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ARMY INDUSTRIAL COLLEGE
Washington, D. C.

GRADUATION EXERCISES

Course 1926--1927

Addresses

by

General Chas. P. Summerall,
Chief of Staff.

Colonel Hanford MacNider,
Assistant Secretary of War.

Dr. Franklin H. Martin,
Member, Advisory Board, A.I.C.

June 24, 1927.

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INTRODUCING COLONEL HANFORD MACNIDER
(Colonel H. B. Ferguson, Director, A. I. C)

To the Officers of the Graduating Class -

I would, on behalf of the officers that have been charged with duties in connection with the conduct of the school, express our appreciation for your spirit of endeavor and comradeship that has been shown throughout the year. All of the officers of the Army, I am sure, appreciate the benefit that has come to us due to our work through the year with officers of the Navy and Marine Corps. We hope that those officers have acquired some sympathy with us in our problems of attempting to provide for obtaining munitions for war after the war begins. We certainly envy them their greater readiness to strike promptly.

It is a pleasure to welcome those friends of the College that have come here this morning. To Assistant Secretary of War Colonel MacNider, under whose control this school operates, the Faculty has reported that in our judgment the officers of the class have applied themselves faithfully and effectively to the tasks allotted them during the year.

You have, during the past ten months, become familiar with the index to the extensive duties over which the Assistant Secretary has responsible supervision. He has the right to hope that by your future work you will continue to merit his congratulations and confidence.

Gentlemen - Colonel MacNider.

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ADDRESS - COLONEL HANFORD MACNIDER

Gentlemen:

In congratulating you upon the graduation of this class in the Army Industrial College we have cause for congratulating ourselves. Anyone who has completed the work at this school and has been aiding our problem has made himself of real and worthwhile assistance to this whole matter of National Defense in a way which we think is a most important one.

It has been figured out that during the War the percentage was something like seventeen-to-one between supply and men on the actual fighting line. It took seventeen men behind the line in industry to make every combatant soldier at the front effective. None of us will claim that it is entirely true, but we at least can claim with some ground that munitions is as important as the manpower side and that is increasingly true because war nowadays includes the whole nation and not simply the man on the actual fighting line.

Our contact with industry, so far as carrying on any sort of National Defense is concerned, is going to become more and more important. You have fitted yourselves so you will be able to take to Industry our requirements and give them a picture of what we will have to have. With men like yourselves, who have had a real view of the problem, at the head of our procurement planning we are going to be in a much more stronger position than we have been before.

The man who is going to be properly fitted for high command in the future will be the one who has a complete picture so far as the munitions side is concerned so that he can properly use it and understand what is going on to back him, what he can do and where he can strike most effectively.

We are lucky, as you know, in having at the head of the War Department the Secretary of War, Honorable Dwight F. Davis, who had this College started, is tremendously interested in it and wants to see the work go forward, fully realizing the importance of the work you have been engaged upon. We are fortunate in our Chief of Staff, who is going to speak to you this morning; he realizes the importance of and necessity for having men properly grounded in this undertaking.

To this end, out of what you build down here, let our work

go forward; if you go into the field you can see that it is properly applied to all phases of work, whenever practicable and possible. Every man who wears the uniform should understand what will be expected from this side of the War Department's activity.

Once more, I wish to congratulate you upon the character and type of men who have attended the College this year.

INTRODUCING DR. FRANKLIN H. MARTIN
(Colonel H. B. Ferguson)

Gentlemen:

Since the beginning of this school we have been, from time to time, honored by the presence and counsel of those men selected as our Advisory Board, men who were outstanding in industry, left their civil pursuits to come to Washington when the war problems were thrust upon the Government. Of these men you will recall Mr. Baruch, Mr. Brookings, Mr. Crowell, Mr. Fiford, General Carty, Mr. Gompers, and later Mr. Green and Colonel F. A. Scott.

This morning we have with us another member of the Advisory Board. There is in this country a group of men who individually stand ready for any call for service and who, under an organization of their own choosing, stood ready for service in the World War. Before our Nation or Army was involved, American doctors and hospitals were sent to France. From this medical fraternity a leader was chosen by our President. He became the Nation's advisor, served as a member of the Advisory Board and later as chairman of the General Medical Board of the Council of National Defense. He brought to this task a ripe experience and the united support of the American Medical Association.

I take pleasure in introducing Dr. Franklin H. Martin, Director General of the College of American Surgeons and a member of the Advisory Board of the Army Industrial College.

ADDRESS - DR. FRANKLIN H. MARTIN

Gentlemen of the Graduating Class -

There was a time when the doctors of medicine took it upon themselves to say that we were the only humans who were in war for the preservation of life rather than the destruction. We can no longer say that; I have just heard that seventeen men in industry must provide for the care of one man at the front. Take these seventeen men who are not directly interested in the destruction of the enemy; you do not expect them to furnish supplies to the enemy. But can you imagine a man in the United States Medical Corps refusing to give aid to an enemy who fell within his lines? Therefore, I think even yet we can stick to that old brag of ours - that we are the only ones who will care for the enemy and friends alike.

In other words, it is the practice of scientific medicine to care for all alike.

When I was asked to come here at the beginning of the War it took seven men to help plan and advise about planning for the conduct of the War. It seemed as though the Medical man was more or less out of place but we soon found that the medical advisor had his job also. In the field of industry it is necessary to care for a large number of men, and we had to plan to care for them in the way they had been or had not been by industry in general up to that time. We immediately had to plan on housing; for medical care for them and for their families. With the help of the great labor organization, with the help of industry and the aid of the Government, who paid the bills, we succeeded in accomplishing this.

What next? When it was time to select an army it was decided to select an army of fit men only. Our first enrollment gave us nine million men. Why did we insist upon having fit men? With the cooperation of the Surgeon Generals of the Army, Navy and Public Health Service, each man was examined by a board of five experts; among these experts was a dentist, a surgeon and so on, who gave each man a thorough physical examination. In order to get forty-five hundred thousand men it was necessary to examine seven million.

Any one who participated in the work in the war at the time of its organization knows the disastrous condition affairs were in when the volunteer workers first came to Washington. The American College of Surgeons has a program that has been worked out for the last three years which fits in with what you are doing here, a program by which the work may be coordinated.

Therefore, last year at the American Surgeon's Convention in Montreal a board was formed in which we have industrial representatives by organizations like the U.S. Steel Company; labor by Mr. Green of the American Federation of Labor; and indemnity companies. They, through their studies of two years, have formulated the program for the care of men in industry.

I hope that at least once or twice during this next session of the School we will have an opportunity of hearing from one of these men on the medical care of men in industry. There is nothing that fits into the program more than that subject and nothing that can aid us in the conduct of a war more than the selecting of fit men, because statistics show that our men in the war had a lower rate of morbidity, a lower sick rate, than any other great army.

INTRODUCING GEN. C. P. SUMMERALL
(Colonel H. B. Ferguson)

Gentlemen:

As officers of the Army we have a perfect right to take pride in those examples of superb leadership that the Army has furnished to the Nation.

It is not true that prior to the World War there were no officers in the Army who had given thought to the problem of obtaining munitions for modern war. As a member of the Kernan Board, Lieutenant Colonel Summerall became personally familiar with the problems you have been studying. His conclusions, as given in the record of this Board, were that if we do not achieve preparedness for war, "we will find ourselves facing a national emergency, self-crippled against the hour of need". His opinion, as a junior officer, became history.

Today the situation is changed. He has returned to Washington with all the honors our Nation and other nations can bestow. He is the Military Advisor to our supreme authorities.

Gentlemen, the Chief of Staff, General Charles P. Summerall, has consented to address you.

ADDRESS - GENERAL CHAS. P. SUMMERALL

Gentlemen:

The thought uppermost in my mind this morning is one which I believe I can express for the Army as a whole. The Army is very proud of this Industrial College; it is very grateful to the Faculty and students for the progress made and especially for the record of this past term, which is the first of the long classes. The College has, in the very sequence of events, improved and extended the scope of its instruction until today it is really what I believe the Procurement Division of the War Department and the Assistant Secretary wants to make it.

The Secretary has referred to the members of this class as "selected officers" of the Army. These officers, together with the Faculty, have aided in securing for the College its place among the dominating and far-reaching educational institutions in the scheme of our military training.

I only wish that the entire service might know more of the details of your work. The officers in the General Staff sections who visited you from time to time are, in turn, learning the lessons taught by your problems and their relations to our military needs.

There is nothing that I can say to you gentlemen of a technical nature that you do not know. I would like to emphasize the relationship of your mission to that of our military problems and responsibilities.

If we study the history of any campaign we find it involves three essential elements. One which I wish to emphasize is the military element. There are two others which have had as their foundation victory or defeat, and very often defeat, and they are the economic element and the political element. From those studies any one responsible for the program of war planning can see that it must be taken up generally in about that same order.

We have a system of military training and a system of procurement which we believe will respond to the needs of the military element in a War Plan. Until recently we have not even been conscious of the economic element. You will recall that after the President appeared before Congress on April 6th and made his very dramatic address, a resolution of the Congress contained these words, "and to bring the war to a successful conclusion, the entire resources of the United States are pledged by the Congress". The resources consisted of men and munitions and supplies. Our munitions

and our supply problems were utterly unknown and only by necessity did they come to be recognized.

The Assistant Secretary of War has stated that War is the effort of the whole country. It is not an effort of the Army alone. The resources of the country are in the scale just as much as the lives of the men. Unless our people can be taught to understand that and unless Congress is willing to make the resources of the country in supplies and materials available, we will not be prepared for war.

This nation is one of the few on earth that can prosecute a war to a successful conclusion providing it will use the men and resources at its disposal. The organization of the resources of the country for war is wholly as important as the organization of the machinery calling out the manpower. It was demonstrated that we could bring to the Colors and despatch overseas three hundred thousand men per month. Those men would have been useless and will be hereafter unless they are equipped and supplied with the necessary munitions.

We know that in any great industry enormous production is possible after a certain degree of preparation and development has been reached, but raw materials alone do not produce automobiles or cloth unless the factories have previously developed their products, power, machinery and personnel.

If, therefore, in war we can incorporate the resources of the country, as basically we must do, and if they will organize to produce what these three hundred thousand men need, taking that number as a schematic standard, we can each month supply to the commander in the field the equivalent of fifteen divisions. If we can withstand the period within which quantity production can take place, we can give him an increase of fifteen divisions per month. Manpower can be produced much more rapidly than that and the great problem is not military training or the securing of manpower; it is the utilization of the resources of the country to supply that Army with its needs in the field. This might be looked upon as a civilian problem; of the three elements the political might also be looked upon as civilian. As a matter of fact it is just as much a military one as the organization, training and employment of manpower; it must be done by those who have comprehension of its results and responsibilities.

It would be well to give time, consideration and a certain amount of experience to cooperate with the work you gentlemen are undertaking and which you represent. If we can indoctrinate men of intelligence with the fact that all they have and their power of retaining what they have depends upon the endurance of the Government, and that the Government has endured so far only by

virtue of force of arms, the answer is clear. It has been given by prominent industrialists who regard it a privilege to make that acknowledgment to the Government and the country which has given them their opportunity.

There is a great deal for us to do. There is teaching and training of public sentiment, and if I would leave one thought with you it is that you must lift your voices wherever opportunity affords among our people to have them see the picture as the military man must see it, to have them recognize the obligations of industry to direct its effort so as to coordinate the industry with the armed forces at any moment that hostilities threaten.

We have on hand a certain quantity of those articles which can not be obtained through the ordinary supply of peace time needs of the people. They will require that program which the Assistant Secretary of War has developed and which is being presented to Congress year after year.

As soon as we get these doctrines firmly understood, I believe our people will respond and we will be able to accumulate the articles we need which cannot be procured from the industrial supply, and will be able to convert our factories to supplying those needs which the Army will require upon mobilization.

I hope you gentlemen will realize that this is the beginning of a new phase of your professional life and that whether you are called upon to apply it directly or whether you are on duty with troops that you will keep this in your mind and apply it wherever practicable or possible.

In conclusion, I congratulate both the Faculty and students upon the completion of an extremely beneficial course and extend to each one of you my appreciation and good wishes.