Marshall on his retirement as Chief of Staff, 1945

5 It has not fallen to your lot to command great armies. You have had to create them, organise them, and inspire them.
Winston S. Churchill, letter to General Marshall after the defeat of Nazi Germany, 1945

95 MOLTKE
Helmuth Karl Berhard, Graf von Moltke, Prussian field marshal (1800–91)

1 The character of modern military leadership in war is shown in the pursuit of a large and swift decision.
Helmuth, Graf von Moltke, motto adopted after the Luxembourg crisis, 1867

2 To remain separated as long as possible while operating and to be concentrated in good time for the decisive battle, that is the task of the leader of large masses of troops.
Helmuth, Graf von Moltke, Instructions for Superior Commanders, 1869

3 The Prussian schoolmaster won the battle of Sadowa.
Helmuth, Graf von Moltke, speech in the Reichstag, 1874

4 To leave a country defenceless would be the greatest crime of its government.
Helmuth, Graf von Moltke, speech in the Reichstag, 1874

5 The fate of every nation lies in its own strength.
Helmuth, Graf von Moltke, speech in the Reichstag, 1880

6 No plan of operations reaches with any certainty beyond the first encounter with the enemy's main force.
Helmuth, Graf von Moltke, *Kriegsgeschichtiche Einzelschriften* (1880)

7 War is part of God's world order.
Helmuth, Graf von Moltke, letter to J.K. Bluntschli, 1880

8 It is no longer the ambition of princes; it is the moods of the people, the discomfort in the face of interior conditions, the doings of parties, particularly of their leaders, which endanger peace. The great battles of recent history have started against the wish and will of the governors.
Helmuth, Graf von Moltke, *Gesammelte Schriften*, III (1888)

9 War was his trade.
Count Otto von Bismarck, *Gedanken und Erinnerungen* (1891)

96 MONASH
Sir John, Australian general (1865–1931)

1 The main thing is always to have a plan; if it is not the best plan, it is at least better than no plan at all.
General Sir John Monash, letter of 1918

2 I hate the business of war — the horror, the waste, the destruction, the inefficiency.
General Sir John Monash, *War Letters* (1935)

3 The Australian soldier had the political sense highly developed, and was always a keen critic of the way in which his battalion or battery was 'run', and of the policies which guided his destinies from day to day.
General Sir John Monash, *The Australian Victories in France in 1918* (1936)

4 I don't believe he thought al during the War except winn
Sir Keith Officer, letter to J 1958, quoted in Terraine, *the Fire* (1980)

5 The only general of creative produced by the First Worl
A.J.P. Taylor, *The First W*

97 MONCK
George, Duke of Albemar soldier and sailor (1608–

1 Obedience is my great prin always, and ever shall, reve Parliament's resolutions in infallible as sacred.
General George Monck, a Speaker of the House of C

2 If the army will stick by me them.
General George Monck, C his forces to the side of the Long Parliament, 1659

3 Before you undertake a W impartial eye upon the cau prepare your Army and let they fight for God.
General George Monck, *Upon Military and Politic*

4 The profession of a soldie lawful by the Word of Go and honourable among m and kings do account it a of the profession.
General George Monck, *Upon Military and Politic*

5 Reading and Discourse ar a Souldier perfect in the A great soever his practical
General George Monck, *Upon Military and Politic*

6 It is glorious enough to hi was instrumental in bring to pass which he had neit foresee nor courage to att understanding to continu
Earl of Clarendon, *Histo* (1704)

7 Monk was one of those E understand to perfection

The most disadvantageous peace is better than the most just war.

Tacitus

It must be peace without victory.

Woodrow Wilson

They preferred victory to peace.

Tacitus

Again and again we have owed peace to the fact that we were prepared for war.

Theodore Roosevelt

To robbery, slaughter, plunder, they [the Romans] give the lying name of empire; they make a desolation and call it peace.

Tacitus

If man does find the solution for world peace it will be the most revolutionary reversal of his record we have ever known.

George C. Marshall

Peace is not only better than war, but infinitely more arduous.

George Bernard Shaw

We need to devise a system within which peace will be more rewarding than war.

Margaret Mead

The only way to abolish war [is] to make peace heroic.

John Dewey

Glory to God in the highest, and on earth peace, good will toward men.

Luke 2:14

There is a holy, mistaken zeal in politics, as well as religion. By persuading others we convince ourselves.

Junius

I rather think there is an immense shortage of Christian charity among so-called Christians.

Harry S Truman

America! America!
God shed His grace on thee.

Katherine Lee Bates

A nation must have a religion, and that religion must be under the control of the government.

Napoleon Bonaparte

In Russia religion is the opium of the people; in China opium is the religion of the people.

Edgar Snow

Religion is one of the forms of spiritual oppression which everywhere weigh upon the masses who are crushed by continuous toil for others, by poverty and loneliness.

Nikolai Lenin

My father was a Democrat; my mother was a Republican; I am an Episcopalian.

George C. Marshall

The day that this country ceases to be free for irreligion, it will cease to be free for religion.

Robert H. Jackson

Difference of religion breeds more quarrels than difference in politics.

Wendell Phillips

It is a reproach to religion and government to suffer so much poverty and excess.

William Penn

Nothing is more foreign to us Christians than politics.

Tertullian

ies as the means of realizing them the minimum of
ximum of voluntary assent.

CARL BECKER, *Yale Review*, June, 1940

ch we are entering can be and must be the century of

HENRY AGARD WALLACE, address, May 8, 1942

ity of a democracy is to know then what it knows now.

E. B. WHITE, *One Man's Meat*, "Compost"

r from the Writers' War Board the other day asking
"The Meaning of Democracy." It presumably is our
such a request, and it is certainly our pleasure.
knows what democracy is. It is the line that forms on
lon't in Don't Shove. It is the hole in the stuffed shirt
sawdust slowly trickles; it is the dent in the high hat.
ecurrent suspicion that more than half of the people
half of the time. It is the feeling of privacy in the
feeling of communion in the libraries, the feeling of
Democracy is the score at the beginning of the ninth
hasn't been disproved yet, a song the words of which
It's the mustard on the hot dog and the cream in the
mocracy is a request from a War Board, in the middle
middle of a war, wanting to know what democracy is.

B. WHITE, "The Wild Flag," *New Yorker*, July 3, 1943

eral is what Americans do. Start out with this axiom
ot only easier to understand but in the long run more
with the opposite proposition, that democracy is some-
ristotle and amended by Thomas Jefferson and Karl
get far fewer results at the expenditure of a far greater
nd hard feelings.
is what happens in New York City, on the final show-
ght millions are by far the largest urban group in which
r operated. That is why people who want to under-
ould spend less time in the library and more time . . .

SIMEON STRUNSKY, *No Mean City*, 1944

Human rights rest on human dignity. The dignity of man is an ideal worth fighting for and worth dying for. It is not so, as William James would have said, because it satisfies our habits or emotions, but because it is true, and we can know it is true. Human dignity rests on evident propositions about the kind of animal man is. He is, though an animal, a rational and spiritual being. His minimum animal needs must be met if he is to live at all, but he cannot live a human life unless he has the chance to fulfill the immense want of his rational and spiritual nature. This is what Plato meant when he said, "We differ from most people in not regarding mere safety and existence as the most precious thing man can possess, but rather the gaining of all possible goodness and the keeping of it throughout life."

Men are essentially interdependent. It is clear enough that to sustain life they must live in society. It is just as clear that they must live in society to achieve the aspirations of their rational spiritual nature. Man is not inherently selfish, actuated alone by the principle of self-preservation and the desire for material security. Law and government answer to the needs of our common human nature and are established to help each of us in our own lives meet those needs. They are not imposed upon the individual wholly from without, with no sanction but that of force. They are necessary accompaniments of human coexistence.

Democracy is the best form of government because it is built upon these principles. It is the only form of government that is founded on the dignity of man, not the dignity of some men, of rich men, of educated men or of white men, but of all men. Its sanction is not the sanction of force, but the sanction of human nature. Equality and justice, the two great distinguishing characteristics of democracy, follow inevitably from the conception of men, all men, as rational and spiritual beings.

In this light freedom takes on meaning. It is not freedom to do as we please but freedom to achieve that autonomy which we approach in proportion as we develop our rational and spiritual nature. It is not mere freedom to live that concerns us most, but freedom to live human lives. Men must be free to exercise those powers which make them men.

ROBERT M. HUTCHINS, *Democracy and Human Nature*

Democracy is the most demanding of all forms of government in terms of the energy, imagination and public spirit required of the individual.

GEORGE C. MARSHALL

The story of the negro as a voter in the United States illustrates the essential character of democracy. Democracy is a process, not a static condi-

litions' to my Kitchen Cabinet, which I will
ase the Cow should fall down when she goes

or Inflation. I have given him the worry of
no matter how high the prices go, nor how
ust is not any danger to things temporal or
1 that he will take a real load off my mind—

1 Secretary of Reaction. I want him to abolish
e how to restore oxcarts, oar boats and sailing
take off my mind if he will put the atom back
roken up. What a worry that will abolish for

etary for Columnists. His duties are to listen to
ad all columnists in the newspapers from ivory
ordinate them and give me the result so I can
the World as it should be. I have several able
present holder of the job, because I think in a
Secretary for Columnists will need the services
n all probability end up in St. Elizabeth's.

ecretary of Semantics—a most important post.
40 to 50 dollar words. Tell me how to say yes
nce without a contradiction. He is to tell me the
at will put me against inflation in San Francisco
He is to show me how to keep silent—and say
ry well see how he can save me an immense

TRUMAN, memorandum written December, 194

with considerable optimism, as there seems to be
ie future of Harvard football and the Republican

BURCHARD PERKINS, Assistant Secretary of
Education and Welfare, when graduating from
n 1947

pretends that he is subject to the universal hunger
not successfully pretend thus unless he is free of it
risy of politics and the final triumph of the leader
at is aroused in men when they suspect, but never
their leader is indifferent to their approval, indif

rent and a hypocrite. What?—they say to themselves—: what? can it be
hat there is absent from this man that serpent's nest which is lodged
ithin us all and which is at once our torture and our delight—the thirst
r praise, the necessity of self-justification, the assertion of one's self,
uelty, and envy?

THORNTON WILDER, *The Ides of March,* 1948

DEWEY DEFEATS TRUMAN: PUTS G. O. P. BACK IN WHITE HOUSE.

ANON., headline in first edition of Chicago *Tribune,* November 3, 1948. Mr. Truman keeps a copy of this paper as a precious souvenir.

My father was a Democrat; my mother was a Republican; I am an Episcopalian.

GEORGE C. MARSHALL, in 1952. He refused actively to support either Stevenson or Eisenhower for the Presidency; both of them had, at various times, worked under him.

Let's talk sense to the American people. Let's tell them the truth, that there are no gains without pains, that we are now on the eve of great decisions, not easy decisions, like resistance when you're attacked, but a long, patient, costly struggle which alone can assure triumph over the great enemies of man—war, poverty and tyranny—and the assaults upon human dignity which are the most grievous consequences of each.

ADLAI STEVENSON, "Acceptance Speech," Chicago, July, 1952

If the Republicans stop telling lies about us, we will stop telling the truth about them.

ADLAI STEVENSON, 1952

It is often easier to fight for principles than to live up to them.

ADLAI STEVENSON, speech to American Legion, New York, August, 1952

Consider the groups who seek to identify their special interests with the general welfare. I find it sobering to think that their pressures might one day be focused on me. I have resisted them before and I hope the Almighty will give me the strength to do so again and again. And I should

... of a civilized people that can give peace to

... Roosevelt, speech during 1900 campaign

... expand leave, and can leave, nothing behind ... expand and nations that do not expand may ..., but the one leaves heirs and a glorious memory, ... rather.

Theodore Roosevelt, *The Strenuous Life*, 1900

... that the great end in view is righteousness, justice ... man, nation and nation, the chance to lead our lives ... level, with a broader spirit of brotherly love for ... generally good in itself, but it is never the highest ... the handmaid of righteousness; and it becomes a ... ven merely as a mask for cowardice and sloth, or as ... the ends of despotism or anarchy.

... Roosevelt, "Nobel Peace Prize Speech," Chris... way, 1910

... earth so dangerous as a nation fully armed, and

... Lodge, speech before the National Security ... Washington, January 22, 1916

... enemy may come from lips belonging to a man ... terms of human failings, possibly of vulgarities; ...dden and made non-tainting behind the limits and ... man has been isolated and consecrated. If hap... is valiant, kindly, glamourous, then the order ... of this personal setting, much as the jewel is ...played in a beautiful case. Yet it merely is ... his years of training and testing, his consecra... into death roars out to his crew, roars straight ... beneath a hundred million people fighting for ... life, depths where a band of lonely Pilgrims ... to "submit to such government and such ... common consent agree to make and choose" ... wear the spacious and graceful mansions on

... fragrant margins of tidewater . . . where a frozen Army, dying and ...lorn on icebound Pennsylvania hills, still bleeds out a gleaming pattern ...ithin the loom of its dreaming, iron leader's will . . . where women, like ...re, embattled flowers, fighting back to back with their men in a fan... ordeal of isolation and raddled death, earn for themselves an un...aralleled freedom . . . where the dream of schools free and open to ...l of whatever creed and aim is passionately realized even through famine ...nd corruption . . . where Poe and Bierce sing of desire and hope lost ...n the ferocity of a lovely and monumental wilderness . . . where Willard Gibbs still launches the theorems that gave to the modern world the ...hemistry of its very life . . . where prairie schooners still breast the ...ystery of vaster landscapes than men with women and children ever had ...ared before . . . where two brothers still conquer first the yearning ...desert of the sky . . . where a lesser, seven hour a day slavery to the ...machine is substituted for the bestializing, dawn to dusk slavery to the ...and . . . where Melville, with his pale monster, still chants in mephitic, ...beguiling frightfulness his rebuttal to Dante's *Comedy* . . . the cogent ...summons from these depths it is, in times of clear right or inescapable ...wrong, crystallized, reposed within the essentially irrelevant person of the Captain, together there with the covenant pledging the decision of their ...efforts to Death or Victory, this it is before which the men of Delilah's world stand, salute and obey.

Marcus Goodrich, *Delilah*

Men, the stuff you hear about Americans wanting to stay out of this war is a lot of bull. Americans love to fight, traditionally. All real Americans love the sting of battle.

When you were kids, you all admired the champion marble player, the fastest runner, the big league ballplayer, the toughest boxer. The Americans love a winner. . . . [They] play to win; all the time. I wouldn't give a hoot for a man who lost and laughed. That's why Americans have never lost, and will never lose, a war. The very thought of losing is hateful to an American.

General George S. Patton, Jr., speech to troops of Third Army before leaving England for France, July, 1944

If man does find the solution for world peace it will be the most revolutionary reversal of his record we have ever known.

George C. Marshall, *Report of Chief of Staff*, 1945

ed to surrender by General Santa Anna. The
the slogan of the presidential campaign of
ylor was elected.

it has been these towers, consecrated to Vic-
n man's antidote for his own inevitable pas-
ıe very things he has so hardly wrested from
s that held back the barbarians from destroy-
civilization long enough for the barbarians
l by the germ; and it was behind such towers
of their defenders that Aristotle founded
ıte sang, Christ was permitted his sacrifice
ın, and Pericles' Athens marked the period
ıl attitude towards life.

MARCUS GOODRICH, *Delilah,* of the Alamo

l the situation is well in hand.

ıRDING DAVIS, cablegram from Panama, 1885

Spanish-American War. On February 15,
rican battleship *Maine* was destroyed by a
bor of Havana, Cuba.

ıe pictures and I'll furnish the war.

)OLPH HEARST, telegram to Frederic Rem-
ıe latter wished to return home from Cuba,

ady, Gridley.

GE DEWEY, to the captain of his flagship, at
anila, May 1, 1898

:T SCHLEY, comment following controversy
Commander Schley or Commander William
ould be credited with the naval victory at
, 1898

vils are dying.

WOODWARD PHILIP, of the battleship *Texas,*

as his ship swept past the burning Spanish ship *Viscaya,* Battle of Santiago, July 3, 1898

We shall not, I believe, be obliged to alter our policy of watchful waiting.

WOODROW WILSON, "Message to Congress," December 2, 1913. The reference is to Mexico.

We are in the midst of a cold war which is getting warmer.

BERNARD BARUCH, spoken before Senate Committee, 1948. Mr. Baruch coined the phrase in 1947.

The emphasis often placed solely on the military aspects of world affairs does a disservice to the cause of peace. The more that present differences are talked about and treated exclusively as a military problem the more they tend to become so.

GEORGE C. MARSHALL

Retreat, Hell! We're just fighting in another direction.

GENERAL O. P. SMITH, U.S.M.C., at Changjin Reservoir, in northern Korea, fall, 1950

So we won't have to fight in Wichita.

CAPTAIN JAMES JABARA, of Wichita, when asked why we were fighting in Korea; quoted by Adlai Stevenson in a speech, 1952

That's the way the ball bounces.

Army saying, Korean War

BUGOUT—A rapidly executed retrograde movement; to leave an area in great haste

PANIC BUTTON—That mythical button which, when pushed, arouses or inspires panic. To "push the panic button" is to become unduly alarmed, or to spread alarming tales.

NO SWEAT—No trouble

BRAIN WASH—To corner someone and talk him down with exposition of your position or stand on a subject

CLOBBER—To tear up badly; originally an Air Force term (World War II) now adopted by all services

HAVA-NO—I do not have it

ook, 1919, an eyewitness account of
lshevik Revolution

We can't afford to let it in. . . . We
and put our shoulders together and

AL CAPONE

aid Bernard Baruch, and I answered
the future, and it works." * This was
Baruch was sitting for a portrait bust.
to get back. I was. It was a mental
ot physical. Bullitt asked in surprise
d by the prospect of Russia, we were
t it was because, though we had been
to our own civilization that we pre-
ld recognize salvation, but could not

the real reds than it was on us liber-
who was deported to that socialist
ll. And the socialists, the American,
did not recognize their own heaven.
them was that they were waiting at a
ress tore by and left them there. My
that it showed that heaven and hell
. To those who are prepared, it is
eady, it is hell.

OLN STEFFENS, *Autobiography,* 1931

And I have seen so many waxworks
more horrible most both) so many
l liberate Is, invent Being (or what
have seen so very many better gods
puppets; everywhere and elsewhere
tance) in Coney Island.

, concerning the embalmed body of
quare, Moscow

d musty, but it is modern and ener-

Nomad

getic. The people are better dressed and more prosperous-appearing, in general, than the people in Leningrad. The main business section, the "Center," is much like an American city. They have set out to rearrange the whole place, and already there are only little patches of the original Moscow of the Muscovite Tsars embedded in drab streets and crowded traffic: the jewel-box of the Kremlin with its needle-pointed gleaming gilt spires (which, since the Kirov shooting, visitors are not allowed to see); the shabby domes of St. Basil's in their big ugly bulbous mushroom-clump. St. Basil's, inside, is a labyrinth, lined with faded saints and angels which the authorities have done nothing to freshen, and plastered with aggressively glaring texts from Marx and Engels and Lenin which declare that religion is a fraud. Outside, the millions of stubby little people who have been flocking into the metropolis but who are not used to getting around in a city, are plunging about and bumping into one another. Moscow seems even to a New Yorker a terribly exhausting place. The tramcars are usually crowded, and the people hang onto the outside and fall off and get under the cars and have their legs and arms run over. And though the pace of Russian life is in general so much slower and less effortful than ours, their new mechanical means of locomotion seem sometimes to go to their heads. They rip around the streets in their Russian-made cars tooting wild defiant horns, like galloping Cossacks; and the escalators in their new little subway rush the passengers up and down at a speed unknown in any American city. Women and children scream; a first ride is a major adventure. When the subway was opened, Comrade Stalin, who can take it, rode the escalator twice in succession.

EDMUND WILSON, *U.S.S.R.—Idyll and Counter-Idyll,* 1936

The refusal of the British and Russian peoples to accept what appeared to be inevitable defeat was the great factor in the salvage of our civilization.

GEORGE C. MARSHALL, *Biennial Report of Chief of Staff of U.S. Army,* September 1, 1945

There are dictatorships that are not political, yet effective. One of them is that fear by which all Americans are hag-ridden. We are not a free people because, to a very large extent, Malenkov dictates what we shall do and especially what we shall not do. He does it by contraries, but he does it. Whatever Malenkov approves, that we must despise; whatever Malenkov hates, to that we must adhere. He has bound us, not with his Red army, but with the chains of our own fear; but he has bound us.

GERALD W. JOHNSON, *American Freedom and the Press*

hakespeare: III King Henry VI, i, 3, 1590

two princes undertake the conquest ingdom they never agree; because ne thinks always that his companion to cheat him and so they distrust ther.
'aise Montluc: Commentaires, I, 92

ces, to be sure, are good, but forces s own are still better.
rederick William of Brandenburg The Great Elector"): Political estament, 1667

r true policy to steer clear of permaliances with any portion of the world.
eorge Washington: Farewell ddress, 17 September 1796

commerce, and honest friendship nations—entangling alliances ne.
omas Jefferson: Inaugural Address, March 1801

ıg the same aggregate of force, it is s great in two hands as in one, it is not perfectly concentrated.
ahan: Naval Strategy, 1911

iance whose purpose is not the n to wage war is senseless and

'olph Hitler: Mein Kampf, 1925

ıe war is over, make alliances.
eek Proverb

o Allies, Diplomacy, Negotiations.)

o have a known enemy than a lly.
oleon I: Political Aphorisms, 1848

s we gain by victory will turn ıs upon the bare whisper of our

oleon I: Political Aphorisms, 1848

rrow policy to suppose that this or that is to be marked out as the lly or the perpetual enemy...We eternal allies, and we have no nemies. Our interests are eternal and perpetual, and those interests it is our duty to follow.
Lord Palmerston: To the House of Commons, 1848

In war I would deal with the Devil and his grandmother.
J. V. Stalin, 1879–1951

We are a strong nation. But we cannot live to ourselves and remain strong.
George C. Marshall: Speech to the National Cotton Council, 22 January 1948

War without allies is bad enough—with allies it is hell!
Sir John Slessor: Strategy for the West, 1954

(*See also* Alliances)

Ambassadors

Ambassadors have no warships at their disposal, or heavy infantry, or fortresses. Their weapons are words and opportunities.
Demosthenes, 385–322 B. C.

A sovereign should always regard an ambassador as a spy.
The Hitopadesa, III, c. 500

Ambassadors are the eyes and ears of states.
Francesco Guicciacardini: Storia d'Italia, 1564

An ambassador is an honest man sent to lie abroad for his country.
Henry Wotton: Inscription in the album of Christopher Fleckamore, 1604

A man-of-war is the best ambassador.
Oliver Cromwell, 1599–1658

The zeal and efficiency of a diplomatic representative is measured by the quality and not the quantity of the information he supplies.
Winston Churchill: Memorandum to Sir Alexander Cadogan, 17 February 1941

(*See also* Diplomacy, Negotiations.)

Ambition

To take a soldier without ambition is to pull off his spurs.
Francis Bacon: Essays (Of Ambition), 1597

Ambition,
The soldier's virtue.
Shakespeare: Antony and Cleopatra, iii, 1, 1606

Nothing arouses ambition so much . . . as the trumpet clang of another's fame.
Baltasar Gracian, 1601–1658

Ambush

He smote them hip and thigh.
Judges, XV, 8

An ambuscade, if discovered and promptly surrounded, will repay the intended mischief with interest.
Vegetius: De Re Militari, 378

"All quiet along the Potomac," they said,
"Except, now and then a stray picket
Is shot as he walks on his beat to and fro
By a rifleman hid in the thicket."
Ethel L. Beers: The Picket Guard, 1861

A Snider squibbed in the jungle—
Somebody laughed and fled,
And the men of the First Shikaris
Picked up their Subaltern dead,
With a big blue mark on his forehead,
And the back blown out of his head.
Rudyard Kipling: The Grave of the Hundred Head, 1892

On the eighteenth day of November,
just outside the town of Macroom,
The Tans, in their big Crosley tenders,
they hurried along to their doom,
For the boys of the column were waiting,
with hand-grenades primed on the spot,
And the Irish Republican Army,
made sh–t of the whole ----ing lot!
Irish Republican Army ballad, c. 1922 (The "Tans" were Royal Irish Constabulary, a British Force.)

American Revolution

I rejoice that America has resisted. Three millions of people, so dead to all the feelings of liberty, as voluntarily to submit to be slaves, would have been fit instruments to make slaves of the rest.
Lord Chatham (Pitt the Elder): To the House of Commons, 14 January 1766

immediately after he appears before it; that he should anchor the transport ships and frigates as close as he can to the land; that he should reconnoiter and observe it as quickly as possible, and lose no time in getting the troops on shore . . . On the other hand, experience shows me that, in an affair depending on vigor and despatch, the General should settle their plan of operations so that no time may be lost in idle debate and consultation when the sword should be drawn.

James Wolfe: Letter to a friend, 1758

When the army is landed, the business is half done.

James Wolfe: Letter to his father, 20 May 1758

The fleet and the army acting in concert seem to be the natural bulwark of these Kingdoms.

Thomas More Molyneux: Conjunct Expeditions, 1759

Wherever his [the Union] fleet can be brought, no opposition to his landing can be made.

Robert E. Lee: To Jefferson Davis, 1861

The question of landing in face of an enemy is the most complicated and difficult in war.

Sir Ian Hamilton: Gallipoli Diary, 1920

Difficulties of landing on beaches are serious, even when the invader has reached them; but difficulties of nourishing a lodgment when exposed to heavy attack by land, air, and sea are far greater.

Winston Churchill: Note to the Chiefs of Staff Committee, 28 June 1940

A landing against organized and highly trained opposition is probably the most difficult undertaking which military forces are called upon to face.

George C. Marshall: during planning for the Sicilian landings, 1943

In landing operations, retreat is impossible. To surrender is as ignoble as it is foolish . . . Above all else remember that we as the attackers have the initiative. We know exactly what we are going to do, while the enemy is ignorant of our intentions and can only parry our blows. We must retain this tremendous advantage by always attacking: rapidly, ruthlessly, viciously and without rest.

George S. Patton, Jr.: General Order to the Seventh Army before Sicily landings, 27 June 1943

Unloading is the world-wide difficulty of amphibious operations.

Vice Admiral T. S. Wilkinson, USN: To Samuel Eliot Morison, 1944

On land a General is in command. He can order his troops to advance or withdraw, to feint and maneuver. By his orders he can win or lose battles. But not so the man who is the titular head of an amphibious invasion force. He cannot add troops because there are no more boats to carry them. He cannot even subtract, for so interlaced are all elements of the plan that the alteration of a single part of it will throw the rest askew. In the early stages he cannot materially alter the action of his troops in time or space. Like everyone else involved, he is simply a hired man, doing the will of the Plan.

Ralph Ingersoll, 1900

(*See also* Amphibious Warfare, Amphibious Training, Beach, Landing Craft, Naval Warfare, Sea Power.)

Amphibious Training

If the Battle of Waterloo was won on the playing fields of Eton, the Japanese bases in the Pacific were captured on the beaches of the Caribbean.

Holland M. Smith: Coral and Brass, 1949

(*See also* Amphibious Operations, Amphibious Warfare.)

Amphibious Warfare

Remember one and all of you who are embarking that you are both the fleet and army of your country.

Nicias of Athens: Speech to the Athenian forces at Syrcuse, 414 B.C.

A Military, Naval, Littoral War, when wifely prepared and discreetly conducted, is a terrible Sort of War. Happy for that People who are Sovereigns enough of the Sea to put it in Execution! For it comes like Thunder and lightning to fome unprepared Part of the World.

ıg spirit is not primarily the result
at organization chart nor of a
organizational setup. The former
never be sacrificed to the latter.
erdinand Eberstadt: Testimony on
e Marine Corps Bill, Senate Armed
orces Committee, 1951

so Pentagon, Unification.)

ce

the three corners of the world in
ms,
e shall shock them.
hakespeare: King John, v, 7, 1596

though the field be lost?
ıot lost; th'unconquerable will,
udy of revenge, immortal hate,
ourage never to submit or yield.
filton: Paradise Lost, i, 1667

tread on me.
lotto on the American colonists'
attlesnake Flag, 1776

y Power that seems omnipotent...
to change, nor falter, nor repent.
ercy Bysshe Shelley, 1792–1822

e up the fort when there's not a
ft to defend it.
aptain George Croghan, USA: At
ort Stephenson, to the British
eneral Proctor, Lower Sandusky,
August 1813

lajor General Anthony C.
lcAuliffe, USA: In reply to a
erman demand that he surrender his
eleaguered force at Bastogne,
3 December 1944

lso Resistance, Resolution, Will to
)

breeds dangers.
ohn Lyly: Euphues, 1578

no time, delays have dangerous

hakespeare: 1 King Henry VI,
ii, 2, 1591

lays are dangerous in war.
ohn Dryden: Tyrannic Love, i, 1669

Demobilization

Scatter thou the people that delight in war.
Psalm LXVIII, 30

Deliver to the army this news of peace; let them have pay, and part.
Shakespeare: II King Henry IV, iv, 2, 1597

Resolved, That the commanding officer be and he is hereby directed to discharge the troops now in the service of the United States, except twenty-five privates, to guard the stores at Fort Pitt, and fifty-five to guard the stores at West Point and other magazines, with a proportionate number of officers; no officer to remain in service above the rank of a captain.
Resolution of the Continental Congress disbanding the Continental Army, 2 June 1784

Get the boys out of the trenches and back to their homes by Christmas.
Henry Ford: On chartering the "Peace Ship," Oscar II, *December 1915*

America fought the war like a football game, after which the winner leaves the field and celebrates.
General Albert C. Wedemeyer, USA, 1896-, on the demobilization after World War II.

It was no demobilization, it was a rout.
George C. Marshall, 1880–1959

Dependents

Absent from me
So let him be,
If fame and glory come
With him triumphant home,
Bear and forebear,
Make my heart strong,
Through bitter care,
Days sad and long,
All this I can endure, all and yet more,
If I may hear him hailed at last victor in war.
That prize enough for me.
Plautus: Amphitryon, 3rd century, B. C.

He that hath wife and children hath given hostages to fortune, for they are impediments to great enterprises, either or virtue or of mischief.
Francis Bacon, 1561–1626, Essays

A wife is a useless piece of furniture for a soldier.
Madame de Pompadour, 1721–1764, letter to the Duchess d'Estrees

Tell me not, sweet, I am unkind,
That from the nunnery
Of thy chaste breast, and quiet mind,
To war and arms I fly.
Richard Lovelace, 1618–1658

If any of the soldiers' wives or children happen to be taken ill, never give them any assistance. You receive no pence from them, and you know *ex nihilo nihil sit.*
Francis Grose: Advice to the Officers of the British Army, 1782

The duty of the captain of a battleship in wartime is incessant, requiring the most constant and unremitting attention, and the best first lieutenant in the world cannot be a sufficient substitute for him, in that his whole body and soul should be in it, which, with his wife and family near him, never has been, or can be; and, unless the husband and wife can make up their minds to separation *during war*, it would be unwise and unjust to the Service, and to me, for him to delay one day his intention of retiring.
Lord St. Vincent: Letter to a captain's wife, 1800

Tell my sister not to weep for me, and sob with drooping head,
When the troops come marching home again, with glad and gallant tread,
But to look upon them proudly, with a calm and steadfast eye,
For her brother was a soldier, too, and not afraid to die.
Caroline Elizabeth Norton: 1808–1877, Soldier of the Rhine

Thy voice is heard thro' rolling drums,
That beat to battle where he stands;
Thy face across his fancy comes,
And gives the battle to his hands:
A moment, while the trumpets blow,
He sees his brood about thy knee;
The next, like fire he meets the foe,
And strikes him dead for thine and thee.
Tennyson: The Princess, 1847

Marriage is good for nothing in the military profession.
Napoleon I: Political Aphorisms, 1848

D

Campaigns and battles are nothing but a long series of difficulties to be overcome.
George C. Marshall: To the First Officer Candidate Class, Fort Benning, Georgia, 18 September 1941

"Difficulties" is the name given to things which it is our business to overcome.
E. J. King: Address to the graduating class, U. S. Naval Academy, 19 June 1942

War is of its nature digressive, exasperating, and easy to conduct only in retrospect.
A. J. Liebling: in the New Yorker, 19 October 1963

Diplomacy

He had rather spend £10,000 on Embassies to keep or procure peace with dishonor, than £10,000 on an army that would have forced peace with honor.
Sir Anthony Weldon: The Court and Character of King James, 1650

The more powerful the prince, the more suave his diplomacy should be. Since power of that kind is likely to waken jealousy...the diplomat should let it speak for itself.
Francois De Callières: The Art of Negotiating with Princes, 1733

Diplomacy without arms is music without instruments.
Frederick the Great, 1712–1786

When my profession fails, yours has to come to the rescue.
Talleyrand, 1754–1838, to Marshal Ney.

...Mentir et démentir. (To lie and deny.)
Attributed to Talleyrand, 1754–1838, as his definition of diplomacy

A fleet of British ships of war are the best negotiators in Europe.
Nelson: Letter to Lady Hamilton, March 1801

Foreign policy demands scarcely any of those qualities which are peculiar to a democracy; on the contrary it calls for the perfect use of almost all those qualities in which a democracy is deficient. Democracy...cannot combine its measures with secrecy or await their consequences with patience. These are qualities which are more characteristic of an individual or an aristocracy.
Alexis de Tocqueville, 1805–1859

Mr. Prime Minister, I don't resent your having a card up your sleeve, but I do resent your thinking that God put it there.
Ascribed to a French diplomat in conversation with Gladstone, c. 1885

Diplomacy is utterly useless where there is no force behind it.
Theodore Roosevelt: Address to the Naval War College, Newport, Rhode Island, 2 June 1897

He lied; I knew he lied and he knew I knew he lied. That was diplomacy.
Rear Admiral William Wirt Kimball, USN, of negotiations with the Mexican Minister to Nicaragua, c. 1909

Open covenants of peace, openly arrived at, after which there shall be no private international understandings of any kind but diplomacy shall proceed always frankly and in the public view.
Woodrow Wilson: To Congress, 8 January 1918 (Point I of the Fourteen Points)

Guns are left to do what words
Might have done earlier, rightly used
John Waller, 1917–, in Beirut

Influence is founded on seven specific diplomatic virtues, namely: truthfulness, precision, calm, good temper, patience, modesty, and loyalty.
Sir Harold Nicolson, 1886–, Diplomacy

A diplomat's words must have no relation to actions—otherwise what kind of diplomacy is it? Words are one thing, actions another. Good words are a concealment of bad deeds. Sincere diplomacy is no more possible than dry water or iron wood.
Attributed to J. V. Stalin, 1879–1951

Diplomacy has rarely been able to gain at the conference table what cannot be gained or held on the battlefield.
General Walter Bedell Smith, USA: on his return from the Geneva Conference on Indo-China, 1954

Diplomacy is the expression of national strength in terms of gentlemanly discourse.
Robert McClintock: Lecture, U. S. Naval War College, 17 September 1964

Diplomacy is strategy's twin.
Anthony Eden: The Reckoning, 19

Successful diplomacy, like successful marriage, is not much publicized.
John Paton Davies: In New York Times Magazine Section, 23 May 1965

When a man fights it means that a fool lost his argument.
Chinese Proverb.

(*See also* Alliances, Ambassador, Diplomat, Gunboat Diplomacy, Negotiations, Politico-Military Affairs

Diplomat

One knows too well how these diploma are, with what kind of ravenous hunger sort of people reaches for negotiations, and how reluctantly, having once enter upon them, they give them up.
Gneisenau: Letter, 1814

The diplomat is the servant, not the master of the soldier.
Theodore Roosevelt: Address to the U. S. Naval War College, Newport, Rhode Island, 2 June 18

A BEAR. How do you know I am diplomat?
CHINESE WOMAN. Why, by the skilful way you hide your claws.
Edmond Rostand: L'Aiglon, iv, 1

The ability to get to the verge without getting into the war is the necessary art If you cannot master it, you inevitably into war. If you try to run away from it if you are scared to go to the brink, you lost.
John Foster Dulles: In Life Maga January 1956

The basic quality of the diplomat is not intelligence but loyalty.
C. Northcote Parkinson: Commer on "democratization" in recruitm of foreign service and military officers, New York Times, 20 August 1961

(*See also* Ambassador, Diplomacy.)

I

Laziness of mind leads to indiscipline, just as does insubordination.
Ferdinand Foch: Precepts, 1919

(*See also* Discipline, Obedience, Mutiny.)

Industrial Mobilization

Modern war is a death grapple between peoples and economic systems, rather than a conflict of armies alone.
Bernard M. Baruch, 1870–1965

It is a war of smokestacks as well as of men.
George C. Marshall: Address to the Chamber of Commerce of the United States, 29 April 1941

The new god of war was born in the workshop: he is Mars-Mechanized.
B. H. Liddell Hart: Thoughts on War, iv, 1944

Infantry

Ah, yes, mere infantry—poor beggars . . .
Plautus: The Braggart Captain, 3d century, B.C.

Footmen threatening shot,
Shaking their swords, their spears, and iron bills,
Environing their standard round, that stood
As bristle-pointed as a thorny wood.
Christopher Marlowe, 1564–1593

Infantry is the nerve of an army.
Francis Bacon: Essays, xxix, 1625

The stubborn spear-men still made good
Their dark impenetrable wood,
Each stepping where his comrade stood,
The instant that he fell.
Walter Scott: Lay of the Last Minstrel, 1805

It all depends upon that article whether we do the business or not. Give me enough of it, and I am sure.
Wellington: On being asked by Thomas Creevey in Brussels, whether he would beat Napoleon, May 1815 (At the moment of reply, a redcoated infantry private walked by.)

Infantry is the Queen of Battles.
Attributed to Sir William Napier, 1785–1860

First there is the All-Highest [the Kaiser] then the Cavalry Officer, and then the Cavalry Officer's horse. After that there is nothing, and after nothing the Infantry Officer.
Pre-1914 Imperial German Army apothegm

The contest is always man to man, to end up with; everything in national defense is designed for that purpose and it has got to be that.
William Mitchell: Testimony before House Appropriations Committee, 1921

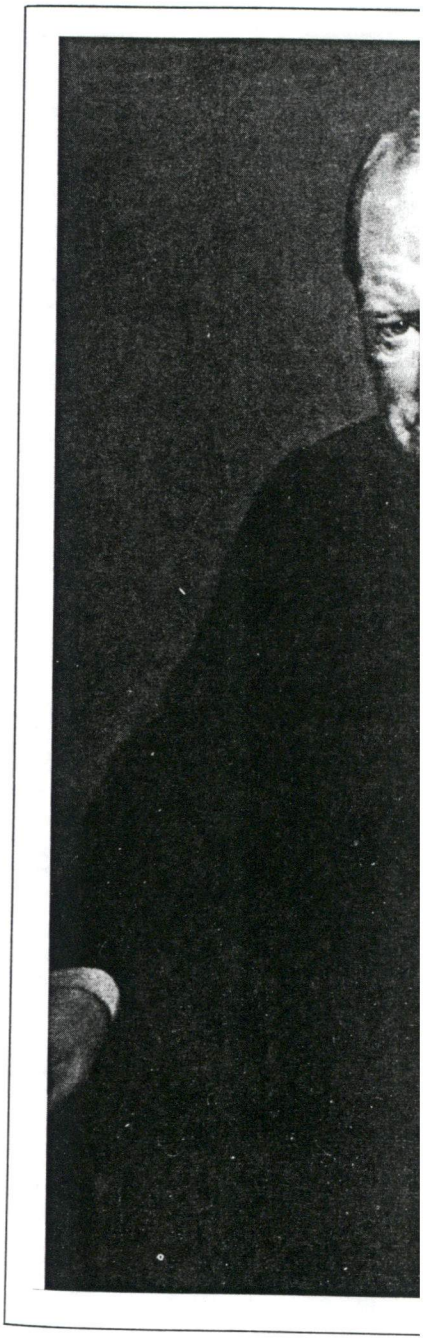
The Infantry, the Infantry, with dirt behind their ears,
The Infantry, the Infantry, can drink their weight in beers;
The Cavalry, the Artillery, and the God-damned Engineers
Can never beat the Infantry in a hundred thousand years.
American infantry song, early 20th century

Infantry is the arm which in the end wins battles. The rifle and the bayonet are the infantryman's chief weapons. The battle can be won in the last resort only by these weapons.
British Army Field Service Regulations, 1924

I wouldn't give a bean to be a fancy-pants Marine,
I'd rather be a dogface soldier like I am:
I wouldn't trade my old ODs for all the Navy's dungarees
For I'm the walking pride of Uncle Sam.
American infantry song, c. 1925

One well-known Brigadier always phrases his requirements of the ideal infantryman as "athlete, stalker, marksman." I always feel a little inclined to put it on a lower plane and to say that the qualities of a successful poacher, cat burglar, and gunman would content me.
Sir Archibald Wavell, "The Training of the Army for War," February 1933

When the smoke cleared away, it was the man with the sword, or the crossbow, or the rifle, who settled the final issue on the field.
George C. Marshall: Talk before the National Rifle Association 3 February 1939



WINSTO

"We shall fight on

I

The poor devil in the Army marches tremendous distances; he is in the mud; he's filthy dirty; he hasn't had a full meal. . . and he fights in a place he's never seen before.
George C. Marshall, 1880–1959

Look at an infantryman's eyes and you can tell how much war he has seen.
William H. Mauldin: Up Front, 1944

(*See also* Rifleman, Soldier.)

Infiltration

If the brains and the arteries of an army are destroyed then that army must either surrender or be defeated in detail later. In other words, is it really necessary to have a battle at all in order to overcome one's enemy?
Lieutenant H.E. Fox-Davies, Durham Light Infantry: Letter to Sir A.P. Wavell, 1 October 1935

(*See also* Guerrilla Warfare, Partisan Warfare.)

Information and Education

It is not set speeches at the moment of battle that render soldiers brave. The veteran scarcely listens to them, and the recruit forgets them at the first shot. If discourses and harangues are useful at all, it is during the campaign; to do away with unfavorable impressions, to correct false reports, to keep alive a proper spirit in the camp, and to furnish materials and amusement for the bivouac. All printed orders of the day should keep these objects in view.
Napoleon I: Maxims of War, 1831

Our soldiers ought to be instructed about the course of each war. It is only when aggression is legitimate that one can expect prodigies of valor.
Marshal Ney: 1769–1815

I feel some anxiety regarding the scheme conducted by the new Army Bureau of Current Affairs. The test must be whether discussions of such matters conducted by regimental officers will weaken or strengthen that tempered discipline without which our armies can be no match for the highly trained forces of Germany. The qualities required for conducting discussions of the nature indicated are not necessarily those which fit for command in the field. Will not such discussions only provide opportunities for the professional grouser and agitator with a glib tongue?
Winston Churchill: Note for the Secretary of State for War, 10 October 1941

Initiative

The first blow is half the battle.
Oliver Goldsmith: She Stoops to Conquer, 1773

To do nothing was disgraceful; therefore I made use of my understanding.
Nelson: From Egypt after the battle of the Nile, August 1798

A general who stands motionless to receive his enemy, keeping strictly on the defensive, may fight ever so bravely, but he must give way when properly attacked.
Jomini: Précis de l'Art de la Guerre, 1838

Twice is he armed that hath his quarrel just,
And three times he who gets his fist in fust.
Artemus Ward (Charles Farrar Browne), 1834-1867, Shakespeare Up-To-Date

Uncomfortable fellows who press for progress have a bad time of it in London.
Sir Ian Hamilton: The Soul and Body of an Army, viii, 1921

All sensible initiative of subordinates must be encouraged through all possible means, and must be exploited by the commander in the general interest of [success in] battle. Sensible initiative is based upon an understanding of the commander's intentions.
Field Service Regulations, Army of the USSR, 1936

No military leader is endowed by heaven with an ability to seize the initiative. It is the intelligent leader who does so after a careful study and estimate of the situation and arrangement of the military and political factors involved.
Mao Tse-tung: On Guerrilla War, 1937

Some officers require urging, others re quire suggestions, very few have to be restrained.
George S. Patton, Jr.: War As I Knew It, 1947

When so much was uncertain, the neec recover the initiative glared forth.
Winston Churchill: Their Finest Hour, 1949 (on the situation after Dunkirk, 1940)

Initiative means freedom to act, but it not mean freedom to act in an offhand casual manner. It does not mean freed to . . . depart *unnecessarily* from stand procedures or practices or instructions
Ernest J. King: A Naval Record,

. . . the supreme military weapon of init tive.
David Holden: in Manchester Guardian, 14 May 1964

Inspection

When you are ordered to visit the barracks, I would recommend it to you to confine your inspection to the outside walls: for what can be more unreasonal to expect, that you should enter the soldier's dirty rooms, and contaminate yourself with tasting their messes? As y are not used to eat salt pork or ammuni tion bread, it is impossible for you to ju whether they are good or not. Act in the same manner, when you are ordered to visit the hospital.
Francis Grose: Advice to the Office of the British Army, 1782

Insubordination

To resist him that is set in authority is e
Instruction of Ptahhotep, c. 2675 B.C.

You know, Foley, I have only one eye; I have a right to be blind sometimes—I really do not see the signal.
Nelson: To his Flag Captain at Copenhagen, after having had his attention invited to Sir Hyde Parke signal, "Discontinue engagement," 2 April 1801

Insubordination may only be the evidenc of a strong mind.
Napoleon I: Letter from St. Helena 1817

L

Lafayette, Marquis de (1757–1834)

Lafayette, we are here.
Colonel C.E. Stanton, USA: At the grave of Lafayette, Picpus Cemetery, Paris, 4 July 1917

Lake Champlain, (11 September 1814)

The Almighty has been pleased to grant us a signal victory on Lake Champlain, in the capture of one frigate, one brig, and two sloops of war of the enemy.
Thomas MacDonough: Despatch to the Secretary of the Navy, 11 September 1814

This is a proud day for America--the proudest day she ever saw.
Remark by an unidentified British officer prisoner after the victory on Lake Champlain, 11 September 1814

Lake Erie, (10 September 1813)

We have met the enemy, and they are ours: Two ships, two brigs, one schooner and one sloop.
Oliver Hazard Perry: Despatch to General W.H. Harrison 10 September 1813

See! he quits the *Lawrence's* side,
And trusts him to the foaming tide,
While thundering navies round him ride,
And flash their red artillery.
Verse, author unknown, inspired by Commodore Perry's transfer of his flag from USS Lawrence *to USS* Niagara *at the height of the battle of Lake Erie*

Land Warfare

The art of land warfare is an art of genius, of inspiration. On the sea nothing is genius or inspiration; everything is positive or empiric. The admiral needs only one science, that of navigation. The general needs all the sciences.
Napoleon I: Maxims of War, 1831

War on land today is land-air warfare
Sir John Slessor: Strategy for the West, 1954

Landing Craft

Picture puzzles are child's play compared with this game of working an unheard-of number of craft to and fro, in and out, of little bits of beaches.
Sir Ian Hamilton: Gallipoli Diary, I, 1920

Prior to the present war I never heard of any landing craft except a rubber boat. Now I think about little else.
Attributed to George C. Marshall, late 1943

The whole of this difficult question, how to divide military resources between the Normandy invasion and the invasion of Southern France, only arises out of the absurd shortage of the LSTs. How it is that the plans of two great empires like Britain and the United States should be so much hamstrung and limited by a hundred or so of these particular vessels will never be understood by history.
Winston Churchill: Letter to General Marshall, 1944

(*See also* Amphibious Operations, Amphibious Warfare.)

Last Stand

When men find they must inevitably perish, they willingly resolve to die with their comrades and with their arms in their hands.
Vegetius: De Re Militari, iii, 378

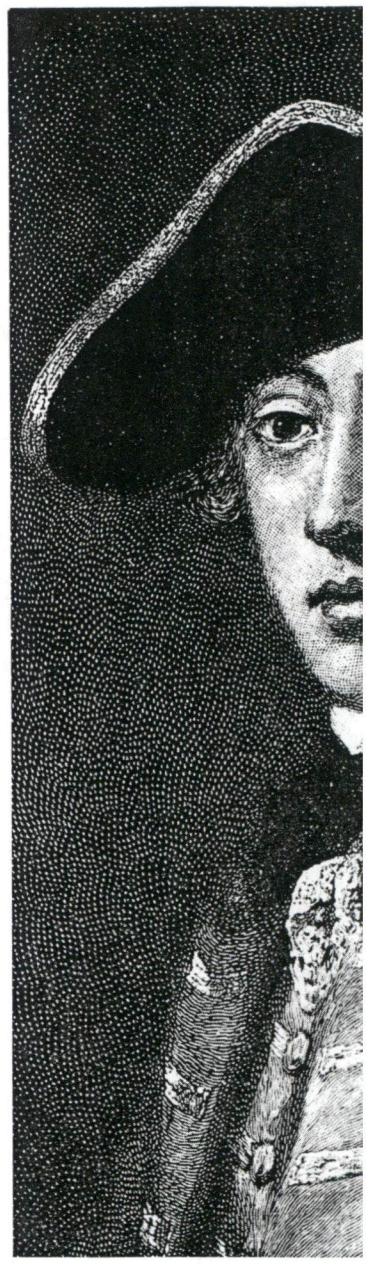
There is one certain means by which I can be sure never to see my country's ruin: I will die in the last ditch.
William III (William of Orange), 1650–1702

(*See also* Resistance, Will to Fight.)

Law

The laws are silent in the midst of arms. (Silent leges inter arma.)
Cicero: Pro Milano, c. 50 B.C.

No Connections, Interests, or Intercessions . . . will avail to prevent strict execution of justice.
George Washington: General Order, 7 July 1775



JA

"Do they ru

dier's needs, and keep his mind
ed by drills and exercises interrupted
ısements so that he is not unduly
d and confronted by depressing
ts.
ustave le Bon, 1841–1931, World Revolt

to consume your own smoke.
r William Osler, 1849–1919

ive ability is deciding quickly and somebody else to do the work.
hn Garland Pollard, 1871–1937

petent leader can get efficient service
oor troops, while on the contrary
ıpable leader can demoralize the troops.
hn J. Pershing: Experiences in e World War, II, 1931

lation between officers and men in no sense be that of superior and r nor that of master and servant, but that of teacher and scholar. In fact, ld partake of the nature of the relatween father and son, to the extent ficers, especially commanding , are responsible for the physical, , and moral welfare, as well as cipline and military training of the men under their command.
hn A. Lejeune: Marine Corps anual, 1920

ung American responds quickly and to the exhibition of qualities of ship on the part of his officers. Some e qualities are industry, energy, ve, determination, enthusiasm, ss, kindness, justness, self-control, shness, honor, and courage.
hn A. Lejeune: Reminiscences of a arine, 1930

line apart, the soldiers' chief cares st, his personal comfort, i.e., regtions, proper clothing, good bilıd proper hospital arrangements e meals and a square deal in fact); condly, his personal safety, i.e., that ll be put into a fight with as good a as possible for victory and survi-

r A.P. Wavell, 1883–1950

sk of leadership is not to put greatto humanity, but to elicit it, for the ess is already there.
hn Buchan, 1875–1940

The real leader displays his quality in his triumphs over adversity, however great it may be.
George C. Marshall: Address to 1st Officer Candidate Class, Fort Benning, 18 September 1941

The commander must try, above all, to establish personal and comradely contact with his men, but without giving away an inch of his authority.
Erwin Rommel, 1891–1944

A piece of spaghetti or a military unit can only be led from the front end.
George S. Patton, Jr.: In North Africa, 1942

Never tell people how to do things. Tell them *what* to do and they will surprise you with their ingenuity.
George S. Patton, Jr.: War As I Knew It, 1947

Men are neither lions nor sheep. It is the man who leads them who turns them into either lions or sheep.
Jean Dutourd: Taxis of the Marne, 1957

An army cannot be administered. It must be led.
Franz-Joseph Strauss: To the German Bundestag, 1957

A leader is a man who has the ability to get other people to do what they don't want to do, and like it.
Harry S. Truman: Memoirs, 1955

The first thing a young officer must do when he joins the Army is to fight a battle, and that battle is for the hearts of his men. If he wins that battle and subsequent similar ones, his men will follow him anywhere; if he loses it, he will never do any real good.
Montgomery of Alamein: Memoirs, xxxiii, 1958

All the regulations and gold braid in the Pacific Fleet cannot enforce a sailor's devotion. This, each officer in command must earn on his own.
Lieutenant Commander Arnold S. Lott: Brave Ship, Brave Men, 1965

Nothing has been accomplished if there is still anything to be done.
Latin Proverb

(*See also* Command, Generalship.)

Leave

Always ask for leave at all times and in all places, and in time you will acquire a right to it.
Francis Grose: Advice to the Officers of the British Army 1782

A certain amount of leave, although not in any contract of service, is a recognized part of a soldier's life.
Winston Churchill: Note to Minister of Pensions, 23 April 1943

Lee, Robert E. (1807–1870)

The very best soldier that I ever saw in the field.
Winfield Scott: Letter regarding Lee to Secretary of War Floyd, 8 May 1857

Lee is the only man I know whom I would follow blindfold.
Stonewall Jackson: Letter, May 1862

An angel's heart, an angel's mouth,
Not Homer's, could alone for me
Hymn well the great Confederate South,
Virginia first, and *Lee*!
Philip Stanhope Worsley: Verses inscribed in presentation copy of his translation of the Iliad to General Lee, January 1866

Strike the tent.
R.E. Lee: Last words, 12 October 1870

He was a foe without hate, a friend without treachery, a soldier without cruelty, and a victim without murmuring. He was a public officer without vices, a private citizen without wrong, a neighbor without reproach, a Christian without hypocrisy, and a man without guilt. He was Caesar without his ambition, Frederick without his tyranny, Napoleon without his selfishness, and Washington without his reward.
Benjamin H. Hill, 1832–1882, tribute to R. E. Lee

He never rose to the grand problem which involved a continent . . . His Virginia was to him the world . . . He stood at the front porch battling with the flames whilst the kitchen and the house were burning, sure in the end to consume the whole.
W.T. Sherman: In North American Magazine, March 1887

ge as it may seem, the Air Force, except air, is the least mobile of all the es. A squadron can reach its destina- a few hours, but its establishment, , fuel, spare parts, and workshops iany weeks, and even months, to p.
Vinston Churchill: Their Finest Hour, 949

vith variability is the secret of mobility.
.H. Liddell Hart: Have Armored orces a Future? 1950

lso Movements.)

ization

ır tents, O Israel.
Kings, XII, 16

e war, wake up the mighty men.
el, III, 9

ould provide in peace what we need in

ublilius Syrus: Sententiae, c. 42 B.C.

ne to leave the books in dust,
l the unused armor's rust.
ndrew Marvell, 1621–1678

ung men shall fight; the married men
orge weapons and transport supplies;
will make tents and serve in the hospi-
e children will make up old linen into
e old men will have themselves carried
e public squares to rouse the courage of
iting men, and to preach hatred of kings
unity of the Republic. The public
gs shall be turned into barracks, the
squares into munitions factories; the
floors shall be treated with lye to ex-
ltpeter. All suitable firearms shall be
over to the troops; the interior shall be
with fowling pieces and cold steel. All
horses shall be seized for the cavalry;
t horses not employed in cultivation
aw the artillery and the supply wagons.
ecree by the Committee on Public afety, French Revolution, 23 August 93

untended the herd,
ock without shelter;
the corpse uninterred,
ide at the altar;
the deer, leave the steer,
nets and barges;
with your fighting gear,

Broadswords and targes.
Walter Scott: Pibroch of Donald Dhu, 1816

When a nation is without establishments and a military system, it is very difficult to organize an army.
Napoleon I: Maxims of War, 1831

Lars Porsena of Clusium . . .
Bade his messengers ride forth
To East and West and South and North
To summon his array.
T.B. Macaulay: Lays of Ancient Rome, 1842

Leaped to their feet a thousand men,
Their voices echoing far and near;
"We go, we care not, where or when;
"Our country calls us, we are here!"
The Seventh, verses by unknown author in Harper's Weekly, 27 April 1861 (to the New York 7th Regiment when called to the Colors

We are coming, Father Abraham, three hundred thousand more.
James Sloan Gibbons: Popular song, 16 July 1861, after Lincoln's call for additional volunteers to quell the Southern rebellion.

And there was tumult in the air,
The fife's shrill note, the drum's loud beat,
And through the wide land everywhere,
The answering tread of hurrying feet.
Thomas Buchanan Read, 1853–1916, The Wagoner of the Alleghenies

The flags of war like storm-birds fly,
The charging trumpets blow.
John Greenleaf Whittier, 1807–1892

The Army used to have all the time in the world and no money; now we've got all the money and no time.
George C. Marshall: Remark, January 1942

Monmouth (28 June 1778)

Tell the Philadelphia ladies that the heavenly, sweet, pretty Red Coats—the accomplished Gentlemen of the Guards and Grenadiers have humbled themselves on the plains of Monmouth.
Anthony Wayne: Letter, June 1778

Monroe Doctrine

The American continents . . . are not henceforth to be considered as subjects for future colonization by any European powers.
James Monroe: Message to Congress, 2 December 1823

I called the New World into existence to redress the balance of the Old.
George Canning: To the House of Commons, December 1823 (explaining the background of the Monroe Doctrine)

Monterey, (21 September 1846)

Old Zach's at Monterey.
Bring on yer Santa Anner;
For every time we raise a gun,
Down goes a Mexicaner.
Soldier song during the Mexican War

We were not many—we who stood
Before the iron sleet that day;
Yet many a gallant spirit would
Give half his years, if he but could
Have been with us at Monterey.
Charles Fenno Hoffman, 1806–1884, Monterey

(*See also* Mexican War.)

Morale

You are well aware that it is not numbers or strength that bring victories in war. No, it is when one side goes against the enemy with the gods' gift of a stronger morale that their adversaries, as a rule, cannot withstand them.
Xenophon: Speech to the Greek officers after the defeat of Cyrus at Cunaxa, 401 B.C.

An army is strengthened by labor and enervated by idleness.
Vegetius: De Re Militari, 378

Now when troops gain a favorable situation the coward is brave; if it be lost, the brave become cowards.
Lt Ch'uan, fl. 7th century A.D.

By no means does the outcome of battle depend upon numbers, but upon the united hearts of those who fight.
Kusunoki Masushige, fl. 14th century A.D.

The nature of bad news infects the teller.
Shakespeare: Antony and Cleopatra, i, 2, 1606

nbat today requires . . . a moral
ension, a unity more binding than at
other time. If one does not wish the
ds to break, he must make them elastic
rder to strengthen them.
Ardant du Picq, 1821–1870, Battle Studies

men thought that victory was chained
ıy standard. Men who go into a fight
er the influence of such feelings are
to invincible, and are generally victors
re it begins.
John S. Mosby: War Reminiscences, vii, 1887

[French] people had always concen-
ed on material questions. They thought
the offensive power of the enemy
ld be broken by the defensive action
ew and terrible weapons. In that way
ruined the spirit of their army. That
hat chiefly weighed in the scale.
Colmar von der Goltz: of the French defeat after 1870

les are beyond all else struggles of
ale. Defeat is inevitable as soon as
ıope of conquering ceases to exist.
ess comes not to him who has suffered
east but to him whose will is firmest
morale strongest.
French Army Field Regulations, 1913

al forces may take a back seat at Com-
ees of Imperial Defense or in War
es; at the front they are put where
put Uriah.
Sir Ian Hamilton: The Soul and Body of an Army, x, 1921

unfailing formula for production of
ale is patriotism, self-respect, dis-
ne, and self-confidence within a
ary unit, joined with fair treatment
merited appreciation from without.
nnot be produced by pampering or
lling an army, and is not necessarily
oyed by hardship, danger, or even
nity . . . It will quickly wither and
soldiers come to believe themselves
ictims of indifference or injustice on
art of their government, or of
rance, personal ambition, or in-
ude on the part of their leaders.
Douglas MacArthur: Annual Report, Chief of Staff, U.S. Army, 1933

ale is a state of mind. It is steadfast-
and courage and hope. It is confidence and zeal and loyalty. It is elan, esprit de corps and determination. It is staying power, the spirit which endures to the end—the will to win. With it all things are possible, without it everything else, planning, preparation, production, count for naught.
George C. Marshall: Address at Trinity College, Hartford, Connecticut, 15 June 1941

The soldier's heart, the soldier's spirit, the soldier's soul, are everything. Unless the soldier's soul sustains him, he cannot be relied on and will fail himself and his country in the end.
George C. Marshall, 1880–1959

Morale, only morale, individual morale as a foundation under training and discipline, will bring victory.
Sir William Slim: To the officers, 10th Indian Infantry Division, June 1941

Nothing is more dangerous in wartime than to live in the temperamental atmosphere of a Gallup Poll, always feeling one's pulse and taking one's temperature.
Winston Churchill: To the House of Commons, 30 September 1941

Very many factors go into the building-up of sound morale in an army, but one of the greatest is that the men be fully employed at useful and interesting work.
Winston Churchill: The Gathering Storm, 1948

Machines are as nothing without men. Men are as nothing without morale.
E.J. King: Address to the graduating class, U.S. Naval Academy, 19 June 1942

Loss of hope, rather than loss of life, is the factor that really decides wars, battles, and even the smallest combats. The all-time experience of warfare shows that when men reach the point where they see, or feel, that further effort and sacrifice can do no more than delay the end they commonly lose the will to spin it out, and bow to the inevitable.
B.H. Liddell Hart: Defense of the West, 1950

The morale of the soldier is the greatest single factor in war and the best way to achieve a high morale in wartime is by success in battle.
Montgomery of Alamein: Memoirs, vi, 1958

Nothing raises morale better than a dead general.
John Masters: The Road Past Mandalay, 1961

If the history of military organizations proves anything, it is that those units that are told they are second-class will almost inevitably prove that they are second-class.
Brigadier General J.D. Hittle, USMC: in The National Guardsman, July 1962

Morale is neither produced nor destroyed by gadgetry.
Brigadier General S.B. Griffith, USMC: Communist China's Capacity to Make War, January 1965

There will be no liberty on board this ship until morale improves.
*Excerpt from Plan of the Day, USS * * **

I doubt if Mr. McNamara and his crew have any morale setting on their computers.
Rear Admiral Daniel V. Gallery, USN: Eight Bells and All's Well, 1965

(*See also* Esprit, Will to Fight.)

Mountain Warfare

Beyond the Alps lies Italy.
Attributed to Hannibal, 218 B.C.

Those who wage war in mountains should never pass through defiles without first making themselves masters of the heights.
Maurice de Saxe: Mes Rêveries, xxii, 1732

In regard to mountain warfare in general, everything depends on the skill of our subordinate officers and still more on the morale of our soldiers. Here it is not a question of skillful maneuvering, but of warlike spirit and wholehearted devotion to the cause.
Clausewitz: Principles of War, 1812

Mountain operations teach us . . . that in such a country a strong and heroic will is worth more than all the precepts in the world . . . One of the principal rules of this kind of war is, not to risk one's self in the valleys without securing the heights.

George Washington: Farewell Address to Congress, 7 December 1796

ur country demands a most vigorous ertion of her force, directed with judgent.
Nelson: To Sir Hyde Parker, 24 March 1801

very power has an interest in seeing its ighbors in a state of weakness and cadence.
Stendhal (Henri Beyle): A Life of Napoleon, xxix, 1818

here are no manifestoes like cannon and usketry.
Attributed to Wellington, 1769–1852

on weighs at least as much as gold in e scales of military strength.
Jomini: Précis de l'Art de la Guerre, 1838

great people may be killed, but they nnot be intimidated.
Napoleon I: Political Aphorisms, 1848

ithout finances, without assured means recruitment, and without a fleet, there n be no king.
Napoleon I: Political Aphorisms, 1848

ou cannot afford to be a carp in a pond here there are pike about.
Otto von Bismarck, 1815–1898

hen it is remembered that the United ates, like Great Britain and like Japan, n be approached only by sea, we can arcely fail to see that upon the sea imarily must be found our power to cure our own borders and to sustain our ternal policy.
Mahan: Naval Strategy, 1911

e are listened to because we are strong.
Admiral Richard Wainwright, USN: in Scientific American, 9 December 1911

ower emanates from the barrel of a gun.
Mao Tse-tung: On Guerrilla War, 1938

e have tried since the birth of our nation promote our love of peace by a display weakness. This course has failed us terly.
George C. Marshall: Report of the Chief of Staff, U.S. Army, 1945

National strength lies only in the hearts and spirits of men.
S.L.A. Marshall: Men Against Fire, 1947

Diplomacy has rarely been able to gain at the conference table what cannot be gained or held on the battlefield.
General Walter Bedell Smith, USA: on his return from the Geneva Conference on Indo-China. 1954

No country can have great power and a quiet conscience.
Editorial, The Washington Post, 26 April 1965

A mature great power will make measured and limited use of its power. It will eschew the theory of a global and universal duty which not only commits it to unending wars of intervention but intoxicates its thinking with the illusion that it is a crusader for righteousness.
Walter Lippmann: In the Washington Post, 27 April 1965

(*See also* Power.)

National Security

The principal foundations of all states are good laws and good arms; and there cannot be good laws where there are not good arms.
Niccolo Machiavelli: The Prince, xii, 1513

If you believe the doctors, nothing is wholesome; if you believe the theologians, nothing is innocent; if you believe the soldiers, nothing is safe.
Lord Salisbury, 1830–1903

Every danger of a military character to which the United States is exposed can be best met outside her own territory—at sea.
Alfred Thayer Mahan, 1840–1914

No nation ever had an army large enough to guarantee it against attack in time of peace or insure it victory in time of war.
Calvin Coolidge, 1872–1933

Naval Aviation

The Secretary of the Navy has decided that the science of aerial navigation has reached that point where aircraft must form a large part of our naval force for offensive and defensive operations.
Navy Department news release, 10 January 1914

These naval airmen, bold fellows, always on for an adventurous attack . . .
Sir Ian Hamilton: Diary entry, Gallipoli, 8 July 1915

It is impossible to resist an admiral's claim that he must have complete control of, and confidence in, the aircraft of the battle fleet, whether used for reconnaissance, gunfire, or air attack on a hostile fleet . . . The argument that similar conditions obtain in respect of Army cooperation aircraft cannot be countenanced. In one case the aircraft take flight from aerodromes and operate under precisely similar conditions to those of normal independent air force action. Flight from warships and action in connection with naval operations is a totally different matter. One is truly an affair of cooperation only; the other an integral part of modern naval operations.
Winston Churchill: Memorandum for Lord Inskip, 1936

As long as there are aircraft carriers, their aircraft and crews had better be part of the navy.
Sir John Slessor: Strategy for the West, 1954

(*See also* Aerial Combat, Air Power, Aircraft Carrier.)

Naval Officer

He apprehends him fit for a sea officer, by reason he hath been with him a whole year at sea in three engagements, where he saith he behaved himself like a gentleman and an understanding man, a character which I confess wants a good deal of that which must lead me to think a man fit to make a sea officer of: I mean downright diligence, sobriety, and seamanship.
Samuel Pepys: Letter to Captain Rooth, 24 January 1674

Gentlemen shall not be capable of bearing office at sea, except they be tarpaulins too; that is to say, except they are so trained up by a continued habit of living at sea, that they may have a right to be admitted free denizens of Wapping. When a gentleman

at a beautiful fix we are in now: peace been declared.
Napoleon I: After the Treaty of Amiens, 27 March 1802

pe it is practicable, by improving the d and morals of society, to lessen the osition to war; but of its abolition I pair.
Thomas Jefferson, 1743–1826

honorable peace is attainable only by fficient war.
Henry Clay: To the House of Representatives, 8 January 1813

ce at any price (Paix à tout prix).
Alphonse de Lamartine, 1790–1869

ce! and no longer from its brazen portals
blast of War's great organ shakes the skies!
Henry Wadsworth Longfellow: The Arsenal at Springfield, 1841

is on its last legs; and a universal ce is as sure as is the prevalence of ization over barbarism, of liberal ernments over feudal forms. The stion for us is only how soon?
R.W. Emerson: War, 1849

re is a peace more destructive of the lhood of living man than war is destruc- of his material body. Chains are worse bayonets.
Jerrold W. Douglas, 1803–1857, Peace

ou want peace, the thing you've got tu du
s' to show you're up to fightin', tu.
James Russell Lowell, The Biglow Papers, 1848

ace cannot be maintained with honor, no longer peace.
Sir John Russell: Speech at Greenock, 14 September 1853

war is over. The rebels are our ıtrymen again.
U.S. Grant: Silencing the cheers of Union troops at Appomattox, 9 April 1865

ıs have peace.
U.S. Grant: Speech accepting the Republican presidential nomination, 29 May 1868

War appears to be as old as mankind, but peace is a modern invention.
Henry Maine: Early History of Institutions, 1875

Eternal peace is a dream, and not even a beautiful one.
Helmuth von Moltke ("The Elder"): Letter to K.K. Bluntschli, 11 December 1880

The legitimate object of war is a more perfect peace.
W. T. Sherman: Epigram 23 February 1882 (inscribed on Sherman's statue, Washington, D. C.)

Thank God for peace! Thank God for peace!
When the great grey ships come in.
Guy Wetmore Carryl, 1873–1904, When the Great Grey Ships Come in

Peace is a goddess only when she comes with sword girt on thigh.
Theodore Roosevelt: Speech at the Naval War College, Newport, Rhode Island, 2 June 1897

Peace, indeed, is not adequate to all progress; there are resistances that can be overcome only by explosion.
Mahan: The Peace Conference, 1899

If I must choose between peace and righteousness, I choose righteousness.
Theodore Roosevelt, 1858–1919, Unwise Peace Treaties

There is a price which is too great to pay for peace, and that price can be put in one word. One cannot pay the price of self-respect.
Woodrow Wilson: Speech at Des Moines, Iowa, 1 February 1916

It must be a peace without victory.
Woodrow Wilson: To the Senate, 22 January 1917

If man does find the solution for world peace it will be the most revolutionary reversal of his record we have ever known.
George C. Marshall: Biennial Report, Chief of Staff, USA, 1 Sept 1945

Could I have but a line a century hence, crediting a contribution to the advance of peace, I would yield every honor which has been accorded by war.
Douglas MacArthur, 1880-1964

And when in his wide courtyards Odysseus had cut down the insolent youths, he hung on high his sated bow and strode to the warm baths to cleanse his blood-stained body.
Nikos Kazantzakis: The Modern Odyssey, a Sequel, 1958

Peace is the daughter of war.
French Proverb

Peace is produced by war.
Latin Proverb

Eternal peace lasts only until the next war.
Russian Proverb

(*See also* Disarmament, Pacifism.)

Pearl Harbor

The Island of Oahu, with its military depots, both naval and land, its airdromes, water supplies, the city of Honolulu with its wharves and supply points, forms an easy, compact and convenient object for air attack . . . I believe therefore, that should Japan decide upon the reduction and seizure of the Hawaiian Islands . . . attack will be launched on Ford's Island at 7.30 a.m.
William Mitchell: Memorandum for the Chief of Staff, U.S. Army, 1924

Yesterday, December 7, 1941—a date which will live in infamy—the United States of America was suddenly and deliberately attacked by naval and air forces of the Empire of Japan.
Franklin D. Roosevelt: To Congress, 8 December 1941

Throughout the action, there was never the slightest sign of faltering or cowardice. The actions of the officers and men were wholly commendable; there was no panic, no shirking nor flinching, and words fail to describe the truly magnificent display of courage, discipline and devotion to duty of all.
Report by the Executive Officer, USS West Virginia, *after Pearl Harbor, December 1941*

The only thing now to do is to lick hell out of them.
Burton K. Wheeler: Remark after Pearl Harbor, December 1941 (Senator Wheeler had been a leading isolationist)

P

Though the military art is essentially a practical one, the opportunities of practicing it are rare. Even the largest-scale peace maneuvers are only a feeble shadow of the real thing. So that a soldier desirous of acquiring skill in handling troops is forced to theoretical study of Great Captains.

Sir A.P. Wavell: Lecture to officers, Aldershot Command, c. 1930

For my strategy, I could find no teachers in the field: but behind me there were some years of military reading, and even in the little that I have written about it, you may be able to trace the allusions and quotations, the conscious analogies.

T.E. Lawrence, 1888–1935

Generalship, at least in my case, came not by instinct, unsought, but by understanding, hard study, and brain concentration. Had it come easy to me, I should not have done it as well.

T.E. Lawrence, 1888–1935

If your book could persuade some of our new soldiers to read and mark and learn things outside drill manuals and tactical diagrams, it would do a good work.

T.E. Lawrence: Letter to Liddell Hart, 26 June 1933

A study of the laws of war is necessary as we require to apply them to war. To learn this is no easy matter and to apply them in practice is even harder; some officers are excellent at paper exercises and theoretical discussions in the war colleges, but when it comes to battle there are those that win and those that lose.

Mao Tse-tung: On the Study of War, 1936

War is the highest form of struggle between nations, and thus the study of military matters brooks not a moment's delay, and must be learned not only by our commanders, but also by members of the Party.

Mao Tse-tung: On the Study of War, 1936

It should be the duty of every soldier to reflect on the experiences of the past, in the endeavor to discover improvements, in his particular sphere of action, which are practicable in the immediate future.

B.H. Liddell Hart: Thoughts on War, i, 1944

Don't ignore the yesterdays of war in your study of today and tomorrow.

Douglas Southall Freemen: Lecture at Marine Corps Schools, Quantico, Virginia, 1950

(*See also* History, Military Mind.)

Programs

It is folly to raise a single company, squadron or battery before it is known exactly what place it is to take in some definite organization authorized for some definite purpose.

Sir Ian Hamilton: The Soul and Body of an Army, iv, 1921

A staff officer renders no service to the country who aims at ideal standards, and thereafter simply adds and multiplies until impossible totals are reached.

Winston Churchill: Note to the War Cabinet, 15 October 1940

The Army used to have all the time in the world and no money; now we've got all the money and no time.

George C. Marshall: Remark, January 1942

Promotion

For promotion cometh neither from the east, nor from the west, nor yet from the south. And why? God is the judge; he putteth down one, and setteth up another.

Psalm 75, 7–8

Comrades, you have lost a good captain to make a bad general.

Saturninus, c. 100 B. C.

. . . these times
Where none will sweat but for promotion.

Shakespeare: As You Like It, ii, 3, 1599

Who does i' the wars more than his captain can
Becomes his captain's captain.

Shakespeare: Antony and Cleopatra, iii, 1, 1606

I have seen some extremely good colonels become very bad generals.

Maurice de Saxe: Mes Rêveries, 1732

Promotion with my Lords is like kissi
it goes by favor.

18th century saying among office the Royal Navy

Above all, be careful never to promot
intelligent officer; a brave, chuckle-he
fellow will do full as well to execute yo
orders. An officer, that has an iota of
knowledge above the common run, yo
must consider as your personal enemy

Francis Grose: Advice to the Offi of the British Army, 1782

If ever you wish to rise a step above yo
present degree, you must learn that ma
of the art of war, of currying favor wit
your superiors; and you must not only
cringe to the commander-in-chief him-
self, but you must take especial care to
keep in with his favorites, and dance at
tendance on his secretary.

Francis Grose: Advice to the Offi of the British Army, 1782

The promotion to the Flag has happily
moved a number of officers from the co
mand of ships-of-the-line, who at no
period of their lives were capable of co
manding them; and I am sorry to have
occasion to observe, that the present st
of the upper part of the list of Captains
not much better than it stood before.

Lord St. Vincent: Letter to Earl Spencer, 21 March 1779

And, verily, it gives
A precedent of hope, a spur of action
To the whole corps, if once in their remembrance
An old, deserving soldier makes his wa

Friedrich Schiller: Wallenstein, i, 1798

Every French soldier carries a marshal'
baton in his knapsack.

Attributed to Louis XVIII of Fran 1755–1824

I will never agree to the promotion of a
officer who, for ten years, has not been
under fire.

Napoleon I, 1769–1821

As to rewards and promotion, it is essen
to respect long service and at the same ti
open a way for merit.

Jomini: Précis de l'Art de la Guerre 1838

If the skill of a general is one of the sure
elements of victory, it will readily be see

hosoever commands the sea commands
: trade; whosoeve commands the trade
the world commands the riches of the
rld, and consequently the world itself.
Sir Walter Raleigh: Historie of the Worlde, 1616

e dominion of the sea . . . is the best
urity of the land. The wooden walls are
: best walls of this kingdom.
Thomas Coventry: To the House of Commons, 17 June 1635

nan-of-war is the best ambassador.
Oliver Cromwell, 1599–1658

the question, What shall we do to be
ed in this world? There is no answer but
s, Look to your moat.
Marquess of Halifax: A New Model at Sea, 1694

:e other amphibious animals we must
ne occasionally on shore: but the water
nore properly our element, and in it . . .
we find our greatest security, so we
rt our greatest force.
Lord Bolingbroke: Idea of a Patriot King, 1749

in are their threats, their armies all are
vain;
:y rule the balanced world, who rule the
Main.
David Mallet, 1705–1765

who are so free as the sons of the wave?
David Garrick: Hearts of Oak, 1759

: royal navy of England hath ever been
greatest defence and ornament; it is
ncient and natural strength; the float-
bulwark of the island.
William Blackstone: Commentaries on the Laws of England, 1765

trident of Neptune is the scepter of the
ld.
A.M. Le Mierre: Commerce, c. 1775

hout a Respectable Navy—alas,
America!
John Paul Jones: Letter to Robert Morris, 17 October 1776

der all circumstances, a decisive naval
eriority is to be considered a funda-
ntal principle, and the basis upon
ch all hope of success must ulitmately
end.
George Washington: Letter, 1780

. . . the expected Naval superiority which was the pivot upon which everything turned.
George Washington: Letter to Benjamin Franklin, 20 December 1780

Without a decisive naval force we can do nothing definitive, and with it everything honorable and glorious.
George Washington: To the Marquis de la Fayette, 15 November 1781

Naval power is the natural defense of the United States.
John Adams, 1735–1826

Britannia needs no bulwarks,
No towers along the steep;
Her march is o'er the mountain waves
Her home is on the deep.
Thomas Campbell: Ye Mariners of England, 1800

In the wreck of the continent, and the disappointment of our hopes there, what has been the security of this country but its naval preponderance?
William Pitt: To the House of Commons, 2 February 1801

I do not say the Frenchman will not come; I only say he will not come by sea.
Lord St. Vincent: At a parley in London while First Lord of the Admiralty, 1803

Wherever wood can swim, there I am sure to find this flag of England.
Napoleon I: At Rochefort, July 1815

Had I been master of the sea, I should have been lord of the Orient.
Napoleon I, 1769–1821

It is not the taking of individual ships or convoys, be they few or many, that strikes down the money power of a nation; it is the possession of that overbearing power on the sea which drives the enemy's flag from it, or allows it to appear only as the fugitive; and by controlling the great common, closes the highways by which commerce moves to and from the enemy's shores. This overbearing power can only be exercised by great navies.
Mahan: The Influence of Sea Power Upon History, 1890

The world has never seen a more impressive demonstration of the influence of sea power upon its history. Those far distant, storm-beaten ships, upon which the Grand Army never looked, stood between it and the dominion of the world.
Mahan: The Influence of Sea Power Upon the French Revolution and Empire, II, 1892 (on the Royal Navy during the Napoleonic Wars)

If blood be the price of admiralty,
Lord God, we ha' paid in full!
Rudyard Kipling: The Song of the English, 1893

The British Army should be a projectile to be fired by the British Navy.
Sir Edward Grey, 1862–1933

We speak glibly of "sea power" and forget that its true value lies in its influence on the operations of armies. For a defensive war a navy may suffice alone, but how fruitless, how costly, and how long drawn out a war must be, that for lack of an adequate army is condemned to the defensive, is the great lesson we have to learn.
Sir Julian Corbett: The Successors of Drake, 1900

When we speak of command of the seas, it does not mean command of every part of the sea at the same moment, or at every moment. It only means that we can make our will prevail ultimately in any part of the seas which may be selected for operations, and thus indirectly make our will prevail in every part of the seas.
Winston Churchill: To the House of Commons, 11 October 1940

My military education and experience in the First World War has all been based on roads, rivers, and railroads. During the past two years, however, I have been acquiring an education based on oceans and I've had to learn all over again.
George C. Marshall: Remark, late 1943

Command of the sea is the indispensable basis of security, but whether the instrument that commands swims, floats, or flies is a mere matter of detail.
Sir Herbert Richmond: Statesmen and Sea Power, 1946

To control the sea, the Navy must be capable of destroying the source of weapons which threaten ships and operations at sea—submarine bases, air bases,

T

Timidity

Of all the dangers in employing troops, timidity is the greatest and all calamities which overtake an army arise from hesitation.
Wu Ch'i, 430–381 B.C.

. . . misplaced caution, more ruinous than the most daring venture.
Mahan: Life of Nelson, x, 1897

All men are timid on entering any fight whether it is the first fight or the last fight. All of us are timid. Cowards are those who let their timidity get the better of their manhood.
Geroge S. Patton, Jr.: Letter to Cadet George S. Patton, III, USMA, 6 June 1944

(*See also* Cowardice, Fear.)

Torpedoes

Damn the torpedoes! Captain Drayton, go ahead! Jouett, full speed!
David G. Farragut: During the battle of Mobile Bay, as the U.S. ships entered a minefield, 5 August 1864

Hit, and hard hit! The blow went home,
The muffled, knocking stroke—
The steam that overruns the foam—
The foam that thins to smoke—
The smoke that clokes the deep aboil—
The deep that chokes her throes
Till, streaked with ash and sleeked with oil,
The lukewarm whirlpools close!
Rudyard Kipling: The Destroyers, 1898

It may well be a hundred to one against a hit with a heavy torpedo upon a ship, but the chance is always there, and the disproportion is grievous. Like a hero being stung by a malarious mosquito!
Winston Churchill: Memorandum for the First Sea Lord, 21 October 1939

Total War

The whole art of war is being transformed into mere prudence, with the primary aim of preventing the uncertain balance from shifting suddenly to our disadvantage and half-war from developing into total war.
Clausewitz: On War, viii, 1832 (This appears to be the earliest appearance of the phrase, "total war.")

We are not only fighting hostile armies, but a hostile people, and must make young and old, rich and poor, feel the hard hand of war, as well as the organized armies.
W.T. Sherman, 1820–1891

The immediate object of fighting is to kill and to go on killing, until there is nothing left to kill.
Statement by unidentified French officer, 1914

The prevailing forms of social organization have given war a character of national totality—that is, the entire population and all the resources of a nation are sucked into the maw of war.
Giulio Douhet: Command of the Air, 1921

. . . Brutish mutual extermination.
Winston Churchill: My Early Life, 1930

Total war is not a succession of mere episodes in a day or week. It is a long drawn out and intricately planned business, and the longer it continues the heavier are the demands on the character of the men engaged in it.
George C. Marshall: Address at Trinity College, Hartford, Connecticut, 15 June 1941

Before we're through with them, the Japanese language will be spoken only in hell.
W.F. Halsey: Remark in 1943, during the Pacific War

Absolute war is a war in which the conductor allows the fighting instinct to usurp control of his reason.
B.H. Liddell Hart: Thoughts on War, ii, 1944

There is no such thing as total peace, but there is such a thing as total war and total annihilation of rights.
Max Ascoli: The Power of Freedom, 1949

The day of total war has passed . . . From now on limited military operations are the only ones which could conceivably serve any coherent purpose.
George F. Kennan: The Realities of American Foreign Policy, 1954

To try to win a war, to set victory as an aim, is pure madness, since total war with nuclear weapons will be fatal to both sides.
B.H. Liddell Hart: Defense or Deterrence, 1962

. . . the high end of the spectrum of conflict
Robert S. McNamara: Speech in New York, 18 November 1963

(*See also* Atrocities, Horrors of War, Nuclear War, Scorched Earth, War.

Traditions

Remember the past: let the elder men among us emulate their own earlier deeds, and the younger who are the sons of those valiant fathers do their best not to tarnish the virtues of their race.
Pagondas of Thebes: Speech to the Boeotian army before the battle of Delium, 424 B.C.

Hold the traditions which ye have been taught.
II Thessalonians, II, 15

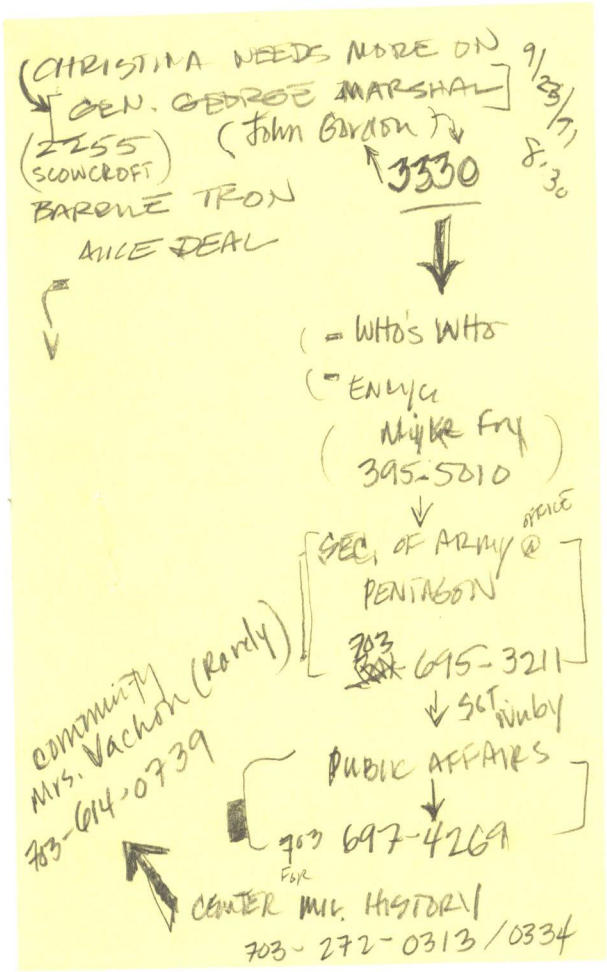
To give reputation to the army of any state, it is necessary to revive the disciplin of the ancients, cherish and honor it, and give it life, so that in return it may give reputation to the state.
Niccolo Machiavelli: Discorsi, xviii, 1531

A nation's traditions are its wealth.
Stendhal (Henri Beyle): A Life of Napoleon, xxiii, 1818

Every trifle, every tag or ribbon that tradition may have associated with the former glories of a regiment should be retained, so long as its retention does not interfere with efficiency.
Colonel Clifford Walton, History of the British Standing Army, 1660–1700, 1894

The value of tradition to the social body is immense. The veneration for practices or for authority, consecrated by long acceptance, has a reserve of strength whi cannot be obtained by any novel device.
Mahan, 1840–1914, The Military Rule of Obedience

May we not who are partakers of their brotherhood claim that in a small way a least we are partakers of their glory?



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DEPARTMENT OF DEFENSE
OFFICE OF PUBLIC AFFAIRS
NEWS SERVICES

DO NOT STAND

BIOGRAPHY OF GENERAL OF THE ARMY GEORGE CATLETT MARSHALL

Born at Uniontown, Pennsylvania, on December 31, 1880.

Son of:
George Catlett Marshall (born at Augusta, Kentucky, in 1845; died September 21, 1909) and Laura (Bradford) Marshall (born at Augusta, Kentucky, in 1846; died October 29, 1928).

Brother of:
Stuart Bradford Marshall (born in 1875) and died November 11, 1956)
Mrs. John J. (Marie Louise Marshall) Singer (born 1877).

Married:
(1) Elizabeth Carter Coles of Lexington, Virginia, on February 11, 1902 (died September 15, 1927).
(2) Katherine Boyce Tupper Brown of Baltimore, Maryland, on October 15, 1930.

Step-children:
Mrs. James J. (Molly Brown) Winn (born July 18, 1912); Clifton Stevenson Brown (born January 23, 1914; died May 11, 1952) and Lieutenant Allen Tupper Brown (born June 15, 1917; killed in action near Anzio, Italy, on May 29, 1944).

Education:
Virginia Military Institute (1897-1901)
Honor graduate of the United States Infantry-Cavalry School (1907)
Graduate of the Army Staff College (1908)

Honorary Degrees:
Doctor of Science:
Washington and Jefferson College (Pennsylvania) October 14, 1939
Doctor of Military Science:
Pennsylvania Military College, June 11, 1940
Norwich University (Vermont), May 11, 1942 (In Absentia)
Doctor of Laws:
College of William and Mary (Virginia), June 9, 1941
Trinity College (Connecticut), July 16, 1941
Columbia University (New York), February 21, 1947
Princeton University (New Jersey), February 22, 1947
Harvard University (Massachusetts), June 5, 1947
Amherst College (Massachusetts), June 15, 1947
Brown University (Rhode Island), June 16, 1947
McGill University (Montreal, Canada), October 6, 1947
Lafayette College (Pennsylvania), October 18, 1947
University of California, March 19, 1948
University of London (England), November 18, 1948 (In Absentia)

MORE

Doctor of Civil Law:
Oxford University (England), November 22, 1947

Military Ranks:
2nd Lieutenant, February 2, 1901
1st Lieutenant, March 7, 1907
Captain, July 1, 1917
Major (temporary), August 5, 1917
Lieutenant Colonel (temporary), January 5, 1918
Colonel (temporary), August 27, 1918
Major (permanent, while temporary Colonel), July 1, 1920
Lieutenant Colonel (permanent, while temporary Colonel), August 21, 1923
Colonel (permanent), September 1, 1933
Brigadier General, October 1, 1936
Major General, September 1, 1939
Chief of Staff (with rank of General), September 1, 1939
General of the Army (temporary), December 16, 1944
General of the Army (permanent), April 11, 1946

On Terminal Leave, January 17, 1947
Retired, February 28, 1947
Restored to active duty, March 1, 1949

Professional Career:
Served with the 30th Infantry in the Philippines, 1902-03
Served at Fort Reno, Oklahoma, 1904-06
Instructor at Army Staff College, 1908-10
Served in the Philippines, 1913-16
American Expeditionary Forces, 1917-19:
General Staff, 1st Division
Chief of Operations, 1st Army
Chief of Staff, 8th Army Corps
Participated in the Battles, of Cantigny, Aisne-Marne, St. Mihiel, and Meuse-Argonne
Aide-de-Camp to General John J. Pershing, 1919-24
Commanded the 15th Infantry in China, 1924-27
Instructor at Army War College, 1927
Assistant Commandant of Infantry School, 1927-32
Commander of the 8th Infantry, 1933
Senior Instructor to the Illinois National Guard, 1933-36
Commanding General of the 5th Brigade, 1936-38
Chief of the War Plans Division, General Staff, July-October 1938
Deputy Chief of Staff, October 1938 to July 1, 1939
Acting Chief of Staff, July 1 to September 1939
Chief of Staff, September 1939 to November 1945

Special Representative of the President to China with personal rank of Ambassador, November 1945 to January 1947
Secretary of State, January 21, 1947 to January 21, 1949
President of the American National Red Cross, 1949-50
Secretary of Defense, September 12, 1950 to September 12, 1951
Member of the American Battle Monuments Commission, October 11, 1946 to date (Chairman of the Commission since January 26, 1949)

Missions, Conferences, Assemblies, and Councils:
Chief of the Military Mission to Brazil, May-June 1939
Atlantic Charter Conference at Sea, August 1941
Casablanca Conference, January 1943
Quebec Conference, August 1943
Cairo and Tehran Conferences, November 1943
Quebec Conference, September 1944
Yalta Conference, February 1945
Potsdam Conference, July 1945
Council of Foreign Ministers, Moscow, March-April 1947
Inter-American Conference for Maintenance of Continental Peace and Security, Brazil, August-September 1947
General Assembly of the United Nations, New York, September - November 1947
Council of Foreign Ministers, London, November-December 1947
Ninth International Conference of American States, Bogota, Columbia, March-April 1948
General Assembly of the United Nations, Paris, September - November 1948
Chairman of the United States Delegation to the Coronation of Queen Elizabeth II of England - June 1953

Decorations and Awards:

United States Decorations:
Distinguished Service Medal
Distinguished Service Medal (1st Oak Leaf Cluster)
Silver Star
Gold Medal expressing "Thanks of Congress"

United States Service Medals:
Philippine Campaign Medal
Mexican Border Service Medal
World War I Victory Medal with four battle clasps
Army of Occupation of Germany Medal (World War I)
American Defense Service Medal with foreign service clasp
American Campaign Medal
Asiatic-Pacific Campaign Medal
European-African-Middle Eastern Campaign Medal with two bronze service stars
World War II Victory Medal

Foreign Decorations:
France
Legion of Honor, degree of Officer (1919); promoted to degree of Grand Croix (1945)
Croix de Guerre with Palm
Italy:
Order of the Crown of Italy, Grade of Officer
Order of Saints Maurice and Lazarus, Grade of Officer
Montenegrin:
Silver Medal for Bravery
Panama:
Medal of La Solidaridad, Second Class
Brazil:
Order of Military Merit, Grade of Grand Officer
Order of Military Merit, Degree of Grand Cross

MORE

Ecuador:
Star of A[illegible]on Calderon, First Class
Morocco:
Grand Cross of Ouissam Alaouite Cherifien
Cuba:
Order of Military Merit, First Class, with White Badge
Liberia:
Centennial Medal
Colombia:
Grand Cross of the Order of Boyaca
Greece:
Grand Cross, with Swords, of the Royal Order of George I
Netherlands:
Knight of the Grand Cross with Swords in the Order of Orange Nassau
Peru:
Gran Oficial del Sol del Peru
Chile:
Order del Merito
Russia:
Order of Suvarov, First Degree
Britain:
Knight Grand Cross, Order of the Bath (Military Division)

Civilian Awards:
Theodore Roosevelt Distinguished Service Medal of Honor, 1945
Varieties Clubs Humanitarian Award, 1947
Freedom House Award, 1947
National Planning Association Gold Medal, 1949
National Civic Service Award, Order of Eagles, 1949
New York Board of Trade Award for distinguished service and contribution to American Way, 1949
U.S. Conference of Mayors Award for Distinguished Public Service, 1949
Disabled American Veterans New York Chapter, Citizenship Award, 1950
Four Freedoms Foundation Award, March 14, 1952
Distinguished Service Medal of the American Legion
Nobel Peace Prize for 1953
AMVETS 10th Anniversary Award
Woodrow Wilson Foundation Award For Distinguished Service - October 25, 1956
Pennsylvania Meritorious Medal - October 30, 1957
Virginia Distinguished Service Medal - May 15, 1951
International Charlemagne Prize of the City of Aachen, Germany - December 1958

Societies, Fraternities, and Clubs:
Society of Cincinnati
Kappa Alpha Fraternity
Masonic Fraternity
Rotary Club of Leesburg, Virginia
Lions Club of Leesburg, Virginia
Army and Navy Club of Washington
Army and Navy Club of San Francisco
Military and Naval Club of New York
University Club of Washington
Union League of New York
University Club of New York

MORE

Metropolitan Club of New York
Trustee of the National Geographic Society
Honorary Chairman of the Board of Trustees of International House
Director of the Franklin D. Roosevelt Foundation, Inc., February 13, 1953
Trustee of the Harry S. Truman Library, Inc.
Member of National Council of Atlantic Union Committee - May 12, 1955

Recreations:

Fishing
Shooting
Riding
Gardening

Addresses:
Office - The Pentagon, Washington, D. C.
Winter Home - Liscombe Lodge, Pinehurst, North Carolina
Summer Home - Dodona Manor, Leesburg, Virginia

Episcopalian

E N D

Up to date as of June 15, 1959.

Died in Washington D.C.
October 16, 1959

5/26/70 - Last known address of Mrs. Marshall
110 Edwards Ferry Road
Leesburg, Va. 22075

Nothing but the FAX from

Community Relations Division
Office, Chief of Public Affairs
Department of the Army

ROOM 2E631 The Pentagon Washington, DC 20310-1508

 # Pages (Incl Header) 6

To: Jeannie Bunton, WH
Fax # 202-456-6218

Remarks: As requested - bio on Gen. Marshall

R. Vachon

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1953

George Catlett Marshall (1880–1959)

United States

U.S. Army officer, 1901–45; chief of staff and "organizer of victory" in World War II; secretary of state, 1947–49; head, American Red Cross, 1949–50; secretary of defense, 1950–51.

When the 1953 prizewinner was announced as George C. Marshall, the first career military man to be so honored, there was comment in the press as to the appropriateness of the Peace Prize being awarded to a soldier. The general responded to this in his Nobel address, declaring that he knew a great deal about "the horrors and tragedies of war." As chairman of the American Battle Monument Commission, with oversight of military ceremonies, he said, "The cost of war in human lives is constantly spread before me, written neatly in many ledgers whose columns are gravestones. I am deeply moved to find some means or method of avoiding another calamity of war."

The prize was given to General Marshall for what has been called the Marshall Plan, his policy as secretary of state to restore the war-shattered economy of Europe. From 1948 to 1952 the United States spent about $13 billion to rebuild the economies of sixteen Western European countries in what Chairman Jahn referred to as an unprecedented act of altruism. The motives were actually as complex as those behind any foreign policy, and naturally considerations of the national interest are the overriding concern of a secretary of state. But it is only fair to credit General Marshall with a high degree of idealism and certainly with a major contribution in securing congressional approval for the policy of reconstructing Europe.

As the only representative of the military in the Nobel pantheon of peace, General Marshall not only exhibited the very best of the soldierly virtues but was an outstanding human being in many ways. To President Truman, he was "the greatest general since Robert E. Lee," but also "the man of honor, the man of truth, the man of greatest ability. He was the greatest of the great in our time."

George Catlett Marshall was born in Uniontown, Pennsylvania, to a well-to-do merchant family of Virginia and Kentucky stock that went back to Chief Justice Marshall. His mother inspired him with the values of integrity and fairness, and he early developed a strong desire to excel. This resolve resulted from his brother's objection to having George follow him as a student at the Virginia Military Institute. George did not have a distinguished school record, and when he overheard his brother tell their parents that the younger brother would be a disgrace to the family, he determined that he would show them. Thereafter he never ceased to try to be the very best at whatever he set out to do.

He was sixteen when he went off to VMI at Lexington, Virginia, tall, gangling, and shy. He did not impress his teachers as a student, but he soon showed prowess in the field. He seems to have been a born leader, with a natural talent for managing men. He graduated as a leading cadet and then received his commission as second lieutenant in the regular army. At twenty-one he married the beautiful Elizabeth Coles, but then had to leave his bride of a few weeks for a lonely post in the Philippines.

Despite the clear evidence of his superior talents in every position he held, Marshall's rise in the army was very slow. When the United States entered the First World War in 1917, he was still a junior officer, and despite a brilliant performance as aide to Gen. John Pershing, the American commander, after the war he had to wait years for advancement because of the rigid seniority rules. Finally, in 1939 President Roosevelt reached over twenty major generals and fourteen brigadier generals to make him chief of staff just as World War II began with Germany's invasion of Poland.

Churchill called Marshall "the organizer of victory." He built and trained an army that reached more than 8 million, planned general strategy, and selflessly gave the command of the invasion forces to Gen.

Dwight Eisenhower when Roosevelt told him he could not sleep if Marshall were not nearby.

He retired from the army after the victory over Japan, hoping to cultivate his garden, only to answer the call of duty again when President Truman asked him to go to China to settle the conflict between Chiang Kai-shek and the Communists. Truman finally realized that this was an impossible mission and in 1947 called Marshall home to become secretary of state.

Marshall was now sixty-five, universally respected and well equipped through his wartime international experiences to handle foreign relations. Dean Acheson, his under secretary, wrote later that when Marshall came into a room, everyone felt his presence: "His figure conveyed intensity, which his voice, low, staccato, and incisive, reinforced." He did not fancy military glamor, and he was firmly committed to the subordination of the military to civilian authorities.

His watchwords were *honor* and *self-sacrifice,* which he emphasized in a commencement address at VMI. As a soldier and as a public servant, Marshall was utterly selfless, possessed of an overwhelming sense of duty. He expected respect from his associates, and he gave it to them, keenly conscious of rank and office, yet with an abiding concern for the individuals under his command and on his staff. He was well disciplined, thoroughly in control of himself, and rather aloof. Nobody except his wife called him "George"; he was always "General Marshall." His only vice was said to be a weakness for maple sugar candy.

Marshall ran the State Department as he had his military commands, picking talented subordinates, expecting good staff work from them, delegating much responsibility, and reserving top decisions for himself. He put Dean Acheson in charge of administration and told him, "I shall expect of you the most complete frankness, particularly about myself. I have no feelings except those I reserve for Mrs. Marshall." This was Katherine Tupper Marshall, whom he had married after his first wife died.

When Marshall took office President Truman was moving toward supporting the governments of Greece and Turkey against the communists, a policy that became known as the Truman Doctrine. Marshall was critical of anticommunist rhetoric, but he was told that it was necessary to get congressional approval. His own first international venture as secretary was a Council of Foreign Ministers meeting in Moscow, where Marshall became convinced that the Soviets intended to let the war-torn European economy deteriorate further, after which they would move in and pick up the pieces. In both France and Italy the Communist parties were strong.

Marshall returned from Moscow at the end of April 1947 and made a radio broadcast emphasizing Europe's desperate need for assistance. He then appointed George Kennan chief of the Policy Planning Staff, with top priority to be aid to Europe, telling him, "Avoid trivia." Acheson and others also played a part in the evolution of the policy to provide mammoth economic support to Europe, which Marshall enunciated in a famous speech at the Harvard commencement in June 1947. There he declared, "Our policy is directed not against any country or doctrine but against hunger, poverty, desperation, and chaos. Its purpose should be the revival of a working economy in the world so as to permit the emergence of political and social conditions in which free institutions can exist."

The idea was certainly not the monopoly of any one person, but it was Marshall under whose leadership it became a policy, and it was his influence that helped convince Congress and the country to support it. It was his decision not to impose an American plan. There never actually was a Marshall Plan. Rather, there was a Marshall policy that European governments should draw up their requests for aid cooperatively; from this developed a far-reaching movement for European unity.

It was also Marshall's decision that the aid should be offered to *all* Europe, including the Soviet Union and its neighbors, a position on which he had to overrule some of his subordinates, who claimed that the Kremlin would sabotage the whole undertaking. But Marshall maintained that if Europe was to be divided, let the Soviet Union do it. The Russians soon obliged, withdrawing from the European consultations and forcing Poland and Czechoslovakia to withdraw as well, claiming that American aid was being used to secure European markets and subject the Europeans to economic imperialism. Subsequent Soviet actions, such as the sending of troops into Czechoslovakia in August 1948, underlined the importance of the Marshall Plan in erecting a barrier in Western Europe against further Soviet expansion.

Whatever the humanitarian motives involved, after the Truman Doctrine the Marshall Plan was a further development in the policy of containment that was to continue long after Marshall left office. Revisionist historians have blamed such policies for the cold war, while Marshall's defenders have maintained that containment was the only proper answer to Soviet initiatives. Meanwhile, Marshall became the target of Sen. Joseph McCarthy, who leveled at him the baseless charge of being "soft on communism." Marshall later resigned after European reconstruction was well along, only to be called back into harness when President Truman asked him to serve as secretary of defense during the Korean War.

The cable from Oslo about the prize came when Marshall, then seventy-three, was in the Walter Reed Army Hospital with a persistent case of influenza. He

was still not well when he boarded the *Andrea Doria* in December for Europe. Other laureates under such circumstances had asked to be excused, but Marshall felt duty-bound to make the trip. After a rough crossing, he staggered ashore when the ship reached Italy and flew from Paris to Oslo.

On 10 December in the university Aula, just as Marshall was accepting the prize from Dr. Hambro, vice-chairman of the committee, some communist journalists interrupted the ceremony, dropping leaflets from the balcony and shouting, "We protest!" King Haakon VII indignantly rose to his feet and led the audience in applause for Marshall. The general turned to Hambro and commented drily that in his own country he was more accustomed to such treatment from anticommunists.

The next day he returned to deliver his Nobel lecture. He had not been able to work on it on shipboard as he had wanted to do, and the speech was not one of his best. He declared that the audience might have anticipated an argument that the maintenance of world peace depended largely upon military strength. This was true "in the present hazardous world situation," where Allied cohesion was also imperative, but "the maintenance of large armies for an indefinite period is not a practical or a promising basis for policy.

"The guarantee for a long continued peace," he said, "will depend on other factors in addition to a moderated military strength, and no less important. Perhaps the most important single factor will be a spiritual regeneration to develop goodwill, faith, and understanding among nations."

Marshall, although offered $1 million, refused to write his memoirs because he could write only the truth, and this might do injury to persons still living. He did approve an authoritative biography to be written by Forrest C. Pogue, the military historian, and he gave Pogue a valuable series of interviews. He left his papers to the George C. Marshall Research Foundation, which constructed a library to house them in Lexington, Virginia, next to VMI.

In 1959, after a long illness, Marshall died in Walter Reed Hospital at the age of seventy-eight. As he had requested, there was only a short funeral service, which was attended by his former subordinate, now President Eisenhower, and his former commander in chief, now former president Truman. He was buried in Arlington Cemetery.

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Mee, Charles L., Jr. *The Marshall Plan: The Launching of the Pax Americana.* New York: Simon & Schuster, 1984.

Mosely, Leonard: *Marshall: Hero for Our Times.* New York: Hearst Books, 1982.

Pogue, Forrest C. *George C. Marshall.* 4 vols. New York: Viking, 1963–87. The definitive biography.

1954

Office of the United Nations High Commissioner for Refugees

Established by the UN General Assembly to provide legal and political protection for world's refugees; began activities in 1951.

Ever since the 1922 award to Fridtjhof Nansen, the committee has continued to recognize work for refugees in its awards. Sixteen years later, in 1938, the Nansen Office received the prize, and after another sixteen years, the Office of the United Nations High Commissioner for Refugees (UNHCR) received the 1954 prize in 1955. In 1981 UNHCR would win a second prize.

At the 1955 ceremony Chairman Jahn explained the basis of such awards: "This work teaches us that the unfortunate foreigner is one of us, and it makes us understand that the solidarity extending equally to human beings beyond the frontiers constitutes the