

*Jack delivered to Reserve  
officers at NSA school  
18 June 1948 by Rhoads*

GENTLEMEN, I FEEL GREATLY HONORED  
TO HAVE BEEN ASKED TO SPEAK TO YOU TODAY.  
LAST WEEK SECRETARY OF DEFENSE FORRESTAL  
ADDRESSED THE GRADUATING CLASS AT WEST  
POINT. IN HIS OPENING REMARKS HE STATED  
THAT HE HAD ASKED HIS ADVISERS WHAT HE  
SHOULD SAY TO THESE YOUNG MEN. THE  
ANSWER WAS "THEY WILL NOT CARE WHAT YOU  
TALK ABOUT JUST SO IT IS BRIEF." I AM  
SURE YOU GENTLEMEN FEEL THE SAME WAY AND  
I LIKEWISE WILL BE BRIEF.

YOU HAVE BEEN PRIVILEGED TO COME  
HERE FOR TWO WEEKS OF ACTIVE DUTY AT  
UNCLE SAM'S EXPENSE. I SAY PRIVILEGED  
ADVISEDLY. SOME OF YOU MAY FEEL THAT  
YOUR TIME HAS NOT BEEN TOO WELL SPENT;

THAT YOU COULD HAVE BEEN EMPLOYED ON MORE INTERESTING WORK, OR MORE ALONG THE LINES ON WHICH YOU HAD PREVIOUSLY BEEN EMPLOYED. THERE ARE SEVERAL REASONS WHY THIS COULD NOT BE, AMONG WHICH IS THE RESTRICTION IMPOSED BY THE DEPARTMENT OF THE ARMY REGARDING WHAT CATEGORY OF CLASSIFIED MATERIALS MAY BE RELEASED TO RESERVE OFFICERS. ANOTHER REASON IS THAT DURING YOUR PREVIOUS EMPLOYMENT YOU WERE IN ONE HIGHLY SPECIALIZED ACTIVITY--ONE THAT MAY HAVE BEEN COMPLETELY OBLITERATED BY THE CESSATION OF HOSTILITIES; AND IT IS DEPARTMENT OF THE ARMY POLICY TO BROADEN THE VIEWPOINT AND TRAINING OF ITS OFFICERS.

A YEAR OR SO AGO THIS AGENCY LAUNCHED A BASIC AND ADVANCED COURSE OF 26 AND 46 WEEKS RESPECTIVELY, ENTITLED ARMY SECURITY AGENCY OFFICER GENERAL COURSE, PART I AND PART II. THESE COURSES ARE DESIGNED TO GIVE OFFICERS A GROUNDING AND APPRECIATION OF ALL PHASES OF ASA ACTIVITIES SO THAT THEY WILL BE ABLE TO SUPERVISE ANY OF THEM. ONLY IN THIS WAY CAN OFFICERS BE OF MOST EFFECTIVE USE TO THE AGENCY. OF COURSE, IT IS EXPECTED THAT AN OFFICER WILL CONCENTRATE ON ONE SPECIALTY IN ACCORDANCE WITH HIS APTITUDES AND CAPABILITIES, AND WHEREVER POSSIBLE HE WILL BE PLACED ON SUCH JOBS. AND SO WITH YOU GENTLEMEN.

YOU MAY BE CALLED UPON TO DIRECT MANY DIVERSE ACTIVITIES IN A FUTURE EMERGENCY, AND IT IS INCUMBENT UPON THE AGENCY AND UPON YOU TO BROADEN YOUR KNOWLEDGE TO THE GREATEST EXTENT POSSIBLE.

YOU ARE PART OF THE ARMY, A VERY VITAL PART. UPON YOU THE COUNTRY DEPENDS FOR ITS MAJOR EFFORT IN TIME OF EMERGENCY. THE ARMY TEAM CONSISTS OF THE REGULARS, THE NATIONAL GUARD, AND THE RESERVES. NO ONE OF THEM CAN AFFORD TO ASSUME THAT ANY ONE OF THEM CAN CARRY THE BURDEN ALONE. EACH ONE OF THEM MUST ASSIST AND ENCOURAGE THE OTHERS. AND EACH INDIVIDUAL OF ANY OF THEM MUST NOT OVERLOOK ANY OPPORTUNITY TO PUBLICIZE AND

FURTHER THIS CONCEPT. THE COUNTRY COMES FIRST, ANYTHING ELSE OF A SELFISH NATURE MUST BE SUBORDINATED. YOU AND I CAN CITE MANY EXAMPLES OF VIOLATIONS OF THIS PRINCIPLE. BUT LET US BE SURE THAT YOU AND I ALWAYS KEEP IT IN MIND AND PRACTICE IT.

I HOPE YOU GENTLEMEN HAVE MADE THE MOST OF YOUR OPPORTUNITIES WHILE HERE DURING THE PAST TWO WEEKS, AND I HOPE YOU WILL RETURN OFTEN. WE WILL ALWAYS TRY TO MAKE YOUR STAY PLEASANT AND PROFITABLE. WE WELCOME ANY SUGGESTIONS YOU MAY HAVE FOR IMPROVEMENT. THERE ARE TIMES WHEN YOU HAVE THOUGHT THE ARMY ACTS IN STRANGE WAYS IN THE

PAST AND YOU WILL FIND IT SO IN THE FUTURE. THE ARMY IS A HUGE CALOSSUS. IT MOVES SLOWLY, IMPONDEROUSLY, AND IT MAKES MISTAKES. RED TAPE IS INEVITABLE WE HAVE TO LIVE WITH IT AND MAKE THE BEST OF IT.

LET ME LEAVE WITH YOU A QUOTATION FROM D R. REINHOLD NIERBUHR, OF THE UNION THEOLOGICAL SEMINARY--

"GOD GRANT ME THE COURAGE TO CHANGE THE THINGS I CAN CHANGE, THE SERENITY TO ACCEPT THOSE I CANNOT CHANGE, AND THE WISDOM TO KNOW THE DIFFERENCE."

I URGE UPON YOU TO CULTIVATE THIS ATTITUDE OF MIND.

Gentlemen, I feel greatly honored to have been asked to speak to you today. My remarks will be brief. Last week Secretary of Defense Forrestal addressed the graduating class at West Point. In his opening remarks he stated that he had asked his advisers what he should say to these young men. The answer was "They will not care what you talk about just so it is brief." I am sure you gentlemen feel the same way and I likewise will be brief.

You have been privileged to come here for two weeks of active duty at Uncle Sam's expense. I say privileged advisedly. Some of you may feel that your time has not been too well spent; that you could have been employed on more interesting

work, or more along the lines on which you had previously been employed. There <sup>are</sup> several reasons why this could not be, among which ~~is~~ <sup>is the</sup> restriction imposed by the Department of the Army regarding what <sup>category of</sup> classified materials may be released to Reserve Officers. Another reason is that during your previous employment you were in one highly specialized activity - one that <sup>may</sup> have been completely obliterated by the cessation of hostilities; and it is Department of the Army policy to broaden the viewpoint and training of its officers. A year or so ago this Agency launched a basic and advanced course of 26 and 46 weeks respectively entitled Army Security Agency <sup>Officer</sup> General Course. <sup>Part I and Part II</sup> These courses are designed



to give officers a grounding and appreciation of all phases of ASA activities so that they will be able to ~~fit~~ <sup>be</sup> supervise ~~any~~ of them. Only in this way can officers be of most effective use to the Agency. Of course it is expected that an officer will concentrate on one specialty in accordance with his aptitudes and capabilities and wherever possible he will be placed on such jobs. And so with you gentlemen. You may be called upon to direct many diverse activities in future emergency, and it is incumbent upon the Agency and <sup>upon</sup> you to broaden your knowledge <sup>to the</sup> greatest extent ~~as~~ possible.

You are part of the Army, a very vital part. Upon you the country depends for its

major effort in time of emergency. The Army team consists of the Regulars, the National Guard and the Reserves. No one of them can afford to assume that any one of them can carry the burden alone. Each one of them must assist and encourage the others. And each individual of any of them must not overlook any opportunity to publicize and further this concept. The country comes first, anything else of a selfish nature must be subordinated. You and I can cite many examples of violations of this principle. But let us be sure that you and I always keep it in mind and practice it.

I hope you gentlemen have made the most of your opportunities while here during the past two

weeks <sup>and</sup> I hope you will return as  
 often as possible, We will always  
 try to make your stay <sup>and as profitable!</sup> pleasant,  
 as possible. There are times when you  
 have thought the Army acts in  
 strange ways in the past and  
 you will find it so in the future.  
 The Army is a huge colossus. It  
 moves slowly, <sup>and it makes mistakes</sup> impudently; Red  
 tape is inevitable. We have to  
 live with it and make the best

of it. We ~~always~~ welcome any suggestion  
 you may have for improvement.

I would like to close with you  
 a <sup>set me degree</sup> quotation from Dr. Reinhold  
 Niebuhr, of the Union Theological <sup>Seminary</sup>.

God grant me the serenity to accept the  
 things I cannot change; the courage to  
 change the things I can; and the wisdom to  
 know the difference.

I urge upon you to cultivate  
 this attitude of mind.