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NORSTAD

NORSTAD, LAURIS

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PRQ

Deputy Chief of Staff, Plans and Operations, U.S. Air Force, Acting Vice Chief of Staff, Air Forces, 1950; Commander in Chief, U.S. and Allied Air Forces in Central Europe, 1951; Air Deputy, SHAPE, 1953-56; Supreme Allied Commander, Europe, SHAPE, 1956-63.

DESCRIPTION: Interview #1: Norstad's relationship with Helmut Schmidt and Chancellor Konrad Adenauer, position of SACEUR [Supreme Allied Commander Europe], General Hans Speidel, Charles De Gaulle, France and Germany in NATO, speech and lecture series, disagreements with Adenauer, missiles, Neil McElroy, Dirk Stikker, Lake Como, Germany and Spain, Strauss, relations with Adenauer, Anntonio Segni, Alfred Gruenther, fighter squadrons out of east France, French Mediterranean Fleet, recognition of power; Norstad's first meeting Eisenhower, Combined Chiefs of Staff; General Henry Arnold, planning of invasion of Europe, Gruenther, Eisenhower, Jimmy Doolittle, Hoyt Vandenberg, Gruenther as Chief of Staff to Eisenhower, North Africa, Air Force participation in North African landing; men who became generals ("the stars were going to shine on them"), World War II generation of Air Force officers, Norstad becoming a general, support of higher generals such as Marshall, Arnold, Eisenhower; Norstad and Arnold, Norstad and Arnold first getting acquainted at the World's Fair in New York, Norstad starts working for Arnold, Charles Cabell, establishment of General Arnold's Advisory Council; Norstad is "not an Air Force man all the way," officers not as battlefield generals but as staff officers, Norstad was a "plans and policy person," Norstad becomes Bob Walsh's assistant, Norstad at Staff/War college – Air Force Tactical School in Montgomery; Norstad loved being SACEUR, Lord Louis Dickie Mountbatten; transition from Truman to Eisenhower, Matt Ridgway; Norstad talking about his grandfather – his grandfather's decision to come to America and belief in freedom; transition between Eisenhower and Kennedy, Norstad meeting Kennedy and continuing on as Supreme Commander, Norstad and the Kennedy administration; Adenauer and De Gaulle, Norstad's decision to retire from Supreme Commander, the difficulties with the French and De Gaulle involved in his retiring, Lemnitzer replacing Norstad as SACEUR.

Interview #2: Norstad's capacity was influenced by Eisenhower, Norstad introducing Andrew Goodpaster to Eisenhower, Norstad and other generals wouldn't have been as successful without Eisenhower, Norstad and Gruenther's relationship, talking about Gruenther, confidence outside ones area of service and expertise, the Navy's distrust of Norstad, National Security Act, General Spaatz, Robert P. Patterson; people who were an important foundation in Norstad's career; Hoyt Vandenberg, Norstad working with Vandenberg, Stuart Symington, Joseph T. McNarney, Orville Anderson; Norstad's seniority as a general officer, Norstad's relationship with Curt LeMay, competition

towards promotion with LeMay, Bob Lovett; Build up following Khrushchev Ultimatum on West Berlin, Curt LeMay, Norstad's unpopularity with LeMay, "Senior statesman meeting" of four-star Air Force generals, General William F. Bozo McKee, Tripoli raid; Norstad and Oxford, visiting as Supreme Commander, receiving an honorary degree, ceremony, Harold McMillan; Back to Norstad and LeMay, sensitivity between the two, Arnold and LeMay, Haywood S. "Possum" Hansell, Arnold and Hansell, Hansell in the Pacific, Norstad as a "hatchet man," LeMay taking over for Hansell, Secretary of Defense Forrestal, Charles Lindbergh; Firebombing Japan, choice of targets to attack, studies of using incendiaries, radar, developing and using B-29s with radar; Use of incendiary weapons leads to use of weapons of mass destruction, Air Force public relations, atomic world; Norstad's involvement in the nuclear, decision to use the bomb, selection of a target(s), Norstad on the Target Committee, justification of using the atomic bomb on Japan, the budget, anonymous letter; Admiral David McDonald, McDonald's heart condition and the effect on his career, post-war command organization, Admiral Forrest Sherman, Admiral Robert B. "Mick" Carney, Mediterranean Command, Lord Mountbatten, the French being left out, SHAPE, Bernard Montgomery, Montgomery's retirement; nuclear, B-36 force, riots in the Belgian Congo, Norstad's involvement with the nuclear element, David Lilienthal, Atomic Energy Commission, James McCormack, Admiral Lynde McCormick; western union, SHAPE, Chiefs of Staff interested in Europe, COSSAC (Chief of Staff Supreme Allied Commander) arrangement in Europe, Norstad and Europe in the late 40's, Bob Wood, Eisenhower, leadership in Europe, Perle Mesta, Nuclear weapons in NATO; How the "new look" long haul relates to '54 as year of the maximum threat, Soviet buildup, nuclear weapons with fighter bombers, NATO strategy, no alternative to nuclear weapons, Norstad's position on nuclear weapons in '54, Gruenther; Gruenther resigning, Norstad succeeding Gruenther.

Interview #3: Commander in Chief Allied Air Forces, Central Europe, equipping European countries with aircraft, the need for lighter planes, developing a European source for aircraft, uniformity, Dr. Theodore Von Karman, 1952, lack of standardization, De Gaulle, NATO and nuclear weapons in Europe, NATO sharing responsibility, disarmament agreements, disclosure agreements; Kennedy period; Dean Acheson, formally recognizing the Cold War, Russia, Turkey, and the Dardanelles Straits; heart attacks, in '55, Doctor Thomas Mattingly, stopped smoking, second heart attack in 1960, continuing work from hospital, Dierk Stikker's illness and incapacitation, Norstad's second heart attack before the election in 1960, recuperation, Norstad's stroke in 1975, John McClain, Travis Bryan; Norstad's relationship with the Secretary's Generals Lord "Pug" Ismay, Spaak, and Stikker, Andre de Staerke, Spaak, patronizing, De Gaulle, Committee of Three, Norstad, Spaak, and Adenauer, EDC (European Defense Committee), bringing Germany into NATO, Norstad learning about Germany and its culture; Norstad's being put in a leadership position in high school, average academic record at West Point, below average in math, sports at West Point, tried almost every major sport but not good enough for any of them; military role and political role connected, Admiral Jerauld Wright; Stikker becomes Secretary General, command, use and control of nuclear weapons, Europeans concern for United States' use of nuclear weapons, Cuban missile crisis.

Interview #4: Dinner with Prime Minister Macmillan, Cuban Missile Crisis, Macmillan's message to the President, the Berlin Crisis, Al Watson, SACEUR communicates directly with the president and heads of government, Norstad and reasons for one's retiring/resigning, Athens; Norstad's early career and background, family, father and mother, grandparents, childhood, buggy rides with his father, high school years, involvement in many extracurricular activities, Norstad being given appointment to attend West Point by congressman August Andresen, going to West Point, winter of '29-30 and reasons to attend flying school, commissioned in the cavalry, Ralph Swofford, Jack Pauley, flying school, fighter pilot, transferring to the Air Corps, serving in Hawaii, wife and in-laws, going to Mitchell Field, working as assistant adjutant, Langley Field, flying B-17's, writing a manual on combat intelligence for the Air Force; Gruenther's lack of self confidence, Gruenther's bad hearing, Norstad and Ike; use of language, influence of his own father on Norstad's verbal ability; déjà vu, self image, looking for purpose, maturity, psychologically valuable; Norstad going to England to learn about air combat intelligence from the British Air Force, starting working for General Arnold, working with General Cabell, effectiveness reports, being promoted by Arnold to Colonel, going to Europe during the war, planning the invasion, meeting Eisenhower, Commodore Thomas H. Troubridge, going through the Strait of Gibraltar, landing in North Africa to establish an air field.

Interview #5: Landed in North Africa, establishing an air field, almost got shot accidentally, greeting Eisenhower in North Africa, getting bombed, dealing with the French, meeting with and giving advice to Eisenhower, Plans and Operations for the 12th Air Force, Andrew and John Cunningham, the war in North Africa and the Mediterranean, Professor Zuckerman, Pantelleria, Marshal Tedder, General Patton, Arnold and Eisenhower, Overlord and D-Day landing/invasion of Normandy; Norstad returning to Washington after the war, working as Chief of Staff of the 20th Air Force and Chief of Plans Division of the Air Force, Tooey, working for Eisenhower; Travelling to Italy, Africa, the middle east, and then to China, seeing a Chinese temple, learning about the Chinese villages, having dinner with the governor of the province; Back from China, War Department General Staff, Russian and communist espionage, relationship between Army and Air Force, Jordan (interviewer) screws up timeline of events; Strike at the Rusk Institute, Harold E. Talbot Secretary of the Air Force, Nate Twining, Joint Chiefs of Staff; Norstad's way of thinking, separating pieces of a problem; Working in the Pentagon as Director of the Operations and Plans Division, working with Eisenhower on policy matters, Gruenther, shaping and forming the Air Force after the war, relationship with the Soviet Union; Power of the press and media, Air Force spokesman, Arthur Krock, cultivating newsmen, reporting on the armed forces; Self-image, public image, reputation, positions of power, Security Act of 1947, defense policy, Symington, being friends with the press, Arnold after his heart attack, working with the House and Senate committees, Allen Ellender, Kenneth McKellar, politics and Congress.

Interview #6: Sandy Cook, Ed Hall, General Aleksei Antonov, General Marshall, General Arnold; Potsdam Conference, Stalin; Decision to use the bomb on Japan, trying to bring the war to a close; Air Power, General Lloyd Fredenhall; General Norstad's career after retiring from the military, going into business, Henry Alexander, Bob Lovett, analyzing

job offers, Fred Eaton, Owens-Corning Fiberglas Corporation, Harold Boeschstein, offered and accepts position as President of the International Division at Owens-Corning, Ambassador Houghton, working in the business and civilian world, luncheon at the Links Club, political pressures to run for office, becoming chairman and chief executive of the company, Sidney Weinberg; General Skyler.

Interview #7: Patience, character, being a deliberate person; Field Marshal General Montgomery's retirement; Prince Phillip [Duke of Edinburgh], Institute for Strategic Studies, Denis Healey; Montgomery's farewell dinner [Retirement as Deputy SACEUR], bring over his regimental band, *Life* photograph of Norstad and Montgomery; Beginning of Norstad and Montgomery, Norstad replacing General Gruenther, extending Montgomery's service for various reasons; Boyish qualities; General George Marshall, Mitchell Field, getting promoted on Marshall's recommendation, beginning working with Marshall after Arnold's heart attack, being given advice and guidance from Marshall, the Potsdam Conference; Civilian life and working in business, planning, objectives, company's interest in Norstad, managerial skill and prestige, town of Battice in Belgium with a General Norstad Avenue; Norstad's retirement from business, selecting a predecessor, making money from investments, public service, Bicentennial Commission, All Volunteer Armed Services Commission, American's freedom of choice, Nixon, Watergate; Eisenhower College, absorbed into the University of Rochester, petitioning members of Congress for help with Eisenhower College; End of the interviews, Norstad has had a strenuous and interesting life; returning to the Eisenhower Memorial in Abilene, Kansas, Eisenhower's death and funeral, General Gruenther, visiting the Eisenhower Center with Gruenther; Speaking at the Eisenhower Memorial, Mamie's appreciation.

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