

ARMY INDUSTRIAL COLLEGE.
Washington, D.C.

FACULTY REPORT.

Third Course, Feb. 2, 1925 to June 30, '25.

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Colonel H. B. Ferguson, C.E.,
Director.
Lt.Col. Geo. E. Kumpe, S.C.,
Asst. Director.
Major R. H. Somers, Ord. Dept.,
Executive Officer.

July 7, 1925.

FACULTY REPORT.

ARMY INDUSTRIAL COLLEGE.
(Third Course, Feb. 2, 1925 - June 30, 1925)

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1. The Third Course of the Army Industrial College occupied the period from February 2, 1925 to June 30, 1925, inclusive. The following officers constituted the class which graduated on June 30, 1925:

- Capt. Elliot Snow, C.C., U.S.N.
- Capt. J.R. Defrees, U.S.N.
- Lt.Col. Clement C. Whitcomb, M.C.
- Cmdr. D.C. Cather, M.C., U.S.N.
- Lt.Col. Richard T. Ellis, Q.M.C.
- Lt.Col. Chas. E. Reese, Q.M.C.
- Cmdr. L.W. Jennings, Jr., S.C., U.S.N.
- Lt.Col. Walter C. Baker, C.W.S.
- Major Larry B. McAfee, M.C.
- Major Alvin G. Gutensohn, S.C.
- Major Ered Seydel, C.W.S.
- Major Douglas C. Cordiner, Q.M.C.
- Major Chas. A. Schimelfenig, Ord.
- Major Ira A. Rader, A.S.
- Major Douglas B. Wetherwood, A.S.
- Major Shepler W. Fitzgerald, A.S.
- Major Rudolph W. Riefkohl, A.S.
- Major Russell L. Maxwell, Ord.
- Major Harry F. Cameron, C.E.
- Major Jas. L. Frink, Q.M.C.
- Capt. Sylvester E. Nortner, C.E.
- Capt. E.E. MacMorland, Ord.
- Capt. Wm. J. Henry, Ord.
- Lieut. Hugh W. Rowan, C.W.S.
- Lieut. Chas. W. Steinmetz, A.S.

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2. Colonel Walter A. Dempsey, QM-ORC., reported on April 14, 1925, for the purpose of taking a special course for Reserve Officers. He completed the course on June 30, 1925, and was given a certificate of graduation from the special course.

3. Two of the officers who took the regular course were in attendance for less than the entire course:

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Cmdr. L.W. Jennings, Jr., S.C., U.S.N.,
Capt. J. J. Cheatham, (SC), U.S.N., attended for a short period,
Capt. Elliot leaving about April 1, 1925.
reported April 11, 1925.

Notwithstanding this fact, the Faculty Board recommended that these officers be given regular certificates of graduation. This recommendation was approved by the Commandant and they were graduated with the rest of the class, as noted above.

4. Upon recommendation of the Faculty Board, approved by the Director of the College, and in accordance with authority of the Acting Secretary of War, the following named officers who have acted as lecturers and instructors in the Army Industrial College were graduated therefrom on June 30, 1925:

Colonel E. S. Walton, Q.M.C.
Colonel Irvin L. Hunt, Q.M.C.
Lt. Col. J. D. Fife, M.C.
Major Chas. R. Pettis, C.E.

5. Methods of Instruction: There were no material changes in the methods of instruction over those used in previous courses. There were a number of changes in the scope of the course, certain material being omitted and other matter added. This will be a continuing process, both because of the fact that the length of the course precludes covering the entire ground by any one class and the fact that certain subjects lend themselves to approximately complete treatment. After this state has been reached, it is necessary only to have future classes review the work of their predecessors as far as these subjects are concerned.

6. The following is an outline of the problems given during the Third course:

<u>Problem</u>	<u>Subject</u>	<u>Object</u>
1.	Orientation: Planning and Control in Industry.	A brief study of planning and control in industry, both in general terms and as applied in certain corporations. The purpose of this problem is to permit the student officer to get a perspective which will be of value in the work of the course.
2.	Orientation.	To study the duties and functions of the O.A.S.W., exactly where it fits in the

2. Orientation
(cont'd)

general War Department scheme, and something of its historical background.

3. Orientation: Mobilization & Procurement Plans.

It is desired that each officer secure a working familiarity with the Basic Mobilization Plan of the General Staff, the appendix to this plan pertaining to his branch of the service, the War Plan of the Assistant Secretary of War, the appendix thereto pertaining to his own branch and with that part of the war plan of his own branch pertaining to procurement. Attention should be paid chiefly to the underlying theories and the broad principles and decisions involved to the end that these plans may become useful references wherever applicable during the remainder of the course.

4. Requirements.

A study of the basis on which requirements for material for issue to troops are computed; and the computation of the requirements for certain specific items.

5. Procurement Manual.

It is desired to have a "Procurement Manual" prepared which shall be the general vehicle for the control of procurement in the same way that Army Regulations control military and general activities. Part I of this Manual will be issued by the Assistant Secretary of War to cover matters common to all procurement branches. Each supply branch will eventually issue its own Part II to cover matters peculiar to its activities. The Procurement Manual should be written from the standpoint of its use both in peace and in war.

6. Funds for Procurement.

A study of the methods of obtaining Congressional Appropriations and the fiscal control (which insures that they are legally expended and properly accounted for as distinguished from their budgetary control which

- 6. Funds, etc.
(cont'd) should insure that they are wisely expended for the best interest of our National Defense) of the funds so obtained.
- 7. Resources. A comparative study of the resources of the Bridgeport and Cincinnati industrial districts available to meet the War Department's demands in an emergency.
- 8. Transportation. A general study of the transportation situation in the United States in war.
- 9. Interbureau Procurement. A study of the problem of interbureau procurement (a) in time of peace, and (b) in time of war.
- 10. Commodity Committees. A study of the function of the Commodity Committees in the plan for war time procurement.
- 11. Budgetary Control and Accounting. A study of budgetary control and accounting in its application to the control of War Department procurement activities.
- 12. Power. A general study of the power situation in the United States as it affects industrial war planning and war time procurement.
- 13. Allocation of Facilities. A general study of the allocation of facilities.
- 14. Personnel and Training. A study of the development of the methods of recruiting and training of personnel for procurement in war.
- 15. Priority. A general study of priorities and their application in war.
- 16. Conservation. A general study of conservation in war.
- 17. Labor. A study of labor in war.
- 18. War Reserves. A general study of the subject.
- 19. Price Control. A general historical study of the subject of Price Control in War.

- 20. Unit War Plan. A study of typical unit War Plans.
- 21. Standardization and Changes in Design. Changes in design in material in process work have with production. Such changes should, therefore, be kept to a minimum. Standardization and the use of commercial standards, where practicable, materially assist in securing and maintaining production. It is desired to have a general study made of the questions involved under the above subject.
- 22. Specifications. A study of War Department specifications.
- 23. Procurement Plans for Specific Items. The preparation of specific plans for the procurement of assigned specific items of supply.
- 24. Commodity Studies. Preparation of commodity studies of assigned items.
- 25. Basic Procurement Directive. The preparation of a Basic Procurement Directive which shall outline the basis on which the war plans of (a) the office of the Assistant Secretary of War, and (b) the several supply branches to support the Basic Mobilization Plan of the General Staff shall be prepared.

7. The time distribution of the problems during the course is shown by appendix "A", attached hereto.

8. Lectures: Lectures were given before the class as follows:

February

- 2. Graduating Exercises for Second Class; Opening Exercises for Third Class. Addresses by Hon. John W. Weeks, Secretary of War and Maj. General Merritt W. Ireland, Surgeon General.
- 3. Conference with Lt. Col. J. D. Fife, M.C., Chief, Planning Section, concerning the "Organization and duties of the Office of the Assistant Secretary of War."

February

- 3. Lecture, Specific War Plan, Signal Corps: "Wire and Cable", Lieut. B. A. Falk, S.C.
- 5. ²⁹⁵ Lecture, "Organization and Control of Procurement in War", Maj. Gen. C.C. Williams, Chief of Ordnance.
- 10. Lecture, Specific War Plan, Quartermaster Corps: "Subsistence and Forage", Lt.Col. Sherrod Coleman, Q.M.C.
- 17. Lecture, Specific War Plan, Corps of Engineers: "Rails and Fastenings", Mr. J.G. Adair, C.E.
- 24. Lecture, "Specific War Plan, Ord. Dept: "High Explosives", Dr. C. G. Storm, Ord. Dept.
- 28. Lecture, "Conservation", Mr. A.W. Shaw, formerly Chairman, Conservation Division, War Industries Board.

March

- 10. Lecture, Specific War Plan, Air Service: "Technically Equipped Bodies for Air Service Trucks and Trailers", Lt. Albin, A.S.
- 17. Lecture, Specific War Plan, Quartermaster Corps: "Motor Vehicles", Maj. C.W. McClure, Q.M.C.
- 20. Lecture, "Development of Small Arms and Small Arms Ammunition", Maj. G.P. Wilhelm, Ord. Dept.
- 23. Lecture, "Transportation", Maj. C. R. Pettis, C.E.
- 24. Lecture, Specific War Plan, Corps of Engineers: "Railway Equipment", Mr. J.G. Adair, C.E.
- 27. Lecture, "The Basic Mobilization Plan", Lt.Col. Walter Krueger, G.S.
- 31. Lecture, Specific War Plan, Ord. Dept: "Machine Tools", Lt.Col. Jno. E. Munroe, Ord. Dept.

April

- 6, 7, 8, 9 & 10. Series of Lectures by Maj. Gen.A. Roush, SS-ORC., covering certain strategic minerals and metals.
- 8. "Commodity Committees", Maj. W.A. McCain, Q.M.C.
- 10. "Power" - Maj. C.R. Pettis, C.E.
- 13. "Allocation of Facilities", Lt.Col. G.E. Kumpe, S.C.

April.

- 15. "Priorities", Maj. R. H. Somers, Ord.
- 23. "Conservation", Maj. C. Newton, Fin.
- 24. "Labor", Lt.Col. J.D. Fife, M.C.
- 30. "The Development of the General Munitions Board",
Col. F.A. Scott, Ord-ORC.

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May.

- 5. "The Procurement of Ammunition in the Pittsburgh District", Capt. J.A. Root, Ord.
- 15. "War Contract", Col. E.S. Walton, Q.M.C.
- 18. "The U.S. Power Survey", Maj. G.R. Young, C.E.

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30-18

- 20. "Problems of Air Service Procurement", Maj.Gen. M.M. Patrick,
Chief of Air Service.
- 29. "Problems of the District", Col. C.L. Harrison, Chief, Ord. Dist.,
Cincinnati, Ohio.

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June.

- 2. Lecture, Specific War Plan, Q.M.C: "Procurement of Wool",
Capt. A.W. Stanley, Q.M.C.
- 9. Lecture, Specific War Plan, C.E: "Procurement of Lumber",
Maj. H.F. Cameron, C.E.

- 10. Lecture, "Labor in War", Mr. Wm. Green, President of the
American Federation of Labor.

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- 11. Lecture, "Work of the Council of National Defense and
Related Activities", Mr. W.S. Gifford, Pres., American
Tel. & Tel. Co.

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- 16. Lecture, Specific War Plan, Ord: "Procurement of Tanks and
Tractors", Maj. B.O. Lewis, Ord.

- 20. Lecture, "Procurement of Supplies from the Standpoint of the
General Staff", Gen. Fox Conner, G-4, G.S.

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- 30. Closing Exercises, Third Class. Addresses by Assistant Secretary
of War, Hon. Dwight F. Davis, and Gen. J.J. Carty.

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9. War Game: The last full week of the course was devoted to a War Game which, it is believed, served to consolidate the prior work of the course and bring home vividly to the minds of all concerned the great importance of the work of industrial war planning.

10. Comments and Criticisms: As was done upon the completion of the Second Course, comment and criticism was invited from the student officers near the end of the course. This comment has been analyzed and commented on ^{by} the Faculty Board and is appended hereto - marked Appendix "B".

The comment indicates that an error was made in assuming a greater knowledge on the part of the student officers of the internal mechanism of the War Department than the average student actually had. While a long conference was held on the second day of the course with the Chief of the Planning Section, during which an attempt was made to clarify in the students' minds the existing organization and, particularly, the authority and responsibility of the office of the Assistant Secretary of War and its relations with the General Staff and the supply branches, it is apparent that a greater amount of orientation by personal contact, in addition to the required reading and solution of problems, should be had for future classes.

While several students have suggested additions to the present course, it is evident that, with the present length of a course, nothing can be added unless an equivalent is, at the same time, omitted. Certain minor changes of this character are contemplated but no radical revision of the course can take place until the length of the course is increased to a full academic year.

11. The detailed outline of the course for the next class is under preparation and will be submitted at a later date.

H. B. FERGUSON,
Director, Army Industrial College.