

TEXT OF REMARKS DELIVERED DURING NAVAL POSTGRADUATE SCHOOL USMC
DINING-OUT AT OLD CUSTOMS HOUSE, MONTEREY, CALIFORNIA

FRIDAY, 24 JULY 2015

PROVOST AND MRS. HENSLER, DEAN AND MRS. SCANDRETT, COLONEL AND MRS. MCCARTHY, MR. DRISCOLL, AND MS. CARMİ, DISTINGUISHED GUESTS, WHOM I CANNOT BUT DISCERN ARE ALL BUT SYNONYMOUS WITH THE WORD MARINE. I AM HONORED. ALLOW ME TO ALSO ACKNOWLEDGE HISTORIAN AND FORMER DIRECTOR OF THE INTERNATIONAL INSTITUTE FOR STRATEGIC STUDIES, THE LATE HONORABLE ALASTAIR FRANCIS BUCHAN, FOR INSPIRING SOME OF THE THINKING REFLECTED IN WHAT I HAVE TO SAY.¹

THIRTY-EIGHT YEARS AGO, AS A COMBAT-SEASONED CAPTAIN OF INFANTRY, I WAS COUNSELED BY A REVERED SENIOR OFFICER, DISTINGUISHED FOR VALOR AND HIGHLY ESTEEMED. I HAD SERVED UNDER HIM IN WAR AND WOULD AGAIN SERVE UNDER HIS COMMAND. HE WAS THE CONSUMMATE PROFESSIONAL AND ALWAYS A GENTLEMAN. HE BLUNTLY INFORMED ME THAT MY THEN ON-GOING PURSUIT OF A MASTERS DEGREE – AN ENDEAVOR I UNDERTOOK ON MY OWN TIME WHILE CARRYING OUT DEMANDING DUTIES – WAS A WASTE OF TIME. ADVANCED, REFINED EDUCATION FOR TODAY'S OFFICER CORPS CAN NO LONGER BE TREATED AS A NICE TO HAVE FRILL. FOR ALL OF RECORDED HISTORY THE FOUR HORSEMEN OF THE APOCALYPSE – WAR, DEATH, PESTILENCE AND FAMINE – HAVE RIDDEN STIRRUP TO STIRRUP AS CAUSES OF HUMAN MISERY AND POLITICAL CHANGE. OF THE FOUR, WAR STILL RIDES A GLOSSY STEED, FODDERED BY MANY OF THE ADVANCES THAT HAVE WEAKENED ITS COMPANIONS. THE WARHORSE REMAINS STILL A CHARGER, WHICH CASTS A LONG SHADOW. THE DESIGN OF ITS BIT AND BRIDLE SHOULD BECOME ONE OF THE PRINCIPAL, IF NOT *THE* PRINCIPAL, PREOCCUPATIONS OF STATESMEN, MILITARY OFFICERS, AND LEARNED THINKERS.

¹ Alastair Buchan, *War in Modern Society: An Introduction* (London: C.A. Watts & Co. Ltd., 1966)

THE STUDY OF THE CAUSES OF WAR, AS CONTRASTED WITH ITS COURSE OR ITS CONDUCT, IS A MODERN PREOCCUPATION DATING NO EARLIER THAN FROM THE AGE OF ENLIGHTENMENT. AND THE DEGREE OF ATTENTION THAT WE HAVE NOW GROWN ACCUSTOMED TO PAY TO THE SUBJECT IS MORE RECENT STILL, FOR IT IS COTERMINOUS NOT ONLY WITH THE RISING SENSE OF FEAR AND HORROR OF THE PAST CENTURY BUT ALSO WITH THE GROWTH OF THE POLITICAL AND SOCIAL SCIENCES. ONE AUTHOR STATES THAT THE STUDY OF WAR RESEMBLES THAT OF ECONOMICS. WE HAVE MADE SOME PROGRESS IN MASTERING THE INTRICACIES OF ECONOMICS. NOT SO MUCH SO IN THE STUDY OF WAR AND PRESERVATION OF PEACE. IN FACT, I ARGUE, IN THE UNITED STATES IT WAS NOT UNTIL THE DAWN OF THE NUCLEAR AGE THAT THE STUDY OF WAR AND PEACE COMMANDED ANYWHERE NEAR THE DEGREE OF INTELLECTUAL ATTENTION THAT HAD BEEN DEVOTED TO ECONOMIC ANALYSIS. SUFFICE IT TO SAY THE INCIDENT OF WAR TODAY, THE STATE OF PLAY IN THE ACTUAL STUDY OF WAR, RISING FAR EASTERN POWERS, AND RUSSIA, AS NOTED BY GENERAL JOSEPH F. DUNFORD, USMC, DURING HIS 9 JULY CJCS CONFIRMATION HEARINGS. IT BEHOOVES THE MILITARY SERVICES TO ENGENDER AND *ENSURE* A LIBERAL AND ENLIGHTENED STUDY OF WAR. THAT, I OFFER, IS DONE ONLY THROUGH ADVANCED EDUCATION AS IN ANY OTHER ENDEAVOR TO COME TO GRIPS WITH THE DYNAMICS OF HUMAN SOCIAL BEHAVIOR.

THE FIELD OF STRATEGIC STUDIES THAT IS, THE ANALYSIS OF FORCE IN INTERNATIONAL RELATIONS, HAS NOT FOUND ITS OWN JOHN MAYNARD KEYNES. CAN WE ISOLATE STRATEGIC STUDIES, AS ECONOMISTS HAVE DONE WITH VARYING SUCCESS, FROM THE PROBLEMS OF HUMAN ORGANIZATION AND INTERNATIONAL POLITICS? WAR IS A PRODUCT OF THE CLASH OF IDEAS AND BELIEFS. IDEAS ARE NOT TO BE GRAPPLED WITH MUCH LESS UNDERSTOOD UNLESS THE CULTURES FROM WHICH THEY EMANATE ARE UNDERSTOOD. INDEED, CULTURES *CANNOT* BE UNDERSTOOD OTHER THAN THROUGH AN IN-

DEPTH KNOWLEDGE OF THE CULTURE'S LANGUAGE. SECOND, HISTORY MUST BE THE HANDMAIDEN OF THOSE WHO WOULD BE POLICY SHAPERS. THOSE WHO IGNORE OR ESCHEW THE IMPORTANCE OF IDEAS AND BELIEFS AS PROPELLANTS OF HUMAN ACTION ARE ON A FOOL'S ERRAND. CONVERSELY, TO COMPREHEND AND UNDERSTAND HUMAN CULTURES REQUIRES A GROUNDING IN SUCH DIVERSE DISCIPLINES AS ANTHROPOLOGY, SOCIOLOGY, SOCIAL SCIENCES, BRAIN SCIENCE, PSYCHOLOGY, AND MUCH ELSE. THE TRAGIC CONSEQUENCES OF IGNORING THESE TENETS ARE READILY FOUND IN MY OWN COUNTRY'S MIS-ADVENTURES IN VIETNAM, LEBANON, AND NOW THE MIDDLE EAST. THE IGNOMINY OF VIETNAM LINGERS STILL. EL SALVADOR AND HONDURAS HAVE DETERIORATED SOCIALLY AND ECONOMICALLY INTO A STATE OF NEAR LAWLESSNESS, ENGULFED BY DRUG VIOLENCE ARGUABLY ATTRIBUTABLE TO EARLIER U. S. INTERVENTIONS. THE LEGENDARY GERTRUDE BELL, A BRITISH FEMALE COLONIAL OFFICIAL WHO A CENTURY AGO MADE HERSELF INDISPENSIBLE IN A MAN'S WORLD, CORRECTLY REMARKED OF THE BRITISH MANDATE OVER WHAT WAS TO BECOME IRAQ, "CAN YOU PERSUADE PEOPLE TO TAKE YOUR SIDE WHEN YOU ARE NOT SURE IN THE END WHETHER YOU'LL BE THERE TO TAKE THEIRS?" PRESCIENT WORDS. FLUENT IN PERSIAN AND ARABIC SHE HAD AN UNCANNY KNOWLEDGE OF REGIONAL HISTORY - SHE WAS ALSO THE FIRST FEMALE TO RECEIVE A FIRST CLASS HONORS IN HISTORY FROM OXFORD UNIVERSITY. OWING TO CONVENTIONS OF THE TIME WOMEN WERE NOT ALLOWED TO MATRICULATE OR GRADUATE FROM UNIVERSITY UNTIL 1920. A TELLING EXAMPLE, I SUGGEST, OF FAILING TO GROOM THE BEST THAT A NATION HAS TO OFFER. FOR THESE REASONS AND A MYRIAD MORE WE MUST OBLIGATE THE OFFICER CORPS BE EXPOSED TO THE BASTIONS OF ADVANCED LEARNING WHEREIN THAT MULTIPLICITY OF VAGARIES AND PROPENSITIES WE CALL HUMANKIND CAN BE STUDIED AND ANALYZED. THUS CAN NATIONAL MILITARY ORGANIZATIONS EFFECTIVELY EXECUTE THEIR PRIMARY FUNCTION WITHIN SOCIETY. TO DO OTHERWISE IS ANACHRONISTIC AND DANGEROUSLY GAMBLES WITH THE FUTURE.

THE CHALLENGES FACING EACH AND EVERYONE IN THIS ROOM THIS EVENING ARE PRODIGIOUS AND CONSEQUENTIAL. TECHNOLOGY AND ALL THAT IT PORTENDS IS JUST ONE AREA OF INTEREST. WE AMERICANS ARE THE CONSUMMATE EXPERTS ON CONCENTRATING ON TECHNOLOGY TO WIN WARS. JUST AS EXAMPLES, LOOK AT RESEARCH INTO ELECTRO-MAGNETIC PULSE WARFARE, INFORMATION DOMINANCE, ADVANCED I.T. SYSTEMS - APPARENTLY QUITE SUSCEPTIBLE TO INEXPENSIVE HACKING -, VERY EXPENSIVE HARDWARE, ETC. WE AMERICANS ARE GOOD AT TECHNOLOGY. IT IS GOOD WE CONTINUE TO ENHANCE IN THOSE AREAS WHERE WE HAVE A COMPARATIVE ADVANTAGE. RECALL, AS WELL, THAT IF DESTRUCTIVE TECHNOLOGY AMPLIFIES VIOLENCE, CONSTRUCTIVE TECHNOLOGY AMPLIFIES COMPASSION, AND THE LESSONS OF TECHNOLOGY ARE UNIVERSAL. ONE OF THOSE LESSONS IS THAT TECHNOLOGICAL TELEOLOGY IS NOT AN ACCURATE YARDSTICK OF ACTUAL PRODUCT PERFORMANCE. IS IT NOT IRONIC, HOWEVER, THAT THE STUDY AND LEARNING, AND, YES, THE ENTREPRENEURIAL SPIRIT, THAT HAVE BROUGHT FORTH ALL THESE WONDERS MIGHT NOT HAVE BEEN DIRECTED A BIT MORE ON THE SOFTWARE? SPECIFICALLY, WE HAVE GIVEN SHORT-SHIFT TO THE IDEAS, BELIEFS, MOTIVATIONS, AND DREAMS OF HUMAN BEINGS. WE HAVE FORSAKEN HISTORY TO THE DUSTY AND STERILE REALMS OF ACADEME. I WORRY WE VIEW FOREIGN LANGUAGES AS JUST ANOTHER ADJUNCT IN THE FIXER'S TOOL BOX. NEVER MIND THAT LANGUAGE PROFICIENCY TAKES TIME TO INCULCATE AND CONSTANT ATTENTION TO MAINTAIN. AND HISTORY, YOU ASK? SOMETHING TO BE PURSUED AS ONE'S WHIMS MIGHT SUGGEST, BUT CERTAINLY NOT, IN THE WORDS OF SIR WINSTON CHURCHILL, "TO GET THE ROOT OF THE MATTER" INTO ONESELF. ONE COULD DO WORSE THAN PONDER RUDYARD KIPLING'S LINES ABOUT THE IRREGULARS DURING THE 1898-99 SUDAN CAMPAIGN:

*"We sloshed you with Martinis, an' it wasn't 'ardly fair;
But for all the odds agin you...you broke the British square."*

FOR ALL THOSE YOUNGER THAN I AM, WHICH I AM QUITE PLEASED TO SAY, IS EVERYONE PRESENT THIS EVENING, MY WIFE, OF COURSE, BEING OF THE YOUNGER GROUP, THE REFERRED TO “MARTINI” IS NOT OF THE LIQUID VARIETY. RATHER IT REFLECTED THE ADVANCED TECHNOLOGY OF THE ERA, THE MARTINI-HENRY RIFLE. THAT RAISES ANOTHER CONSIDERATION: WHAT OF THE ADVERSARY WHO DOESN’T PLAY FAIR? AMERICANS TOO READILY FORGET THAT IS EXACTLY WHAT WE DID AT BUNKER HILL ON JUNE 17,1775, TO THE CHAGRIN OF GENERALS SIR WILLIAM HOWE AND THOMAS GAGE. MIGHT I SUGGEST THAT WE AMERICANS HAVE BEEN CAUGHT OUT ON THIS SCORE MORE THAN ONCE SINCE WW II?

THE AMERICAN SQUARE, ALLOWING THAT OUR FORMER COLONIAL MASTERS PERMIT ME THE USE OF “SQUARE” ABSENT CORRECT ANNOTATION, HAS BEEN CRACKED ON MORE THAN ONE OCCASION SINCE WW II. THAT NEED NOT HAVE HAPPENED. MIGHT IT HAVE BEEN AVERTED IF WE IN THE MILITARY HAD MADE THE NECESSARY CONCERTED ADJUSTMENTS TO THE EDUCATION OF THE OFFICER CORPS? LAY ASIDE FOR THE MOMENT PROFESSIONAL MILITARY EDUCATION, IMPORTANT THOUGH IT IS, INCLUDING THE WAR COLLEGES. THINK IN BROADER TERMS LIKE STANFORD, JOHNS HOPKINS UNIVERSITY, NAVAL POSTGRADUATE SCHOOL, GEORGETOWN UNIVERSITY, AND A HOST OF OTHERS, TO PREPARE OUR OFFICERS, OUR COUNTRY, FOR THE CHALLENGES OF TODAY AND THE UNKNOWNNS OF TOMORROW. AS LORD OF THE ADMIRALTY WINSTON CHURCHILL NOTED OF THE ROYAL NAVY ON THE EVE OF WW I:

[It] “was not mute because it was absorbed in thought and study, but because it was weighed down by its daily routine and by its ever-complicating and diversifying technique. We had competent administrators, brilliant experts of every description, unequalled navigators, good disciplinarians, fine sea-officers, brave and devoted

hearts: but at the outset of the conflict we had more captains of ships than captains of war.”²

APROPOS THESE WORDS, MAY I SUGGEST THE RECENT NPS REPORT, “NAVY STRATEGY DEVELOPMENT: STRATEGY IN THE 21ST CENTURY,”³ ECHOES IN MODERN WORDING THE CONCERNS OF THE LORD OF THE ADMIRALTY FROM OVER A CENTURY AGO?

IN TODAY’S WORLD OUR “CAPTAINS OF WAR” NEED TO BE “ABSORBED IN THOUGHT AND STUDY” THAT CAN ONLY COME THROUGH ADVANCED EDUCATION. THE MASTERY OF LANGUAGES – AND I AM NOT SPEAKING ABOUT DLI OR ROSETTA STONE HERE, GOOD THOUGH THESE MAY BE FOR WHAT THEY PURPORT – RATHER ACCULTURATED IMMERSION. AND HISTORY, BY ALL MEANS REALLY UNDERSTAND HISTORY, OR STUMBLE ABOUT BLINDLY. FOREMOST, STRIVE TO UNDERSTAND HUMAN NATURE. ADVANCED EDUCATION OF THE OFFICER CORPS IS NOT MERE LUXURY BUT AN ABSOLUTE. ANYTHING SHORT OF TAKING THIS ON-BOARD IS FOOLISH AND PERILOUS.

² Sir Winston S. Churchill, *The Collected Works of Sir Winston Churchill*, Centenary Limited Edition, vol. VIII [*The World Crisis, Part One, 1911-1914*] (London: The Library of Imperial History, 1974), 58.

³ Dr. James A. Russell, Dr. James J. Wirtz, Dr. Donald Abenheim, Dr. Thomas-Durrell Young, Ms. Diana Wueger, *Navy Strategy Development: Strategy in the 21st Century* (Monterey, CA: Naval Postgraduate School, Navy Research Program, Project #FY14-N3/N5-0001, June 2015), <http://news.usni.org/2015/07/24/document-naval-post-graduate-school-study-on-u-s-navy-strategy-development>. Accessed July 24, 2015.