

YOUNGSTOWN STATE UNIVERSITY

ORAL HISTORY PROGRAM

Army Reserve Project

Military Experience

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WALTER G. MCKENRICK

Interviewed

by

David Arms

on

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YOUNGSTOWN STATE UNIVERSITY

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INTERVIEWEE: WALTER G. MCKENRICK

INTERVIEWER: David Arms

SUBJECT: 1036th Army Reserve School, history,

DATE: May 7, 1976

A: This is an interview with Mr. Walter G. McKenrick, by David Arms, for the Youngstown State University Oral History Program, on Friday, May 7, 1976, at his offices, on Market Street, on the south side of Youngstown.

Colonel McKenrick, could we just start this interview by you giving me a little bit of your personal background, education, and where you were born and reared?

M: I was born in Curwensville, Pennsylvania, which is in Clearfield County, about 150 miles directly east of here. It was a small town with about 3500 people. All of our folks were born in and around there for the last couple hundred years. They are farmers, lumber people, storekeepers, country people. We have been in Youngstown for about forty-five years I guess. I went to school in Youngstown, grade school and high school, and was educated at Youngstown College. I married in 1941, and I am here in Youngstown.

A: What is your present position? What do you do principally?

M: Well, we have this general insurance agency, and we are involved in it and in the real estate business. We buy and sell anything that is legitimate, legal, which we can make a profit on. We are primarily engaged in selling insurance of all kinds.

A: I see. How did you ever become involved with the army?

M: Well, in 1940 I came back from California. I went out there to go to school, and then I decided that I wouldn't. I came back here and was involved in different jobs and was drafted in 1942. I was married at the time. I went through basic

training finally, OCS (Officer Candidate School) and served in Europe for twenty-six months, from April 14, until June 14, 1944. I came home mid-1946.

- A: What kind of assignments did you have when you were over in Europe? What were you attached to? What was your specialty?
- M: I never seemed to have any specialty. I seemed to float. I was in the different infantry units and then ended up in Seventh Army Headquarters, but we were attached to them. I had many different assignments, and to document them would be pretty hard because we just kept moving. We were a different tactical unit assignment and finally ended up running a replacement depot after the war with POW's (Prisoner-of-War) and all the people in and people out, that crazy situation. We moved POW's from France back to Germany. We moved American and POW's from the States. I didn't know anything about it. I had a friend, Shafe, and I said that I just couldn't sit there. He said, "What the hell is the matter with you? Don't you want to just rest and go on leave?" I said that I wasn't disposed that way and that I wanted him to get me a job, and he said that we had a train coming up. He asked me if I wanted it, and I told him that I didn't need to know anything about a train other than you want to go from here to there. We'll go somewhere or other, so we did. But I had service in England, and Scotland, and France, and Belgium, Holland, and Germany and came back home and went back to work in trade association work. That was a real quick study because we negotiated wages and conditions for seventeen building trades for contractors. I learned quite a bit in that. You think that everybody can get along by himself, but they can't because it is a power situation. If I am organized with my people whatever kind of construction I am doing and the fellows organized with his craft will still need a power base for respect. Every man seeks the best for him in his situation, but you still need a balance. That was what the attempt was.

You could always resign from the reserves. I suppose that was in your mind, but my brother-in-law and myself went on from there and received different assignments. Of course, in those days right after World War II there was always thought of no more war, no more problems--everything is going to settle down, veterans will be a big block and they will have voting power. We sat around, my platoon, after the war was over, and I said that we were going to have a loading block when all of this was over. I asked how many of them had worked before the war, or how many of them had a private fortune whose fathers were wealthy or how many of them had such great talent that they were just going to shine? There were maybe two fellows out of forty who had wealthy fathers. I told them that when they went back home, and got back into a family atmosphere, their strength was then diluted because they thought as their family did. There is no loading block for veterans. There never

has been, and I don't think Americans are disposed that way. When we came home then, the reserve program was difficult to fill because everybody was out searching for the job or education to continue life again. Americans are very naive about political things. We were before the war, but we are not quite that naive now. We just wanted to come back and get in our own particular channel, activity, future. It was rather difficult to get anybody interested.

So the assignments were on paper for a great deal of the time. Then in 1949 all credit was given for anybody who was on a roster or enrolled in the reserve for the time that they came out of the service. I think that we got much better organized in 1950. Well, in 1946 the 83rd Division, out in the Ohio reserve division, was reactivated. It had been inactivated in early 1946 and activated as a reserve division I think in September, October, November of 1946. Then it started to form, and we had . . . Well, the whole state was organized. Then in this area we had a couple of companies, battalions headquartered in Akron, where we also had regimental headquarters. So it just developed, and we drew assignments of one kind or another and went from there.

331st Infantry Regiment had battalions in Cleveland, Akron, and initially down in the southern part of the state. Strikes were low. The commanding general had been chief of staff of the 37th Division of the Guard Division and had served as battalion commander, chief of staff, and then had become commanding general. His name was General Ramsey, a very fine and knowledgeable man. It built then. I took over battalion command in 1956. We had companies in Salem, Warren, Orwell, Ohio and Youngstown. Then, of course, the Army was never satisfied with a reasonable organization. The atomic concept came in, or the pentonic, which was a five-sided division staff then in the operation for officers for the brigade headquarters, which is an alternate headquarter for a division. That went along until such time as there was another reorganization. Before that I ended up as an executive officer of a battle group in Akron, rather in Cleveland. We went in and took over a sort of a limping organization and got it straightened out, but by the time that we got it straightened out, they changed the organization again to the brigade concept. Brigade was nothing like a regiment, but the idea was to be able to tailor it for your combat needs: Take the battalion, have your own artillery support, all the elements to let a brigade operate for some reasonable time on its own by attachments or tailoring as they call it. Well, we got on pretty well with the tank battalion in Salem. Our final organization was three infantry battalions and one tank battalion.

A: This is about what time frame?

M: This was in 1965 when McNamara came in and said that we didn't need combat divisions anymore. Congress was recessed at the time. All I got out of this was to be an executive officer for a day, and by golly we were out of business. Don't worry about going back on material or your responsibilities because this brigade was inactivated effective the first of December. Then there was no more, so don't bother to go back because there was not a thing to be done there. So it ended up that one day we were very busy. We had consistently good evaluation reports, and excellent brigade. Our brigade commander had been picked for assistant division commander which meant a general's spot, and certainly that is indicative of his capability and the quality that he did. This didn't mean anything. So each one of us then went off on other assignments. My assignment then was to be on the Second Army Evaluation Team, which several of us in Youngstown were on for three years.

We took an exercise to all the National Guard and Reserve Divisions in the Army area. I think that we spent anywhere from seven to ten weekends in the early winter and spring taking these problems, games, into New York City, Philadelphia, Boston, Syracuse, in other words wherever the headquarters were. Part of the team was about 300 officers, women and men who went in and did an actual tactical play of an approach to contact; it could be an engagement with a tank division or armor division, or whatever the tactical play was. It was one of the finest things that was ever advised because it put a company commander and his first sergeant responsible for the operation in combat of that company. We worked from maps that on my side of the table I knew what the lay low end for indications were, positions of weapons, mine fields, the whole thing. You were sitting over there reacting or requesting information, and the play was beautiful. It was just beautiful. We flew in maybe to New York City on Friday afternoon, got set, kicked the problem off the following morning, and ran it until it was finished. If it took all night; it took all night. It was fascinating because we had youngsters tell us that they have never had better training. You heard, "Alright, fine, you have got seven casualties, what are you going to do with them?" or "Here are fourteen prisoners, what are you going to do? Shoot them? No. You are going to have to evacuate them, but how many men are you going to send with them? Then what are you going to do with your own positions?" We played it logistically too: "Here he has a track off of that tank," or "You just hit a mine and the front end of your jeep is shot and one of your men is dead," or "You have fallen down the damnhill because you weren't careful or it was dark." We usually played this in Germany, and at 4:30 in Germany in the spring, it is dark. We also would ask, "What is your visibility? You tell me that you have a helicopter upstairs for reconnaissance. You can't see that far. You don't

know what it is out in front of you?

A: I can imagine, yes.

M: We never failed. We played time and space.

A: How did you do your time? Was it quarter time, three-quarter time?

M: No, sir, we played time for time. Many a time you would be evaluating and the battalion commander, whose company was not making any progress, would come up and want to discuss this with you. "Where did you come from?" "I came from here." "Where were we on the map?" How long did it take you to get up here?" "Well, it was about a twenty minute run." "Okay, you will have to wait then. What time did you leave?" Of course, this is ordinary for you and me, but this really threw a wrench into a lot of people's thinking. You have to have some combat power in order to make your advances. Well, that was one of the most interesting reserve activities ever, I think. But the real thrill of the whole thing if you can call it that was that we developed a lot of well-trained people. We were able to compete on any basis with anybody. Our knowledge and training with weapons . . . We had people tell us that they would not hesitate to use us anywhere, any time. Well, I might have been carried away a little bit, but we had a unit for thirty or sixty or ninety days to fine tune them and equip them properly, although we were never equipped up to the point that we should have been. But, I suppose, that in the history of any reserve, you never would be.

We were all soldiers, or a good many of us, and we knew how to steal and have the things because you always knew that you were going to be short. Something was going to be a problem. You probably know that World War II wasn't unusual for any. If a man had an artillery battalion, he was trying to make a record for himself, do his best, if you want to call it that. He always had a surplus of gasoline somewhere, and he would hide it because he knew that if he had a mission and he had to get somewhere, he wasn't going to be able to beg anybody right then for his petrol, his gas. So it went back to the native knowledge and ingenuity and I'm going to protect myself, and I'm going to be in depth as much as possible, and I'm never going to use all of my ammunition. A regimental commander would never use his reserves, but this guy was a guy who had gotten really hung in combat, and he had seen somebody commit reserves and then saw when he needed them more in another situation. We worked with him to try to get him to commit. It then became a challenge. Tactically, he was one of the best, and this was knowledge. This man taught us a lot about giving people authority, responsibility and then the authority and faith in the person

and faith in the unit.

This goes such a long way in any field. It works here. I walk in my office and see people. I tell them not to ask me what to do. I just want them to tell me what my appointments are for the day and what they made for me to do. It would never work under those circumstances. They were puzzled at first. I had one woman come in one day and this would be typical civilian military. She said that she thought that she made a mistake the other day on something. I told her that she was going to be up in the air about it, but I asked her what happened. I asked her if she did her best time. She said that she would assume that. I asked her if she had any idea on how we could smooth this over. She said that she thought about something, and I told her that it was fine and that she should do that. I told her that it wasn't as serious as she thought. Then you get the smile and the relief and then the next time a decision because what we want people to do is make decisions, not have to follow blindly. He said so and that was six months ago and that is what it would have to be and know flexibility in the meantime. But this is not unusual in civilian life.

One of the things that has always distinguished Americans is they see fit to make up their own mind even though they have orders. Now that is alright--the loyalty we require and need--but there is always a way to do things better. I think Americans usually come up with a way to do things better.

I was in Italy and a company commander said that I should put my platoon out here. You know, a map thing and he said that he would go out there and look at it. This guy was an old farmer and he always, even if you would call him today and talk to him, he would say, "Oh, wait a minute and let me think about it." That was the type of person he was. Anyway, he went out and looked at it and said, "Hell, no. That position is zeroed in. I'm not taking my men out there." He picked another spot which gave him relatively the same fire power but with protection to the unit. The company commander called and said, "What is your position out there?" He said that he didn't know because he couldn't seem to be able to figure it out on the map. He had dropped whiskey or coffee or something on it. This was a time when, if you were communicating on a telephone or radio, you used the little clicker so that you get the attention. Then when you got the right call letters, you would talk because the Germans were damn clever and more wise than we were. But this fierce independence seems to be bred right in us. It has helped us most of the time.

Well, then after that we all got involved . . . There were units which were RTU units, reserve training units as we called them.

They were organized to take up the slack and give positions to people, standby units with no pay. A great many times there was no pay in this, but it seemed to be necessary to us to keep a nucleus somewhere or other, so that if we were called on to help if there was another reorganization . . . or somebody says that they have a unit in Toledo and ask us for a spot. This time the logistics college at Fort Lee became especially attractive to older people because it was a training situation. It was related to executive training, logistics training, and management training and an excellent school. So we all had assignments. We went there too if we had assignments and learned a great deal.

Then along came another reorganization, which occurred about 1968 or 1969. They said that they had a new concept that they were going to have an Army Reserve Command Area. It was to comprise all units of any kind. We came over from Pittsburgh and said that there were forty-eight units in this command headquarters, which was to be in Farrell. They asked us if we would like to take it over, and I looked at it. It had forty-eight units, little ones, fair sized ones, all service units scattered all over Pennsylvania and part of Ohio. I had been through this before. I had started a school back in 1954, 1955; an MOS (Military Occupational Specialty) school. I walked in and they said that they had an assignment for me. I said, "Oh, good. What is it?" They said that it was an MOS department satellited out of Akron. I asked him what we were supposed to do. He said that he didn't know. I asked him if he had a book, and he said there was no book because it was a new concept and they hadn't put it together. So we had five different divisions, no equipment, nothing. We started the school. We had better luck the first year without a book.

We trained a lot of people. The second year it came out with all the regulations and everything. Really what we did was use all of the talents of all the guys out of World War II who knew something about this and then some very fine people in the meantime, because every time you would blow the whistle, you could find a nucleus of people who were devoted who didn't have to be concerned about their being there or that they were prepared. I was using Jack Freely as an assistant when I went on battalion command.

I didn't take area command job because it was too far . . . General Roberts was coming here on the thirteenth. I called him and told him that I was flattered to be considered but there were no rules yet. When there were no rules, it all ended up on the old man's desk. This is fine, assuming you have the time. When I came back, I had a dozen messages to take care of. This would give me two dozen. I said that I wasn't reluctant to do that but if I got forty-eight units, I wanted to know every unit. I said that there just wouldn't be time for me. He told

me to think about it and that he understood what I was talking about because he owns an advertising agency in Pittsburgh. He said that he had that same trouble but he would still like to have me. I didn't take the job and then when the school came about, they moved the school from Wooster, Massachusetts and put it in Youngstown. We got it! They started talking about it in the spring of 1970. In the spring of 1972, we had the National Security Seminar in Youngstown, which brought in 175 reserve officers of all services. We said that we could put a staff together when he knew that it was to be activated, but the minute that he knew it he had to give us six weeks or two months. We told them not to walk in here and say that this is the first of September and expect to get going by the fifteenth and have classes ready by the first of October because we could not do it.

A: Yes.

M: Well, they gave us about three weeks notice. I'll never forget a call where they also obligated me to another mission. I asked what it was. They wanted me to prepare at the same time I was opening the school, to conduct an NCO (Noncommissioned Officer) academy at Summerfield training 1971. I told him that he had to be kidding. I asked him what kind of an NCO academy . . . How long, what for, so-and-so. They said that they didn't know what the direction was to produce one. I told him that we would do it if they would be patient. I told him that we should get the school started and that we should assign somebody to study job and as a staff officer to handle it.

In the meantime, we started feeling that this was going to come about which would accumulate a lot of people, but not to worry, we had guys who wanted a staff assignment or an instructor assignment come and visit with us. We would hold meetings and talk about this. We were able to pick a very good staff. We were able to use instructors in different parts of Pennsylvania and Ohio. Some of them belonged to the Harrisburg school, some to the Pittsburgh schools, the Akron school. The classes were very few and had about 200 students I think. We weren't in business for three or four months when we got a call that said that we had the responsibility for providing schooling for units in twenty cities in Pennsylvania and Ohio. Okay, fine. So we took the map and we set things up and we got schools established for those areas. All the time, of course, we were fighting time and space with these people because the commanders didn't want to send their people because it took them out of the training or the activity getting the work done in the unit. There was all the push back and forth. Well, it developed nicely. We had excellent people; some of them are still in the headquarters in Farrell.

When I retired in January 1973, I think we had the thing

three years and four months. At that time we had over 1200 students, officer men. We have conducted two NCO academies; we got along very well. So it has been those years of activity and pleasure and privilege and an awful lot of very fine, devoted people, devotion and loyalty that I always found amazing. You can load a man up and you can wonder how he gets it done when he gets it done. But there is a percentage of our people who need a mission; they need something over and above what they are doing. Maybe it makes them feel that they are a part of something that is going on that otherwise they would have no opportunity to be involved.

Another thing was that there wasn't command general staff colors. When we went out there in those associations and meetings, we were with people that we couldn't possibly--if we wanted to hire them in our businesses--have afforded them. We were able to be with some of the finest people in our country, all fields, all professions, all sizes, colors, creeds. In my own background the thought is that nothing about a man and his attitudes are important. Every man that you are with, you learn something from him. We used to have weekend exercises up in Orwell, Ohio. It was so great because you could get acquainted with the kids, the privates. We put our strength on the development of the lower ranks, the younger officers.

I had one commander in World War II when I reported in. He was a rough guy and he looked us over. He said that if I was smart enough to be an officer, I could take care of myself because he didn't give a damn about me. He said that he was worried about the men and that I should take care of the men. Well, that might not be a bad thing for every commander to say when a man comes in. It sure made us know that we had greater responsibility than we had privileges. I feel very fortunate to have been a part of it. It provided also many community relationships that otherwise you wouldn't have thought of having.

A: You were speaking to me of relationships.

M: Everywhere that you go if you had a military connotation to your name or your activities, there was a nice acceptance and a giving of additional responsibilities if you accept them. People want you to maybe apply some of the things that they think you know to whatever the situation is. Red Cross has always been full of ex-military people who handled a disaster committee or handled anything that was operational or logistical because they could remain calm and cool; they could communicate; they could stand back and say that they were going to do it this way. The fact that the country in a great percentage of the population decries the military, it doesn't mean that they don't use a great many of the things that they were taught in the military.

I am pleasantly and heavily involved in masonic things in this town. Last night at the meeting, we used an honor guard. There wasn't anybody in that honor guard that hadn't had a service I think even in World War I. But that precision, the feeling of wanting to contribute something and looking good, emulate . . . I thought that if you would talk to those guys, they would say that the military wouldn't be able to get them involved in it. Yet they are using things in terms of organization, personal appearances, all of the requirements that you have in the military and that you are supposed to learn useful throughout. If you constantly use things here in this business that are parts of the military . . . We used something. I don't know what unit it was that I was in, but we did use something that was civilian related, but that makes sense. It works, so let's use it; let's work it through. If you can't solve it in military way, solve it in civilian way or vice versa. So the value of it all if you had to evaluate it was that it has added and expanded the mind; it has added to knowledge; it has given an entree where otherwise you wouldn't have entree. It has given strengths because it is a sentimental thing, a vital thing. If you went down a list of virtues or attributes that you tried to find in a person, you would find all these things. Everything in the officer, the concept of the qualities of leadership, you would find that they were only strengthened in the military relationship. Is this less than we want in civilian life? No. We are looking for this everywhere.

A: That is right.

M: Possibly you haven't seen this, but I'm going to let you see a copy of . . . In this bicentennial year, the stress is on American leaders, people who did a lot for it. Benjamin Franklin had a list of thirteen virtues that he tried to grade himself on every day. Are you familiar with this?

A: No, I'm not.

M: He said that he had learned early in his lifetime that he needed some in order to cope, in order to adjust properly; he needed to have rules for himself. He had developed this list and each day at the end of the day, he would try to grade himself on whether he had accomplished this adherence to these virtues. He said that one of the people who had used such a list was Socrates and went back in history. One of them was temperance; one was silence. How many times silence answers so many questions. Well, I want to show you this list. Sure, this is the same thing that we have said to our officer corps, uncommissioned officer corps, our military people. This is what a person can be. The military hasn't yet an opportunity if we have this attitude to present ideas that cannot be presented ordinarily in civilian life. You can't present them in a steel plant; you can't present them in a factory; you can't present

them from a union standpoint because you are trying to shove something down somebody's throat. You can have your instruction and education periods where you say this is what someone else has done. This is a biography. It doesn't apply to you. It is additional instruction. It points us toward what we are all supposed to be pointed toward, improving ourselves. Let's look at it selfishly because our biggest problem in life is copying ourselves.

Well, I'm rambling way around the block, but I think that men live by attitudes. Attitudes are cultivated and strengthened by education. Education is a difficult thing, true education, to get across because there is so much resistance to any change in ideas or to adding to it. If the next ten people in here are going to Youngstown State University or wherever they are going, there seems to be a resistance to open-mindedness. There seems to be a resistance to being objective. We don't want this to occur. We want changes in some way tentative to develop the individual, and then he can cope. Then we get the something or other out of the attributes that we want people to apply.

Our country is so complex on the one hand and so delightful on the other hand. I just came back from England. I was over there for a short time seeing shows in London. We also got a chance to ride around the countryside a little bit. We went to the Imperial War Museum there. That documents World War I and World War II experiences. By any comparison our country has advantages of space, economic stability that is really not present anywhere else in the world. We have a lot of questions here about future and so on, but we have fewer questions than most of the other countries I think. But in order to do this, if we want to make it contemporary, I think President Ford is fortunate enough to have Reagan running against him. Who else could say or could get President Ford to listen to him. President Ford stopped using the word detente. Not because I didn't like it, not because the country didn't like it, but because Reagan said it and then the country started questioning it, dug into it. He said what about the Panama Canal. I really don't know what the hell they are talking about down there because I haven't seen the paper, but I am refreshed with somebody that doesn't have a sopped attitude and says let's find out about it. We have given half of what we have owned away. Let's not give it up if we don't have to. We are talking strategically. If that certainly isn't a strategic waterway, I don't know any that are. If you turn it over to somebody else, to the Russians or anybody, their influence comes in. That pays more to get control. What are we doing? Okay, fine, we have heard them talk about taking nuclear or atomic weapons and blasting another country. Well, go ahead and start it or tell somebody you are going to do it. Use the same type of propaganda that they are using so that they back off and say, "Well, gee, we don't want you to leave

the Panama Canal because then it is an economic thing."

A: That is right.

M: But what is your alternative? I haven't heard of any alternative. Yet, you and I are asked to have an alternative about everything that we do in our work. I think that the strengthening that President Ford take a position is because somebody is saying to him to wait a minute . . . He has told them that they have got great prosperity but he pumps \$100 billion into their economy. Deficit spending, is this prosperity? Well, he is telling them that it is. I don't have the power to make him hear me say that I don't believe him. Someone else does. This is not understood overseas. We understand it.

A: Let me ask you this on the same vein of thinking and everything, what do you see for the future of the Army Reserves specifically, of the reserve forces of the United States in the future?

M: I don't know. We have, I think, enough people in this country who are oriented to the fact that we need reserve forces. Reserve forces are like holding an ace in the poker game in a poker hand. If we want to go back to something, we can go back to what Stalin said. During World War II when he said that the Pope was very disturbed about his cruelty to Catholics and that certainly he was going to do something about it, Stalin said, "How many divisions does the Pope have?" That landed right on the line. What is your strength? What is your backup? Have you got enough strength to bet in an international game of poker. This is a warlike world, and this is not going to be any less warlike, but it is going to be haves and have-nots in ten, twenty years. Internal strife is going to be a problem in my judgment.

A: Internal?

M: Yes. I don't see how it can be any other, well, if you can put it that way. Internal strife because you have so many forces building out of . . . This man made \$1,000,000 last year and didn't pay any taxes and this guy is grubbing the land and he paid \$100 a month, which took food out of his mouth.

A: That is right.

M: He'll go on; he'll go on. but when this percentage of people builds up now, he is suddenly going to say, "I don't care what happens. I'm going to eat today." I'm getting away from the reserve thing. I feel that if we were wise in our reserve system, we would have each young man and woman ultimately if that is the way it could go; we would have military training

when they are eighteen years old. This would solve possibly some of the problems that we see in the fact that the first year of education in college would seem to be going the way that every person would get a college education. But are they ready for it? Is it an extension of the high school program? Is it really going to benefit them? Or if we are talking about personal habits, we are talking about the fact that the family units are not and do not have the capability anymore to train the people to be clean people, to be planners.

We are continually disturbed, and I'm sure that you are, at the appearance of some of the people who come here to see us in this business. I'm continually concerned because we get people who want jobs, but if you say to them . . . We don't fill out a form on them. I say to them to go into this back office please, compose a letter on this tablet. Tell me about yourself, take all the time you want, draft your letter, and then type it, an original and a copy. There is no rushing about this. If it takes two hours, I would like to see a good letter. In ten years I haven't gotten a good one if they are eighteen or nineteen. I don't care if it is your grammar. Oh, yes, I had typing in high school, shorthand, or whatever it was. They can't use it, but they come in and you are going to train them if you hire them, or I'm going to train them if I hire them. Now we spent far too much money on our system of education to turn people out like that. Somebody isn't saying, "You will do it and you will do it right." Young Americans are explainers and complainers. We can tell you why a thing didn't happen right, and we can complain about it, but it is a damn shame that we can't say that two and two is still four. Sit down and put it on the paper and stay there until you do it. If we say that to some of our groups of people in this country today, they go crying to their mother and father. I have had good friends come in here who have been in the education business. They have quit, walked out because they no longer want to be just a disciplinarian. I'm not teaching anybody anything. I'm maintaining order in a classroom. Well, the lack of it in our country is a little away from the discipline thing.

We don't have the system yet, but I believe that we need a reasonable reserve force. I believe that we need a reserve force that we leave alone. We fund it for a long enough period of time for it to make some plan, and then we watch it and then we discipline it. We don't let it get in trouble economically, but somehow or another develop a plan where we give what is needed in terms of overall world responsibility, land, sea, and air. We can't do everything, but we do so let's do it right. No accesses, no scandals, no problems.

A: That is true.

M: Give them this responsibility, give them the money and leave them alone.

A: You don't keep the quality of people that you need.

M: It doesn't matter who the people are. First you want the best people that you can get.

A: Sure.

M: But it is too hard on the human being that is the type of human being you want--to be continually shotgunning the guy, cutting him up in little pieces. If I would say to you that I would like you to plan and build so many submarines, I would leave you alone and let you do it. If I come in and say that you had authority to build ten, but now you only have authority to build eight, well, why didn't I tell you a month ago because you already ordered it all. That is the way it is. Then it is just continual. You never really feel that you can make a plan because you know it is going to be modified and when is it going to be modified? When is it going to be cut off? This is too destructive for human beings. You can say, "Well, that is part of the game." It is a part of the game, but many times if we stood back and didn't jump into things too quickly, didn't try to solve everything . . . What we are finding in a great many cases is that a man will come up with a new program and this is the answer to everything, except nobody has run a long-range slapstick on it. This is going to cost \$2 billion. How are we going to afford this according to our gross national product and all this other thinking that is so false to me? How far have you projected this now? Have you thought of some? Well, I didn't think of that. Well, that should be an element in there. That is the end of the discussion. Everybody gets his order in. A \$2 billion medicare program turns up the first year \$5 billion. How could this be? Well, there are a lot more people than we thought. What do you mean? Why in the hell didn't you figure this out ahead of time? You are talking about human beings paying taxes. How far can you go in requiring them to pay taxes when you said this? How many fellows have you heard say in the last year or two, "I hope by the time I reach my reserve pension, there is some money there to pay it."

A: Quite a few.

M: Well, I'm not being cynical, but this is what would run through their mind because they see overruns of money. Where is the money to come from? Deficit spending is fine to a reasonable degree, but when does the accounting come? I keep getting away from the question that you asked me. I believe that strength has a great regard for other strength. If you are dealing from a reasonable strength, then you can plan, then you can have an attitude, then you can get the enthusiasm for your program, then you can get the funding,

the backing for them. This country will always in our time of foreseeable time have leadership because of size, strength of its people and its resources. We have got money; we are going to be leaders as long as we have money. We need the strength to parallel it.

A: Do you think that comes from the reserve more than the active duty?

M: Oh, no. It is a backup thing. It is just a part of the strength. It is like maybe if you got an ace, king, queen, jack, ten in your hand, you have got a straight. You give some part of that as your reserve component in your total picture.

A: I see.

M: Now it certainly couldn't by its nature be the greatest part of it.

A: In the economic picture which they are trying to portray today, do you think that the reserves cost effect in this program would be more effective necessarily? In other words, would they fill that void?

M: Well, they have already said that they do in the sense that it costs an awful lot less to maintain one reserve than one active person. If you can buy the person who has had some training experience, there are an awful lot of reservists on whom the government invested a great deal to train them. This training then is a part of that strength. Reserve forces are a very good part of the military strength, but certainly now I don't think it can be compared of what you are doing with the regular forces.

A: Yes.

M: We have had so many plans developed to utilize the regular forces with reserves as fillers. We spent an awful lot of money on planning. I don't know how you are going to sell the country to the reserve program. We always had that problem the last thirty years. We didn't have any way to work people in any friends that you left Vietnam. We hated Japanese and we hated Germans in World War II. It was a part of the education and propaganda if you want to put it that way or how you want to put it. But we do not like Germans; as a matter of fact, there is a hangover today from that.

A: Sure. I see our time is running out on this, colonel. I just wondered if there was any last comment you would like to make concerning the reserve programs specifically in the area or anything?

M: My comment is that I have always felt reserve people and

military regulars . . . When you got a chance to serve with them in any way, their intelligence, their activity were always amazing to me. The amount of detail work, the amount of activity seemed endless. Attitudes were great. Devotion, loyalty. I think we have been very fortunate in this area in all the services, the regular people or the reservists on active duty that served in the different training and command capacities. We have met their families; we have seen their operation. We have had some very fine people here. each place that we go in the country we found excellent people. There seemed to be a quality and devotion to something or other that caught fire somewhere along the line with us. Most of them could have gone out in civilian life if they had wanted to and they would ultimately excel in whatever field they chose because they were organized; they were disciplined. That is what life is about. My goodness, there are many times when you and I don't want to get up in the morning. We would just love to sit there in the back patio or a porch and stretch out and say, "Today I'm not going to do anything. I'm just going to get all those kinks out of the mind and the body. But I have to go." Then he goes because he has got some kind of a bell in him that says move out.

It is easy to wrap things up, and it is hard to wrap them up. The development, the maintenance, the sustaining of an adequate reserve force will always be a problem in our country. It was a problem when Washington tried to put that together.

I think if you give the job to Americans, we are loud and we are rough-edged every now and then, but, boy, we get going; we can do it. Sense of humor that we have, we have the capability of laughing at ourselves. This is unique. I'm sure it is because of this country, the unique composition of it, the blending of so many different things, philosophies, attitudes, physical qualities. God has been good to us. He smiled on this country certainly. Then I'm sure He is going to take care of us if we work and if we deserve it. But we need an adequate reserve force. That will not be easy to ever maintain because the minute that things look good, people say why are they doing that, and we don't need it. But it is just like a politician; it is just like we are headline readers. We like to see everything solved in headlines in an article. It is not possible. You better ask the man in the next situation to tell you about it. I don't understand it. I don't understand from that headline why this would happen. What is the background?

This is an aside, but I just took a course on real estate financing. You and I would think that under any system that if you went into a bank and you had a good job and you had some collateral and a down payment on a house, that you could

buy it, right?

A: Yes.

M: You know to whom they make the most loans? The people who have deposits there. Whenever there is pressure from somewhere in their organization, make a loan to this guy. One of the fellows who taught the class said that our biggest problem was getting away from the pressure of our organization or the community where they say loan this man some money. We seem to continue to go outside of the rules. We have all these pressures on us to do things which I'm trying to relate it to what causes what and what is behind whatever happened. Lots of times you and I can't know until it is over because it is related to something else that we can't know about. We aren't allowed to know a lot about it. We must defend the strength and the original purpose of the FBI. We must retain the original purpose of the CIA when we are allowed to understand it. We have been strengthened all of our lives by the fact that we have the FBI. This is a good protective device in addition to the police departments in our own states. We will have to just continue to watch it. I hate to say it, but it has been said before, eternal vigilance. Eternal vigilance, it is going to be a day by day job. That is all.

END OF INTERVIEW