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Challenge

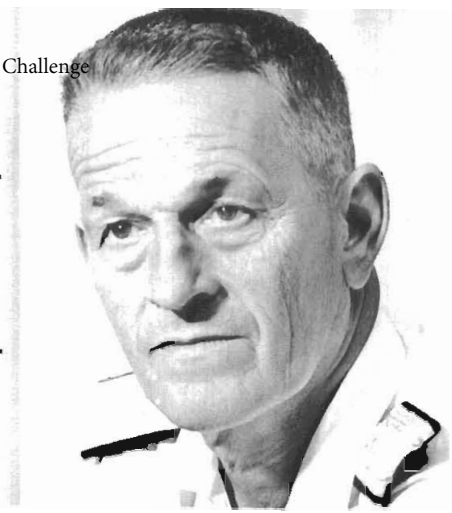
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CHALLENGE!

This is my last Challenge article as I retire from active duty in the Navy as of 1 September. It has been 43 years since I raised my right hand and took the oath to enlist in the Navy. It is a strange quirk of fate that it all began here in Newport, for I arrived here for recruit training on the old Fall River liner *Priscilla*. It will all end here almost a half a century later. Where have the years gone! It has been a most rewarding career and one could call it "Opportunity USA," for here I leave as the Senior Vice Admiral of our Navy. It doesn't seem possible but it happened. I don't intend to review all the details of those years for you all know the history of our country and Navy during this period. If there is one thought I want to leave with you who pick up the burden of the years to come, it is that of professional excellence.

You have seen the military profession in recent years degraded by many people and in many forms of the public media. It is wrong and it is up to us to do something about it. How do we do it! I say we do it by professional education and excellence. It is a never ending job but it must be done.

Since World War II there has risen in the world of academia many institutes that have made a specialty of international affairs and strategy. Such places as the Institute of War and Peace at Columbia, the Foreign Policy Research Institute at the University of Pennsylvania and many others. Civilians like

Kissinger write our books on nuclear strategy.

We know the classical modern definition of National Strategy is the use by a nation of its political, economic, technical, psychological and military forces (in peace as well as war) to accomplish the national objective. How can we contribute to this accomplishment if we are not knowledgeable in all these areas. Please note the peace as well as war. It is no longer a black or white situation. I apologize to Clemenceau but "Peace is too important to be left to civilians." You and I must see this is never done.

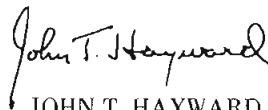
We know there is no such thing as a military mind. We should not let strong differences be drawn between those components of National Strategy. These are all areas in which we must be knowledgeable and be able to contribute. We must avoid becoming mere technicians. Economics must concern us as well as other facets of our profession. Military deployments contribute to our balance of payments problems so if we are to be able to evaluate them one must of course be familiar with the economics of the situation. These are examples of the impact on the military in all the other areas such as in the political and technical.

So my closing Challenge to you is that our nation's ability to successfully

face the problem of this complex world will rest to a great extent on your ability to really become professionally educated. I am sure you will do it.

As many before me I leave with

many of my friends still in the service. I want to thank them as well as all the citizens of our great country for what they have given me. I will always cherish it and be thankful.



JOHN T. HAYWARD
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