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Before the

CLINTON JUNIOR CHAMBER OF COMMERCE

ANNUAL "BOSSES' NIGHT"

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MR. TOWNSEND , BOSSES, EMPLOYEES, AND GENTLEMEN:

IT WAS BOTH A DELIGHT AND A SURPRISE TO BE INVITED TO COME HERE AND PARTICIPATE IN YOUR ANNUAL BOSSES' NIGHT CELEBRATION OF THE JUNIOR CHAMBER OF COMMERCE. WHEN LEE WHITE WROTE ME ABOUT IT, HE DID NOT SPECIFY WHETHER IT WAS A NIGHT THE BOSSES WERE TO BE INSULTED OR REVERED. SO, HAVING GIVEN ME NO GUIDANCE AT ALL, I DECIDED TO TAKE NO CHANCES AND TO TALK ABOUT PROBLEMS WHICH ARE PART OF THE LIVES OF ALL OF US, THINGS WE SHARE EQUALLY AS RESPONSIBILITIES, THINGS WE SHALL HAVE TO SOLVE TOGETHER.

THIS IS THE SECOND TIME IN MY LIFE AND TRAVELS THAT I HAVE VISITED CLINTON, IOWA. THE OTHER OCCASION WAS IN THE LATE '30's, WHEN 20TH-CENTURY-FOX HAD MADE A FILM CALLED "LILLIAN RUSSELL", THEN BROUGHT IT BACK HERE TO HER HOMETOWN FOR ITS PREMIERE SHOWING. BEING A NEWSPAPERMAN THEN, I WAS AMONG THOSE ENCOURAGED TO COME ALONG AND PARTICIPATE IN THE CELEBRATIONS. ONE OF MY FRIENDS, MUCH TO HIS LATER CHAGRIN, FOUND OUT ABOUT SOME OF THE QUALITY OF BUSINESS ENTERPRISE IN CLINTON. HE WAS SOLD AND TOOK HOME WHAT WAS SWORN TO BE A GENUINE LILLIAN RUSSELL ANTIQUE, A CORSET REPORTEDLY REJECTED LONG AGO BY THAT GLAMOROUS, WASP-WAISTED LADY BECAUSE IT HAD BEEN TOO TIGHT EVEN FOR HER. THIS TURNED OUT TRAGIC ALL AROUND, AS MY FRIEND COULD NOT MAKE HIS WIFE BACK HOME BELIEVE THAT HE HAD BOUGHT THE CORSET, OR THAT THAT WAS THE WAY IT HAD FOUND ITSELF IN HIS HOMECOMING BAGGAGE.

WITH THAT ONE PREVIOUS MEMORY OF CLINTON, IT DID NOT SEEM INAPPROPRIATE TO ME TO COME HERE TO THE TOWN WHICH HAD ONCE MADE AMERICA MORE AWARE OF A TIGHT SQUEEZE THAN ANY OTHER CITY, AND DISCUSS WITH YOU THE CURRENT AND MORE IMPORTANT TIGHTENING AT OUR MIDRIFTS WHICH ALL OF US ARE GOING TO HAVE TO ENDURE IN THE YEARS TO COME.

THE DIFFERENCE BETWEEN THE ERA OF LILLIAN RUSSELL AND NOW IS THAT SHE COULD IMPROVE ON THE PROPORTIONS WITH WHICH SHE WAS ENDOWED AT BIRTH BY SOME JUDICIOUS LACING, WHILE OUR GENERATIONS ALIVE TODAY WERE BORN INTO DILEMMAS OF GLOBAL AND UNIVERSAL PROPORTIONS WHICH CANNOT BE SOLVED SO SUPERFICIALLY BUT ONLY BY JUDICIOUS FACING OF THE FACTS -- THEN ACTING ON THEM.

BY WAY OF COMPARISON, MY FIRST MILITARY DUTY WAS SERVED IN 1931, A SUMMER ENCAMPMENT WHEN I WAS IN COLLEGE. MY COLLEAGUES AND I WERE PAID 70¢ A DAY. WHEN WE WENT ON THE RANGE TO FIRE OUR RIFLES OF ANCIENT VINTAGE, WE WERE ISSUED ABOUT FIFTY ROUNDS OF 30-CALIBER AMMUNITION FOR MARKSMANSHIP ASSESSMENT. CLEARLY IMPRINTED ON EACH OF THOSE CARTRIDGES WAS THE NAME OF A SISTER MISSISSIPPI RIVER COMMUNITY, ROCK ISLAND ARSENAL, AND THE DATE, 1918.

THIS INDICATED THEY WERE LEFTOVER STOCKS FROM WORLD WAR I. THE STARTLING THING WAS THAT NEARLY ALL OF THEM FIRED, ALTHOUGH AN OCCASIONAL ONE WHICH HAD BEEN WET OR SUFFERED

OIL SEEPAGE WOULD FIZZLE AND THE SLUG WOULD BARELY COAST OUT OF THE END OF THE BARREL. THE TOTAL NUMBER OF CLIPS ISSUED TO US COST LESS THAN \$10.00, AND SO FIERCE WAS THE MILITARY ECONOMY THEN THAT ANYONE WHO LOST A BRASS SHELL CASING STAYED ON THE FIRING BUTTS UNTIL HE FOUND IT, OR THERE WAS HECK TO PAY. IT WAS MORE IMPORTANT THAT THE BRASS BE BROUGHT BACK FOR SALVAGE THAN THAT WE HIT THE BULL'S EYE OF THE TARGET. THE GENERAL ATMOSPHERE WAS ONE OF ACCEPTING WAR AS INEVITABLE ONE DAY AND PROBABLY TO BE VERY LIKE THE PREVIOUS ONE, SO WE PREPARED FOR THAT NEXT ONE ALONG THE LINES OF THE PAST BY EXPENDING SUPPLIES REPRESENTING THE OVERAGES IN OUR FATHERS' JUDGMENTS.

THE FEW WHO BEGGED FOR STRENGTH THEN AS AN ARRESTING DEVICE ON THE PROFIT OF ENEMY MILITARY ADVENTURING WERE DROWNED OUT BY THOSE WHO PREFERRED TO THINK THEY WERE ADEQUATELY PROTECTED BY THE 4TH OF JULY ORATORY, RATHER THAN INSURE THAT THEY WERE ADEQUATELY PROTECTED BY A WEAPONS SYSTEM.

LAST SUMMER, IN LAS VEGAS, NEVADA, WE MADE THE FIRST TEST FIRING OF AN MB-1 MISSILE, AN ATOMIC WARHEADED ROCKET. IT HAD JUST COME OFF THE ASSEMBLY LINE AT THE DOUGLAS AIRCRAFT COMPANY PLANT IN SANTA MONICA, CALIF., AND THE VEHICLE ALONE COST ABOUT \$7,000. WHEN THE ATOMIC LOAD HAD BEEN INSERTED, THE COST OF THIS SINGLE DELIVERABLE ITEM ROSE TO ABOUT A QUARTER OF A MILLION DOLLARS.

WHERE IN MY MILITARY BEGINNINGS, IT WAS ENOUGH TO RAISE A RIFLE WORTH LESS THAN \$100 TO ONE'S SHOULDERS AND STILL USE IT MORE THAN A DECADE AFTER THE WAR FOR WHICH IT WAS DESIGNED, IT TOOK MORE THAN A HUNDRED MILITARY SPECIALISTS TO BACK UP THE TWO-MAN AIR CREW IN A MILLION DOLLARS WORTH OF AIRCRAFT TO LAUNCH AND FIRE THAT ATOMIC ROCKET. THE WEAPON AND THE PLANE WERE DEVELOPMENTS AFTER OUR LAST WARTIME EXPERIENCE, AND WE ARE TRYING TO WORK THEM FROM BIRTH TO OBSOLESCENCE AS A DETERRENT TO WAR AS FAST AS SCIENCE, ENGINEERING, AND THE STATE OF THE MILITARY ART CAN BRING IT ABOUT. TODAY, WE ACCEPT OBSOLESCENCE OF THE MILITARY EQUIPMENT WE BUY TO PREVENT WAR AS A MUCH FINER ALTERNATIVE THAN THAT IT AND ITS POTENTIAL USERS ACCEPT AS INEVITABLE OBLITERATION IN BATTLE, AND SUFFER IT.

ON THE RIFLE RANGE OF OLD, WE HAD TO SCORE A DIRECT HIT, AND THAT HIT PRODUCED A HOLE IN THE TARGET NO LARGER THAN THE BALL-POINT PEN YOU CARRY IN YOUR COAT POCKET. THE ATOMIC ROCKET, AN AREA AIR DEFENSE WEAPON, LITERALLY MELTS AND VAPORIZES HUNDREDS OF CUBIC YARDS OF AERIAL SPACE. IT MAKES A QUAKING FORECAST EVEN AS A NEAR MISS FOR ANY ENEMY BOMBER OR CLOSE FORMATION OF THEM COMING WITHIN ITS LETHAL FIREBALL OR GUST IMPACT.

SOMEONE ONCE SAID THAT ALL THINGS ARE RELATIVE, AND THIS CERTAINLY APPLIES TO OUR WEAPONS SYSTEM AND NATIONAL SURVIVAL.

WHEN I ASKED SEVERAL PEOPLE HERE TONIGHT WHAT THEY FIGURED THE NET WORTH OF CLINTON, IOWA, WAS IN CAPITAL INVESTMENT ALONE, THERE WERE AS MANY EDUCATED GUESSES. ALL OF THEM PEGGED IT A GREAT DEAL HIGHER THAN A QUARTER OF A MILLION DOLLARS, IN FACT, THERE WERE BUILDINGS INDIVIDUALLY WORTH MORE THAN THAT. THEN, HERE IN CLINTON AS IN ALL OTHER CITIES IN CONTINENTAL NORTH AMERICA, THERE ARE THINGS WHICH CANNOT BE PRICE-TAGGED -- YOUR FAMILIES, YOUR HOMES, A WAY OF LIVING WHICH MEANS EVERYTHING TO YOU.

ONE OF THESE NEWLY ACQUIRED ATOMIC ROCKETS COULD BE EXCHANGED FOR A CLINTON, IF WAR CAME; OR MUCH BETTER YET, FEAR OF ITS BEING EXPENDED ON AN ENEMY BOMBER OR FORMATION OF THEM WHICH WOULD BE AIMED AT CLINTON, COULD POSSIBLY KEEP THE ENEMY ON HIS OWN BASES. THE FACT THAT WE HAVE THIS ROCKET TODAY SHOULD BE A MATTER OF RELIEF TO EVERYONE, BUT A MATTER OF PRIDE TO YOU. IT WAS ONE OF YOUR OWN, CAPTAIN ERIC HUTCHISON OF WEBSTER CITY, IOWA, WHO FLEW THE PLANE IN THE LAS VEGAS TEST FROM WHICH THE FIRST LIVE ATOMIC ROCKET WAS LAUNCHED AND EXPLODED. A FAR CRY FROM THE LEISURELY AND SIMPLE RIFLEMAN OF MY YOUTH WHO COULD FIRE AFTER A FEW SIGHTING AND AIMING EXERCISES, LET'S CONSIDER HOW CAPTAIN HUTCHISON DIFFERED.

HUTCH WAS 32 WHEN THIS JOB WAS GIVEN TO HIM. HE WAS THE FATHER OF FOUR CHILDREN, A VETERAN OF WORLD WAR II IN THE

PACIFIC. HE WAS A MEMBER OF ONE OF THE VERY BEST AIR CREWS IN THE AIR DEFENSE BUSINESS, A SOLID CITIZEN, COOL, AND CLEAR-HEADED. FOR THIS TEST, HE HAD THE FOLLOWING THINGS TO THINK ABOUT: HE WOULD BE FLYING JUST SHORT OF THE SPEED OF SOUND. HE HAD TO BE WITHIN A HALF SECOND OF SCHEDULED TIME. HE WAS DIRECTED TO BE NO MORE THAN HALF A DEGREE OFF IN COMPASS SETTING. TO GET READY FOR THIS, HE AND HIS WEAPONER-PARTNER, CAPTAIN CLIFF BARBEE OF WILD RICE, NORTH DAKOTA, REPORTED MORE THAN FOUR MONTHS BEFORE THE LAUNCHING DATE. THEY WENT OVER A DETAILED CHECKLIST WITH THEIR GROUND CREWS, SCIENTISTS, AND TECHNICIANS MORE THAN 250 TIMES. DOZENS OF TIMES, THEY FLEW THE PATTERN IN REHEARSAL THEY WOULD EVENTUALLY USE FOR THE ROCKET DELIVERY. AS THEY SAT IN THEIR COCKPITS, ON THEIR MINDS WAS THE EVER-PRESENT FACT THAT AN ATOMIC ROCKET WAS TO BE SLUNG UNDER THEIR WING A FEW INCHES AWAY FROM THEM.

EXACTLY BELOW WHERE THEY WOULD EXPLODE THE ROCKET IN THE AIR WERE TO BE FIVE OF THEIR FRIENDS, VOLUNTEER AIR FORCE OFFICERS, CHOOSING ON THEIR OWN TO BE GUINEA PIGS. THEY WOULD STAND THERE BAREHEADED UNDER THE ATOMIC BLAST, WHICH MADE THE TIMING THAT MUCH MORE CRUCIAL FOR THE AIR CREW. THE OBSERVERS UNDER THE SHOT ON THE GROUND RECOGNIZED THAT THERE COULD BE SOME PUBLIC DISQUIET ABOUT ATOMIC WEAPONS, AND WHETHER THIS SMALLER AIR DEFENSE VARIETY WOULD REPRESENT DANGER TO THE POPULACE IT WAS DESIGNED TO PROTECT. THEY WOULD SHOW THIS FEAR TO BE GROUNDLESS.

IT IS A MATTER OF CONTEMPORARY HISTORY THAT THE MISSION WAS CARRIED OUT, AND IT WENT OFF EXACTLY AS PREDICTED. THIS MODEL OF ROCKET, IN NUMBERS, NOW RESTS ON MANY OF OUR AIR DEFENSE BASES AND MORE ARE GETTING IT. WE KEEP THEM AS CLOSE TO THE PLANES IN STORAGE AS WE CAN PUT THEM, SO IT WOULD TAKE AS LITTLE TIME AS POSSIBLE TO ARM AN AIRCRAFT IN CASE OF ENEMY ATTACK.

A FEW DAYS AGO, IN ST. LOUIS, WE GAVE THE WEAPONS SYSTEM ANOTHER LIFT WHEN WE UNVEILED THE McDONNELL AIRCRAFT CORPORATION'S F-101B "VOODOO," WHICH JOINS US THIS YEAR. THIS ONE CARRIES THE ATOMIC ROCKET AND FLIES MORE THAN TWICE AS FAST AS THE PLANE CAPTAIN HUTCHISON USED IN LAST SUMMER'S TEST. THIS MEANS, WITH THE SOVIET UNION'S PRESENT MANNED AIRCRAFT CAPABILITY OF ATTACK AT ABOUT 10 TO 12 MILES PER MINUTE, WE CAN GET OUR CREWS INTO POSITION TO DESTROY HIM TWICE AS FAST AS WE COULD JUST ONE YEAR AGO, OR TWICE AS FAR FROM THE AREAS WE WANT TO DEFEND.

NEARLY EVERYONE KNOWS AND WELCOMES THE FACT THAT WE ARE TODAY RUSHING AS FAST AS WE CAN WITH CONVERSION AND BUILDING OF AN ATOMIC FORCE ABLE TO DEAL WITH ALL KINDS OF ENEMY-POSED AGGRESSIONS. WE HAVE HAD ELEMENTS OF THIS FOR A LONG TIME, BUT THIS FACTOR HAS GROWN SO GREAT THAT ATOMIC WEAPONS ARE NOW ALMOST THE CONVENTIONAL WEAPONS. THIS IS JUST BEING REALISTIC -- WHEN WALKING AMONG BULLIES WITH BLUDGEONS, THIS IS NO TIME TO

SEEK PROTECTION WITH PEA-SHOOTERS.

HAVING ALREADY DEVELOPED THAT ALL THINGS ARE RELATIVE, I WOULD LIKE TO CONTINUE THIS ANALOGY FROM OUR SIDE OF THE FENCE. OUR WHOLE WEAPONS SYSTEM AND ITS DISPOSITIONS AROUND THE WORLD ARE CUED TO OUR DESIRE TO AVOID WAR. IT IS SECONDARY THAT THESE DISPOSITIONS ALSO CONTAIN AN INHERENT ABILITY TO GIVE AN ACCOUNTING -- A DECISIVE ACCOUNTING, WE HOPE -- SHOULD WAR BECOME OUR LOT. THE HARDER WE WORK TO PROVIDE THE MAKINGS OF DETERRENCE, THE LESS LIKELY WE HAVE TO ENTER INTO THIS ATOMIC ACCOUNTING VIA AN EXCHANGE OF BLOWS.

BEHIND THIS ABILITY TO PUT AN ATOMIC AWFULNESS IN WAY OF OUR ENEMIES, WE HAVE TO HAVE A VITAL, MANY-SIDED TAIL OF EXPERTS BEHIND AND SERVING EACH WEAPON TO INSURE ACCURACY, EFFECTIVENESS, EFFICIENCY, IMMEDIACY, AND CONTINUING EXPERIENCE. FOR ONE THING, COMMUNICATIONS IS TODAY'S BIG BROTHER TO THE ATOMIC FORCE. THE NORTH AMERICAN AIR DEFENSE COMMAND'S PHONE AND LAND-LINE BILL FOR 1957 WAS IN EXCESS OF \$24,000,000. IT WILL GO UP TO \$150,000,000 IN THIS DECADE. WE ARE GOING HEAVILY INTO A NORTH AMERICA-WIDE USE OF TELEVISION, POINT TO POINT. WE WILL INCREASE OUR REMOTE CONTROL AND REMOTE READING EQUIPMENT USING MICROWAVE, AS WELL AS INSTALLING MILLIONS OF DOLLARS WORTH OF COMPUTER SYSTEMS.

WE ARE ONLY IN THE INFANCY OF RADAR WITH WIDE VARIETIES

AND VERSATILITY COMING UP, AS WELL AS EXTREME POWERS. THE DEMANDS WILL JUMP ON RADAR PROFICIENCY TO ALMOST UNBELIEVABLE PROPORTIONS AS WE GO INTO DEFENSES AGAINST THE INTERCONTINENTAL BALLISTICS MISSILE. SUPERSONIC MANNED AIRCRAFT ARE GOING TO BE WITH US FOR YEARS YET, LOCATED IN SUCH VARIABLE CLIMATES AS THE ARCTIC TO THE TROPICS, REQUIRING TUNING REFINEMENTS THAT WOULD MAKE A WATCHMAKER LOOK LIKE A PLUMBER. COMING ALONG ON THE HORIZON ARE REQUIREMENTS FOR SUCH THINGS AS ONE PROJECTILE WHICH CAN BE FIRED TO HIT ANOTHER PROJECTILE, THE SLOWEST OF WHICH WOULD BE FASTER THAN RIFLE BULLET SPEEDS.

ALL THESE THINGS ARE A FAR CRY FROM THE SIMPLE LIFE OF THE RIFLEMAN. THERE IS NO SUBSTITUTE FOR EXPERIENCE, NO SUBSTITUTE FOR STEADY MATURITY AND STUDY FROM ONE WEAPONS SYSTEM TO ITS MORE VOLATILE AND SOPHISTICATED YOUNGER SISTER WEAPONS SYSTEM TO COME. IT IS NOT ENOUGH TO CONSIDER MANPOWER AVAILABLE AS WE USED TO IN TIMES OF NATIONAL MOBILIZATION; IT HAS TO BE KNOWLEDGEABLE, DEDICATED, AND ON DUTY -- NOW! THIS MEANS RETENTION OF TRAINED PEOPLE. ALL THE GEAR I HAVE MENTIONED IS IN SINGLE HARNESS TO PULL OFF AN ATOMIC CHAIN REACTION, BUT IT TAKES MEN WHO KNOW AT EVERY POINT.

THIS BEING 'BOSSSES' NIGHT, " IT IS A GOOD TIME TO RECALL THAT THE PRESIDENT OF THE UNITED STATES TURNED TO ONE OF THE BIGGEST BOSSES IN THE LAND MONTHS AGO -- RALPH J. CORDINER, WHOSE GENERAL ELECTRIC COMPANY IS ONE OF AMERICA'S TOP TEN.

AS A BUILDER OF POWER PLANTS, ELECTRONICS GADGETS, AND MANY OF THE TRAPPINGS WHICH FIND THEIR WAY INTO WEAPONS, HE, AS WELL AS ANYONE, KNEW THE SAVVY HIS BUILDERS HAD TO HAVE. IT WAS NOT HARD FOR HIM TO SEE THAT A BRAINY, STEADY, DEVOTED, TRAINED TEAM WAS AS NECESSARY ON THE USER SIDE AS THE PRODUCER SIDE.

THIS WAS WHY, A FEW WEEKS AGO, PRESIDENT EISENHOWER SENT A MESSAGE TO CONGRESS ASKING FOR THE CORDINER RECOMMENDATIONS FOR PROFESSIONAL REMUNERATION BE ENACTED INTO LAW IN THIS SESSION.

WHY IS THIS NECESSARY? LET'S TAKE OUR PREDICTIONS ON THE EFFECTS OF THE ATOMIC FORCE ON OUR REQUIREMENTS. WE BELIEVE THE FIRE CONTROL SYSTEM INSIDE THE PLANES, AS AN EXAMPLE, WHICH FIRE AT SUPERSONIC SPEEDS AGAINST TARGETS OF THE SAME PACE, ARE GOING TO NEED MEN WITH ABOUT EIGHT YEARS' EXPERIENCE IN THE KEY OPERATIONAL AND MAINTENANCE ROLES. WE BELIEVE EVERY JOB WHICH PUTS AN ATOMIC WEAPON ON TARGET WITH ACCURACY IS AS MUCH GREATER IN IMPORTANCE AS THE PERCENTAGE OF INCREASED KILL CAPABILITY IN THE LAUNCHED WEAPON OVER THE CONVENTIONAL KINDS. WE HAVE IT ON RECORD THAT THE FOUR MEN WHO ASSEMBLED THE ATOMIC ROCKET FOR THE TEST FIRING AT LAS VEGAS WERE COLLECTIVELY PAID MONTHLY WHAT ONE BARTENDER DRAWS IN THE DOWNTOWN CASINOS. THE SEVEN OFFICERS, TWO IN THE PLANE, FIVE ON THE GROUND, WHO ENDURED

THAT AWFUL LAST MINUTE OF A TEST FIRING DREW A TOTAL PAY OF ABOUT 15¢ FOR FIRING AND TAKING THE SHOCK WAVE OF THE ATOMIC BURST DURING THAT MINUTE. THEY DID NOT FEAR IT BECAUSE THEY KNEW THE WEAPON AND WHAT IT WOULD DO. TO HAVE THAT KIND OF KNOWLEDGE AND THAT KIND OF ASSURANCE, AND THAT KIND OF DEDICATION, TAKES A SPECIAL BREED OF MEN, A KIND ONCE SECURED AND TRAINED WE SHOULD KEEP TO INSURE OUR SURVIVAL. COMPETENCE INCREASES OUR COMBAT CAPABILITY, INCREASED COMBAT CAPABILITY OUR DETERRENCE.

ONE OF MY FRIENDS WAS ON THE BOMBING MISSION OVER GERMANY WHEN HITLER'S FIRST JETS CAME WHOOSHING UP, AND WHEN I ASKED HIM HOW HE FELT, HE SAID: "IT WAS LIKE I SAW TOMORROW GOING BY."

WHAT WE ALL HAVE TO DO, MY FRIENDS, IS BE SURE THAT TOMORROW DOES NOT PASS US BY. TODAY, ALERT, INTELLIGENT, TRAINED, DEDICATED PEOPLE TO HANDLE THE WEAPONS OF TODAY AND TOMORROW IS ONE WAY OF MAKING DEAD SURE THAT WE HAVE A FUTURE. THE ALTERNATIVE IS THAT WE MAY ALL BE SURELY DEAD.
