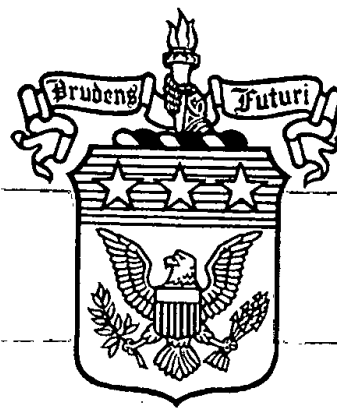


PROGRAM

**SIXTH ANNUAL
NATIONAL
STRATEGY
SEMINAR**

7-10 JUNE 1960

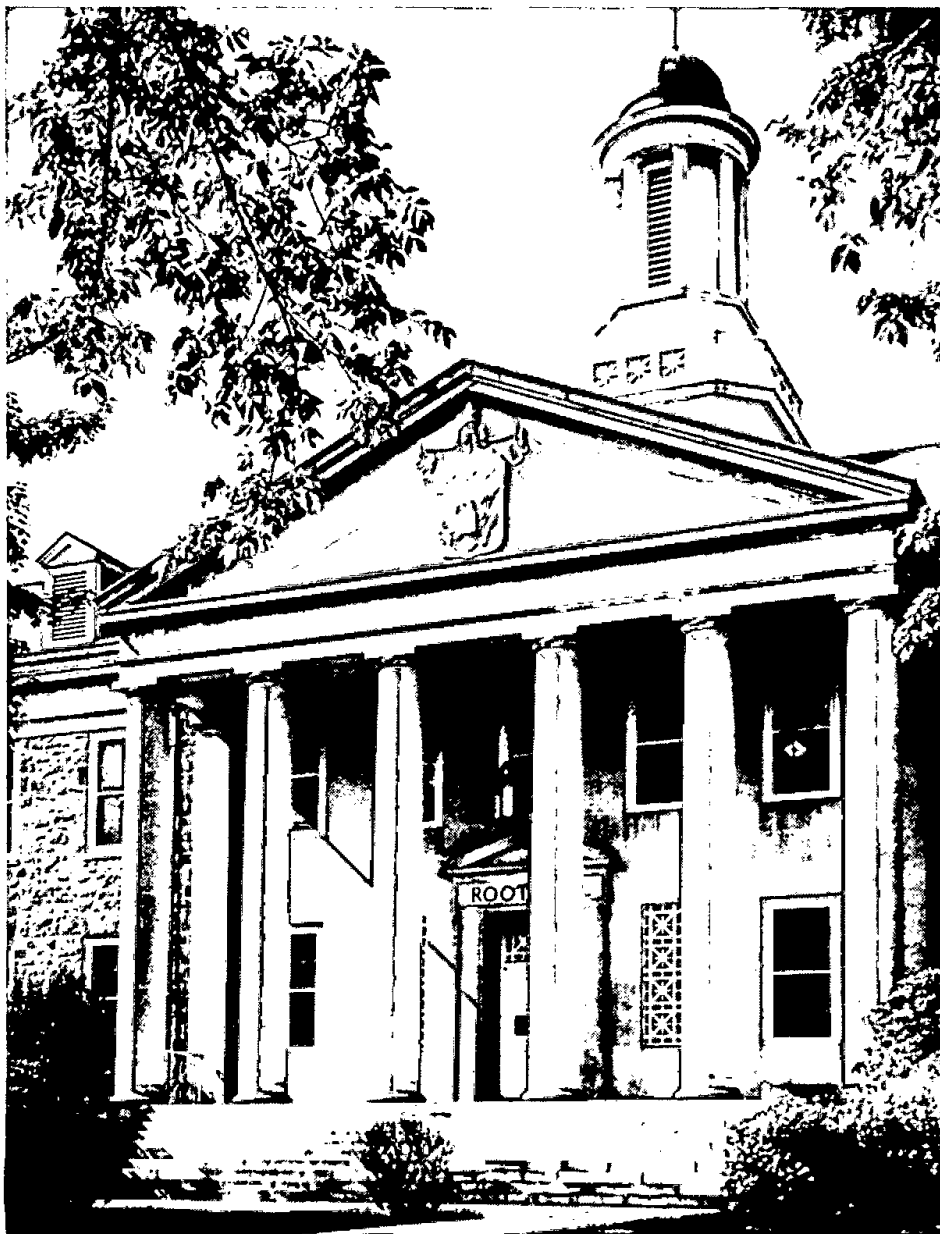
**US ARMY WAR COLLEGE
Carlisle Barracks, Pennsylvania**



**SIXTH ANNUAL
NATIONAL STRATEGY
SEMINAR**

US ARMY WAR COLLEGE

7-10 JUNE 1960



Root Hall
US Army War College

TABLE OF CONTENTS

	Page
A Message from the Secretary of the Army.....	1
A Message from the Chief of Staff.....	3
A Message from the Commanding General, US Continental Army Command	5
A Message from the Commandant, US Army War College.....	7
Mission and Curriculum of the US Army War College	8
National Strategy and a Supporting Military Program	9
Purpose and Methodology of the Seminar	10
Seminar Organization.....	11
Schedule of Events	12
Map, Carlisle and Vicinity	14
Map, Carlisle Barracks	15
Administrative Services	16
Telephone Numbers	18
History of the US Army War College	20
History of Carlisle Barracks.....	21
NOTES	22
Coat of Arms of the US Army War College	



The Honorable Wilber M. Brucker
Secretary of the Army



IN REPLY REFER TO:

DEPARTMENT OF THE ARMY
WASHINGTON 25, D. C.

On behalf of the Department of the Army, I extend to each of you a most cordial welcome to the sixth annual National Strategy Seminar of the United States Army War College.

The sustained maintenance of a sound national strategic posture, in an era of unprecedented technological change, demands more than ever the effective integration of the Nation's moral, social, psychological, political, economic, and military power. Essential to this process is the attainment of broad mutual understanding between our civilian and military leaders on all matters of national security.

Toward this end, the United States Army War College, through its annual seminar, seeks to further mutual understanding, to broaden the knowledge of its senior officers, and to suggest optimum concepts for the enhancement of our overall national security.

We feel honored by your presence, grateful for the extensive knowledge you bring to the seminar and confident that you will find your participation personally rewarding.

A handwritten signature in cursive script that reads "Wilber M. Brucker".

Wilber M. Brucker
Secretary of the Army



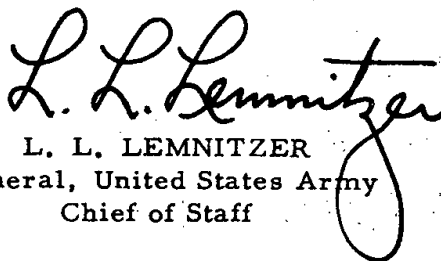
General Lyman L. Lemnitzer
Chief of Staff, United States Army

UNITED STATES ARMY
THE CHIEF OF STAFF

It is a personal pleasure for me to welcome each of you to the sixth annual National Strategy Seminar here at Carlisle Barracks.

An important part of the Army's over-all contribution to the maintenance of a sound national strategic posture is the continuing broad education of its future leaders. Through its annual National Strategy Seminar, the Army War College seeks the counsel of qualified experts in the many fields from which the Nation derives its strength and support. The ensuing discussions, we hope, will not only stimulate constructive thought on matters of national security, but will also fill an important need in the development of our senior officers.

In this important effort, I sincerely appreciate your wholehearted assistance and participation.



L. L. LEMNITZER
General, United States Army
Chief of Staff



General Bruce C. Clarke
Commanding General
United States Continental Army Command

HEADQUARTERS
UNITED STATES CONTINENTAL ARMY COMMAND
OFFICE OF THE COMMANDING GENERAL
FORT MONROE, VIRGINIA

My sincere welcome to you as a guest of the sixth annual National Strategy Seminar.

The Army War College is the apex of the Army's educational system. It seeks through its curriculum to extend student understanding and appreciation of all forms of national power required in the attainment of our national aims and objectives. The proper integration of the several elements of national power into a long range plan for the Nation's security is a complex task requiring the best judgment of leaders from all walks of American life, civilian and military alike. Your participation in this combined effort not only contributes significantly to the ultimate favorable arrangement of these elements, but is also of considerable assistance in fulfilling the mission of the College.

I hope that your visit at the Army War College will be both pleasant and rewarding.



BRUCE C. CLARKE
General, United States Army
Commanding



Major General William P. Ennis, Jr.
Commandant
US Army War College



US ARMY WAR COLLEGE
CARLISLE BARRACKS, PENNSYLVANIA

OFFICE OF THE COMMANDANT

The US Army War College welcomes you to the 1960 National Strategy Seminar.

All members of the College appreciate the opportunity of discussing the development of a national strategy and its supporting military program with you. We are grateful for the broad experience and wise counsel you bring to the Seminar. We hope the discussions will be mutually stimulating and rewarding.

Cognizant of the many demands on your time at this season, we feel particularly honored by your presence and fortunate in being able to collaborate with you in this important work.

A handwritten signature in dark ink, appearing to read "W.P. Ennis, Jr." with a stylized flourish at the end.

Wm. P. ENNIS, JR.

Major General, United States Army
Commandant

US ARMY WAR COLLEGE - MISSION AND CURRICULUM

The US Army War College is the senior College of the Army's educational system. The College's primary mission is to prepare selected Army officers for the highest command and staff positions in the Army, for joint and allied commands, and for such high-level government positions as the Army may be called upon to fill. Additionally, selected students from other Services and governmental agencies are prepared for comparable or similar positions. The student body, totalling 200, includes representatives of the Navy, Marine Corps, Air Force, Department of State, and other governmental agencies. The faculty is composed of senior and highly qualified Army officers and representatives of the other services and governmental agencies.

The curriculum, oriented toward the next decade, reflects the soldier-statesman philosophy characteristic of American democratic military tradition. Part I of the curriculum is designed to develop a better understanding of national and international affairs and the problems confronting our top leaders in guiding the formulation of national strategy. Part II concentrates on the problems of our military leaders associated with the development and use of national military power in support of national security policy.

In Part I of the curriculum the student develops his perspective of America's role in the family of nations, of our own and foreign national interests, and of national power. Concepts and instrumentalities of international relations are examined and strategic areas of the world are assessed, together with United States policies toward them. Critical issues facing the United States in the field of international relations are analyzed.

In Part II of the curriculum the student examines the Armed Services of the United States, their doctrines, interrelationships, and strategic employment, both jointly and in conjunction with allies. Special emphasis is given to the Army's mission and role, at present and in the future. Strategic studies are undertaken at the level of the Department of Defense and Joint Chiefs of Staff, as well as at Department of the Army and unified command levels. The nation's military resources, in being and potentially available, are examined and the overall ability of United States forces to provide for the national defense is assessed.

The two principal curricular areas are integrated in the final student effort during the last part of the academic year. At this time, student committees prepare national strategies and supporting military programs. The resulting work is readied for critical appraisal in collaboration with Seminar guests.

NATIONAL STRATEGY
AND
SUPPORTING MILITARY PROGRAM

The guests for the National Strategy Seminar will enter the Army War College environment at the culmination of the curriculum. The students will have completed a tentative draft of a comprehensive national strategy for the United States and a military program to support the strategy. The role of the guests is to participate with the students in an objective evaluation of the suitability and feasibility of the strategy and supporting military program.

The Army War College defines national strategy as our nation's plan for the integrated development and employment of our national power over a period of time to achieve our national objectives. A national military program is the Department of Defense's estimate and plan to implement its responsibilities under such a national strategy either directly or through coordination with other Departments or agencies.

In designing a national strategy the student committees, after appraising alternatives, establish long-term national goals and objectives, and formulate a basic concept for proceeding toward their accomplishment. Subsidiary policies and courses of action are delineated, in light of foreseeable problems. While the national objectives and the strategic concept are relatively long-term, derivative policies must reflect the changing national and international situation; accordingly, these policies are projected for a shorter term, with the thought that in actual practice they would be subject to continuing review and revision.

The national military program deals with military means and concepts of employment to support the national strategy. It concerns qualitative and quantitative aspects of United States forces, and the utilization of United States military power, in the light of overall capabilities of the Free World.

The development of the national strategy and supporting military program requires consideration of the complex interrelationships among the political, economic, socio-psychological and military factors which, together, comprise the national strategy. The suitability of the means and their combinations must be appraised, as well as the feasibility of the national effort required. Finally, committees are expected to check the adequacy of their national strategy and supporting military program as guidance to implementing agencies.

PURPOSE AND METHODOLOGY OF THE SEMINAR

The purpose of the National Strategy Seminar conducted annually at the US Army War College is to develop a concept of a national strategy for the United States and a supporting military program.

The agenda for the National Strategy Seminar includes five addresses, joint guest-student participation in committee discussions, a plenary session at which the conclusions of a selected committee will be presented and examined, and closing remarks by the Commandant of the US Army War College.

The addresses are intended to present the views of recognized national authorities as well as to provide a comprehensive orientation for committee discussions.

The class is divided into 14 committees, of 14 or 15 students each. All committees pursue the same problem.

Upon arrival, each Seminar guest is assigned as a member of one of the committees. After the first lecture, guests will be welcomed by their respective committees, oriented with respect to the problem, and briefed on the student-prepared strategies and military programs. During subsequent committee discussion periods, the proposed committee concepts are examined in joint guest-student discussions, and the future effectiveness of these concepts is evaluated. Guests are urged to participate fully in committee deliberations, for their contributions will be particularly valuable in analyzing the adequacy of proposed strategies and programs from the viewpoint of their respective fields of specialized experience and professional attainment.

In the plenary session on 10 June, certain aspects of a national strategy and supporting military program, as developed within a committee, will be presented to assembled guests, students and faculty. This presentation will initiate subsequent discussion by all seminar participants.

All guests, students, and faculty members at the Seminar are authorized to receive SECRET information. Discussions at the Seminar are in the category of defense information which affects the national defense of the United States within the meaning of the Espionage Laws, Title 18, U.S.C., Sections 793 and 794, the transmission or revelation of which in any manner to an unauthorized person is prohibited by law. Notes and working papers containing any element of defense information must be safeguarded according to the classification of that information.

To insure a free and objective exchange of ideas, the US Army War College will scrupulously observe its established policy that no remarks of any guest will be disseminated outside the College without that individual's specific consent.

SEMINAR ORGANIZATION

COMMANDANT: Maj Gen William P. Ennis, Jr.

DEPUTY COMMANDANT: Brig Gen Bruce Palmer, Jr.

FACULTY BOARD: Brig Gen Bruce Palmer, Jr. Col A. Graham-
Col C. H. Dayhuff, Jr. Col L. B. Cole
Col H. Hardenbergh

JOINT ADVISORY
GROUP:

Mr. R. C. Strong, US Foreign Service
Capt G. L. Raring, USN
Col C. M. Nees, USMC
Col N. C. Bonawitz, USAF
Mr. J. W. Johnson, ORO

CHAIRMAN, FACULTY GROUP II: Col C. H. Dayhuff, Jr.

DIRECTOR, COURSE 7: Col W. P. Wansboro

DIRECTOR, NATIONAL STRATEGY SEMINAR: Col N. W. Lovsnes

ASSISTANT SEMINAR DIRECTOR: Col H. E. Hagerty

COMMITTEE STRUCTURE:

Nr.	STUDENT CHAIRMAN	FACULTY ADVISER
1	Lt Col N. M. G. Locksley	Col J. G. Wheelock, III
2	Col J. A. Hebbeler	Col J. G. Wheelock, III
3	Col E. E. Anderson, USMC	Col U. W. Alexander
4	Col A. E. Cowan	Col N. Farrell
5	Col F. E. Kramer	Col R. O. Fudge
6	Lt Col A. St John, II	Col J. G. Holland, Jr.
7	Lt Col W. Sidle	Lt Col D. S. Bussey
8	Col P. R. Stoney, USAF	Lt Col B. G. Moore
9	Lt Col A. D. Boggs	Col R. J. Long
10	Lt Col J. J. Schmidt, Jr.	Lt Col R. A. Martin
11	Lt Col L. S. Boatwright	Col J. S. Addington
12	Col W. A. Burke	Col C. M. Nees, USMC
13	Lt Col E. W. McGregor	Lt Col A. L. P. Wermuth
14	Capt E. G. Miller, USN	Lt Col J. M. Kinzer

SCHEDULE OF

TUESDAY, 7 JUNE 1960

- 1300 Opening Remarks by the Commandant
- 1310 Address: "The World Situation"
The Honorable ALLEN W. DULLES
Director, Central Intelligence Agency
- 1410 Question Period
- 1440 Guest Orientation and Committee Discussions in Bliss Hall
(First half hour in Coffee Room)
- 1730 Commandant's Reception
(Quarters Nr. 1)
- 1900 Committee Social Activities

WEDNESDAY, 8 JUNE 1960

- 0900 Composite Guest-Student Committee Discussions
(Bliss Hall)
- 1000 Address: "Psychological, Political and Economic Aspects of
National Strategy"
The Honorable FREDERICK H. MUELLER
Secretary of Commerce
- 1100 Question Period
- 1200 Luncheon
(Officers' Open Mess)
- 1330 Composite Guest-Student Committee Discussions
(Bliss Hall)
- 1830 Commandant's Reception and Dinner for Secretary of the Army
(Officers' Open Mess)
- 2100 Address by: The Honorable WILBER M. BRUCKER
Secretary of the Army
After-dinner Coffee
(Fireplace Room, Officers' Open Mess)

EVENTS

1960	JUNE	1960				
S	M	T	W	T	F	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

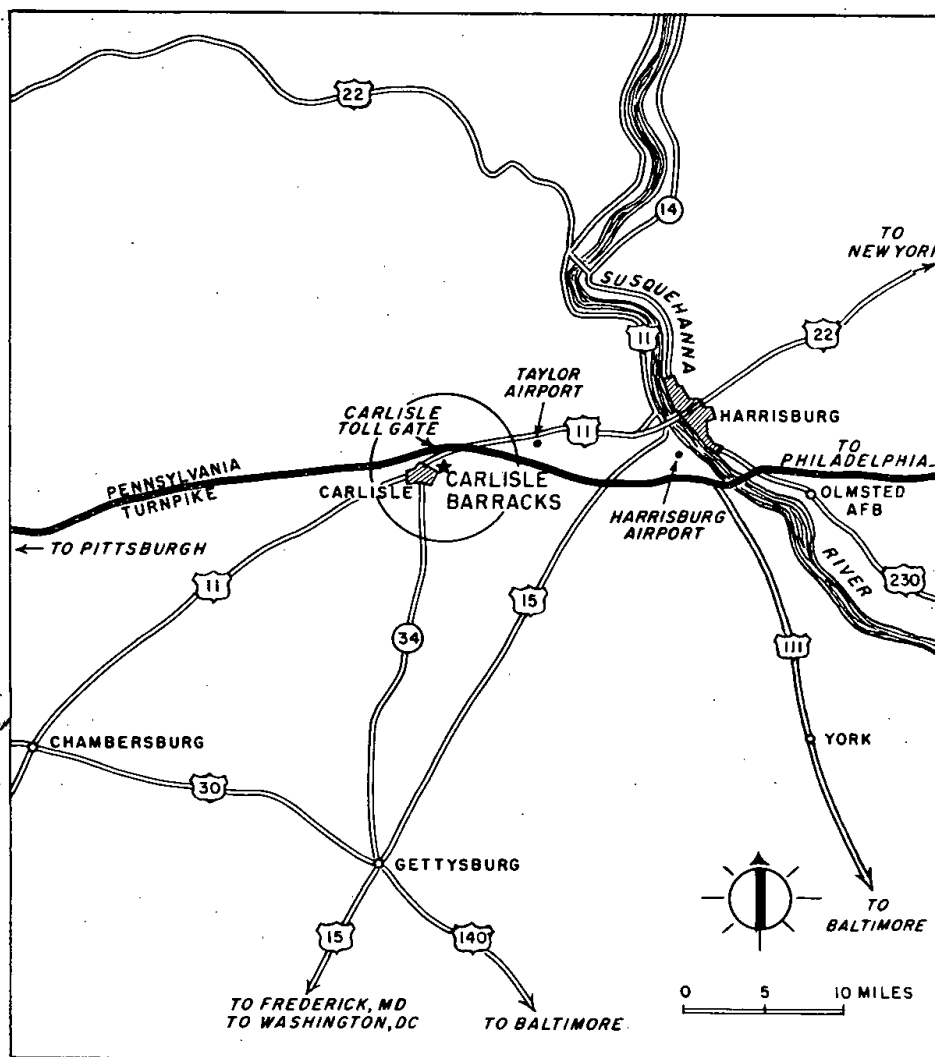
THURSDAY, 9 JUNE 1960

- 0900 Address: "Military Aspects of National Strategy"
General LYMAN L. LEMNITZER
Chief of Staff, United States Army
- 1000 Question Period
- 1030 Informal Discussion
(Coffee Room, Bliss Hall)
- 1100 Composite Guest-Student Committee Discussions
(Bliss Hall)
- 1230 Luncheon
(Officers' Open Mess)
- 1400 Composite Guest-Student Committee Discussions
(Bliss Hall)
- 1900 Committee Social Activities

FRIDAY, 10 JUNE 1960

- 0830 Plenary Session - Guest-Student Committee Presentation
"A National Strategy and a Supporting Military Program"
Moderator: Brigadier General BRUCE PALMER, JR.
Deputy Commandant
- 0930 Informal Discussion
(Coffee Room, Bliss Hall)
- 1000 Continuation of Plenary Session -
Discussion of Guest-Student Committee Presentation
- 1115 Address: "Some Observations on the Soviet Union and Its
Foreign Policy"
The Honorable HENRY CABOT LODGE
US Ambassador to the United Nations
- 1215 Concluding Remarks: Major General WILLIAM P. ENNIS, JR.
Commandant
- Commandant's Luncheon
(Officers' Open Mess)

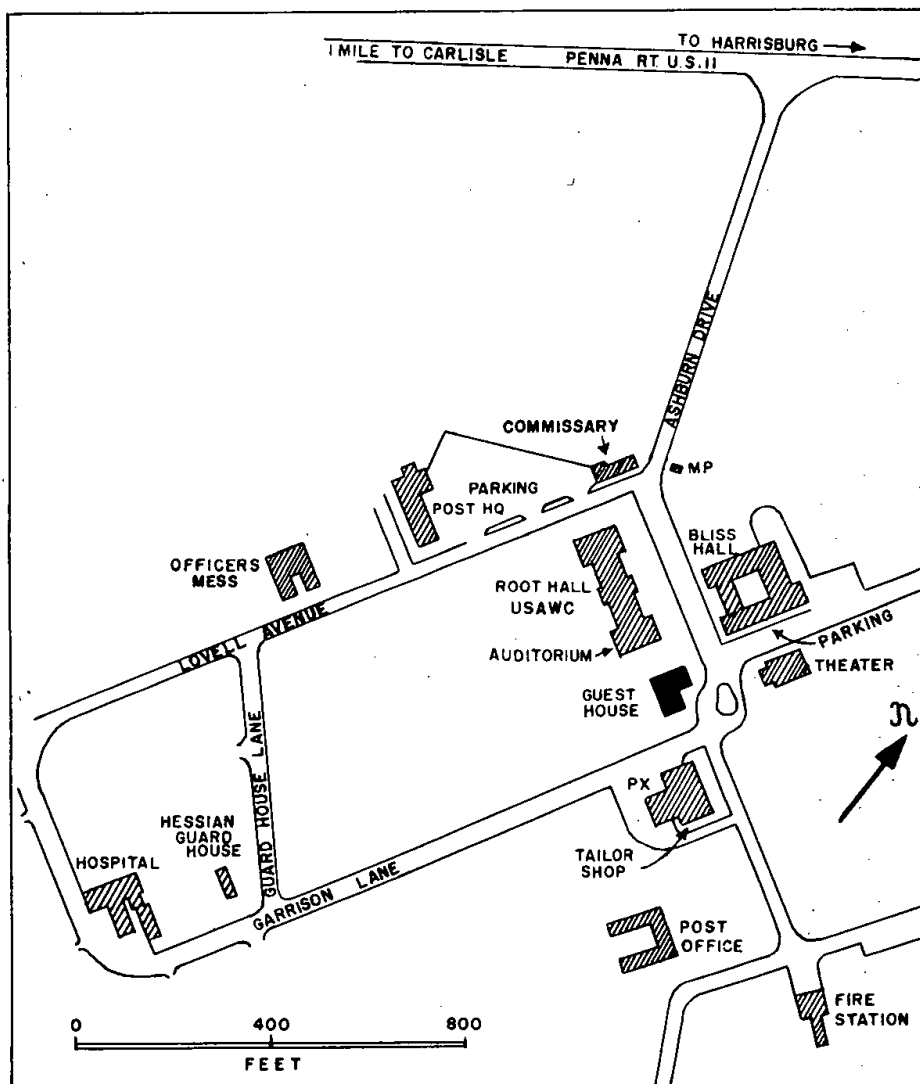
ROAD NET



LOCATION

The US Army War College is located in the Cumberland Valley of Pennsylvania at Carlisle Barracks on US Route 11 approximately 18 miles west of Harrisburg. The city of Carlisle is one mile southwest of the Post on Route 11. The Carlisle Interchange of the Pennsylvania Turnpike is about two miles east of Carlisle Barracks on US Route 11. From Carlisle, State Route 34 leads to Gettysburg, connecting with main highways to Baltimore and Washington. The travel time from Washington, D.C., to Carlisle Barracks by automobile is approximately three hours.

THE CENTRAL AREA
Carlisle Barracks, Pa.



TRAVEL

Key air and railroad terminals are located in Harrisburg. Trans World, Capital, and Allegheny Airlines fly regularly scheduled flights. The Pennsylvania Railroad also services Harrisburg.

An officer from this command will be on hand to meet visitors arriving in Harrisburg or Carlisle transportation terminals and to arrange sedan or helicopter transportation to Carlisle Barracks.

Guests arriving at Carlisle Barracks via automobile should stop at the Main Gate where they will be directed to their assigned billets.

TRANSPORTATION

Government transportation will be made available for your use during the Seminar. Travel information, reservations and tickets can be obtained at the Service Desks.

LODGING

Accommodations have been arranged for the nights of 6, 7, 8, and 9 June. Guests desiring to remain for a longer period are requested to notify the Service Desk.

MEALS

1. Guest House:--Guests residing in the Guest House will be served breakfast in the dining room of the Guest House. The midday and evening meals will be served at the Carlisle Barracks Officers' Open Mess.

2. Star Lite Motel:--All meals for guests residing in the Star Lite Motel will be served at the Carlisle Barracks Officers' Open Mess.

3. Middlesex Inn:--Guests residing in this facility will be served breakfast at the Middlesex Inn. The midday and evening meals will be served at the Carlisle Barracks Officers' Open Mess.

4. Beauford Motel:--All meals for guests residing in the Beauford Motel will be served at the Carlisle Barracks Officers' Open Mess.

5. Commercial Facilities:--Information relative to local dining establishments may be obtained from the Service Desk in the lobby.

SERVICE DESKS

Service Desks have been established at the Middlesex Inn, Beauford Motel, the Star Lite Motel, the Guest House, Bliss Hall, Root Hall and the Officers' Open Mess. Personnel will be on duty at the Service Desks from 0600 until 2400 hours in your billet locations. Personnel will be on duty at the other Service Desks when activities are being conducted nearby. All Service Desks will be prepared to satisfy your needs, and to transmit information to the Service Desk at your billet. Arrangements may include such items as return transportation, laundry, dry cleaning or long distance telephone calls.

COMMUNICATIONS

Long distance telephone and telegraph service is available from the Guest House, the Star Lite Motel, the Middlesex Inn, and the Beauford Motel. In addition, you may place long distance telephone calls or dispatch telegrams from on-Post telephones. The Service Desks will assist you in making payment for any personal charges thus incurred.

MEDICAL AND DENTAL SERVICE

The medical and dental facilities at Carlisle Barracks will be at your disposal in a case of emergency. Excellent civilian medical and dental service is available in the Carlisle and Harrisburg areas.

BANKING

Banking facilities are available in the Borough of Carlisle. Introductions to any of the leading banks will be arranged upon request to the Service Desk. In addition, the Officers' Open Mess on the Post maintains limited cash reserves and will be pleased to honor checks not in excess of \$25.00.

STENOGRAPHIC ASSISTANCE

Typing or stenographic service will be available to guests upon request at the Service Desk.

SOCIAL EVENTS

In order that guest participants may have an opportunity to become better acquainted with each other, the students and the faculty, it has been our pleasure to arrange the following:

- 1730, Tuesday, 7 Jun - Commandant's Reception.
(Quarters Nr. 1)
- 1830, Wednesday, 8 Jun - Commandant's Reception and Dinner
for the Secretary of the Army
(Officers' Open Mess)
- 8, 9, and 10 Jun - Commandant's Luncheons
(Officers' Open Mess)
- 1900, Tuesday, 7 Jun, and
1900, Thursday, 9 Jun - Committee Social Activities

Informal dress is appropriate for all social activity during the National Strategy Seminar.

USEFUL TELEPHONE NUMBERS

NOTE: When calling within the Post, dial number; if on Post and calling outside, dial "9"listen for dial tone, then dial the exchange and number desired.

When calling Post number from outside, dial
CHapel 3-4141 and give extension to Post Operator.

EMERGENCY

Phone Nr.

Ambulance	333
Doctor or Medical Information	526

COMMAND

Commandant's Office	501
Deputy Commandant	502
Deputy Secretary	504
Secretary, US Army War College	509
Visitors' Bureau	507, 635

GENERAL

Duty Officer	703
Officers' Open Mess (Office)	228
" " " (Lounge)	316
Public Information Office	357, 556

QUARTERS

Beauford Motel	CHapel 3-3631
Guest House (Service Desk)	652
Middlesex Motor Inn	CHapel 3-5411
Star Lite Motel	CHapel 3-4341

SERVICE DESKS

Beauford Motel	CHapel 3-3631
Bliss Hall	578
Guest House	652
Harrisburg Airport	Harrisburg CE(Cedar) 3-7572
Middlesex Motor Inn	CHapel 3-5411
Officers' Open Mess	560
Pennsylvania RR Station	Harrisburg CE(Cedar) 3-8231
Root Hall	703
Star Lite Motel	CHapel 3-2809

TRANSPORTATION

Phone Nr.

Car Dispatcher

419, 710

Harrisburg Airport:

Allegheny Airlines

Harrisburg

CE(Cedar) 6-5001

Capital Airlines

Harrisburg

CE(Cedar) 6-7995

TWA

Harrisburg

CE(Cedar) 8-0861

Olmsted Air Force Base
(flight information)

Middletown

WH(Whitney) 4-5521

Ext 3223

Pennsylvania Railroad

Harrisburg

CE(Cedar) 2-4141

Transportation Officer

220, 240

HISTORY OF THE US ARMY WAR COLLEGE

The US Army War College, senior institution in the Army educational system, was established in 1901. The history of the College has special interest because of the close relationship between the institution and the development of the modern United States Army.

The College was conceived and founded in 1901 under the direction of the then Secretary of War, Elihu Root. As a result of the lessons learned in the Spanish American War, he saw the need for an institution to provide officers capable of performing planning and operational activities for the War Department, as well as to prepare selected officers for high command and staff duties.

A War College Board was appointed in 1902 with Major General S. B. M. Young as President. Brigadier General T. H. Bliss replaced General Young as President of the War College Board. The first students assembled in 1904 at 22 Jackson Place, N.W., Washington, D. C. There were nine Army officers in that first class, among them was Captain John J. Pershing, who was later to become the most illustrious member of the class. Washington Barracks, now Fort Lesley J. McNair, Washington, D. C., was the home of the Army War College from 1906 to 1940.

General Bliss, who was destined to become Chief of Staff of the Army, and later, President Wilson's representative on the Supreme War Council during World War I, gave the original direction to the academic work of the College. The pattern he set was based on the resolution by student committees of assigned problems of current interest to the Army. This pattern has remained unchanged in principle over the intervening years.

Army War College classes were suspended during World Wars I and II. Following World War II, the College was reestablished temporarily at Fort Leavenworth, Kansas. It moved to Carlisle Barracks on July 1, 1951.

Since its establishment, 3628 students have graduated from the Army War College. As nearly as can be ascertained, at least 1154 of this number have attained General or Flag officer rank in the various Services. President Eisenhower, Army Generals Pershing, Krueger, Somervell, Patton, Clark, Bradley, Collins, Ridgway, and Taylor, Air Force Generals Vandenberg and Kenney, the Navy's Admiral "Bull" Halsey, number but a few of the Army War College graduates who have distinguished themselves in the service of our Country.

HISTORY OF CARLISLE BARRACKS

Founded by Colonel John Stanwix of the British Army on 30 May 1757, Carlisle Barracks has figured prominently in the education of members of the Armed Forces since Colonel Henry Bouquet arrived here in 1758 to conduct instruction for British and Provincial troops in Indian fighting tactics.

Because of its favorable location at the juncture of the North-South, East-West supply routes, Carlisle Barracks became a permanent military establishment and served as an arsenal during the War for independence. The main magazine, erected in 1777, still stands. It is the oldest building on the post, and is now maintained as the Hessian Guardhouse Museum, open to the public on Wednesday and Sunday afternoons.

What is believed to be the United States Army's first educational institution, a school for Artillerists, was established at Carlisle Barracks, in 1777 by Captain Isaac Coren. This was the first of 10 different Army Schools eventually to be located at this installation.

Originally known simply as "the camp near Carlisle", the post was named "Washingtonburg" during the Revolutionary War, and was the first military post ever to be named for General George Washington. However, it was not until 1801 that the Old Post actually became Federal property when it was purchased from the heirs of William Penn. About 1807, the post gained its present name.

With the outbreak of trouble in Western Pennsylvania over the new whiskey taxes, General Washington personally assembled at Carlisle the largest force ever under his command, about fourteen thousand men, to quell the so called "Whiskey Rebellion" of 1794.

The forerunner of the present Armor School, The School of Cavalry Practice, was established here in 1838 and remained at this location until 1861.

From its founding in 1879 until its close in 1918, the Carlisle Indian Industrial School was located here. From 1920 to 1946, Carlisle Barracks was the home of the Medical Field Service School; during the period 1946 to 1951, the School for Government of Occupied Areas, The Adjutant General's School, The Chaplain School, the Military Police School, The Army Security Agency School and the Armed Forces Information School were located here.

NOTES:

NOTES

NOTES

ARMY, CB, PA, P-1183-750-APR 60

US ARMY WAR COLLEGE COAT OF ARMS



EXPLANATION

The American eagle, in natural colors (proper), bearing the emblems of the National coat of arms, on the silver (argent) shield, is significant of the national character of the War College. The escutcheon in its proper colors serves to balance the design and complete the trio of national colors by the addition of the red.

The five-pointed stars, besides being of the kind used in the National arms, are used in the insignia of the General Staff, of which the War College initially was a division. The three stars are symbols of the three combatant arms of the service.

The crest, the torch of enlightenment in the grasp of the mailed fist, needs no special explanation.

Finally, the motto, translated, means "Provident for the future."