SELECTED QUOTATIONS:
U.S. MILITARY LEADERS

PREPARED IN OFFICE OF THE CHIEF OF MILITARY HISTORY
1 February 1964
INTRODUCTION

Military history and military literature have been enriched through the years by the utterances and writings of the officers and enlisted men of the United States Army. This publication is a preliminary effort to collect and organize some of this material for use by the military establishment. The quotations included herein were selected on the basis of their quotability, interest, inspirational quality and their expression of accepted military doctrine. They are the product of research in sources readily available in the Office of the Chief of Military History and therefore are limited in quantity and scope.

Each page consists of two columns. The column on the right contains the quotation; the left identifies the person responsible for the quotation, its source document for this compilation, and when deemed appropriate, a description of the situation at the time the quotation was made. The quotations are listed in order of their author's appearance in military history.

Complete documents suitable for quotation in their entirety have been reproduced and included as appendices.

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Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all. . . .

Let us therefore animate and encourage each other, and show the whole world, that a Freeman contending for LIBERTY on his own ground is superior to any slavish mercenary on earth.
GENERAL GEORGE WASHINGTON

(Letter, General Washington to the President of Congress, Cambridge, Massachusetts, February 9, 1776. Ibid., Vol. 4, p. 316.)

Men who are familiarized to danger, meet it without shrinking, whereas those who have never seen Service often apprehend danger where no danger is. Three things prompt Men to a regular discharge of their Duty in time of Action: natural bravery, hope of reward, and fear of punishment. The first two are common to the untutor'd, and the Disciplin'd Soldiers; but the latter, most obviously distinguishes the one from the other. A Coward, when taught to believe, that if he breaks his Ranks, and abandons his Colours, will be punished with Death by his own party, will take his chance against the Enemy; but the Man who thinks little of the one, and is fearful of the other, Acts from present feelings regardless of consequences.

GENERAL GEORGE WASHINGTON

(General Orders, Head Quarters, New York, August 1, 1776. Ibid., Vol. 5, p. 362.)

... the Honor and Success of the army, and the safety of our bleeding Country, depends upon harmony and good agreement with each other; ... he will be the best Soldier, and the best Patriot, who contributes most to this glorious work, whatever his Station, or from whatever part of the Continent, he may come: Let all distinctions of Nations, Countries, and Provinces, therefore be lost in the generous contest, who shall behave with the most Courage against the enemy, and the most kindness and good humour to each other. ...
War must be carried on systematically, and to do it, you must have good Officers, and in my judgement, no other possible means to obtain them but by establishing your Army upon a permanent footing; and giving your Officers good pay; this will induce Gentlemen, and Men of Character to engage; and till the bulk of your Officers are composed of such persons as are actuated by Principles of Honour, and a spirit of enterprise, you have little to expect from them.

* * *

There is nothing that gives a Man consequence, and renders him fit for Command, like a support that renders him Independent of everybody but the State he serves.

The true Criterion to judge by (when past Services do not enter into the Competition) is, to consider whether the Candidate for Office has a just pretension to the Character of a Gentleman, a proper sense of Honour, and some reputation to lose.
GENERAL GEORGE WASHINGTON

View as to the necessity for good officers, expressed in October 1776. (Officers' Call, Vol. 5, No. 5.)

The salvation of their country, and all we are contending for depends (under Providence) upon a good choice of officers to make this Army formidable to the enemy, and serviceable to the cause we are endeavoring to support.

GENERAL GEORGE WASHINGTON

(Letter, General Washington to the President of Congress, Colonel Morris's, on the Heights of Harlem, September 24, 1776, Fitzpatrick, op. cit., Vol. 6, p. 115.)

An Army formed of good Officers moves like Clock-Work; . . .

GENERAL GEORGE WASHINGTON

(The Story of the Command and General Staff College, Fort Leavenworth, 1954.)

If we desire peace, one of the most powerful institutions of our rising prosperity, it must be known that we are at all times ready for war.

GENERAL GEORGE WASHINGTON

(Ibid.)

To be prepared for war is one of the most effectual means of preserving peace.
The Army and the Country have a mutual Dependence upon each other and it is of the last Importance that their several Duties should be so regulated and enforced as to produce not only the greatest Harmony and good Understanding but the truest Happiness and Comfort to each.

To place any dependence upon Militia, is, assuredly, resting upon a broken staff.

To bring Men to a proper degree of Subordination, is not the work of a day, a month or even a year; ...

Discipline and Subordination add life and Vigour to Military movements.
CAPTAIN NATHAN HALE

Statement made before his being hanged by the British as a spy on 22 September 1776. (John Bartlett, Familiar Quotations, 12th ed., 1948, p. 571.)

I only regret that I have but one life to lose for my country.

COLONEL WILLIAM PRESCOTT

Order given during the battle of Bunker Hill, 17 June 1775. Sometimes attributed to General Israel Putnam. (Burton Stevenson, The Home Book of Quotations, New York, 1934, p. 61.)

Don’t fire until you see the whites of their eyes.

GENERAL JOHN STARK

Statement made by General Stark at the battle of Bennington, 16 August 1777. (Ibid., p. 62.)

There, my boys, are your enemies, red-coats and Tories. You must beat them—or Molly Stark is a widow tonight.

GENERAL JOHN STARK

Reply of Colonel Stark at Bunker Hill when urged to hurry his troops when they came under artillery fire on the way to their posts. (Christopher Ward, The War of the Revolution, Vol. 1, New York, 1952, p. 86.)

... one fresh man in action is worth ten fatigued men.
GENERAL NATHANAEL GREENE

(Letter, Nathanael Greene to his wife, June 2, 1775. Randolph G. Adams and Howard H. Peckham, Lexington to Fallen Timbers, 1775-1794, Ann Arbor, 1942, p. 3.)

I am determined to defend my rights and maintain my freedom or sell my life in the attempt, and I hope the riteous God that rules the World will bless the Armies of America and receive the spirits of those whose lot it is to fall in action...

GENERAL ISRAEL PUTNAM

Remark supposed to have been made by General Putnam at a council of war called to discuss the occupation and fortification of Bunker Hill. (Ward, op. cit., p. 74.)

The Americans are not at all afraid of their heads, though very much afraid of their legs; if you cover those, they will fight forever.

GENERAL HENRY (LIGHT HORSE HARRY) LEE


...a government is the murderer of its citizens which sends them to the field uninformed and untaught, where they are to meet men of the same age and strength, mechanized by education and discipline for battle, I cannot withhold my denunciation of its wickedness and folly.
GENERAL HENRY KNOX

(Ernest Dupuy, Where They Have Trod. The West Point Tradition in American Life, New York, 1940, p. 306.)

... officers can never act with confidence until they are masters of their profession. ...

CAPTAIN JONAS PARKER


Stand your ground! Don't fire unless fired upon! But if they want to have a war, let it begin here!

COLONEL GEORGE CROGHAN

Reply made by Captain George Croghan, 17th Infantry Regiment, to the British Colonel Henry Proctor's demand for the surrender of Fort Stephenson, Ohio, 1 August 1813. (Stevenson, op. cit., p. 63.)

We give up the fort when there is not a man left to defend it.
GENERAL ANDREW JACKSON

Statement attributed to Andrew Jackson at New Orleans during the War of 1812, (Ibid., p. 581.)

I will hold New Orleans in spite of Utop (sic) and all hell.

GENERAL ANDREW JACKSON

Reply of General Jackson to the Governor of Tennessee after receiving his advice to abandon the operations against the Creek Indians, disband the militia, return to Tennessee, and content himself to the defense of its frontiers. (Upton, op. cit., p. 119.)

I will hold the posts I have established until ordered to abandon them by the Commanding General, or die in the struggle. . . .

GENERAL ANDREW JACKSON


The Individual who refuses to defend his rights when called by his Government, deserves to be a slave, and must be punished as an enemy of his Country and a friend to her foe.
GENERAL ANDREW JACKSON

Address to the troops on the right bank of the Mississippi River who had abandoned their lines when attacked by the British during the battle of New Orleans. (Ibid., p. 135.)

The brave man inattentive to his duty, is worth little more to his Country, than the coward who deserts her in the hour of danger.

GENERAL WINFIELD SCOTT

Address to the 11th Infantry Regiment at Chippewa, Canada, 5 June 1814. (Winfield Scott, Memoirs of Lieut.-General Scott, LL.D., New York, 1864, p. 134.)

The enemy say that Americans are good at a long shot; but cannot stand the cold iron. I call upon you instantly to give a lie to the slander. Charge!

GENERAL WINFIELD SCOTT

General Scott's opinion of the contribution made by West Point to the winning of the Mexican War. (Catalogue of the United States Military Academy, . . . 1953-1954, Washington, 1953, p. 7.)

I give it as my fixed opinion, that but for our graduated cadets, the war between the United States and Mexico might, and probably would, have lasted some four or five years, with, in its first half, more defeats than victories falling to our share; whereas, in less than two campaigns we conquered a great country and a peace, without the loss of a single battle or a skirmish.
GENERAL WINFIELD SCOTT

Speech at Cerro Gordo, Mexico. (State Military Gazette, New York, 15 May 1858.)

Soldiers, I am in the midst of you! ... You must not return to your homes unless you return under triumphal arches. ... Let us advance, then, and with our bayonets, write a glorious page on this day for our country ... for all depends on the territory you will this day acquire.

GENERAL ZACHARY TAYLOR

Shouted to the 2d Kentucky Regiment on seeing them rally in battle at Buena Vista, Mexico. (Justin H. Smith, The War With Mexico, Vol. I, New York, 1919, p. 559.)

Hurrah for Old Kentuck! That's the way to do it. Give 'em hell, damn 'em.

GENERAL ZACHARY TAYLOR

Attributed to General Taylor at Buena Vista, Mexico, 23 Feb 1847. (Stevenson, op. cit., p. 64.)

A little more grape, Captain Bragg.
GENERAL ZACHARY TAYLOR

Advice given to Captain Braxton Bragg during the battle of Buena Vista, Mexico, in reply to Captain Bragg's statement that he would have to pull his battery back or lose it. (Ibid., p. 64.)

GENERAL ZACHARY TAYLOR

General Taylor's remark to General John E. Wool at Buena Vista, Mexico, concerning the abandonment of that battlefield. (Battles and Leaders of the Civil War, Vol. III, Part II, New York, 1888, p. 633.)

CAPTAIN CHARLES A. MAY

Captain Charles A. May's order to his squadron, 2d Dragoons, at Buena de la Palma, 9 May 1846. (D.A. Poster 21-40, Washington, 1952.)

Remember your regiment and follow your officers.
GENERAL ZACHARY TAYLOR

Reply made at Buena Vista, Mexico to Santa Anna's demand for surrender. (Centennial of the United States Military Academy, Vol. I, Washington, 1904, p. 67.)

Tell him to go to hell.

GENERAL PERSIFOR F. SMITH


Nothing seemed to them too bold to be undertaken, or too difficult to be executed....

PROFESSOR DENNIS HART MAHAN, U.S.M.A.

Remark published in Outpost. (Dupuy, op. cit., p. 309.)

Let no man be so rash as to suppose that, in donning a general's uniform, he is for—
with competent to perform a general's functions.
No great success can be hoped for in war in which rapid movements do not enter as an element. Even the very elements of Nature seem to array themselves against the slow and over-prudent general.

GENERAL ULYSSES S. GRANT


Wherever the enemy goes let our troops go also.

GENERAL ULYSSES S. GRANT


No terms except an unconditional and immediate surrender can be accepted.

I propose to move immediately upon your works.
GENERAL ULYSSES S. GRANT

Statement made to an officer at Belmont, Mo., on learning that he was being cut off from his transports on the river. (Charles A. Dunn and J. H. Wilson, The Life of U.S. Grant, Chicago, 1868, p. 51.)

If we are surrounded we must cut our way out as we cut our way in.

GENERAL ULYSSES S. GRANT

General Grant on the art of war. (J. F. C. Fuller, Decisive Battles: Their Influence Upon History and Civilization, New York, 1940, p. 680.)

The art of war is simple enough. Find out where your enemy is. Get at him as soon as you can. Strike at him as hard as you can and as often as you can, and keep moving on.

GENERAL ULYSSES S. GRANT


I . . . propose to fight it out on this line if it takes all summer.
GENERAL WILLIAM T. SHERMAN

Instructions to General McPherson, C.G., Army of the Tennessee, during the Atlanta Campaign, 11 May 1864. (Ibid., p. 33.)

Strengthen your position; fight anything that comes; . . .

GENERAL JOHN M. CORSE

General John M. Corse, to the Aide-de-Camp of General Sherman during the Confederate assault at Altoona, Ga., 6 Oct 1864. (Sherman, op. cit., p. 147.)

I am short a cheekbone and an ear, but am able to whip all h--l yet!

GENERAL WILLIAM T. SHERMAN

Message signaled at General Corse at Altoona from Kenesaw Mt. on 5 Oct 1864 (Bartlett, op. cit., p. 542.)

Hold the fort! I am coming.
GENERAL WILLIAM T. SHERMAN

Letter to James M. Calhoun, Mayor of Atlanta and others, 12 Sept 1864. (Sherman, op. cit., p. 126.)

GENERAL WILLIAM T. SHERMAN

(Ibid., p. 385.)

You cannot qualify war in harsher terms than I will. War is cruelty, and you cannot refine it; . . .

You might as well appeal against the thunderstorm as against these terrible hardships of war.

The regiment is the family. The colonel, as the father, should have a personal acquaintance with every officer and man, and should instill a feeling of pride and affection for himself, so that his officers and men would naturally look to him for personal advice and instruction.

The company is the true unit of discipline, and the captain is the company.

I will inspire my command, if successful, with the feeling that beef and salt are all that is necessary to life, and that parched corn once fed General Jackson's army on that very ground.

GENERAL WILLIAM T. SHERMAN

Plans for feeding his troops during the campaign against Atlanta as expressed in a letter to General Grant on 10 April 1864. (W. T. Sherman, Personal Memoirs of General W. T. Sherman, 3d ed., Vol. II, New York, 1875, p. 28.)
GENERAL WILLIAM T. SHERMAN

(Ibid., p. 386.)

No army can be efficient unless it be a unit for action; and the power must come from above, not from below.

(Ibid., p. 387.)

There is a soul to an army as well as to the individual man, and no general can accomplish the full work of his army unless he commands the soul of his men as well as their bodies and legs.

(Ibid., p. 397.)

Too many courts-martial in any command are evidence of poor discipline and inefficient officers.
Epigram expressed by General Sherman in Washington, D.C., on 23 February 1882 and inscribed on his monument in Washington, D.C. (DeB Randolph Keim, Sherman, A Memorial in Art, Oratory and Literature, Washington, 1904, pp. 30, 103.)

War's legitimate object is more perfect peace.

Definition of war commonly attributed to General Sherman. (Ibid., p. 29.)

War is hell!

A bulky staff implies a division of responsibility, slowness of action and indecision, whereas a small staff implies activity and concentration of purpose.
GENERAL WILLIAM T. SHERMAN

(Ibid., p. 408.)

Every attempt to make war easy and safe will result in humiliation and disaster.

GENERAL WILLIAM T. SHERMAN

(Montross, Lynn, War Through the Ages, New York, 1946, p. 609.)

We have good corporals and good sergeants and some good lieutenants and captains, and those are far more important than good generals.

GENERAL GEORGE H. THOMAS

Dispatch to General Ulysses S. Grant after assuming command of forces in Chattanooga when the town was under heavy Confederate pressure, 19 Oct 1863. (War of the Rebellion, Official Records of the Union and Confederate Armies, Series I, Vol. XXX, Part IV, Book 53, p. 479.)

I will hold the town till we starve.
LIEUTENANT CURWEN B. McLELLAN

Lieutenant McLellan's advice to his men of the 6th Cavalry Regiment when they hesitated during a charge on a Confederate position at Sailor's Creek, Virginia, April, 1865. (W. H. Carter, From Yorktown to Santiago with the Sixth U.S. Cavalry, Baltimore, 1900, p. 124.)

Men, let us die like soldiers.

LIEUTENANT JOHN T. GREBLE

Statement made by Lieutenant Greble, 2d U.S. Artillery, before being killed in the battle of Big Bethel, June 1861. (David Donald and others, Divided We Fought, New York, 1953, p. 13.)

I never dodge! When I hear the bugle sound a retreat, I will leave, and not before.

GENERAL ISRAEL D. RICHARDSON

General Richardson to his division before being killed in the battle of Antietam, 17 September 1862. (Ibid., p. 127.)

Boys! Raise the colors and follow me.
GENERAL JOSEPH HOOKER


Let your watchword be, fight, fight, fight. If you can not cut off from the enemy's columns large slices, the general desires that you will not fail to take small ones.

GENERAL GORDON GRANGER

Reply of General Granger, C.G., Reserve Corps, Army of the Cumberland, to General John M. Brannan. During the battle of Chicamauga, General Brannan had asked, "The enemy are forming for another assault; we have not another round of ammunition - what shall we do?" (*Battles and Leaders of the Civil War*, Vol. III, Part II, New York, 1888, p. 667.)

Fix bayonets and go for them.

GENERAL JOSEPH HOOKER

An order issued on assuming command of the Department of the Northwest, 1865. (*Stevenson, op. cit.*, p. 506.)

No one will consider the day as ended, until the duties it brings have been discharged.
GENERAL WILLIAM G. ROSECRANS


Some of us must die; cross yourselves and march forward.

GENERAL OLIVER O. HOWARD


The Eleventh Corps, as a corps, has done well — well in marching, well in fighting; the sacrifices it has made shall not be forgotten. In the retrospect, your general feels satisfied. Now, we must make one more effort. Let there be no wavering, no doubt. Our cause is right and our success sure.

J. J. MOULTON (Union soldier, Civil War)

Sentiment regarding military service expressed in a letter written shortly after the first battle of Bull Run. (Bell Irvin Wiley, The Life of Billy Yank, Indianapolis, 1952, p. 276.)

I shall see the thing played out, or die in the attempt; I am not generally very free to pitch in; but I am awful to hang on.
General Robert E. Lee, C.S.A.

(Military Review, February 1945, p. 48.)

The blow, wherever struck, must, to be successful, be sudden and heavy.

General Robert E. Lee, C.S.A.

Inscribed beneath his bust in the Hall of Fame. (Stevenson, op. cit., p. 507.)

Duty is the sublimest word in our language. Do your duty in all things. You cannot do more. You should never wish to lose.

General Robert E. Lee, C.S.A.


Men must be habituated to obey or they cannot be controlled in battle, and the neglect of the least important order impairs the proper influence of the officer.
GENERAL ROBERT E. LEE, C.S.A.


Texans always move them.

GENERAL ROBERT E. LEE, C.S.A.


... I am opposed to officers surrounding themselves with sons and relatives. It is a wrong principle, and in that case selections would be made from private and social relations, rather than for the public good.

GENERAL ROBERT E. LEE, C.S.A.


It is well that war is so terrible, or we should get too fond of it.
GENERAL ROBERT E. LEE, C.S.A.

Remark to Colonel Garnet Wolseley of the British Army on the appearance of Hood's Brigade after the battle of Antietam. (James Farber, *Texas, C.S.A.*, New York, c. 1947, p. 104.)

Never mind the raggedness, Colonel, the enemy never sees the backs of my Texans.

GENERAL THOMAS J. (STONEWALL) JACKSON, C.S.A.

(Henderson, *op. cit.*, Vol. I, p. 163.)

My idea is that the best mode of fighting is to reserve your fire till the enemy got -- or you get them -- to close quarters. Then deliver one deadly, deliberate fire -- and charge!

GENERAL THOMAS J. (STONEWALL) JACKSON, C.S.A.

(Ibid., p. 420.)

Always mystify, mislead, and surprise the enemy, if possible; and when you strike and overcome him, never give up the pursuit as long as your men have strength to follow; for an army routed, if hotly pursued, becomes panic-stricken, and can then be destroyed by half their number.
I had rather lose one man in marching than five in fighting.

War means fighting. The business of the soldier is to fight. Armies are not called out to dig trenches, to throw up breast works, to live in camps, but to find the enemy and strike him; to invade his country, and do him all possible damage in the shortest possible time. This will involve great destruction of life and property while it lasts; but such a war will of necessity be of brief continuance, and so would be an economy of life and property in the end.

To move swiftly, strike vigorously, and secure all the fruits of the victory is the secret of successful war.
Never take counsel of your fears. . . .

The patriot volunteer, fighting for his country and his rights, makes the most reliable soldier upon earth.

My duty is to obey orders.
GENERAL NATHAN BEDFORD FORREST, C.S.A.

General Forrest's formula for winning battles. (Robert S. Henry, "First with the Most" Forrest, Indianapolis, 1944, pp. 18-20.)

Get there first with the mostest men. (General Forrest's actual statement as originally reported by Generals Basil Duke and Richard Taylor.)

Git thar fustest with the mostest men. (Popular version of the statement attributed to General Forrest.)

GENERAL NATHAN BEDFORD FORREST, C.S.A.

Reply when asked by a staff officer as to what should be done when his command was caught between two lines of battle of superior enemy forces. (Henry, op. cit., p. 118.)

Charge them both ways.

GENERAL NATHAN BEDFORD FORREST, C.S.A.

Formula for routing the enemy. (John Watson Morton, The Artillery of Nathan Bedford Forrest's Cavalry, Nashville, 1909, p. 181.)

Get 'em skeered, and then keep the skeer on 'em.
GENERAL NATHAN BEDFORD FORREST, C.S.A.

(Ibid., p. 198.)

In any fight, it's the first blow that counts; and if you keep it up hot enough, you can whip 'em as fast as they come up.

GENERAL RICHARD EWELL, C.S.A.

(Montross, Lynn, War through the Ages, New York, 1946, p. 617.)

The path to glory cannot be followed with much baggage.

GENERAL DANIEL HARVEY HILL, C.S.A.

Precept of General Hill.

Promptness is the greatest of military virtues, evincing, as it does, zeal, energy, and discipline. The success of arms depends more upon celerity than any one thing else.
GENERAL GEORGE PICKETT, C.S.A.

Verbal command to his division at the beginning of their charge at Gettysburg, 3 July 1863. (Douglas Southall Freeman, Lee's Lieutenants, A Study in Command, Vol. III, New York, 1951, p. 157.)

GENERAL JOHN D. GORDON, C.S.A.

General Gordon to General Lee prior to his counter attack in the battle of Spottsylvania, 12 May 1864. (Ibid., p. 406.)

GENERAL JAMES E. B. STUART, C.S.A.

Shouted to his men after he was mortally wounded at Yellow Tavern, Virginia, 12 May 1864. (Ibid., p. 426.)

Up, men and to your posts! Don't forget today that you are from Old Virginia.

These men are Virginians and Georgians. They have never failed. They never will.

I had rather die than be whipped.
SEXTANT WILLIAM H. H. MCCALL

Sergeant McCall, a Brevet Brigadier General of Volunteers, acting first sergeant with Forsyth's Scouts at Beecher's Island, September 1868. (Fairfax Downey, Indian Fighting Army, New York, 1943, p. 74.)

GENERAL ADNA R. CHAFFEE

Order given by General Chaffee, when a captain, to his men of the 6th Cavalry, during the Kiowa-Comanche Campaign, 1874. (Ibid., p. 133.)

GENERAL GUY V. HENRY

Remark of General Henry made when a captain of the 3d Cavalry, after being seriously wounded during Sioux Campaign in June 1876. (Ibid., p. 189.)

We've fought together and, by God, if need be will die together.

Forward! If any man is killed, I'll make him a corporal!

It is nothing. For this we are soldiers!
TRUMPETER CALVIN P. TITUS

Trumpeter Calvin P. Titus, E Co, 14th Infantry. Answer to a call for volunteers to scale the wall at Peking, China, under heavy fire, during the Boxer Rebellion. (D.A. Poster, No. 21-73, Washington, 1943.)

I'll try, sir!

COLONEL EMERSON H. LISCUM


Keep up the fire, men.

GENERAL JOHN J. PERSHING


The infantry soldier, well-trained in stealthy approach and in the art of taking cover, makes a small target, and if he is an expert rifleman there is nothing that can take his place on the battlefield.
... the success of a military commander depends largely upon his practical turn of mind, whether it be in planning and directing military operations in the field or managing the business of transportation and supply. Military science is based on principles that have been deduced from the application of common sense in the conduct of military affairs. ... military genius is really only the capacity to understand and apply simple principles founded on experience and sound reasoning.

A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops.

Nous resterons là! (We’re staying there!)
GENERAL ROBERT L. BULLARD


You are there, stay there!

GENERAL OMAR BUNDY

Reply of either General Bundy or General Bullard to a French command to withdraw from a position held by American troops in the Marne in 1918. (Ibid., p. 843.)

None of our soldiers would understand not being asked to do whatever is necessary to reestablish a situation which is humiliating to us and unacceptable to our country's honor. - We are going to counter-attack.

COLONEL WILLIAM HAYWARD

Colonel Hayward's reply to a French General who told him to retire the 369th Infantry Regiment. (Ibid., p. 847.)

My men never retire. They go forward or they die.
MAJOR CHARLES W. WHITTLESEY


They can go to hell.

GENERAL CHARLES P. SUMMERALL

(*Army Information Digest*, January 1954, p. 10.)

Men think as their leaders think.

MAJOR JAMES W. MCANDREW


... the ultimate test of military training and the military discipline that results therefrom is the capacity of troops to suffer losses without being turned aside from the task before them.
13TH CAVALRY


It shall be done.

GENERAL MALIN CRAIG

Address at the graduation exercises, United States Military Academy, 12 June 1937. (Robinett, op. cit., p. 12.)

No young officer can be unconscious of the impression he is making on others. And yet he would be wrong to govern his conduct solely by the opinions of others. First of all he must to himself be true. Fortunately, by a happy paradox of human nature we best serve ourselves when we think only of serving others. An officer . . . should make it a cardinal principle of life that by no act of commission or omission on his part will he permit his immediate superior to make a mistake. Once an officer establishes such a professional reputation his future is assured. His services will be eagerly sought and his assignment to duties of the highest importance is certain.
The only effective defense a nation can now maintain is the power of attack. And that power cannot be in machinery alone. There must be men to man the machines. And there must be men to come to close grips with the enemy and tear his operating bases and his productive establishment away from him before the war can end.

You can have all of the material in the world, but without morale it is largely ineffective.
GENERAL GEORGE C. MARSHALL

(Robinett, op. cit., p. 4.)

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

It is not enough to fight. It is the spirit which we bring to the fight that decides the issue. It is morale that wins the victory.

Morale is the state of mind. It is steadfastness and courage and hope. It is confidence and zeal and loyalty. It is elan, esprit de corps and determination.

It is staying power, the spirit which endures to the end -- the will to win.

With it all things are possible, without it everything else, planning, preparation, and production count for naught.

GENERAL DOUGLAS MACARTHUR

(Charles A. Willoughby and Charles Chamberlain, MacArthur, 1941-1951, New York, 1954, p. 7.)

... New conditions require for solution, and new weapons require for maximum application, new and imaginative methods. Wars are never won in the past.
GENERAL DOUGLAS MACARThUR

Tribute paid to the Infantryman in a message to I. J. Fox of the "Doughboy Committee" in New York on 19 October 1942. (Ibid., p. 100.)

He plods and groans, sweats and toils, he growls and curses, and at the end he dies, unknown, uncomplaining, with faith in his heart, and on his lips a prayer for victory.

GENERAL DOUGLAS MACARThUR

Concluding words of General MacArthur at the ceremony aboard the battleship Missouri in which the Japanese signed the surrender documents, 8 September 1945. (Ibid., p. 297.)

Let us pray that peace be now restored to the world and that God will preserve it always.

GENERAL DOUGLAS MACARThUR

General MacArthur on the necessity of victory in war. (Letter, General Douglas MacArthur to Congressman Joseph W. Martin, Jr., Ibid., p. 422.)

There is no substitute for victory.
Opinion of the soldier as expressed in a speech given at a reunion of the 42d (Rainbow) Division in Washington, D.C. (Frank C. Waldrop, *MacArthur on War*, New York, 1942, p. 33.)

However horrible the incidents of war may be to the soldier who is called upon to offer and to give his life for his country is the noblest development of mankind.

Speech to the graduating class at West Point in 1933. (Ibid., p. 40.)

A good soldier, whether he leads a platoon or an army, is expected to look backward as well as forward, but he must think only forward.

General MacArthur on morale. (Report of the Secretary of War to the President, 1933, "Annual Report of the Chief of Staff, United States Army, for the Fiscal Year Ending June 30, 1933," Washington, 1933, p. 34.)

The unfailing formula for production of morale is patriotism, self-respect, discipline, and self-confidence within a military unit, joined with fair treatment and merited appreciation from without. It cannot be produced by pampering or coddling an army, and is not necessarily destroyed by hardship, danger, or even calamity. Though it can survive and develop in adversity that comes as an inescapable incident of service, it will quickly wither and die if soldiers come to believe themselves the victims of indifference or injustice on the part of their government, or of ignorance, personal ambition, or ineptitude on the part of their military leaders.
GENERAL DOUGLAS MACARTHUR

Statements made by General MacArthur when he departed from Corregidor and again when he arrived in Melbourne, Australia. (Wood, op. cit., pp. 182-183.)

I shall return
* * *
I came through and I shall return.

GENERAL DOUGLAS MACARTHUR

(The Story of the Command and General Staff College, Fort Leavenworth, 1954.)

No one desires peace as much as the soldier for he must pay the greatest penalty in war.

GENERAL DOUGLAS MACARTHUR

Broadcast to the people of the Philippines shortly after he landed on Leyte, 20 October 1944. (Willoughby and Chamberlain, op. cit., p. 239.)

I have returned. By the grace of Almighty God, our forces stand again on Philippine soil....
GENERAL DWIGHT D. EISENHOWER

(Letter TAGO to CG, USAREUR and others, 3 January 1955. Subject: Information Objectives and Plans, AGAC-C (M) 300 (28 Dec 54) CINFO, Annex C, Inclosure No. 3, p. 5.)

Americans, indeed, all free men, remember that in the final choice a soldier's pack is not so heavy a burden as a prisoner's chain.

GENERAL DWIGHT D. EISENHOWER


An army fearful of its officers is never as good as one that trusts and confides in its leaders.

GENERAL DWIGHT D. EISENHOWER

(The Infantry School Quarterly, April 1953, p. 69.)

Nothing is easy in war. Mistakes are always paid for in casualties and troops are quick to sense any blunder made by their commanders.
GENEAL OMAR N. BRADLEY

(“American Military Leadership,” Army Information Digest, February 1953, p. 5.)

Fairness, diligence, sound preparation, professional skill and loyalty are the marks of American military leadership.

GENEAL OMAR N. BRADLEY

(The Infantry School Quarterly, April 1953, p. 80.)

Leadership in a democratic Army means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism.

GENEAL OMAR N. BRADLEY

Lecture by General Omar N. Bradley, "The Impact of Modern Technology on the Front-Line Combat Team."
(The Sesquicentennial of the United States Military Academy, West Point, 1952, p. 135.)

Military organizations and success in battle depend upon discipline and a high sense of honor.
Men without weapons in modern war are helpless, but weapons without men are nothing.

The greatest leader in the world could never win a campaign unless he understood the men he had to lead.

The Nation today needs men who think in terms of service to their country and not in terms of their country's debt to them.
Unless each officer and noncommissioned officer has capabilities greatly in excess of the responsibility he holds, he is basically an unprofitable part of a military machine.

In war there is no second prize for the runner-up.

For most men, the matter of learning is one of personal preference. But for Army officers, the obligation to learn, to grow in their profession, is clearly a public duty.
Unfortunately war cannot be prevented without risk to those who would combat aggression. However, the danger of war through an incident is far more remote than the danger of war might be if we were to sit passively by and let events take their course.

Hit the Enemy Twice:
First to find out what he's got; then, to take it away from him.

Our pleas for peace are measured not by the sincerity with which they are spoken but by the strength we can array to enforce them.
GENERAL OMAR N. BRADLEY

(Military Review, November 1949, p. 55.)

... no victory is assured until the man on the ground takes possession by his physical presence on the enemy's soil.

GENERAL J. LAWTON COLLINS

(The Infantry School Quarterly, April 1953, p. 30.)

The most precious commodity with which the Army deals is the individual soldier who is the heart and soul of our combat forces.

GENERAL J. LAWTON COLLINS

(Army Information Digest, May 1952, "Understanding Our Nation's Global Role," p. 7.)

... there is a danger that we may become so enthralled by machines and weapons systems, that we will lose sight of the fact that the man - the individual soldier - is the supreme element in combat. That is the reason why the foundation of our system of discipline is the same as the very foundation of our system of government - the preservation of the dignity of the individual.
I am confident that an Army of strong individuals, held together by a sound discipline based on respect for personal initiative and rights and dignity of the individual, will never fail this Nation in time of need.

Only one military organization can hold and gain ground in war — a ground army supported by tactical aviation with supply lines guarded by a navy.

... we will continue to have a great Army only as we continue to produce superb small units.

Superior squads make superior platoons, battalions, regiments, divisions. The spearhead of every attack is a small unit.

There is far more to professional fitness than knowledge and skill in the techniques and tools of war. These the officer must have, but the final test of his ability is not in what he knows but what he is. There is no substitute for those innate qualities which we generally refer to as character.
GENERAL MATTHEW B. RIDGWAY

Statement made in an address before the Cleveland Post, American Ordnance Association, Cleveland, Ohio, November 1953. (Army-Navy-Air Force Journal, November 1953.)

Man is the dominant factor in war.

* * *

... there is still one absolute weapon. ... That weapon is man himself.

GENERAL MATTHEW B. RIDGWAY


... in the execution of national policy, the soldier is the statesman's junior partner.

GENERAL MATTHEW B. RIDGWAY


Our Nation's spiritual resources, more than its material resources, will be the ultimate determinate of our place in history.
Man is and always will be the supreme element in combat, and upon the skill, the courage and endurance, and the fighting heart of the individual soldier the issue will ultimately depend.

You don't kill men with guns you're not using.

Only through high training requirements, rigidly enforced, can low casualty rates be possible. Only well armed and equipped, adequately trained and efficiently led forces can expect victory in future combat.
GENERAL MATTHEW B. RIDGWAY

Statement issued to the Convocation of Laymen of the American Council of Churches, 3 October 1951. File, Office of the Chief of Staff, "Statements by General Ridgway - CINCFE."

However well equipped with the arms that science can now devise and a loyal production line can supply, no army can long succeed in our day without the bulwark of spiritual values; even as no nation can long endure without a moral code, spiritual fiber, and the wisdom and integrity derived from faith in a righteous God.

GENERAL MATTHEW B. RIDGWAY

(General Ridgway's answers to questions asked by Mr. Joseph Fromm, Far Eastern Editor, U.S. News and World Report, 6 August 1951. File, Office of the Chief of Staff, "Statements by General Ridgway - CINCFE."

However fine the weapon, however adequate the equipment, neither represent any more strength than the hearts of the men who use them.

GENERAL GEORGE S. PATTON, JR.

In the Cavalry Journal, July 1916. (Armored Cavalry Journal, July-August, 1949, p. 15.)

... many, who should know better, think that wars can be decided by soulless machines, rather than by the blood and anguish of brave men.
Untutored courage is useless in the face of educated bullets.

Many soldiers are led to faulty ideas of war by knowing too much about too little.

Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow and of the man who leads that gains the victory.
GENERAL GEORGE S. PATTON, JR.

A principal of war advocated by General Patton.
(Brinton G. Wallace, Patton and His Third Army, Harrisburg, 1946, p. 207.)

There are only three principles of warfare - Audacity, Audacity, and AUDACITY!

GENERAL GEORGE S. PATTON, JR.

Principle of War.
(George S. Patton Jr., War as I Knew It, Cambridge, 1947, p. 358.)

In war nothing is impossible, provided you use audacity. . . .

GENERAL GEORGE S. PATTON, JR.

Statement made by General Patton prior to the Normandy invasion, June 1944. (Wallace, op. cit., Preface.)

We shall attack and attack until we are exhausted, and then we shall attack again.
GENERAL GEORGE S. PATTON, JR.

(Patton, op. cit., p. 403.)

There is only one sort of discipline — PERFECT DISCIPLINE. Men cannot have good battle discipline and poor administrative discipline.

GENERAL GEORGE S. PATTON, JR.

(Patton, op. cit., p. 405.)

A pint of sweat will save a gallon of blood.

GENERAL GEORGE S. PATTON, JR.

(Ibid., p. 357.)

Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.
In war, the only sure defense is offense, and the efficiency of offense depends on the warlike souls of those conducting it.

If I do my full duty, the rest will take care of itself.

... I am a soldier. I fight where I am told, and I win where I fight!
The badge of rank which an officer wears on his coat is really a symbol of servitude — servitude to his men.

A reflective reading of history will show that no man ever rose to military greatness who could not convince his troops that he put them first, above all else.

Get the hell off the beach. Get up and get moving. Follow me.
GENERAL ROBERT W. GROW


If officers understand each other, operations succeed. This is the only "must" principle in the issue of orders.

SECRETARY OF WAR ROBERT P. PATTERSON

(Military Review, July 1949, p. 33.)

For every day of training in peacetime, we may save weeks and months of war.
GENERAL ANTHONY C. MCAULIFFE

Nuts.

GENERAL JOSEPH W. STILWELL

The location of the man on foot, struggling forward with the help of artillery, tanks, air, his own supporting weapons, and all the services, is still the gauge by which we measure success or failure.

GENERAL ALBERT C. WEDEMEYER

The most powerful influence for peace today is the spiritual force exerted by a strong nation of free peoples who have the will to remain free and who are determined to assist free men everywhere in protecting their cherished freedoms.
GENERAL MANTON S. EDDY

(Military Review, March 1945, p. 44.)

All United States military doctrine is based upon reliance on the ingenuity of the individual working on his own initiative as a member of a team and using the most modern weapons and equipment which can be provided him. The individual makes the modern army not the mass.

GENERAL RAYMOND S. MCCLAIN

(The Field Artillery Journal, March-April 1947, p. 135.)

... courage on the battlefield is the greatest single factor in the winning of battles and the waging of war.

GENERAL LUCIAN K. TRUSCOTT

(Lucian K. Truscott, Command Missions, A Personal Story, New York, 1954, p. 533.)

To a very high degree the measure of success in battle leadership is the ability to profit by the lessons of battle experience.
GENERAL LUCIAN K. TRUSCOTT

(Ibid., p. 534.)

... so long as there is any possibility whatever of continuing the fight, surrender is disgraceful.

GENERAL LUCIAN K. TRUSCOTT

(Ibid., p. 556.)

The American soldier demonstrated that, properly equipped, trained and led, he has no superior among all the armies of the world.

GENERAL MARK W. CLARK

Slogan used in Fifth Army Training. (Mark W. Clark, Calculated Risk, New York, 1950, p. 168.)

An alert soldier is an alive soldier.
... convince each one of your men that he personally is doing something important. It is of no use to convince him that the cause is worth his effort unless you also convince him that his effort is contributing to the cause.

... Once you pick up the burden of leadership, you can never put it down again as long as you live. Sergeant or general, we all carry the same load.

All training must stress that every soldier regardless of assignment has as his primary duty the obligation to fight.
Cambridge, November 10, 1775.

Dear Sir: Your favor of the 18th of September came to my hands on Wednesday last, through Boston, and open, as you may suppose. It might be well to recollect by whom you sent it, in order to discover if there has not been some treachery practised.

I do not mean to flatter, when I assure you, that I highly approve of your appointment. The inexperience you complain of is a common case, and only to be remedied by practice and close attention. The best general advice I can give, and which I am sure you stand in no need of, is to be strict in your discipline; that is, to require nothing unreasonable of your officers and men, but see that whatever is required be punctually complied with. Reward and punish every man according to his merit, without partiality or prejudice; hear his complaints; if well founded, redress them; if otherwise, discourage them, in order to prevent frivolous ones. Discourage vice in every shape, and impress upon the mind of every man, from the first to the lowest, the importance of the cause, and what it is they are contending for. For ever keep in view the necessity of guarding against surprises. In all your marches, at times, at least, even when there is no possible danger, move with front, rear, and flank guards, that they may be familiarized to the use; and be regular in your encampments, appointing necessary guards for the security of your camp. In short, whether you expect an enemy or not, this should be practised; otherwise your attempts will be confused and awkward, when necessary. Be plain and precise in your orders, and keep copies
of them to refer to, that no mistakes may happen. Be easy and
condescending in your department to your officers, but not too
familiar, lest you subject yourself to a want of that respect, which
is necessary to support a proper command. These, Sir, not because
I think you need the advice, but because you have been so descending
enough to ask it, I have presumed to give as the great outlines of
your conduct.
To the People of Texas and All Americans in the World.

Fellow Citizens and Compatriots:

I am besieged by a thousand or more of the Mexicans under Santa Anna. I have sustained a continual bombardment and cannonade for twenty-four hours and have not lost a man. The enemy has demanded a surrender at discretion; otherwise the garrison are to be put to the sword if the fort is taken. I have answered the demand with a cannon shot, and our flag waves proudly from the walls. I shall never surrender nor retreat. Then, I call on you in the name of Liberty, of patriotism, and of everything dear to the American character, to come to our aid with all dispatch. The enemy is receiving reinforcements daily and will no doubt increase to three or four thousand in four or five days. If this call is neglected, I am determined to sustain myself as long as possible and die like a soldier who never forgets what is due to his own honor and that of his country.

VICTORY OR DEATH,

/s/ William Barret Travis
Lieutenant Colonel, Commandant
The following letter was written by General Patton to his son, Cadet Patton, 1st Class, on 6 June 1944.

A.P.O. 403, N.Y.
"D" Day
6 June 1944

Cadet George S. Patton, IV
Co. "F-Q," USCC
West Point, N.Y.

Dear George:

At 0700 this morning the BBC announced that the German Radio had just come out with an announcement of the landing of Allied Paratroops and of large numbers of assault craft near shore. So that is it.

This group of unconquerable heroes whom I command are not in yet but will be soon - I wish I was there now as it is a lovely sunny day for a battle and I am fed up with just sitting.

I have no immediate idea of being killed but one can never tell and none of us can live forever, so if I should go don't worry but set yourself to do better than I have.

All men are timid on entering any fight whether it is the first fight or the last fight. All of us are timid. Cowards are those who let their timidity get the better of their manhood. You will never do that because of your blood lines on both sides. I think I have told you the story of Marshall Touraine, who fought under Louis XIV. On the morning of one of his last battles - he had been fighting for forty years - he was mounting his horse when a young ADC who has just come from the court and had never missed a meal or heard a hostile shot said: "M. de Touraine, it amazes me that a man of your supposed courage should permit his knees to tremble as he walks out to mount." Touraine replied, "My lord duke, I admit that my knees do tremble but should they know where I shall this day take them they would shake even more." That is it. Your knees may shake but they will always take you toward the enemy. Well, so much for that.

APPENDIX C

66
There are apparently two types of successful soldiers. Those who get on by being unobtrusive and those who get on by being obtrusive. I am of the latter type and soon to be rare and unpopular; but it is my method. One has to choose a system and stick to it. People who are not themselves are nobody.

To be a successful soldier you must know history. Read it objectively -- dates and even the minute details of tactics are useless. What you must know is how man reacts. Weapons change but man who uses them changes not at all. To win battles you do not beat weapons -- you beat the soul of man of the enemy man. To do that you have to destroy his weapons, but that is only incidental. You must read biography and especially autobiography. If you will do it you will find that war is simple. Decide what will hurt the enemy most within the limits of your capabilities to harm him and then do it. TAKE CALCULATED RISKS. That is quite different from being rash. My personal belief is that if you have a 50% chance, take it because the superior fighting qualities of American soldiers led by me will surely give you the extra 1% necessary.

In Sicily I decided as a result of my information, observations and a sixth sense that I have that the enemy did not have another large scale attack in his system. I bet my shirt on that and I was right. You cannot make war safely, but no dead general has ever been criticised, so you have that way out always.

I am sure that if every leader who goes into battle will promise himself that he will come out either a conqueror or a corpse, he is sure to win. There is no doubt of that. Defeat is not due to losses but to the destruction of the soul of the leaders. The "Live to fight another day" doctrine.

The most vital quality a soldier can possess is SELF-CONFIDENCE, utter, complete, and bumptious. You can have doubts about your good looks, about your intelligence, about your self-control; but to win in war you must have NO doubts about your ability as a soldier.

What success I have had results from the fact that I have always been certain that my military reactions were correct. Many people do not agree with me; they are wrong. The unerring jury of history written long after both of us are dead will prove me correct.
Note that I speak of "Military reactions." No one is born with them any more than anyone is born with muscles. You can be born with the soul capable of correct military reactions or the body capable of having big muscles, but both qualities must be developed by hard work.

The intensity of your desire to acquire any special ability depends on character, or ambition. I think that your decision to study this summer instead of enjoying yourself shows that you have character and ambition - they are wonderful possessions.

Soldiers, all men in fact, are natural hero worshippers. Officers with a flare for command realize this and emphasize in their conduct, dress and deportment the qualities they seek to produce in their men. When I was a second lieutenant I had a captain who was very sloppy and usually late, yet he got after the men for just those faults; he was a failure.

The troops I have commanded have always been well dressed, been smart saluters, been prompt and bold in action because I have personally set the example in these qualities. The influence one man can have on thousands is a never-ending source of wonder to me. You are always on parade. Officers who through laziness or a foolish desire to be popular fail to enforce discipline and the proper wearing of uniforms and equipment not in the presence of the enemy will also fail in battle and if they fail in battle they are potential murderers. There is no such thing as "A good field soldier." You are either a good soldier or a bad soldier.

Well, this has been quite a sermon, but don't get the idea that it is my swan song because it is not. I have not finished my job yet.

Your affectionate father,

/s/ George S. Patton, Jr.
MEMORANDUM FOR: Corps, Division Separate Brigade or RCT
Commanders, and Commanding General, 2d
Logistical Command

SUBJECT: Why We Are Here

1. In my brief period of command duty here I have heard from several sources, chiefly from the members of combat units, the questions, "Why are we here?" "What are we fighting for"?

2. What follows represents my answers to these questions.

3. The answer to the first question, "Why are we here?" is simple and conclusive. We are here because of the decisions of the properly constituted authorities of our respective governments. As the Commander-in-Chief, United Nations Command, General of the Army Douglas MacArthur said publicly yesterday: "This command intends to maintain a military position in Korea just as long as the Statesmen of the United Nations decide we should do so." The answer is simple because further comment is unnecessary. It is conclusive because the loyalty we give, and expect precludes any slightest questioning of these orders.

4. The second question is of much greater significance, and every member of this command is entitled to a full and reasoned answer. Mine follows.

5. To me the issues are clear. It is not a question of this or that Korean town or village. Real estate is, here, incidental. It is not restricted to the issue of freedom for our South Korean Allies, whose fidelity and valor under the severest stresses of battle we recognize; though that freedom is a symbol of the wider issues, and included among them.
6. The real issues are whether the power of Western civilization, as God has permitted it to flower in our own beloved lands, shall defy and defeat Communism; whether the rule of men who shoot their prisoners, enslave their citizens, and deride the dignity of man, shall displace the rule of those to whom the individual and his individual rights are sacred; whether we are to survive with God's hand to guide and lead us, or to perish in the dead existence of a Godless world.

7. If these be true, and to me they are, beyond any possibility of challenge, then this has long since ceased to be a fight for freedom for our Korean Allies alone and for their national survival. It has become, and it continues to be, a fight for our own freedom, for our own survival, in an honorable, independent national existence.

8. The sacrifices we have made, and these we shall yet support, are not offered vicariously for others, but in our own direct defense.

9. In the final analysis, the issue now joined right here in Korea is whether Communism or individual freedom shall prevail, and, make no mistake, whether the next flight of fear-driven people we have just witnessed across the Han, and continue to witness in other areas, shall be checked and defeated overseas or permitted, step by step, to close in our own homeland and at some future time, however distant, to engulf our own loved ones in all its misery and despair.

10. There are the things for which we fight. Never have members of any military command had a greater challenge than we, or a finer opportunity to show ourselves and our people at their best — and thus be an honor to the profession of arms, and a credit to those who bred us.

11. I would like each commander to whom this is addressed, in his own chosen ways of leadership, to convey the foregoing to every single member of his command at the earliest practicable moment.

M. B. RIDGWAY
Lieutenant General, United States Army
Commanding
WAR DEPARTMENT
CLASSIFIED MESSAGE CENTER
INCOMING CLASSIFIED MESSAGE

AEF

CSWD
May 6
2:23 AM

URGENT

FROM: Fort Mills
TO: Chief of Staff

No Number May 6, 1942

For the President of the United States. With broken heart and head bowed in sadness but not in shame I report to your Excellency that today I must arrange terms for the surrender of the fortified islands of Manila Bay (Corregidor) (Fort Hughes) (Fort Drum) and ---

No Sig.

Note: Remainder of this message being serviced.

Action Copy: SGS
Info Copies: File

OPD
White House
Comm. Room
G-2

CM-IN (5/6/42) AN 3:00

REGRADED UNCLASSIFIED
ORDER SEC WAR BY TAG/7F 28

APPENDIX E

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