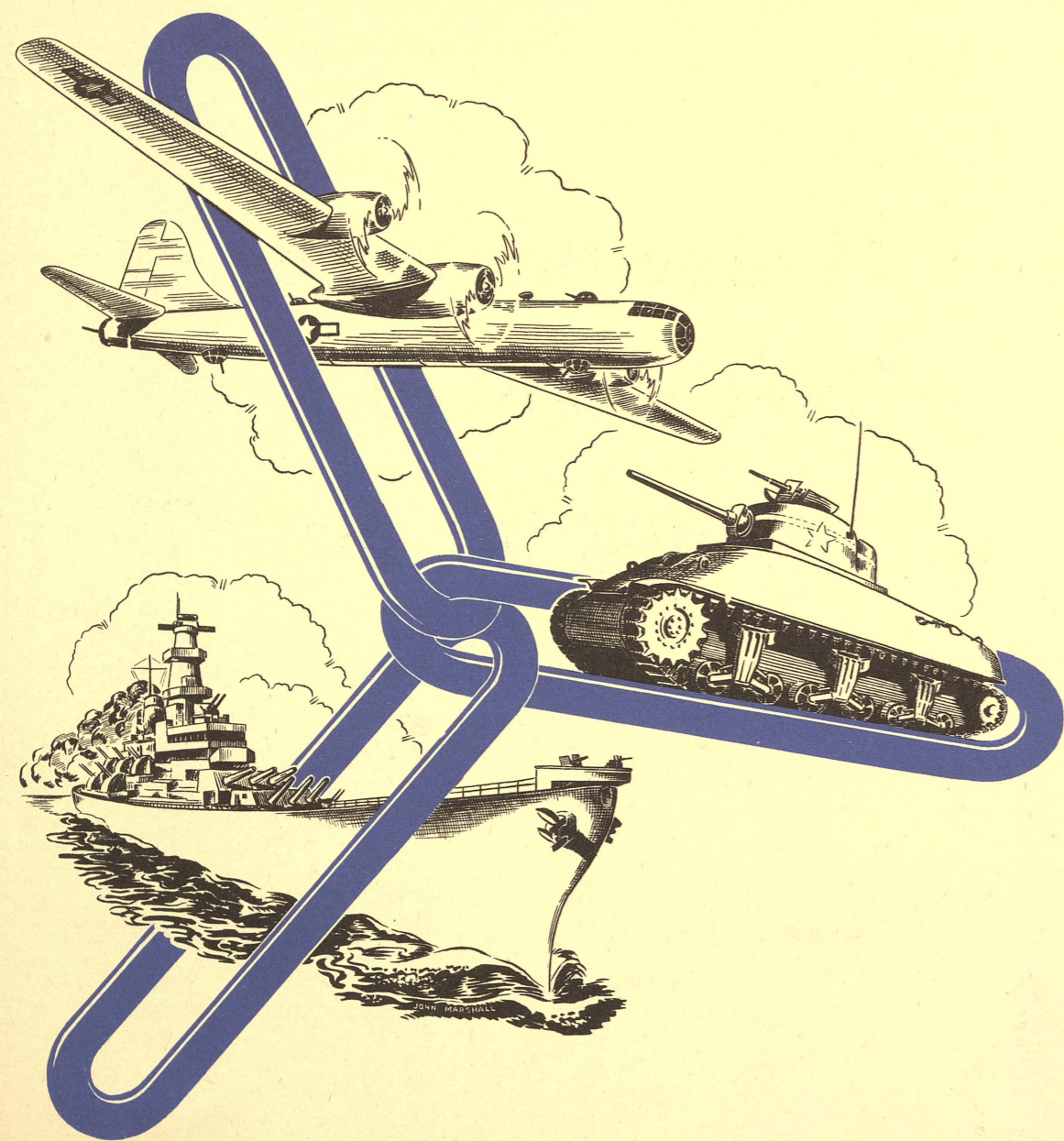


**“I urge this as the  
best means of  
keeping the peace”**

---

*President Harry S. Truman*



**T**HE President advocates the unification of the Army, Navy and the Air Forces into one Department of National Defense under one civilian Secretary.

An overwhelming majority of U. S. military commanders who directed the overall strategy in Washington, and conducted the victorious battles in the various war theatres are supporting the proposal.

The majority of the people and press approve military unification.

Opposed to the plan is a small but active minority which is carrying on a determined campaign to block action.

Congress is now considering legislation providing for unification. Every man and woman has a direct interest in this matter. One of the surest guarantees for world peace is a modern, unified national defense prepared to repel any sudden attack that would utilize the newly developed instruments and techniques of warfare.

You and your family are directly concerned in this important question regarding your country's defense. This book presents the facts which will enable you to form a reasoned judgment on the merits of this cause.

**THE AIR POWER LEAGUE**

**Empire State Bldg.**

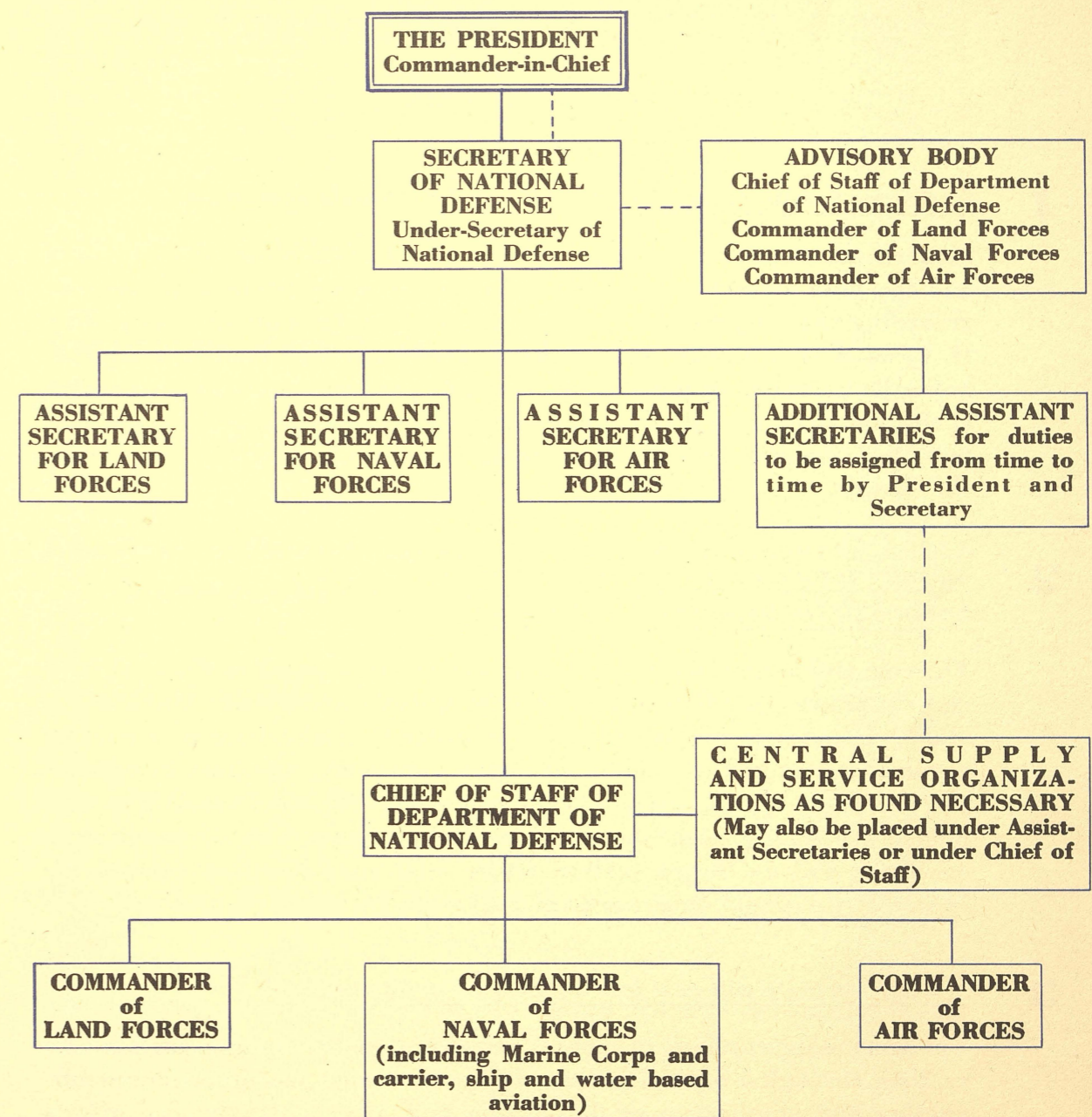
**New York 1, N. Y.**

**HOWARD W. ANGUS**  
*Executive Vice-President*

# The President's Plan

- 1** A single Department of National Defense, with a civilian Secretary at its head, assisted by a civilian Under-Secretary and Assistant Secretaries.
- 2** Co-equal status for Army, Navy and Air, each under an Assistant Secretary, with the Navy retaining the Marine Corps and carrier, ship and water-based aviation.
- 3** Central supply and service organizations wherever necessary to unify military procurement.
- 4** A Chief of Staff of the Department, and a Commander for each of the three component branches—Army, Navy and Air.
- 5** Chief of Staff and the three Commanders will comprise an advisory body to the President and Secretary to help work out coordinated plans.

## Plan Chart



**NOTE:** The President, Secretary and other civilian authorities are authorized to communicate directly with commanders of components on vital matters, as basic military strategy, policy and division of the budget.

## Major Benefits

\*\*\*\*\*

### **1** Necessary teamwork can be had only under a single command.

Modern war requires the integrated and coordinated effort of all services and the joint employment of land, sea and air power in common purpose according to a single plan. This was the winning formula of World War II. Pearl Harbor was an example of separatism, a near fatal cleavage that normally increases in peace time. It can be prevented only by unification at the top level, with a single authority having power to *order* coordination. Joint boards, which work only by unanimous vote, cannot provide the answer.

### **2** Equality for air power can be obtained under a single Department of Defense.

The role and responsibilities of air power are now equal to those of land and sea power. Our first line of defense against the modern weapons of an atomic age clearly lies in the skies. In order to establish air power on its required parity and to grant it necessary autonomy, we must reorganize our defense program under *three* departments or under *one*. The outmoded peace time establishment of two departments, with air power as an auxiliary, will no longer suffice. Other vital considerations compel the choice of the single department in preference to the three.

### **3** Military security will cost less under a single department.

The tremendous savings in money, resources and manpower that can be realized through a unified military budget, common procurement and purchasing and elimination of duplicating and often cross-purpose efforts are obvious. Each service finds itself not only doing a job that could be done by a single agency, but in developing and hoarding surpluses and in *competing* with the others for the money, goods and manpower available. Such uneconomical disunity would be a senseless, if not impossible luxury, for the taxpayer in time of peace.

## Supporters of Unification

President of the United States

War Department and the Army Air Forces

Joint Chiefs of Staff Special Committee (appointed to study subject)

Joint Strategic Survey Committee (Senior body of Admiral, Ground General and Air General, under Joint Chiefs of Staff)

One-half of top Navy Commanders during combat

The Director of the Budget

The Wartime Director of War Mobilization and Reconversion

The American Legion, Veterans of Foreign Wars of the United States and other national organizations

75% of the Press (according to editorial comment)

Josephus H. Daniels, Secretary of the Navy, World War I

# "I urge this as the best means of keeping the peace"

*President Harry S. Truman*



"We would be taking a grave risk with the national security if we did not move now to overcome permanently the present imperfections in our defense organization. However great was the need for coordination and unified command in World War II, it is sure to be greater if there is any future aggression against world peace. Technological developments have made the armed services much more dependent upon each other than ever before. The boundaries that once separated the Army's battlefield from the Navy's battlefield have been virtually erased. If there is ever going to be another global conflict it is sure to take place simultaneously on land and sea and in the air, with weapons of ever greater speed and range. Our combat forces must work together in one team as they have never been required to work together in the past.

"We must assume, further, that another war would strike much more suddenly than the last, and that it would strike directly at the United States. We cannot expect to be given the opportunity again to experiment in organization and in ways of teamwork while the fight-

ing proceeds. True preparedness now means not alone in armaments and numbers of men, but preparedness in organization also. It means establishing in peacetime the kind of military organization which will be able to meet the test of sudden attack quickly and without having to improvise radical readjustment in structure and habits.

"The basic question is what organization will provide the most effective employment of our military resources in time of war and the most effective means for maintaining peace. The manner in which we make this transition in the size, composition and organization of the armed forces will determine the efficiency and cost of our national defense for many years to come . . .

"It was obviously impossible in the midst of conflict to reorganize the armed forces of the United States along the line here suggested. Now that our enemies have surrendered, I urge the Congress to proceed to bring about a reorganization of the management of the armed forces . . .

"I urge this as the best means of keeping the peace."

"The consideration of cost is of paramount importance. In time of peace, and increasingly so with each succeeding year, the dominating factor will be money—the size and character of the military budget. The strength of our armed forces in time of peace in the past has been controlled, not by forward planning or anticipated dangers, but by the size of the allowance for the services from the public funds.

"Yet we are all agreed that the United States must now and for some future years maintain in constant readiness such military strength as will impress the leaders and professional soldiers of other nations that this nation is really determined to achieve a lasting peace. This necessary strength must be maintained as economically as possible. We are all concerned that for each dollar spent for security we obtain as much security as that dollar can buy. Because of our high standards of living, our costs of maintaining an armed force are, man for man, the highest in the world. In the years to come, the expense will be far less than during the war, but it will still be large.

"We ought not then to tolerate in our budget for national security any items that relate to those duplications that are inherent in a separation of the services; duplications that no joint board with equal representation of the Army and Navy has been able to eliminate. We simply will not be able to afford two lines of supply, two hospital systems, two procurement agencies, two air transport systems, where one will do the job as effectively and for less money . . .

"The combination of the armed forces in a single department is business-like and will bring economy. The savings will not perhaps be realized at once. But in the evolutionary process more and more ways can be found to combine services and facilities and procurement and the like, and out of these combinations major economies are certain to be realized."

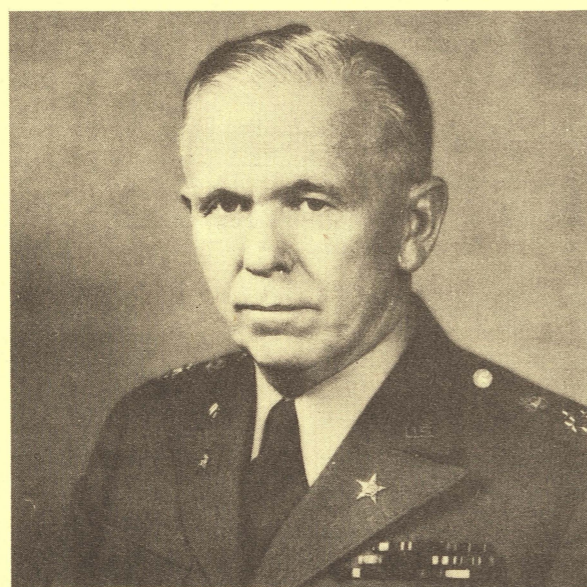
# "For each dollar spent as much security as that dollar can buy"

*Secretary of War  
Robert P. Patterson*



## “Lack of Army and Navy cooperation probably delayed Victory”

*General of the Army  
George C. Marshall*



“Unification of the armed forces is a must for lasting peace . . . lack of cooperation between the Army and Navy probably delayed victory . . .

“It was a great struggle to attain the principle of unity of command in the Southwest Pacific. Without the tragic day-to-day pressure of events we never could have done it.

“The main purpose of maintaining a security establishment is to impress upon the political leaders and professional soldiers of other nations—both friendly and unfriendly—that no act of aggression against the U. S., however sudden, could succeed.

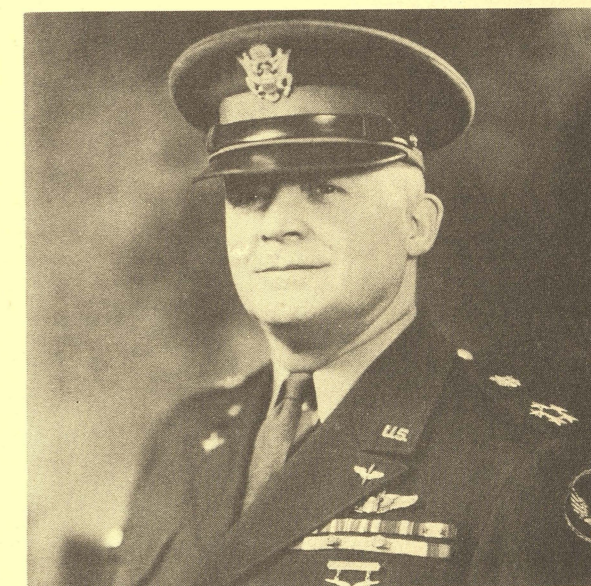
“Our national security is measured by the sum or rather the combination of the three great arms—the land, air and naval forces. The urgent need is for an overall, not a piecemeal, appraisal of what is required to solve the single problem of national security with the greatest economy compatible with requirements. Because of the weapons that would be used in a future war it is im-

perative that the U. S. be able to do in weeks, certainly months, what we previously took years to accomplish. We must be prepared for the sudden action now made possible by the plane, by the various types of bombs, and other means which can be brought to bear over great distances in a very short time.

“I am strongly convinced that unless there is a single department for the armed forces, within which the different and numerous complexities can be ironed out prior to a presentation of requirements to the President and Congress, there can be little hope that we will be able to maintain through the years a military posture that will secure us a lasting peace.”

## “Unity of command in War Theatres foundation of our success”

*General of the Army Air Forces  
H. H. Arnold*



“There can be no difference of opinion about the fact that true unity of command in the theatre of war, was the foundation of our success in this war. Yet it was only under the relentless pressures of war that the men of our service could evolve the forms of this unity; it was under the relentless pressures of war that we had to make these forms work.

“Our men had to learn the methods and procedures of other services. They had to improvise almost daily. They had to deal with entirely different administrative systems, different training, different—and often conflicting—tactical doctrines, different—and often conflicting—methods of employing comparable weapons.

“There must be no repetition of all this wasted motion and—I do not hesitate to add—of emotion as well.

“Unity of command in the theatres of war has stood the test of combat.

“In the years that lie ahead, if our three great arms are again on a peacetime training basis without fully unified direction, they must, should war come, face not only the enemy but also the ter-

rific problems of adjusting to unified wartime command. Unity of direction in the United States—unity of direction at all times—these are the best ways of preparing for that unity of command in war theatres so fully recognized by all as essential.

“There can be little doubt that substantial economies will be achieved through the single department organization. It is our responsibility—the responsibility of Congress and of every military and naval commander, to see that our citizens buy the maximum of balanced security for every dollar they spend.

“This is NOT possible under the present system.”

## “Lest we lose the Peace we have so dearly bought”

*General of the Army*  
**DWIGHT D. EISENHOWER**  
*Supreme Allied Commander—  
War Against Germany*



“I am convinced that unless we have unity of direction in Washington through the years of peace that lie ahead, we may enter another emergency in a time to come as we did at Pearl Harbor. It is in time of peace that this nation must preserve a balanced, adequate measure of our land, sea and air power lest we lose the peace we have so dearly bought.

“With integration we can buy more security for less money. Without it we will spend more money and obtain less security. It is my flash guess that a merger of the armed forces would make it possible to establish a defense establishment requiring only 75 per cent as many men as would be necessary if the Army, Navy and Air Force planned their requirements separately.

“If it is true that the task of a civilian secretary who would preside over a single department would be beyond the

capacity of any man, then it follows that no man has the capacity to assume the presidency of the United States.

“One of the most important and least understood factors in modern war is that it is essentially a matter of perfected teamwork. Perfected teamwork results as much from friendly association over a period of years as it does from the more obvious reasons of combined tactical training and doctrine . . .

“There is no such thing as a separate land, sea, or air war; therefore, we must now recognize this fact by establishing a single department of the armed forces.”

## “In Unity will lie military strength”

*General of the Army*  
**DOUGLAS MacARTHUR**  
*Supreme Allied Commander—  
War Against Japan*



“The great lesson for the future is that success in the art of war depends upon a complete integration of the services. In unity will lie military strength. We cannot win with only backs and ends. And no line, however strong, can go alone. Victory will rest with the team.

“The experience of this war has completely and absolutely convinced me that here should be a complete amalgamation of the various fighting forces.

“I believe that modern war, with the introduction of the enormous power of air and the great increases in the scope of all machine war, has made it impossible to conceive of war in what we know as the uncoordinated Army, the Navy and the Air Corps.

“To use a very trite but very familiar simile, I do not see how they can perform independently without singleness of direction any more than the backs and the line and the ends of the football team. And just as on a football team, each commander in the armed forces must know the complete basis of all the operations of the other men who function on the team.

“I believe that the intensity of the concentration that men put on one

branch of the services leads them to make other branches think they are jealous and critical.

“The loyalty of a man to his own family or his own tribe or his own service is one of the finest things in human nature, but it so happens that if it is applied with too great intensity to men at arms it leads to very disastrous results.

“I believe that the services are divided by lines of dissimilarity which we should go to any lengths to overcome.

“I believe there are, rightly or wrongly, deadly resentments. Instead of comradeship, the competition almost reaches the heights of envy or jealousy at times. I believe we shall have to eradicate this system.

“I believe we should be ONE family instead of three.”

# What *you* can do

---

**BE A LEADER** in “post-Hiroshima” thinking and planning. Demand that the vital issues of our national defense be no longer decided according to outmoded concepts.

**INFORM YOURSELF** so that you may enlist the interest and support of your friends and neighbors. Help develop in your community an enlightened public opinion on the need for speedy unification of our armed forces and a co-equal status for air power.

**ORGANIZE** for community discussion and action. Contact your local American Legion, Veterans of Foreign Wars, and other veterans’ organizations; suggest unification as a timely topic for your civic forums, press and radio. It is vital that all citizens be fully informed.

**ACTION NOW** is the pressing need because the subject concerns the safety of every American and the future of our nation.

A wire or letter addressed as below will bring you additional information on request.

**THE AIR POWER LEAGUE**  
Empire State Bldg.  
New York 1, N. Y.