

- ABM: Debates in Congress see STRATEGIC OFFENSIVE AND DEFENSIVE SYSTEMS entries.
- ALMOND, Lt. Gen.: commander of the 10th Corps, U. S. Army at Hungnam, Korea, p 141-2.
- ANDERSON, ADM George: succeeds Adm. Burke as CNO, p 241; p 243; was talked of as successor to Gen. Lemnitzer as Chairman of the Joint Chiefs, p 243; p 271-2.
- AURAND, VADM Evan Peter: succeeds Miller in Long Range
  Objectives Group, p 292.
- AUSTIN, VADM B. H.: (Count) Adm. Burke wanted to put him in command of the 6th fleet but was prevented by aviation admirals, p 182.
- BALLISTIC MISSILES AT SEA: p 180; Adm. Burke as CNO visits

  General Electric for a briefing on the task of putting a
  ballistic missile on a ship at sea, p 183-4; Miller
  ascribes to Adm. Burke the initiative for the ballistic
  missile submarine, p 185; Burke's decision, p 185-6.
- BARBEY, VADM Daniel: Commodore of DD's in Pacific helped to develop Miller's career, p 19.
- BEACH, Captain Edward L.: becomes Naval Aide to President Eisenhower in 1953, p 178.
- BEARY, VADM Donald: President of Naval War College, p 116-7.
- BENNETT, The Hon. Charlie, M.C.: Chairman of a Special Subcommittee of the House Armed Services Committee on Sea Power, p 372-3.

- BESHANY, RADM Phil: takes over Op. 31 from Adm. Wilkinson implacable opposition to an independent Navy Strategic Systems Office, p 330-1; p 335.
- BLACKWELL, The Hon. Robert: Assistant Secretary of Commerce for Maritime Affairs, p 474; p 515.
- USS BOSTON: assigned to tow the *Houston*, p 57-59; tug takes over, p 62.
- USS BRENNAN: Miller takes command and undertakes training of reservists out of Miami, p 40-1; removed from command, p 42; a letter of reprimand and a new assignment, p 44.
- BROWN, Adm. Charles (Cat) R.: relieves RADM Allen Smith as Chief of Staff at the Naval War College, p 116; concerned about the unification battle developing in Washington, p 117-8; p 121; p 145; his quotation on the "wisdom of the species," p 208; his visit to the AO *Elokomin*, p 249.
- BURKE, ADM Arleigh: heavily involved in the unification battle in Washington, p 11.6; his difficulties as result of this battle, p 124; CNO sends him to Far East to assist ComFarEas with planning, p 142; his stand on removal of troops from Hungnam, p 142-3; head of Strategic Plans Division, (Op.30) p 160 ff; his manner of working in Strategic Plans, p 162-3; his method of running the fleets, p 169-170; p 178; named as CNO asks Miller to report on Temporary duty, p 180-1; his preparations to take over as CNO, p 181-2; his meeting with senior officers on decision to go for POLARIS, p 185-6; his using of "his men" on staff, p 186-7; Burke fires a Captain and gets results, p

187-8; p 201; Miller's comments on working for Adm. Burke, p 237-40; Burke and the Kennedy Administration, p 241-3; p 298.

USS CALIFORNIA: Miller's first sea duty, p 14.

CANADA: p 351-2.

USS CANBERRA: torpedoed Oct. 13, 1944 - taken in tow, p 55-6; p 59; p 86.

CARAWAY, Lt. Gen. Paul W.: member of group of army planners, p

165.

CENTRAL INTELLIGENCE AGENCIES: p 154-5.

CLIFFORD, The Hon. Clark: p 360.

CLOSE, COMDR. Robert A.: skipper of a DD heavily damaged at Inchon, p 134-5.

CONTAINER REVOLUTION: see MARAD entries.

CROWLEY, Jim: head of marketing in Maritime Administration, p
416.

CUBA: p 231.

DAMAGE - LIMITING STUDY (1964): initiated by SecDef, p 316-7;

SecNav calls a conference on the subject - result, a Navy

Damage Limiting Task Force, p 319 ff; the analysis is

completed, p 324-6; included advocacy of MIRV for the

POSEIDON, p 326 ff; SecDef action as result of the study, p
327-8.

DENNISON, ADM. Robert Lee: Becomes Director of Strategic Plans
Division in 1954, p 177-8.

DESTROYER DIVISION 322: at Norfolk (1954) - Miller leaves

Strategic Planning to become commander, p 179 ff.

- DIETRICH, RADM Neil K.: relieves Orem as commander of the Houston, p 111; p 113.
- DOUHET THEORY of warfare: the basis for Air Force philosophy, p 206.
- DULLES, The Hon, John Foster: the policy of retaliation as enunciated by the Secretary of State, p 202; p 205; p 208; see also entries under MASSIVE RETALIATION.
- EISENHOWER, President Dwight D.: the General Staff view towards unification, p 120; p 167-9; p 190; Eisenhower and Japan, p 270-1; his remarks at the Naval War College in 1961, p 368.
- USS ELOKOMIN AO: Miller takes command (Sept. 1957), P 237;

  248; Adm. Brown comes aboard, p 249; the North Sea fueling incident, p 250-2.
- ENTHOVEN, Dr. Alain: p 324; praises the analysis of the Damage-Limiting Task Force of the Navy, p 328.
- SS ERNA ELIZABETH: p 457; used in refueling test with Navy, p 459-60; p 468.
- FELT, ADM. C. D.: Strategic Plans Division, p 160-1.
- U. S. FORCES JAPAN: p 273 ff; Miller prepares a talk with slides to demonstrate to the Japanese the strategic importance to the U. S. of Japan, p 279-80.
- FOSTER, Dr. John: shows himself unreceptive to SABMIS, p 360-1: p 382.
- GENERAL STAFF SYSTEM: p 165-7; the Eisenhower role, p 167-9; its defects illustrated in a wartime situation, p 169; the inertia of large staffs, p 189-190.

- GIBSON, The Hon. Andrew: Maritime Administrator, p 390-1; p 404-5; p 414-415; p 421-22; p 425; together with CNO agrees to a joint study to discover how the merchant marine could provide logistic support for the Navy, p 430, p 456.
- USS GILMER: Miller becomes engineering officer (1938) wins the Navy E, p 23; p 27-28; caught in hurricane, p 28-9.
- USS GOFF: Miller has duty on her (1937), p 18; returns to the GOFF with new confidence, p 19; Chief Engineer, p 19; they win the Navy E, p 19-22.
- GRIFFIN, ADM. C. D.: becomes first head of Long Range Planning group, p 298.
- USS HECTOR: Repair ship at Ulithi takes *Houston* in charge, p 87-89.
- USS HOLLISTER: Miller becomes skipper in 1949, p 125; ordered to

  Western Pacific and Korean conflict, p 125-6; Miller's

  account of the rescue of a downed aviator in mined waters,

  p 128-132; p 156.
- USS HOUSTON: p 8-9: Miller assigned as damage control officer on Houston building in Newport News, p 44; Miller's determination to sail from Boston with all necessary damage control equipment on board, p 46; realistic damage control training, p 46-8; a contingent of crew members from a cruiser sunk earlier in South Pacific Miller questions wisdom of this, p 49-50; developments on board Houston when torpedoed, p 50-2; steps taken to control damage, p 51-2 taken in tow, p 57-9; p 61; Miller's observations on reaction of people, p 64-5; resumes story in. Chapter III -

trouble with small electrical fires, p 71-2; the second torpedo attack, p 73-4; value of earlier damage control training in Norfolk, p 75-6; personnel problems and considerations, p 77-8; second order to abandon ship rescinded, p 79; shoring material now available from ships of Task Force, p 80-1; use of extra gear Miller had stored, p 81; threat of typhoon, p 82-3; p 89-90; damage inspection in Ulithi, p 88; psychiatric problems develop among crew members, p 90-1; nature of emergency repair work, p 91-2; Miller's experience with fire forward of hangar area en route to Ulithi, p 92-3; ultimate costs for repairs - the effort was worthwhile, p 99; a salvage mentality develops in crew of Houston, p 101-2; problems in drydock in Brooklyn, p 103-4; p 106-7; becomes flagship of Adm. Hewitt, p 104; p 106; limited personnel and attendant problems, p 106-7; addition of questionable crew members when Houston arrives in Europe, p 108-9; Flt. Adm. Kind visits Houston in Stockholm, p 112-3; p 149.

HUNGHAM: p 141; planning for the Hingnam evacuation, p 142-3. INCHON: p 127; the landings, p 132-135.

INGRAM, Sam: General Electric worker - interested in ballistic
 missiles for ships at sea, p 183-4.

JAPAN: observations about the people of Japan, p 267-8; duck netting on the Emperor's estate, p 277-8.

JOHNSON, RADM Means: p 385.

JOINT STRATEGIC SURVEY COUNCIL: an advisory group for the Joint Chiefs of Staff, p 190; finally abolished by the JCS, p

- 190; advice given contrary to that of Joint Chiefs on the Soviet explosion of a sixty megaton nuclear bomb (1962), p 191; Adm. Burke names Miller as Navy member of the Council, p 257 ff; illustrations of the work and advice offered by the Council, p 258-60.
- KENNEDY ADMINISTRATION: offered Adm. Burke several jobs when he retired as CNO, p 240-2; a changed atmosphere when Burke refused, p 241-3.
- KENT, Major General Glenn: Air Force General in charge of
   Strategic Systems Analysis member of STRAT-X group, p 171
   ff; p 176-7.
- KING, Fleet Admiral Ernest: his farewell tour of Europe and his visit to the *Houston* in Stockholm harbor, p 112-113; a sense of humor, p 113.
- KOREAN CONFLICT: p 125 ff; p 169.
- KRULAK, General Victor H.: Chief of Staff to Gen. Shepherd at Inchon, p 136.
- LAIRD, The Hon. Melvin: SecDef, p 391-3.
- LAND ORIENTED STRATEGY: reasons for it, p 221-223; Miller's efforts at a reorientation and optimization of a defense strategy through the maritime-oriented agencies, p 224.
- LASH and the SEA BARGE CONCEPT: see entry under MARAD.
- USS LEARY: Miller has temporary duty on her, p 18; begins to show enthusiasm for a navy career, p 18.
- LIFE Magazine: Attitude of Editorial board in 1949 and 1969, p

  148.
- LNG (Liquid Natural Gas) ships: p 450-1.

- LONG RANGE OBJECTIVES GROUP (Op. 93): Miller relieves Adm. Colwell (Jan. 1964), p 281; disturbed, by thesis that long range objectives (12 year forecasts) should be based on amount of money to be expected, p 281-2; Miller's concept of his job in Long Range Objectives, p 283; Miller changes the focus of the job to national security, p 286-8; concentrates on growing obsolescence of the Navy and Merchant Marine, p 288-96; interest in the Surface-Effect ship, p 292-3; history of the Long Range Planning Group, p 297a-298; office somewhat downgraded when it began to report to Director of Navy Program Planning and not directly to CNO, p 298; concern with the strategic nuclear problem, p 297 ff; Miller's reasoning in pressing the study of this problem, p 303 ff; p 3-15; Damage Limiting Study of SecDef, p 316-7; becomes project of the Long Range Objectives Group, p 317-8; in the nature of an ad hoc Task Group by Direction of SecNav, p 319-22 ff; a strategic Systems Action Group comes into being within Op. 93, p 324 ff; see also STRAT-X entries.
- USS LOS ANGELES: Miller's flagship in CruDiv 5, p 261; p 265; she carried a REGULUS I on board, p 265.
- LOWE, George: A naval reservist whom Miller recognized as one with a grasp of naval strategy, p 265.
- MacARTHUR, General Douglas: p 127; at Inchon, p 133; p 137; p 140-141.
- McNAMARA, The Hon. Robert: SecDef, institutes the STRAT-X study, p 171 ff; p 365; understood the ballistic missile defense

analysis, p 377-8; his administration suppressed true picture of Soviet advances in nuclear power - only came out with statement of Clark Clifford, new SecDef, in Jan. 1969, p 391-2.

- MAGNUSON, Senator Warren G.: sets up study (1973) in Senate

  Commerce Committee for a national oceans policy, p 500-1.
- MANSON, Lt. COMDR Prank: speech writer for Admiral Carney and Burke, p 183-4.
- MANUS: USS *Houston* towed to Marius from Ulithi for additional emergency repairs, p 91; p 97-8.
- MARAD: (Maritime Administration); p 404; p 410-12; the Soviet system is more oriented towards maritime interests than is the U.S., p 413; Miller advocates a marketing approach for the merchant marine, p 415-6; Miller discusses the obstacles to such a policy, p 417-9; efforts at implementation, p 426-7; establishment of the National Maritime Council, p 422-23; changing attitude of maritime labor, p 423-5; difficulties with a new generation of naval officers who are oriented towards Army and Air Force in the Defense Department, p 427; a quote from Gen. Pershing on the woeful lack of shipping in WW I, p 428; need for new ship building program, p 434-5; need for modularizing, p 435-6; the National Defense Reserve Fleet, p 440-1 ff; the container revolution, p 444-6; LASH and the sea barge concept, p 446-7; super-sized ships, p 448-9; the cruise ship market, p 449-50; LNG ships, p 450-1; pollution and offshore facilities, p 451-3; conference with Adm. Zumwalt

(Feb. 1971), p 456; purpose - to revitalize the merchant marine naval reserve, p 456; a joint re-fueling test between a navy ship and a merchant tanker, p 457; long negotiations over use of Erna Elizabeth (1972), p 457-60; illustrations of British and Russian naval use of merchant ships, p 463-4; objections voiced by navy people to use of merchant crews in auxiliary vessels, p 467; comments on maritime labor, p 467-9; question of U. S. ships under foreign flags - not always available to us in emergency, p 477-8; bilateral trade agreements and use of merchant ships, p 481; under Merchant Marine Act of 1936 - the merchant marine should be large enough to carry domestic water-borne commerce, etc. p 475-83; second provision of act - merchant marine should be capable of serving as a naval and military auxiliary, p 483; little has been accomplished to prepare merchant vessels to serve as auxiliaries, p 507-8; the ELM program (container ships), p 508; roll on/roll off auxiliaries, p 509; the Maritime Subsidy Board, p 509; Miller reviews four years of Navy-Marine accomplishments just before Adm. Zumwalt retires as CNO, p 513-20; Miller prepares a paper on lessons learned In those years for Adm. Zumwalt to present to Adm. Holloway, p 417; July 18, 1974 Miller reviews events with Adm. Worth Bagley, the incoming VCNO, p 519; Miller's summary statement to the Navy-Maritime Administration Policy Planning Committee on July 25, 1974, p 519-20.

MARITIME; SUBSIDY BOARD - see entry under MARAD

- MASSIVE RETALIATION: as a national policy, p 202-3; the U. S. backing away at Suez, p 205; the Douhet theory, p 206; the need for a proper defense posture in time for decision, p 207-8; Miller's interpretation of the doctrine as a tempter for the enemy p 208-211; optimum deployment of weapons the Soviet wisdom p 212-13; p 234.
- McCAIN, ADM John Sydney: Task Force Commander Houston a unit, p 55, p 58-9.
- MCDONALD, ADM David: p 298; objected to Vice Admiral rank for head of independent Strategic Offensive and Defensive System Office, p 334-5.
- MERCHANT MARINE: Miller begins to think (1968) of coordination of seagoing interests to counteract the clout of the so-called military-industrial base in halls of Congress, p 388-90; makes a case for merchant marine in testimony before the Sea Power Subcommittee in 1969 result was invited by Andrew Gibson, Maritime Administrator, to work for him, p 390-1; see also entries under MARAD, ZUMWALT.
- MERCHANT MARINE ACT OF 1936: The magna carta of the modern merchant marine, p 475-6; p 479; first provision of the act directs that merchant marine be large enough to carry domestic water-borne commerce, p 475-83.
- MILLER, RADM George H.: personal date, p 1-4, p 17; marriage (1937), p 24-5; visits to his home, p 25; foresees the advent of WW II decides to stay in the Navy, p 26; children, p 31; his physical disabilities as delayed aftermath to the *Houston* saga, p 94-7; p 110-11; p 118;

demonstration of courage on board badly damaged *Houston*, p 149; his thoughts on writing and speaking, p 150-2; sea duty and mental relaxation, p 156; p 159; his feelings on the duty of a flag officer, p 193; his opinion on the independent thinker as an exception to the system, p 193-4; selected for flag rank, (1958), p 253; assigned several difficult jobs - then Command Cru Div 5, p 253-4; Adm.

Burke calls him back to Washington for special assignment, p 255; family life in Japan (1962), p 276-7; his thoughts about why a man spends a lifetime in the service of his country, p 332-3.

- MILLER, RADM Geo. H. WRITINGS: his first article in Naval
  Institute Proceedings, p 115; article entitled "Sea Power
  is World Power," p 12; "Fundamentals of National Strategy,"
  p 122; "Strategy of the Future a Second Look," p 122; p
  155; "The Naval Manual of Operational Planning," p 146;
  "Needed, a New Strategy for the Preservation of the
  Republic," p 152; "Must we Live in Fear" and "Shall We Blow
  Them Up" two articles for Proceedings written as Miller
  returned to the States from Korea, p 160; November 1964
  article in Navy p 218; "National Strategy of the 1980s," p
  234-6.
- MINUTEMAN: land based missile proposed for placing MINUTEMAN on merchant ships, p 399; see also entries under sentinel-SAFEGUARD.
- MIRROR IMAGE: particular danger of the strategist who sees the enemy as a mirror image of himself, p 217; p 219.

- MIRV: recommended in damage-limiting study for the POSEIDON, p 326-7; p 350-1.
- USS MISSOURI BB: becomes flagship of Adm. Struble for Wonsan operation, p 137.
- MOORER, Adm Thomas: takes command of 7th fleet in 1962 Miller commends him on his highly professional attitude when taking over the fleet, p 38; p 262-4; together with Andrew Gibson institutes a study to determine how the merchant marine could supply logistic support for the navy, p 430; Naval Analysis was deterred from making the study by MSC, p 430; new CNO (Zumwalt) orders it to go forward, p 431.
- MSC (formerly MSTS): p 430; p 442; wanted to supervise the refueling of a merchant ship and a naval vessel, p 457; they make the report to CNO on the results of the test without asking a MARAD representative to be present, p 461; p 466.
- MURPHY, RADM D. (Dan) J.: member of the Damage Limiting Task Group, p 320.
- NATIONAL MARITIME COUNCIL: created by Andrew Gibson in 1971 to promote more cargoes for U. S. flag merchant ships, p 422;

  Miller sees it as an effective power for the cause of maritime interests, p 438-9; p 440; p 469; p 511.
- NATIONAL SECURITY: Miller in Op. 93 addresses himself to problems of National Security, p 286-8; see also STRATH-X Study.
- NATIONAL SECURITY ACT OF 1947: changed the orientation of the Navy away from the State Department and the merchant

marine, p 407; Army and Air Force on the contrary were strengthened, p 502.

NATIONAL SECURITY PROBLEMS: Miller dedicates his life to a battle for an understanding of the issues, p 124-5; the Congressional Hearings of 1949, p 147-8; attitude of Readers Digest and Life Magazine, p 148; great difficulty in public expression of a naval point of view (1949), p 153-4; comments on centralizing intelligence agencies and the bearing on national security, p 154-5; p 177; p 194-5; p 220; p 221; the modern injection of domestic policies into national security matters, p 232-3; See also entries under the following: STRATEGIC PLANS DIVISION; GENERAL STAFF SYSTEM; STRAT-X STUDY; TRIAD; THE STRATEGIST; JOINT STRATEGIC SURVEY COUNCIL; MASSIVE RETALIATION; THE SUEZ CRISIS; LAND ORIENTED STRATEGY; LONG RANGE OBJECTIVES GROUP; DAMAGE LIMITING STUDY.

NATIONAL STRATEGY: p 310-313; surprise attacks, p 313-315.

NATIONAL WAR COLLEGE: p 123-4.

U. S. NAVAL ACADEMY: p 2-3; athletics at the Academy, p 4; Miller's motivation for a naval career, p 5; comments on the value of the instruction, p 6-9; thinking under pressure-lesson learned from athletics, p 8-9; naval aviation summer, p 13; examinations to establish a permanent class standing, p 14; assignment (1941) to the Executive Department of the Academy, p 30-2; Academy philosophy in 1941, p 33-6.

- U. S. NAVAL INSTITUTE PROCEEDINGS: Miller publishes his first article in *Proceedings*, p 115; p 123; danger in controversial articles dealing with unification, p 123; the article (1958) "Beyond Suez, a New Dimension of Sea Power" used by Miller in his testimony before the House Armed Services Committee (1969), p 375-6; article (1970) dealing with British Ministry of Transport participation in shipping control exercises, p 463; article of March 1973 THE MILITARY CRITIC, p 503.
- NAVAL RESERVE: Miller's comments on the reservists he was charged with training at Miami in WW II, p 43.
- NAVAL WAR COLLEGE: Captain Orem recommends Miller for
  Assignment, p 110; Miller's impatience with language of the
  lecturers, p 114; his first article, p 114; Adm. C. R.
  Brown becomes Chief of Staff, p 116; attitude of War
  College leaders towards unification battle, p 120; comments
  on student body attitudes towards unification, p 121; p
  123; Miller's reactions to his first year at the War
  College, p 144; becomes (1947) plans officer on the staff
  of War College President, p 145; the writing of the Naval
  Manual of Operational Planning, p 146; the Green Book the
  Estimate of the Situation, p 146.
- NAVY GENERAL BOARD: its demise Miller gives reasons why, p 189-190; p 192.
- NAVY OFFICE STRATEGIC OFFENSIVE AND DEFENSIVE SYSTEMS: created in February 1967, p 324; suggested by Enthoven in 1964 and opposed by CNO, p 328-9; remarks of RADM Gene Wilkinson

(OP31), p 329-30; opposition of Adm. Beshany, p 330-1; Adm. Zumwalt rules that it remain independent, p 331; p 334; Miller's efforts with briefings of officials, p 360-1; results apparent in present day thinking of certain Congressmen, p 361-2; the ABM debates in Congress (1969), p 362-4; Miller invited by House Armed Services Committee (1969) to testify on Sea Power, p 371-3; Defense Department; asks that his presentation be given them in advance for clearance, p 373-4; discussion of Army efforts in 1970 with SENTINEL-SAFEGUARD systems, p 377-9; OP 97 prepares testimony of Adm. Moorer for presentation before Senate Preparedness Subcommittee, April 1968, p 386-7; manipulation of Committee report, p 386-7; Miller begins think in terms of clout to be had through coordination of merchant-marine, Navy, shipbuilding, maritime labor interests, p 388; Gibson invites him to work with Maritime Administration - Adm. Moorer asks him to remain with Strategic Offensive and Defensive Systems, p 390-91; 1969-70 concerned with getting ULMS underway as a system, p 391; new studies undertaken in strategic forces field when Nixon Administration comes in, p 394-5; discussion of the 67 instances of surprise attack in history, p 394-5; short term options for the U.S., p 397-400; OP 97 broken up, p 402-3; study of a nuclear age command and control system, p 403-4.

NAVY PERSONNEL POLICY: A contingent of crew members from a cruiser sunk earlier in South Pacific assigned to new

- cruiser Houston Miller questions wisdom of this, p 49-50; assignment of men from, navy prisons in Europe to active duty on USS Houston problems that ensue, p 108-9.
- NIMITZ, FLT ADM Chester W.: questions General Eisenhower at Naval War College 1961, p 368.
- NITZE, The Hon. Paul Secretary of the Navy: Miller collaborates with him on a study of the nuclear posture of the U. S. in 1980 published over Miller's signature in Navy of November 1964, p 234-6; his backing of the Long-Range Objectives Group, p 302; p 315; his support of the Damage-Limiting Task Group, p 322; p 327-8; insists that the new office of Strategic Offensive and Defensive Systems should be an independent organization, p 330; p 334.
- NUCLEAR ENERGY FOR PROPULSION PURPOSES: position of the Joint Chiefs on the subject too little fissionable material, p 199; Air Force decision to develop a nuclear propelled aircraft brings on a change of position by JCS, p 200.
- OIL CRISIS: what can we do about it, p 504-5.
- OREM, VADM Howard E.: Skipper of the *Houston* during her repair period in New York Navy Yard (1945), p 94; p 95; his refusal to accept diagnosis of navy doctors on Miller's condition as manifested in October 1945, p 95-7; p 104; his spirit reinvigorates the *Houston*, p 105; inspires Miller to become interested in high command problems at the Washington level, p 110; p 158.
- USS PAWNEE: ocean tug takes tow of *Houston*, p 62; p 72; p 87. PAYNE, Dr. Fred: head of STRAT-X STUDY group (1967), p 171-2.

- POLARIS: the birth of POLARIS, p 186; see also entries under BALLISTIC MISSILES AT SEA: ADMIRAL ARLEIGH BURKE, p 316; p 319; p 322; p 329.
- POSEIDON: the navy missile weapon included in the TRIAD concept of the Air Force, p 176; replaces the POLARIS, p 326; p 356; p 363; p 398; p 403.
- USS PUEBLO: illustration of an incident in which staff system seemed, to delay reaction, p 169-70.
- RABORN, VADM Wm. P., Jr.: Adm. Burke selects him for the missile program, p 185-6.
- USS RANGER: USS *Gilmer* assigned to escort her in Norfolk area, p
  28-9
- READERS DIGEST: attitude towards Navy (1949) and again in 1969, p 148.
- REGULUS I: carried on board the cruiser *Los Angeles* in the 7th Fleet (1959), p 265; Miller on the importance of guided missiles in the Navy along with carrier based aircraft, p 266-7.
- RICKETTS, VADM Claude B.: at the Naval War College, p 146;
  wanted Miller assigned to staff of CinC Atlantic (1962),
  but CNO ruled in favor of Chief of Staff, U. S. Forces,
  Japan, p 271-2; visits Japan and tells Miller he was to be
  recalled to Washington, p 279; his sudden death in July
  1964, p 284; his concept of a NATO multi-national ship, p
  284-5; his theory of isolating the objective before landing
  troops on foreign soil, p 285-6.

- RIVERO, Adm. Horatio: succeeds Adm. Ricketts as VCNO, p 286 his interest in Damage-Limiting Task Group Study, p 323-4
- RIVERS, The Hon. Mendel: Chairman of the House Armed Services

  Committee asks Miller to testify on the SABMIS system, p

  383 ff.
- USS ROCHESTER: flagship of Adm. Struble in Korean waters, p 127.
- SABMIS (Sea-based Anti-Ballistic Missile Intercept System): p

  360-1; its development came because of need to provide

  alternative to terminal defense, p 379-382; Chairman Rivers

  asks for testimony on the system, p 383-4; Defense

  Department officials try to get reprimand against Miller

  for his testimony, p 385; Moorer presents subject in his

  testimony before the Senate Preparedness Sub-committee in

  1968, p 386; p 403.
- USS ST LOUIS: Miller transferred to assigned to engineering, p
  26.
- SALT TALKS: p 212-13; Miller's apprehension over the direction of the talks, p 214-5; p 371; p 398-9.
- SCHNABEL carpenter on board the USS Houston: p 51.
- SENTINEL: Army system of anti-ballistic missiles, p 377; named changed in 1969-70 to SAFEGUARD, p 377; p 382-3; p 384; p 392.
- SEVENTH FLEET: Miller joins the 7th Fleet as commander of CruDiv 5 in Jan. 1959, p 26l ff; his letter of Oct. 1962 to the new Fleet commander, Adm. Tom Moorer, p 262-3.
- SHEPHERD, Gen. L. C., Jr.: in command of Marines at Inchon landing, p 136.

- SICKEL, Capt. H. G.: captain of the USS GOFF, p 21-22.
- SIMPSON, Joe: in charge of engine room on board the *Houston*, p 51.
- SLMS (The Surface Long-Range Missile System.): proposed by Miller to the STRATH-X study group, p 174 ff.
- SMART, Lt. General Jake: Air Force general in command of U. S. Forces in Japan (1962), p 273.
- SMEDBERG, VADM Wm. R., III: Chief of Naval Personnel, p 271-2.
- SMITH, Ambassador Jerry: Director of Arms Control Agency (1971), p 368; his dilemma, p 371-2.
- SOVIET: use of the merchant marine and fishing fleets as additional navies, p 225; their efforts to learn from remarkable success of the British in times past, p 226; the world conquest of the British through use of the merchant marine, p 226-7; a present day list of Soviet toeholds in strategic geographical areas, p 228; the use of an exported ideological communism, p 229-30; modern Soviet use of mass communications in drive for world influence, p 230; Cuba as an illustration of eventual Soviet victory, p 231-2; Vietnam and eventual Soviet gain, p 232; Soviet use of mass media for furtherance of overall objectives, p 233-4.
- SOVIET PLANS AND POLICY: p 490 ff; the role of energy, p 494-5 ff; p 504.
- SOVIET UNION: see entries under numerous strategic headings.
- SOVIET WORLD STRATEGY CHANGES: (1956), p 205-6; see also SUEZ CRISIS.

- SPANS: Department of Defense study in which MARAD and Merchant

  Marine participated to outline objectives and needs, p 487
  8.
- STEUCKERT, Capt. Julius P.: damage control assistant on cruiser Houston, p 51; 59.
- STRATEGIC PLANS DIVISION: Miller goes to work for Adm. Burke and Adm. Pelt, p 160 ff; p 162-3; philosophy of planning, p 164-56; Navy-Marine Corps cooperation, p 178-9; recommendations in future of Op-3 (1954), p 179; Miller becomes involved in thinking about nuclear energy for propulsion purposes, p 199 ff.
- STRATEGIST a Military strategist: Miller's discussion on the subject, p 192-6; the Russian use of geography in planning strategy, p 196-8; Russian concepts and Russian ability, p 215-6; the attributes of a strategist, p 216-17; Miller uses Vietnam as an example of Soviet strategy at work, p 218; dangers of employing a mirror image of the enemy, p 219.
- STRAT-X STUDY (1967): Miller participates in this study on ballistic missiles, p 171-2; his advice to navy people who worked with him, p 173 ff; p 336-7; opposition to the surface-ship systems, p 337-41 ff; discussion of costexchange ratio, p 344-7.
- STRUBLE, ADM Arthur D.: Commander of the 7th Fleet asks Miller to become his Plans Officer before the Inchon landing, p

  127; p 123; p 138; his role in the Korean campaign, p 157;

- relieved by Adm. Martin, p 159; incident involving the speech Miller worked on, p 247.
- SUEZ CRISIS: p 204; Miller labels U. S. policy there as the great strategic blunder of the century, p 230-1.
- SUN TZU: Miller quotes the ancient Chinese military sage on a wise strategist, p 215-6; p 264-5; p 310; p 370.
- SURFACE SHIPS SYSTEM: see entries: STRAT-X STUDY.
- STRATEGIC OFFENSIVE: LONG-RANGE OBJECTIVE GROUP.
- SYSTEMS ANALYSIS: p 173; use of in the STRAT-X study, p 174-6.
- TAYLOR, General Maxwell: takes position at White House as military assistant to the President, p 243; becomes Chairman of the Joint Chiefs, p 245.
- TRIAD Concept: Air Force concept to include in missile defense the (1) land based bomber force (2) the land based missile force (3) the POSEIDON submarine force, p 176; p 195-6; proposals for a more optimum TRIAD, p 401-2.
- USS TUSCALOOSA: Duty on her, p 14-15.
- ULITHI: atoll goal of the *Houston* after she was torpedoed, p
  80; p 86; *Houston* arrives, p 87; a typhoon passes near as *Houston* is anchored in harbor, p 88-90; Japanese midget SS
  attack on the harbor, p 91.
- ULMS (Underwater Long-Range Missile System): considered by the STRAT-X Study, p 174 ff; p 355; p 363; p 386; p 400-1; p 403.
- UNIFICATION: Miller's comments on a flag officer's responsibilities to speak out for a naval point of view, p 118-9; attitude of War College leaders, p 120; attitude of

- the military towards the Navy in Korean conflict, p 141-2; p 194; see also entries under: ADM ARLEIGH BURKE; U. S. NAVAL WAR COLLEGE.
- U. S. JAPAN JOINT COMMITTEE: Miller was U. S. representative on the Committee (1962), p 273; problems dealt with, p 273-5 problem of atomic SSs in Japanese waters, p 275-6.

VIETNAM: p 218-19.

- WAR DUTY and Military men: Gen. Montgomery's views on policy, p 36-7.
- USS WISCONSIN BB: Miller returns on her for duty in the U.S. after Korea, p 159.
- WOLMI DO: the fortified island off Inchon, p 133-4.
- WONSAN: p 127; rescue of U. S. pilot off Wonsan, p 128-31; planning for invasion of Wonsan, p 137-38; the problem of mine clearance before landings, p 138-41.
- YORK, Charlie: crew member on Houston, p 51.
- USS ZANE: Miller becomes Chief Engineer (1936), p 16; hospitalization, p 17; p 19.
- ZUMWALT, Adm. Elmo: Miller reminds him as he takes over as CNO of Adm. King's reputed remark when he was called to command in WW II, p 38-39; organized a 'think group' of Navy captains to advise him when he became CNO, p 192; in 1971 supports Surface Effect ship program, p 293; served as Aide to Secretary Nitze; assists Miller with SecNav, p 302; 318-319; ordered Naval Analysis (Chas. di Bona) to accomplish the study on the Merchant Marine and logistic support; for the Navy, p 431; p 433; p 465-6; conference, February 5,

1971, dealing with manner in which Merchant Marine can provide more of Navy's logistic support, p 456; his decisions (1) he wanted to revitalize the merchant marine, naval reserve (2) a joint test to be conducted between a Navy ship and a merchant ship for underway refueling, p 456-7; his understanding attitude towards the merchant marine and maritime unions, p 471; p 474; discusses the oil crisis two years before the Arabs acted, p 506; Miller reviews the accomplishments of his job at Maritime Administration with Zumwalt just before the Admiral retires as CNO, p 513-516.