To The President of the Reserve Officers Association of the United States and the Members of the Army Section, ROA:

Another ROA year has come to an end, and your Vice-President for Army Affairs herewith submits his report covering his activities during the past year.

During this period, your Vice-president wrote several thousand letters, travelled many thousand miles, attended a large number of conferences and delivered numerous addresses in an effort to promote National Defense, stimulate our Reserve program and foster our great organization.

At the conclusion of the last ROA National Convention in Philadelphia, in June, 1953, your Vice-president attended the first meeting of the new National Executive Committee, presided over by our President, Colonel Thomas H. King. Plans were discussed for the progress and development of our great organization and action taken on matters requiring decision.

Shortly thereafter, your Vice-president obtained the names of all Army Reserve Officers who attended the Philadelphia Convention, the names of the Vice-presidents for Army in each of the Departments and the names of the Presidents in each of the Departments. He wrote a personal letter to all of these officers and urged them to consecrate themselves to the work of this important organization, and to devote more time to the ROA during the year ahead than they had ever done before, calling their attention to the fact that the time they gave would help their country and help them. He attached to each letter a list of "ROA activities in which every member should participate", and suggested to them that they and their members participate in as many of the activities listed on the sheet attached as they could possibly do so. He received a splendid response to these letters, and feels that the effort required to write and dispatch these personal letters was fully worthwhile.

On August 3, 1953, your Vice-president wrote President Dwight D. Eisenhower expressing approval of his directive of July 23, 1953 for a new study of universal military training by the National Security Training Commission. Universal military training, or some similar
system is essential to a proper Reserve program and the initial step to accomplish this was taken in the directive referred to above.

On August 5, your Vice-president was invited to be present at Fort Jackson, South Carolina as a representative of the ROA on Honor Guest Day of the 10th (Wildcat) Infantry Division, commanded by Brigadier General Carl T. Sutherland of Atlanta, Georgia, one of our outstanding ROA members, and delivered an address on that occasion on the importance of the Reserve program to national defense. This meeting was attended by Lieutenant General A. R. Bolling, Commanding General of the Third Army, other top military brass and outstanding civil authorities, including the Mayor of Atlanta, Georgia.

On August 10, your Vice-president attended a meeting of the Reserve Officers of the Columbia, South Carolina area and those of the Fort Jackson, South Carolina Chapter and the members of the 108th Infantry Division, which was holding their summer training at Fort Jackson at that time, and delivered an address on the Reserve program and the work of the ROA.

On August 18, your Vice-president was invited to be present at Fort Jackson, South Carolina as a representative of the ROA on Honor Guest Day of the 108th Infantry Division, commanded by Brigadier General T. M. Mayfield of Charlotte, North Carolina, one of our prominent ROA members. Notable military and civil authorities were present on this occasion, including Lieutenant General A. R. Bolling, Commanding General of the Third Army, the Mayor of Charlotte, North Carolina, and others, and advantage was taken of this opportunity to discuss the Reserve program with the prominent representatives of the military and civilian authorities.

On September 1, your Vice-president was invited to Fort Jackson by Major General John Dabney, Commanding General, to meet with Honorable James P. Mitchell, Assistant Secretary of the Army and Major General Robert N. Young, G1 of the Army, to join them on an inspection trip of this military establishment. During the lunch hour occasion was taken to discuss the Reserve program and emphasize its importance to these high officials from the Pentagon.

On September 15, your Vice-president flew to Fort Bragg, North Carolina and delivered an address to the Reserve Officers on active duty at that station. A large enthusiastic gathering attended this meeting.
On October 2, your Vice-president had a conference in the Pentagon on Reserve affairs with Honorable James P. Mitchell, Assistant Secretary of the Army, pursuant to his invitation.

On October 3 and 4, your Vice-president attended a meeting of the National Executive Committee in Washington, the minutes of which are available and speak for themselves.

On October 23, your Vice-president departed from South Carolina for an ROA tour of Texas and California. The week beginning October 26, he made a tour of the State of Texas speaking in 20 to 25 places at ROA Chapters, ROTC Colleges and Service installations. He desires to give special credit on this Texas trip to Lieutenant Colonel Roger Zeller, Vice-president for Air Force Affairs, who flew him in a private plane throughout most of the trip in Texas. The President of the Texas Department, LCDR George R. Moorman, cooperated fully and attended several of the meetings out there. At the end of the weekly tour in Texas, your Vice-president went on to California; and the next week, beginning November 2, he made a similar tour of the State of California. This tour was sponsored chiefly by that fine, Christian gentleman and ardent ROA member, who passed away sometime back, Colonel George E. Sandy. Colonel Sandy accompanied your Vice-president throughout the entire tour, as well as Colonel Joseph H. Ransom, the efficient Secretary-Treasurer for the California Department. Both of these officers gave of their time, talent and energy, and left nothing undone to make the tour a success. Captain W. H. Parcells, President of the California Department, attended a number of the meetings and gave his full cooperation. The tour in California began at Long Beach and wound up at San Francisco, where your Vice-President spoke at a luncheon attended by a large number of generals, admirals and other high ranking brass, representing all the services. At conclusion of the California tour, a round table discussion was held with the President of the California Department and a number of other prominent ROA leaders, including a representative from the Department of the State of Washington. This group made suggestions for the betterment of our organization and, upon return home, a letter was written to our Executive Director in which these suggestions were passed on to him. Your Vice-president was away from home between 2 and 3 weeks on the tour of Texas and California. In addition to his personal appearances on the tour, most of the places
he visited in both states gave newspaper coverage or radio publicity, or both, and some granted television interviews, and it is felt that these tours, and the publicity incident thereto, were beneficial and worthwhile to the ROA. Lieutenant Colonel Warren Oliver, President of the Georgia Department for 1954-55, accompanied your Vice-president on the tour of both states, and his enthusiasm, counsel and assistance greatly contributed to the success of the trip. Through the courtesy of the Air Force, there was no charge for transportation, and your Vice-president and Colonel Oliver absorbed personally such expenses as were not taken care of in those two states, and no bill was incurred by the National Headquarters for the Texas and California trips.

On November 20, your Vice-president went to Charleston, South Carolina and addressed the ROTC students at the Citadel on national defense and the ROA.

On November 26, your Vice-president attended a conference in Washington concerning reorganization of the ROA Headquarters. You have received, or will do so, a report on this conference.

On December 11, your Vice-president had a conference on Reserve matters in the Pentagon with Honorable Hugh M. Milton, II, Assistant Secretary of the Army, successor to Mr. Mitchell.

On December 12 and 13, your Vice-president attended an Army Affairs Committee meeting of the ROA in Washington. Many important matters were considered at this meeting and decisive action taken thereon. Your Vice-president desires to take this opportunity to commend Colonel George Fox Mott of Washington, whom he appointed as Chairman of the Army Affairs Committee, on the magnificent leadership he gave to the Committee, and the exemplary manner in which he conducted the meetings. Since Colonel Mott will make a full report of the meetings of the Army Affairs Committee, it is not deemed necessary or advisable to outline here the action taken on the various matters considered by the Committee. Although the attendance in general at the Army Affairs Committee meetings was good, he regrets that several members have not attended any meetings of the Committee during the past year. It is presumed that there was good reason for the non-attendance of those absent, yet these meetings are so important that it is felt that an officer should not accept membership on a committee unless he
can and will attend committee meetings.

On February 4, 1954, your Vice-president had another conference in the Pentagon on Reserve matters with the Honorable Hugh N. Milton, II, Assistant Secretary of the Army.

On February 4 and 5, your Vice-president attended another meeting of the Army Affairs Committee conducted by Colonel George Fox Mott, the Chairman, at which meeting additional important matters were acted upon.

On February 5, your Vice-president, together with Colonel C. M. Boyer, Executive Director, and Colonel George Fox Mott, Chairman of the Army Affairs Committee, held a conference in the Pentagon with General Matthew B. Ridgway, Chief of Staff of the Army, on Reserve matters, with special reference to deactivation of Army Reserve units that would not reach minimum strength levels before the fixed deadline of March 31, 1954. Considerable time was spent with General Ridgway, General Young and other top Pentagon brass. General Ridgway is a man of broad vision and great understanding and, as you know, the result of this conference was favorable, and the order of deactivation was suspended indefinitely. Your Vice-president desires to commend Colonel Boyer on his comprehension of the importance of this matter to our Reserve units and his zeal to have the order suspended, and Colonel Mott for the excellent presentation he made on this occasion.

On February 5 and 6, your Vice-president attended a meeting of the National Executive Committee in Washington. The minutes of this meeting are available to those interested in reading them. This is the meeting at which the contract of the Assistant Director for Navy, which would soon expire, was considered. Upon the recommendation of the Executive Director, he was authorized to employ Colonel Joe Chambers, a Congressional Medal of Honor recipient and a retired Colonel in the Marine Reserve, to fill this position and to also serve as Deputy Executive Director. Colonel Chambers was Executive Officer in the National Civil Defense Organization in Washington and had served in many positions of importance and trust, and it was felt that our organization was fortunate to obtain his services.

On February 6 and 7, your Vice-president attended the National Council meeting in Washington. The minutes will show that various matters of importance were considered and the required action taken.

On February 13, your Vice-president went to Camp Gordon, Georgia at the invitation of General Charles C. Blanchard, Commanding General,
and delivered an address to the Reserve Officers on active duty there on the subject "The Reserve Officer and his role in National Defense."

Your Vice-president was invited by the Houston ROA Chapter to attend a Washington Birthday party and make an address on that occasion, and he and several other Reserve Officers and their ladies went to Houston for this purpose on February 20 and returned on February 23. This trip was made possible through the courtesy of Major Roy Floyd, the Director of Finance for the city of Houston and a splendid Reserve Officer and civic leader, who arranged the trip without cost to our organization.

On March 19, your Vice-president made an address at Shaw Air Force Base on national defense and the work of the ROA.

On March 20, your Vice-president held a satisfactory conference in Washington on Reserve matters with high Pentagon officials.

On April 12, your Vice-president addressed the Fort Jackson ROA Chapter on matters pertaining to the Reserve, with special reference to problems confronting Reserve Officers on active duty. He attended many other chapter meetings in his home state and other places which, for the sake of brevity, are not recorded here.

Your Vice-president attended and delivered addresses at the following annual Department Conventions in 1954, at the places and dates indicated below:

April 24, 9:30 A. M., Dayton, Ohio.
April 24, 1:00 P. M., Selfridge AFB, Michigan.
April 24, 7:00 P. M., Pittsburgh, Pennsylvania.
May 1, Clemson, South Carolina.
May 8, Raleigh, North Carolina.
May 9, Orlando, Florida.
May 14, Watertown, New York.
May 15, Boston, Massachusetts.
May 22, Fort Meyer, Virginia.
May 29, Montgomery, Alabama.
May 30, New Orleans, Louisiana.

On June 15, your Vice-president attended a meeting of the National Executive Committee here in Omaha. The minutes of this meeting will be available to those desiring them.
It can be seen from the foregoing, that your Vice-president made numerous trips to various sections of the country in an effort to stimulate, and bring to the forefront, the mission of our great ROA organization.

From the experience he gained during the past year and as the Commanding Officer of a Reserve unit, your Vice-president is convinced that our Armed Forces Reserve Program must be greatly strengthened, and without delay. If our country is to have adequate national security, which is the goal of our organization, these facts must be remembered: That of the 1,200,000 officers who served our country during World War II, at the peak of the nation's Armed strength, Reserve or non-regular officers constituted 98% of those in the Army and Air Corps, and over 80% of those in the Navy, Marine Corps and Coast Guard; that in the recent Korean War, or Police Action as it was called by a certain leader in this country, Reservists flew 85% of the Navy air missions and flew almost as high percentage of the Air Force air missions. Many Reservists were aces in the Korean War. More than 75% of the ground officers in the Korean War were Reservists. Most of the Army enlisted men were Reservists.

If we are going to maintain a strong Reserve, we must have strong morale among the Reservists and no step in their behalf should be left untaken. The ROA has worked diligently for the Reservists, and through its united voice it has been able to accomplish a great deal for them. Travel pay, Longevity pay, Training pay, Uniform allowance, Armed Forces Reserve Act, Disability Retirement and Service Retirement are some of the benefits that have been sponsored and accomplished for Reservists by the ROA. There are many other things that need to be done for the Reserve and, if they are accomplished, it will be mainly through the efforts of the ROA. The following are important and are deserving of immediate attention:

1. **THERE SHOULD BE AN ASSISTANT SECRETARY OF DEFENSE FOR RESERVES, AN ASSISTANT SECRETARY OF EACH OF THE SERVICES FOR RESERVES, AND AN ASSISTANT CHIEF OF STAFF OF EACH OF THE SERVICES FOR RESERVES.** These top level people are needed to provide the necessary impetus to the Reserve Program to keep the Reserves in fighting readiness.

2. **THE RESERVE OFFICER PROMOTION ACT, KNOWN AS THE RESERVE OFFICER PERSONNEL ACT, SHOULD BE ENACTED INTO LAW.** This bill parallels the provisions of the permanent promotion law for the Regular Services. The Regular Services have enjoyed a good promotion
law since the passage of the Officer Personnel Act in 1947, and
we feel that the Reserves should enjoy a similar system. This
bill has passed the House of Representatives and is now before
the Senate. It is known as H.R.6573. It deserves the backing
of every Reserve Officer. Embraced within the proposed Promotion
Law is the question of an officer's date of rank coinciding with
his date of commission. In the Navy this is now done, and it
appears that it would be fair and just for it to be done in the
Army and Air Force, and the following reasons are cited in support
of this contention:

a. Inasmuch as the Navy and the Marine Corps do not distinguish
between Regulars and Reserves in the matter of relative
dates of rank, it would appear that their realistic and
fair-minded policy concerning dates of rank, which has
proven satisfactory, could well be made uniform throughout
the Department of Defense.

b. Under the present Army and Air Force policy, a competent,
experienced Reserve Officer may, upon mobilization, become
junior to a Regular Officer who is actually junior in age,
experience and judgment. Admittedly, active duty training
is more valuable than inactive duty training, but certainly
not to the extent contemplated by current and continuing
Army policy. I do not believe it can be soundly contended
that a Regular Major (to cite an example) is better quali-
fied in his field grade within six months after his
commissioning than a Reserve Major who has held his grade
for six years. Yet the Army and Air Force policy of
establishing relative dates of rank would place the six-
month's Regular well ahead of the six-year Reservist. The
system obviously makes for numerous inequities and dis-
crepancies, and is a source of ill feeling among an
appreciable number of Reserve Officers who seek conscientiously
to maintain and enhance their military competence and
readiness for mobilization.

c. The sheer inefficiency of a system which requires whole-
sale revising of dates of rank for thousands of Reserve
Officers each time they serve a tour of active duty (for as little as two weeks in most cases) is deplorable. The savings in man-hours of paper work alone should commend a change, and especially in view of the Defense Department's avowed goals of economy and efficiency.

d. An equalization of dates of rank and dates of commission would prove a notable morale-builder among Reserve Officers of all grades in the Army and Air Force, and would contribute appreciably to the success of the overall Reserve Program.

f. It is a recognized fact that in times of emergency, Reserves constitute a very high percentage of the Armed Forces. The Reserve Officers, constituting the mass of officer personnel, contribute greatly to its leadership, and should not be discriminated against as regards date of rank if otherwise qualified, and if not qualified they should be released or reclassified.

g. The majority of Reserve Officers are serving mainly for patriotic reasons, receiving little or no compensation for their efforts, and any factor that will inure to their benefit will increase their interest and participation in our preparedness program and should be adopted.

3. PROVISION SHOULD BE MADE FOR MORE RESERVISTS TO ATTEND SERVICE SCHOOLS. This added opportunity will encourage them and stimulate a greater interest by them in the Reserve program.

4. THERE SHOULD BE AN EQUALIZATION OF RIGHTS AND BENEFITS BETWEEN REGULARS AND RESERVES TO TERMINATE PRESENT DISCRIMINATIONS AGAINST BOTH. Regulars and Reserves are members of the same team, some are full-time soldiers and the others part-time soldiers, and neither should occupy a preferred status over the other. The members of our defense team, whether Regular or Reserve, should enjoy the same rights and benefits and receive
the same treatment. When a regular officer is relieved from active duty, he receives 1 month's severance pay up to 12 months for each year of active duty. Such pay is proper, and aids the regular officer to rehabilitate himself into civilian life. A great many Reserve Officers have served many years on active duty. Why should they not receive the same benefit? A bill now pending, known as H.R.9066, would provide benefits for members of the Reserve components who suffer disability or death incident to active duty, active duty for training, or inactive duty training. When introducing this bill, Representative W. S. Cole, of Missouri, in referring to the Reserve, said "---Its members, both active and retired, must know that they will not be at a personal disadvantage compared to the Regulars or subjected to discriminatory practices by the administrative agencies."

5. AN ADEQUATE AND DEPENDABLE PROGRAM FOR PROCURING AND MAINTAINING ENLISTED PERSONNEL MUST BE PROVIDED. The need for such program is evidenced in the report of the Senate Interim Preparedness Subcommittee, which conducted a study of the Reserve forces, which committee found that the Reserves are suffering from a serious shortage of manpower, and that the annual turn-over of personnel hampers training and reduces state of readiness.

6. THE RESERVE PROGRAM SHOULD BE KEPT ON A STABLE BASIS WITHOUT CONSTANT CHANGES. Frequent changes in the Reserve program are distracting, morale-lowering and result in inefficiency.

7. THE STRENGTH OF THE RESERVE FORCES SHOULD AUTOMATICALLY BE INCREASED WHENEVER THE SIZE OF THE REGULAR FORCES IS REDUCED. This should be axiomatic, since we live in a world with barbaristic dictators and communist totalitarian leaders whose every thought is that of acquiring more power, and whose every act is that of aggression.

8. THE TOTAL APPROPRIATED FUNDS FOR TRAINING OF ACTIVE RESERVES SHOULD BE USED TO PROVIDE AS MUCH TRAINING AS POSSIBLE FOR ALL ACTIVE RESERVES. The first priority for training money should be for those in a drill-pay status, but unused funds for this purpose should be made available to provide as much active duty training as possible for those in a non drill-pay status.

9. BETTER FACILITIES AND EQUIPMENT SHOULD BE PROVIDED FOR RESERVE TRAINING. More Reserve Armories should be built, and without
delay. The most modern weapons and equipment of all kinds should be provided to the Reserves to improve their training and to better their military proficiency. The broad oceans will not protect us in the next war while we are getting prepared. We must be ready to oppose the pirates of civilization on any D-Day or H-Hour they may choose to attack us.

10. THE "UNIT CONCEPT" IS THE HEART OF THE RESERVE PROGRAM, AND MUST BE RETAINED. Organized Reserve units, well trained, with modern weapons and equipment, and capable of rapid mobilization, are vital to the security of this nation in this atomic age.

11. RESERVE OFFICERS SHOULD NOT BE FORCED TO SERVE ON ACTIVE DUTY IN ENLISTED GRADES. It seems that Reserve Officers of draft age, in excess of services' active duty officer requirements, can be drafted in an enlisted status in a service in which they do not hold a commission. Your Vice-president concurs with a statement of Representative Overton Brooks of Louisiana who said that such action shows "Scant respect for a Reserve commission". It is felt that the Defense Department should not approve or cooperate in such a policy and, if a policy of this kind is adopted, legislation may be needed to prohibit it.

12. THE R.O.T.C. PROGRAM SHOULD BE RETAINED AND IT SHOULD BE STRENGTHENED. Your Vice-president is informed by the President of one of our largest Military Colleges that the morale of R.O.T.C. cadets, our future officers, is being seriously affected by doubt and uncertainty arising from the recent failure of the Armed services to maintain the traditional ties of long standing with the Military Colleges. These splendid institutions have provided a constant supply of fine officers with a high esprit de Corps dedicated to serving their country to the best of their ability. To insure the continuance of an efficient R.O.T.C. program, it is believed that the Defense Department should augment the necessary policies to enable the Military Colleges to guarantee to the students who qualify for this training the following:


b. A commission on completion of the required training.
Further, in a Military College where a number of branches are available and the quotas set by the Armed services are applied, the students in general who have taken the specialized training should be assigned to that branch for active duty. The leadership in our Armed Forces from the R.O.T.C. program has been of inestimable value to our country, and this program must not be hampered.

13. THE SERVICE "FRINGE BENEFITS" SHOULD BE CONTINUED. In order to improve morale and increase compensation for personnel of the Armed services, it has been the custom since Revolutionary days for them to be provided with additional benefits. Without these additional benefits, it makes it increasingly more difficult for the Armed services to secure and retain the type officer and enlisted man needed for the Regular service. It is felt that the Department of Defense should continue, as in the past, such benefits as post exchange, commissary privileges and dependent medical care, and possibly others. Senator Leverett Saltonstall of Massachusetts has introduced a dependent medical care bill, designated S.3363, to assure maintenance of such benefits, and unless the Defense Department relents from its position on some of these matters, additional legislation may be necessary to permit the members of the Armed services to continue enjoying these Service "Fringe Benefits".

14. COMPENSATION FOR ARMED FORCES PERSONNEL SHOULD BE INCREASED. It is difficult to conceive of any class of Federal employees who are under so much pressure, who bear such heavy responsibilities and who are as patriotic to the core, as the members of our Armed Forces, and yet they receive so little compensation for their service, taking into consideration their talents, training, ability and experience. A bill was introduced in the Senate to raise the pay of Federal Civil employees, known as S.3406. Our ROA President Tom King contacted key legislators and suggested that this bill be expanded to cover officers and men of the Armed Forces and, in reference to this matter, made this significant statement, "In these perilous times it is most important that we attract and retain in our Military Services that caliber of man which will insure us of the most
15. **THE RESERVE PROGRAM SHOULD RECEIVE MORE PUBLICITY.** More publicity is greatly needed to stimulate the Reserve program. For this publicity to be most effective, it should emanate in the highest echelon of the Defense Department. Furthermore, newspaper write-ups and pictures of inactive duty training, active duty for training, including summer training, and other Reserve activities, should receive prominent publicity. Radio and television coverage of Reserve plans, conferences, meetings and interviews are very helpful. The only thing the public knows about any topic is what it sees and hears, and the opportunity must not be overlooked in our Defense Department and in the communities throughout the nation to keep the Reserve program in the public eye and ear.

Before closing, your Vice-president desires to call attention to one imperative need in the ROA, to wit: The membership must be greatly increased. No organization is working harder for the National Defense of our country than the ROA. No organization is working harder to see that its members get a square deal than the ROA. No organization is working harder to improve the Reserve program for National Security than the ROA. If the Reserve program becomes the effective program it should, this result most likely will be accomplished through the instrumentality of the ROA. If the ROA is to be impressive before high officials in the Pentagon and before the Congress, it is necessary that the ROA have great prestige. To have great prestige, the ROA must have great numbers. Our present membership is merely a drop in the bucket to that which it could and should be. We need not only to strive to gain new members, but means must be found to hold old ones. During the past several years, we have gained many thousand new members but, in turn, have lost as many thousand old members. We have been in the position of constantly trying to repair a leaking roof when most of the damage was being caused by a flooded cellar. This must be corrected. It will take the whole-hearted, energetic and active support of our members to accomplish it, but it can be done. If the ROA is worth joining, it is worth working for, and if we are willing to give a little of our time and talent to it, the situation can be remedied. Let all of us bear in mind the membership problem, and work constantly to solve it. The next year can be the greatest in ROA's history, but each
member must feel the responsibility resting upon him and do his part to achieve this goal.

Again, before closing, your Vice-president desires to take this opportunity to express his sincere appreciation for the privilege of serving this great organization during the past year. It has been labor, yes, but a labor of love. It has been a joy and pleasure to work with your able and distinguished National President, Colonel Thomas H. King, who has given unstintingly of his time and ability to the furtherance of the Reserve program and to the work of this organization. His leadership has provided a progressive and businesslike administration. It has also been a privilege to work with the other National ROA officers during the past year. Colonel C. M. Boyer, our Executive Director, is to be commended for the time, talent, ability and energy which he injected into the work of the ROA during the past year. He was in constant touch with your Vice-president relative to Army affairs and did not spare himself in his devotion to our cause. The employees in our National Headquarters have performed their duties in a diligent and capable manner, and Major M. H. Manchester, Editor of the ROA News Letter and of the Reserve Officer Magazine, deserves to be singled out for his faithful and able services to the Reserve Officers Association.

In closing, your Vice-president would counsel our members to maintain unity within our organization. This simply means that we must cooperate and work together after a decision has been made by the majority. It is wholesome and proper that there be minority opinions within our Association, just as there are minority opinions within our Democratic Type of Government. However, after decisions have been reached on matters considered by the Association, it is obvious that there be faithful adherence to the will of the majority. The attitude and conduct of our elected and employed leaders in ROA must be exemplary in this respect. The members of each Service in the Association should have trust and confidence in the members of the other Services, and attribute sincere motives to them, and after a majority has spoken on any particular issue, all should join hands in assisting to implement the decision. This is true democracy. Valuable time at Executive Committee meetings, National Council meetings and National Conventions must not be consumed by undue discussion of the Association's operations or by matters of a minor nature. In this time of
world crisis, the Reserve program and National Security are of immense importance, and if the objectives of our Association are to be accomplished, these essential matters must be given paramount consideration.

As a final word – The Reserve Officers Association of the United States is a great organization. We must ever remember that it belongs to its members. Its achievements rest with its members. The success of the organization will depend upon the time, energy and initiative manifested by each individual member. There is a great challenge to the members of our organization to march forward. It is the belief of your Vice-president that they will meet this challenge and will live true to the trust that has been reposed in them.