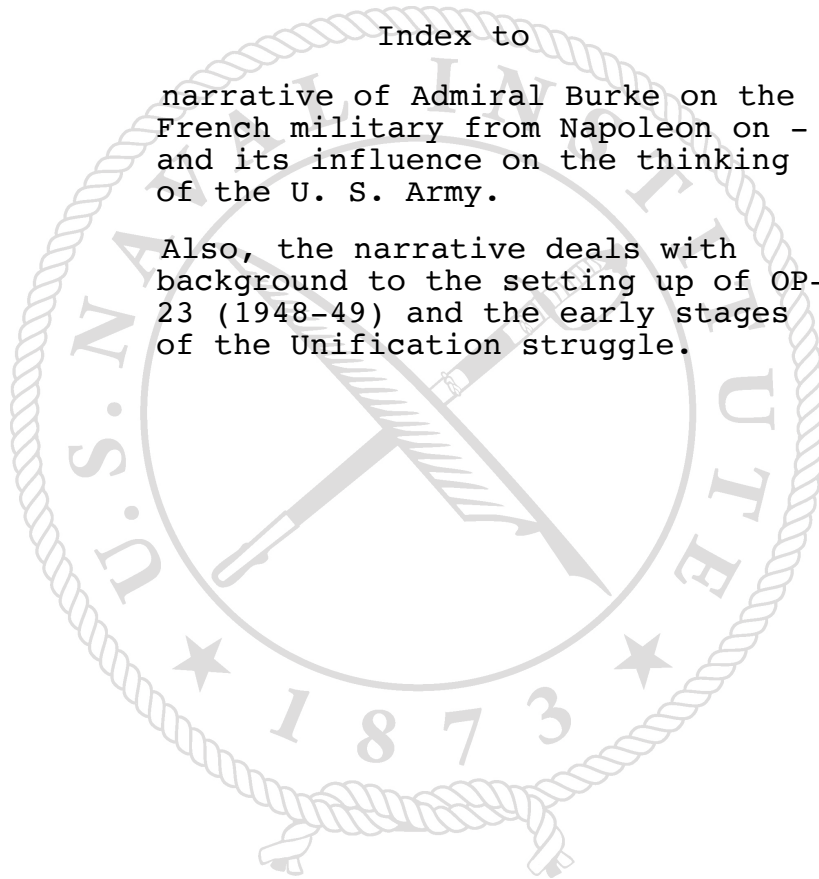


Index to

narrative of Admiral Burke on the French military from Napoleon on - and its influence on the thinking of the U. S. Army.

Also, the narrative deals with background to the setting up of OP-23 (1948-49) and the early stages of the Unification struggle.



- U. S. AIR FORCE: a short history of the conflicts with the Army in WW II; the development of the Douhet Theory of pure air power, p. 194 ff; advent of General Hap Arnold (1940) to a more independent position within the Army, p. 196; bombing raids over Europe, p. 212; in the Pacific, p. 213; Roosevelt makes Army Aviation independent of the Army ground forces - the result, a very rapid growth in Army Air, p. 214; views on the control of aircraft in the armed forces and the strategy for air operations (1949), p. 227 ff; various means employed to gain control of naval aviation, p. 229-30; expectations of total effectiveness of strategic bombing in warfare, pp. 232 ff;
- AIRPLANES: Burke's discussion of fighter planes vs long range bombers, p. 201-2; the air enthusiasts use the Hitler attack on Poland to support the Douhet theory of air war, p. 204;
- ANDRE, General Louis: named as Minister of War in 1901 - his moves to purify the French army, p. 37 ff; he sets out to learn the political orientation of the army's senior officers, p. 38-39; Andre's methods uncovered in Chamber of Deputies and he was forced to resign - the army was demoralized, p. 40;
- U. S. ARMY: efforts continued after the enactment of the National Defense Act of 1947 to put a single Chief of Staff in office with power over the Joint Chiefs of Staff, p. 192;
- ARNOT, Lazare Nicolas: named head of disorganized French army at the time of the Revolution (1793); his strategy for defeating the Austrians (1795), p. 4-7;
- ARTHUR, Captain C. Snowden: on staff of UNICOM - Burke asks him for his comments (1980), p. 107; p. 110; p. 164;
- BARBARY STATES: The United States has trouble with them, p. 20 ff; experience of the French Foreign Legion with the Berbers of North Africa, p. 21;
- BATTLE OF BRITAIN: p. 206 ff; the strategy of Air Chief Marshal Dowding was dependent on the information supplied him through ULTRA, p. 210;
- BOFORS GUNS: p. 199;

BROWN, The Hon. John Mason: Under Secretary of the Navy - his letter to Air Force Secretary Symington results in investigation of UNICOM office and its disestablishment, p. 116-7;

BURKE, Admiral Arleigh: his early interest in Naval Aviation, p. 217-8; ordered by Adm. Mitscher to attend the special meeting on naval aviation called by SecNav (1946), p. 223;

COLE, The Hon. Sterling: Member of Congress - strove hard to protect the interests of the Navy in halls of Congress, p. 88; p. 102;

CRIMEAN WAR: p. 21-22;

DENFELD, Admiral Louis: Burke's first meeting with CNO on Dec. 29, 1948, p. 74; he cites the charter for OP-23 as the best guidance to the problems at hand, p. 75; offers cooperation to Gen. Eisenhower in his visit (early 1949) to Navy Department, p. 150-1; p. 154;

DOUHET THEORY: propounded by General Guilio Douhet - theory came to be known as that of 'pure air power,' p. 194 ff; p. 232-4;

DOWDING, Air Chief Marshal, p. 210-11;

DREYFUS AFFAIR (1894): p. 36-37;

EBERSTADT COMMITTEE (1945): the navy's ideas on Unification, p. 76-77; p. 111;

EISENHOWER, General Dwight David: comes to Washington early in 1949 - asks CNO Denfeld for help in getting briefing on Naval Affairs, policy, etc., p. 150-1;

EWEN, Rear Admiral Edward: head of Navy's Public Relations (1949) - Burke sends him a working paper on Naval Principles as drawn by OP-23, p. 137-8;

FINLETTER, The Hon. Thomas K.: chairman of the board that reported favorably on the position of the Air Force in the matter of Unification, p. 82;

FOCH, Marshal Ferdinand: The French over-all military commander in 1917, p. 50; Clemenceau tries to get General Pershing relieved (the Meuse-Argonne offensive) but Foch refused cooperation, p. 51;

FORRESTAL, The Hon. James: he issues ALNAV 447 requiring officers of Navy and Marine Corps to refrain from publicly speaking out on Unification, p. 79; he and Secretary Patterson send joint letter to President Truman on agreed resolutions on unification, p. 81; named 1st Secretary of Defense under Unification Act of 1947, p. 83; calls a special meeting of the Joint Chiefs of Staff and the Vice Chiefs (March, 1948) to resolve the problem of the Service functions - Key West Agreement, p. 90; Symington objects and there is a new controversy, p. 90; calls a second meeting of the Joint Chiefs to clarify the Key West Agreement and to reach conclusions on control of atomic weapons, p. 90; asks Gen. Eisenhower to Washington to help solve some of the Budget problems, p. 91; p. 116-7; p. 146; p. 155; p. 157-9; he begins to lose influence and standing with Truman, p. 160; Al Murray paints the Forrestal portrait - asks Burke to come over and talk with the Secretary while he posed, p. 161-2; p. 163; comments of Capt. Snowden Arthur on the last days of Secy. Forrestal, p. 164; Truman asks for his resignation (March, 1949), p. 191; p. 222 ff; p. 225; SEE ALSO entries under: SCOROR;

FRANCO-PRUSSIAN WAR: Napoleon III declares war on Prussia (July 15, 1870) - utter lack of preparedness on part of French, p. 26 ff; the Treaty of Frankfurt (May 10, 1871), p. 28;

FRENCH ARMY: Louis XVIII abolished conscription - the French wanted a professional officer corps and one not involved in domestic politics, p. 18; in aiding the Spanish government (1823) the French Foreign Legion became a noted combat force, p. 20; the army's fortunes during the middle years of the 19th century, p. 23 ff; the utter lack of preparedness for the Prussian war of 1870, p. 26-27; after the Franco- Prussian war the government saw need for a professional army - but did not want one so powerful it could influence government, p. 30; a modus vivendi is developed in next twenty years, p. 30; the army caught between left and right in government affairs, p. 33-34; the army and the Dreyfus affair (1894), p. 36-7; Gen. Louis Andre as Minister of War - his 'purification' moves, p. 37 ff; Clemenceau becomes Minister of War in 1908 - thereafter comes a realization that war with Germany might become a real possibility in the future, p. 41; Joffre chosen as Chief of the General Staff in 1911 - he is given

FRENCH ARMY (cont'd): much more power in reorganization - adopts the German Staff System, p. 42; after WW I the government wanted to concentrate on economic recovery but came to realize they had to be able to defend French interests in the world or sacrifice those interests, p. 59; remain wedded to a 'strong point' strategy that did not serve them well, p. 60;

FRENCH MILITARY HISTORY; summary from the late 18th century, p. 1 ff;

GERMAN GENERAL STAFF: they studied the campaigns of Napoleon, p. 18; the Prussian victory over France in 1870-1 credited to effectiveness of the General Staff System, p. 28 ff;

GORING, General Herman: his faith in the power of the Luftwaffe to win war without other assistance, p. 205-7; p. 210-11;

HITLER, Adolf: German Dictator, p. 61; p. 63-4; p. 203-6;

HOWARD, Cdr. Joseph: served on staff of OP-23 - his views on why the navy story had not been understood at the outset of the Unification struggle, p. 126-7; p. 190-1; his insistence on articulate clarity as a necessity for all naval spokesmen, p. 232;

INTER-ALLIED MILITARY CONTROL MISSION: its failure and disbandment in 1927, p. 61;

KARIG, Captain Walter: Special Assistant to the CNO - Capt. Thackrey gave him a copy of the unsigned letter of Under Secretary of the Navy John Mason Brown, p. 119-21;

JOFFRE, Marshal Joseph Jacques Cesaire: becomes Chief of General Staff of French Army in 1911, p. 42; his great problems as the war of 1914 loomed forward, p. 44 ff; WW I, p. 46 ff; p. 58;

JOHNSON, Louis: Secretary of Defense after Forrestal (1949), p. 191;

LUCAS, James: Scripps-Howard military correspondent who quoted the unsigned letter of Under Secretary Brown that brings about disestablishment of UNICOM, p. 117 ff; p. 121;

LYNCH, Capt. C. F. (Dental Corps): assigned to staff of OP-23, p. 191;

MacMAHON, Marshal (Comte) Marie de: forms the Army of Versailles and quells rebellion in defeated France, p. 29; elected president of France (1873), p. 32-3; resigned as President (1879) when five corps commanders in the army were replaced, p. 33;

MARINES, U.S.; they are vulnerable to the ideas of the Army and Air Force, p. 84; SEE ALSO other references: OP-23; SCOROR;

MITSCHER, Admiral Marc Andrew: p. 223; he speaks at the special conference of naval aviators called by Secretary Forrestal and urges a moderate course, p. 223-4;

MORSE, The Hon. Wayne - U.S. Senator: offers amendment in S 106 to the National Security Act of 1947, p. 166;

MURRAY, Albert K.: portrait artist painted Secretary Forrestal in the final days of his government service, p. 161;

MUSSOLINI, Benito: Italian Dictator, p. 63;

NAPOLEON (Bonaparte): p. 4-5; he leads the Army of Italy and observes all the proper rules of war successfully, p. 5; Austria sues for peace (1797) - Napoleon returns to Paris a hero, p. 6; the beginning of professionalism in the handling of armies, p. 6; Napoleon takes command of the Army of the Orient and lands in Alexandria (1798), p. 7; the Egyptian campaign - Nelson's victory in the Battle of the Nile, p. 8; Napoleon becomes dictator, 1799, p. 9; his record in warfare becomes the general background for views of the U. S. Army on strategy and organization, p. 9; a summary of some of his mistakes in his various campaigns, p. 10 ff; the disastrous Russian campaign of 1812, p. 14 ff; Russian campaign of 1812, p. 14 ff; the aftermath - Elba, Waterloo and St. Helena, p. 17;

NAPOLEON III: p. 19; after the Prussian victory over Austria in 1866 he attempted to strengthen the French army without much success, p. 25;

NATIONAL SECURITY ACT of 1947: p. 102; Secretary Forrestal's efforts to implement the provisions of the Act, p. 103-4; OP-23 releases a paper (Feb. 1949) Developments under the National Security Act of 1947, p. 171 ff; p. 240-1; SEE ALSO entries under: SCOROR; UNIFICATION; FORRESTAL, James; TRUMAN, President;

- NAVAL AVIATION: development of naval aviation in WW II, p. 214-5; the practice of the Navy in sending older officers for flight training, p. 216-8; status of naval aviation at the end of WW II, p. 222 ff; Burke reports on points developed at special meeting called by Secretary Forrestal (1946); tangible results of that meeting, p. 224-7;
- OP-23: the nature of the struggle when OP-23 was formed in December, 1948. Burke lists troublous events in the world at the time of the unification struggle, p. 93; the birth of OP-23 on December, 1948 as result of the investigation and dissolution of UNICOM, p. 118; Burke tries desperately to get competent assistance for OP-23, p. 123-4; a daily meeting of the officers at 7:30 a.m. to keep abreast of what was being done in OP-23, p. 126; early on Burke gets out a set of principles for distribution to naval personnel, p. 129 ff; the unwritten rules of OP-23, p. 141-2; p. 143-5; OP-23 asks for a monthly report to deal with all matters of unification, p. 147; SecNav asks OP-23 to write basic papers in rebuttal of blatant non-Navy statements, in the press, p. 149; problems of overloading OP-23 with questions to be answered which diverted from real work of the office, p. 152-3; early policy of OP-23 in sending out data without requiring approval of CNO or SecNav - so they could disavow if necessary, p. 156; the special paper on Developments under the National Security Act of 1947 issued 1949 - so that navy personnel would know what the act was about and why the Navy supported its provisions, p. 169 ff; the speaking circuit - demands for staff from OP-23, p. 189; efforts to get articles in all navy publications, p. 189; personnel problems - attempt of BuPers to cut staff, p. 190;
- PERSHING, General John J.: given command of the A.E.F. when the U.S. enters the war in 1917, p. 49-52;
- RADFORD, Admiral Arthur: as VCNO he was not immediately available when Burke took over OP-23, p. 76; Radford largely responsible for satisfactory outcome of National Security Act of 1947, p. 82; p. 97; p. 122; p. 153; SEE ALSO references under SCOROR;
- ROBBINS, RADM Thomas H. Jr.: p. 110-1; p. 122;
- ROWE, Capt. Robert A.: requested by Capt. Thackrey to serve on SCOROR staff (June, 1948) had been a winner of the prize essay contest of the Naval Institute (1948) - Burke solicits a report from him on UNICOM for the study on the Unification struggle, p. 109 ff;

SCOROR: Origins of the Secretary's Committee on Research and Reorganization - instigated by Secretary Forrestal, p. 98 ff; Adm. Radford discovers the Thomas Committee and others engaged in writing a bill on Reorganization had received very little input from the navy, p. 101 ff; with the National Security Act of 1947 SCOROR was retained for file keeping purposes, p. 103; Secretary Sullivan designates it (Feb. 1948) to assist in coordination of all naval offices on unification under Act of 1947, p. 104; on June 8, 1948 the Secretary of the Navy named the Secretary's Committee on Unification (UNICOM) - which was SCOROR by another name, p. 107;

SEIM, Captain Harvey B.: served on staff of UNICOM. Burke asks him for reflections on the subject (1981) - they are incorporated in Burke's narrative on the subject, p. 107-8; his entry in Naval Institute Prize Essay Contest of Jan. 1, 1948 was a factor in his service, p. 110; p. 122; p. 190;

SULLIVAN, The Hon. John F.: Secretary of the Navy, 1947, p. 83; p. 119-20;

SYMINGTON, Stuart: named first Secretary of the Air Force, p. 83; objects to the Key West Agreement on roles and missions of the military, p. 90; he is revealed as the instigator of the extreme positions taken against the navy, p. 91; his reaction to a statement of Under SecNav John Mason Brown that no savings had been effected through consolidation of functions under Unification Act, p. 115 ff; p. 158-9; p. 162; after Newport Conference of 1948 he insisted the Air Force be given total responsibility for all atomic weapons, p. 192-3; p. 228-9; p. 232 ff;

THACKREY, Captain L. A.: p. 100; he demands (1948) that SCOROR be given an official status to provide effectiveness, p. 105; he writes a memo (May, 1948) asking that SCOROR be made a permanent agency, p. 106-7; when SCOROR became UNICOM (June, 1948) Thackrey was senior officer of the small staff, p. 107; p. 111; p. 118; his elevation to Rear Admiral held up for a year until Secretary Sullivan resigned his office in 1949, p. 119-20; p. 121-22;

TRUMAN, The Hon. Harry S.: his recommendations to the Congress on Unification, p. 78-9; p. 81; p. 88; he issues an Executive Order based on the National Security Act of 1947 - in its first form but not based on the Act as finally adopted, p. 88; his later attitude towards Secretary Forrestal, p. 163;

ULTRA: The great British secret in WW II, p. 207-8; reflections on developments for a future war, p. 209; p. 210; what the British learned through ULTRA for the Battle of Britain, p. 210;

UNICOM: SecNav changes the name of SCOROR to UNICOM - no files are available today from this point on, p. 107; Admiral Burke includes in his narrative reports he solicited by three officers who were on the staff at the time; report of Capt. Robert A. Rowe, p. 109 ff; Capt. Harvey Seim speculates on why SCOROR became UNICOM, p. 108-9; disestablished as a result of an investigation by the Inspector General, p. 115 ff;

UNIFICATION: a resume of the various plans considered before enactment of the National Security Act of 1947, p. 77 ff; the War Department plan (Collins' Bill), p. 77; also p. 240-1; President Truman's recommendations, p. 78; report of the War and Navy Departments, p. 79; President signs the Unification Act of 26 July, 1947, but also names the Air Policy Commission (Finletter Board) to review U.S. Air Policy - keeping open issues the Navy had thought settled in the Unification Act, p. 82; the lingering attack on Naval Aviation, p. 85-8; Roles and Missions struggle, p. 89 ff;

WAR COUNCIL LIAISON COMMITTEE: Burke serves on this while head of OP-23, p. 146;

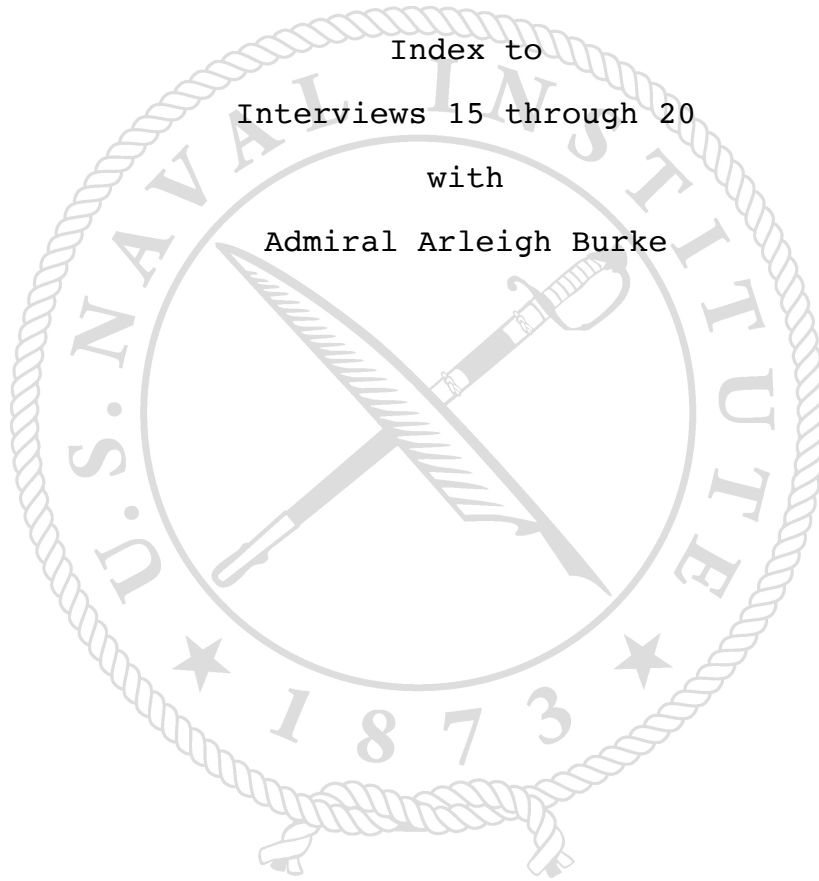
WELLBORN, Vice Admiral Charles: Burke's first briefing on Unification, Dec. 28, 1948, p. 74;

WORLD WAR I: the outbreak of war (Aug. 3, 1914) - the German strategy, p. 46; the U.S. enters the war, p. 47; serious difficulties because there was no unified command and consequently no unified strategy, p. 47-9; Pershing's orders - pressures applied to him but he would not bend, p. 49; Burke stresses the pride of fighting men in their own units and the results of that in combat, p. 52; illustrations of that pride in the British Black Watch in North Africa (WW II), p. 53; other illustrations of pride in units - from WW II, p. 54-6; the Armistice of Nov. 11, 1918, p. 58; the French reactions and expectations, p. 58; post war actions to insure world peace, p. 61 ff; a summary of events that followed, p. 61 ff;

WORLD WAR II: Germany marches into Poland (Sept. 1, 1939) - France and Britain declare war, p. 64 ff; massive air attacks on Holland and Belgium (May 10, 1940), p. 65 ff; world is horrified by the power of the blitzkrieg but failed to note the heavy surface attacks that followed before the people could recover from terror, p. 66; the sudden pause in the German pincers movement against the French and British land forces near Dunkirk - a chance for Goring's Luftwaffe to prove that it alone could win the prize, p. 67; the fate of the French fleet in North Africa, p. 69-70; the battle of Oran, p. 70



Index to
Interviews 15 through 20
with
Admiral Arleigh Burke



AIR FORCE, U.S.: see entries under: OP-23; UNIFICATION;
NATIONAL SECURITY ACT;

ANDRE, General Louis: The French Minister of War - his attempt to 'purify' the officer ranks in the army, p. 440-1; the application of this practice with U.S. Judges, p. 441 ff; with the navy, p. 442-5; need for a reasonable number of SOBs in an organization, p. 444-5;

ARNOLD, General. H. H. (Hap): his status in WW II lent credence to the push of the Army Air Force for independence, p. 360;

ATOMIC WEAPONS: The Air Force moves to acquire a monopoly on atomic weapons (1947 onwards), p. 493 ff; p. 503-4;

AVIATION: remarks on aviators and aviation (navy and otherwise), p. 478 ff;

BEACH, Captain Edward L.: p. 530;

BURKE, Adm. Arleigh A.: the reason for his development of principles in the OP-23 effort to fight the navy's cause during Unification, p. 368 ff; uses the example of Christian Church as it evolved - the most effective way of gaining power - and states that is the technique utilized by the communists, p. 371-2; Burke flirts with aviation early in his naval career, p. 630-3; interested in lighter-than-air, p. 633-5;

CARNEY, Admiral Robert B.: p. 523;

CHAFEE, Senator John: p. 427;

CHAMBERLAIN, Prime Minister Neville: p. 364 ff;

CLOSE AIR SUPPORT: p. 680-1; the army method, p. 681-2; the marine/navy methods, p. 682-3 ff;

CONTINGENCY PLANS: Burke reveals that OP-23 had a contingency plan if it should have been abolished, p. 403;

CUMSHAW: the ethics of cumshaw, p. 552;

DALADIER, Edouard: French Prime Minister, p. 364 ff;

DECISION MAKING: the moment when a decision becomes necessary, p. 395-6; the hostages in Iran as an example, p. 397-8; the example of ships in the Indian Ocean, p. 398-9; the Lebanon Crisis as an example, p. 400-1;

DENFELD, Admiral Louis E.: his failure to deal in specifics when giving Burke the assignment as OP-23, p. 466 ff; p. 531-3: p. 580; p. 582: p. 585:

DUNCAN, Adm. Donald B. (Wu): p. 428:

EARLY RETIREMENT: Burke's thoughts on early retirements in the navy and loss of experience to the service, p. 436 ff:

EISENHOWER, General Dwight D.: his unique ability to command diversified forces, p. 454-5: he asks for briefings on the navy (1949) - Adm. Denfeld has Burke, as head of OP-23, make the presentation, p. 582-4: p. 669-70:

ENEMY LOSSES: inaccuracy in reporting, p. 635-7:

FORRESTAL, The Hon. James: Secretary of the Navy and Secretary of Defense, p. 514-15: p. 582; p. 589-90; p. 611-12;

FRANCO, Gen. Francisco: his exercise of power, p. 391-2;

FRENCH ARMY: turns to German General Staff after Franco-Prussian war as a model for organization, p. 428-30; SEE ALSO entry under: WILL TO FIGHT;

HITLER, Adolf: his techniques to gain power in Germany, p. 371 ff; an example of a good leader but with a wrong cause, p. 385;

HOOVER COMMISSION: comments on its reports on government reorganization, p. 666-8;

HOWARD, Capt. Joe: p. 541; p. 543; p. 557; p. 601-2;

INDO-CHINA: The French used strategy from 150 years before and it did not work, p. 417;

INDUSTRIAL CONGLOMERATES: Burke comments on decentralization - examples - General Motors, Chrysler, p. 672 ff; General Dynamics, p. 675-6; Tenneco and Newport News Shipbuilding Company, p. 676-7;

JENSON, Dorothy (Jensy): Burke's main secretary in OP-23, p. 536-7; p. 562; p. 564;

JOFFRE, Marshal Joseph J. C.: Chief of the French General Staff, p. 449; p. 450-1;

JOHNSON, Louis: Secretary of Defense after resignation of James Forrestal in March, 1949, p. 611; his charter for Defense, p. 612 ff; p. 661-2;

LEBANON: Burke's explanation of the preparations for use of the Navy, p. 400 ff;

LOGISTICS: as they pertain to the Navy, p. 385-90; p. 400; p. 412; the subject extends back to supplies of essential materials for manufacturing, p. 413-15; p. 482;

MAGIC: see entries under: ULTRA;

MARINES, U.S.: pride as a most important element in their service, p. 460-1; the development of close air support in WW II, p. 682-6; SEE ALSO entries under: PRIDE IN MILITARY SERVICE;

McNAMARA, Robert S.: p. 425-6; McNamara and the TFX, p. 624-8;

MILITARY: the binding nature of commands issued in the Military - Burke defends the necessity - uses the French Army in the 19th century as illustration, p. 419-20;

MILITARY STRENGTH: the proper role of the Military in a democracy, p. 375-6; the need for the Military in any country - Burke refutes the idealists who believe otherwise, p. 463 ff;

MORSE, Senator Wayne: his bill (1949) amending the National Security Act of 1947, p. 594-7;

MUNICH: attitudes of British and French governments - contrasted with that of Adolf Hitler, p. 364 ff;

MURRAY, Albert K.: noted artist who painted a portrait of Secretary Forrestal as the secretary was beginning to show signs of illness, p. 590-1;

NAPOLEON I (Napoleon Bonaparte): the great French leader, p. 385 ff; he was ever careful of logistic support, p. 385; the cause of arrogance in a leader like Napoleon, p. 390-4; why his plans did not work during the invasion of Russia, p. 402; his use of surprise, p. 403 A ff; his strategy in warfare had its impact on U.S. Army officers - especially during the Civil War, p. 410-11;

NATIONAL POLICY: Burke's idea of how it should be developed, p. 376 ff;

NATIONAL SECURITY ACT (1947): p. 379-80; p. 467; p. 485-6; question of the President's Executive Order (1947), it didn't conform to the provisions of the Act as passed by Congress, p. 497 ff; inability of the Navy to defend itself against the charges that ensued as result of the Executive Order, p. 500 ff; p. 659-61; failure of the Navy to define terms in order to achieve agreement with the other services, p. 660; p. 664-5; p. 669;

NATO: a unified command, p. 456-8;

NAVY, U.S.: Wartime practice to fight the combat forces of the enemy - but not the populace, p. 637-40; planning and operational responsibility, p. 677-8; lessons learned as result of WW II, p. 696-7;

NAVY, U.S., VS U.S. Air Force: in terms of fighters and bombers, p. 650 ff; in case of close air support of troops, p. 680 ff; carrier aviation, p. 692-3;

OBLIGATIONS AND RIGHTS: Burke discusses the relationship between them, p. 432-3;

OP-23: Burke knew in advance that his new outfit was to be strictly advisory, p. 471; the top navy officials didn't understand the great danger to the navy in the unification proposals, p. 472; Burke saw his duty to bring about an awareness in the navy of the problem before them, p. 473; p. 506-8; Burke's description of his new job, p. 524-5; difficulties in getting good personnel for OP-23, p. 527 ff; Burke's thoughts on possible plants in his new shop, p. 535-6; the day begins in OP-23 with a brief session of the staff on problems and possible solutions, p. 540; the need to be circumspect in publicizing the stand of the navy on issues, p. 542-3; the tentative set of principles, p. 544 ff; need to be most certain of facts cited - opinions had to be labelled as opinions, p. 553; peripheral obligations - to help inform navy members on joint committees, p. 555; a case of 'aggressive advice' given by OP-23, p. 557-8; need for an adequate library, p. 560; Burke's own daily routine, p. 562 ff; divisions of duty in the office, p. 565-6; the vast increase in correspondence, p. 574; development of background papers, speeches, etc., p. 575 ff; briefing of Gen. Eisenhower, p. 582-4; Congressional requests for data, 585-7; Burke's appearances before army and air force groups - advantages to be gained, p. 604-6; Burke

OP-23 (cont'd): and his efforts at public relations on unification, p. 607-9; the motto of OP-23, p. 592-3; difficulties in presenting the navy position, p. 656 ff;

PERSHING, General John J.: and the AEF in WW I - Burke discusses advantages and disadvantages of a unified command, p. 452-3;

POLAND: and the communists, p. 361 ff;

PRIDE in Military Service: as achieved in a military service, p. 459; tends to be overshadowed with unification, p. 459; the U.S. Marines as a prime example of pride in a service, p. 460-1; pride more difficult to achieve in the navy, p. 462;

PRINCIPLES: issued early on by OP-23 for the struggle over unification: see entries under OP-23;

RADFORD, Admiral Arthur: p. 468; his great appreciation of naval aviation, p. 469; Burke thinks that Radford asked that he be given the OP-23 assignment, p. 474; p. 514-15; p. 523; Burke keeps in touch with Radford in early days of OP-23 - relied on his advice, p. 587-9;

RELIGION and the Navy: the story of Father Sheehy, p. 448-9;

RICHARDSON, Adm. J. O.: his letter to Adm. Mitscher near end of WW II on pending plans for Unification, p. 355-6;

SCOROR: Adm. Radford called to Washington early in 1947 to organize SCOROR, p. 469; the story of SCOROR, p. 514 ff; p. 523; p. 526;

SHAW, Brig. Gen. Samuel: the specialist in OP-23 on Marine subjects, p. 566; p. 600-1;

SHERMAN, Adm. Forrest P.: p. 523;

SOVIETS: Burke speculates on Soviet tactics in a future war, p. 405-6;

STANDARDIZATION OF WEAPONS: see entries under: McNAMARA;

STEVENS, John (Johnny): p. 565; p. 567;

SURPRISE: an element in warfare - Burke reads Scipio Africanus and reviews tactics used by Gen. Sherman on his march to the sea, p. 404; Burke uses Soviets as an example, p. 405 ff; use of intuition based on study and experience, p. 408-9;

SYMINGTON, Stuart: Secretary of the Air Force - Burke's estimate of his role in the unification struggle, p. 486 ff;

THOMAS, Senator Elbert D.: had Admiral Radford assigned to his committee to help in preparing a bill on the Department of Defense, p. 515-6;

TRUMAN, The Hon. Harry S.: President of the United States, p. 486 ff; apparently he misunderstood the revised National Security Act (1947) in terms of the Executive Order he issued immediately afterwards, p. 497 ff; his attitude towards unification, p. 519 ff; p. 669-71;

ULTRA: Burke's estimate of the contribution of ULTRA and MAGIC to the winning of the war, p. 613-4; example of the effective use of intelligence so gained before the battle of Cape St. George, p. 615; example of use in the First Battle of the Philippine Sea, p. 615-7;

UNICOM: successor organization to SCOROR, p. 470; p. 523; p. 526; Burke finds a small core of people from UNICOM for the new OP-23 staff, p. 529-600;

UNIFICATION: slowness of Navy to become involved, p. 354 ff; reasons for the more active concern of the Army, p. 356-9; drive of the Air Force and the Army to divide military services in accordance with acknowledged areas of activity, p. 488 ff; Burke thinks implications of proposals of 1949 were not fully understood by higher authorities, p. 679-80; resentment of Air Force people over the Navy/Marine close support of troops - success of navy's carrier operations in WW II - how these matters entered into the struggle over unification, p. 680-1;

WALESA, Lech: Polish Labor Union official, p. 547;

WAR COUNCIL LIAISON COMMITTEE: Burke serves on committee in the Department of Defense as a navy member, p. 567-8;

WARS OF THE FUTURE: Burke speculates on possibilities and problems, p. 617 ff; p. 646-9;

WELLBORN, Vice Admiral Charles: as a Rear Admiral was head of OP-02 - administrative boss for OP-23, p. 569;

WILL TO FIGHT: Burke says this was almost the only weapon the French possessed at the time of the Revolution - an opinion as to how that will is aroused, p. 380 ff