

WAR DEPARTMENT  
OFFICE OF THE ASSISTANT SECRETARY  
WASHINGTON D C

February , 1926.

REBECCHI: Faculty Report, Fourth Course,  
Army Industrial College.

REBECCHI: Chairman, Advisory Board,  
Army Industrial College.

1. Herewith is submitted copy of the  
Faculty Report covering the Fourth Course of the  
Army Industrial College, for the period September  
1, 1925 to January 31, 1926. A copy is being fur-  
nished each member of the board.

EDWARD MCGINNIS,  
The Assistant Secretary of War.

Enclosure.

ARMY INDUSTRIAL COLLEGE.  
Washington, D. C.

FACULTY REPORT.

Fourth Course, September '25 - January '26.

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Colonel H. H. Ferguson, C. I.,  
Director.  
Lieut. Col. G. J. Kumpf, F. O.,  
Assistant Director,  
Major R. W. Rieffohl, L. M. C.,  
Executive Officer.

FACULTY REPORT.

Army Industrial College.

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1. The Fourth Course of the Army Industrial College occupied the period from September 2, 1925 to January 31st, 1926, inclusive. The following officers constituted the class which graduated on February 1st, 1926:

Colonel Irving J. Carr, S.C.  
Lieut. Colonel Wm. A. Wickline, M.C.  
Lieut. Colonel Frank H. Burton, Q.M.C.  
Lieut. Colonel James Regan, Q.M.C.  
Lieut. Colonel Harry B. Jordan, Ord.  
Major Richard Park, C.E.  
Major Arthur J. Davis, Q.M.C.  
Major Robert Harbold, Q.M.C.  
Major Thomas J. Smith, Ord.  
Major Wm. N. Porter, C.W.S.  
Major Wallace L. Clay, Ord.  
Major Frederick R. Garsin, C.W.S.  
Major Roger Taylor, Ord.  
Major Benjamin C. Whit, A.S.  
Captain Montgomery T. Legg, Fine.  
Captain Wm. H. Grah, A.S.  
Captain Carl C. Terry, Ord.  
Captain Ivan D. Snell, A.S.  
Captain Jas. H.B. Bogman, S.C.  
Captain Chas. A. Kraus, Q.M.C.  
Captain Harry D.W. Riley, C.E.  
Captain Edward M. George, Q.M.C.  
Lieut. Reuben D. Biggs, A.S.

2. Methods of Instruction. There has been no material change in the methods of instruction since the Faculty sport of July 7, 1925, covering the Third Course at the Army Industrial College.

3. The following is an outline of the problems given during the Month Course:

<u>Problem</u>	<u>Subject</u>	<u>Object</u>
1.	Orientation; Organization, Planning and control in Industry. (Individual Prob).	A brief study of the principles of organization, planning and control, 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. (Individual Problem).	To study the duties and functions of the Office of the Assistant Secretary of War, exactly where it fits in the general War Department scheme, and something of its historical background.
3.	Orientation; Mobilization and Procurement Plans. (Individual Problem).	It is desired that each student officer secure a working familiarity with the Basic Mobilization Plan of the General Staff, the annexes and appendices 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 broad principles and decisions involved to the end that these plans may become useful references wherever applicable during the remainder of the course.
4.	Orientation; Correlated Work of Government Departments as affects Mass Production. (Committee Problem).	A study of the activities of various government departments or agencies to determine the sources and kinds of information available in these departments which would be of use in procurement and mass production plans.
5.	Requirements. (Committee Problem).	(a) A study of the basis on which requirements for material for issue to troops are computed; and (b) The computation of the requirements for certain assigned specific items.

<u>Problem</u>	<u>Subject</u>	<u>Object</u>
6.	Industrial Mobilization in Great Britain during the World War. (Committee Prob.).	A study of the problems and difficulties which confronted Great Britain in connection with her preparation for and participation in the World War, and the ways and means utilized in their solution - this from the point of view of industrial plants for production, obtaining raw materials, and supply of labor.
7.	Commodity Committees. (Committee Problem).	A study of the function of the Commodity Committees in the plan for war time procurement.
8.	Industrial Mobilization in France during the World War. (Committee Problem).	A study of the problem with which the French were confronted in preparation for and during the World War, and the ways and means adopted for their solution.
9.	Resources of the Cleveland District. (Committee Prob.).	A study of the resources of the Cleveland industrial District (W.D.P.D. #8) available to meet the War Department needs.
10.	Int. Bureau Procurement. (Committee Problem).	A study of the problem of Interbureau Procurement - (a) in time of peace; (b) in time of war.
11.	Industrial Mobilization in Germany during the World War. (Committee Problem).	A study of the problems with which Germany was confronted in preparation for and during the "old War", and the ways and means utilized in their solution.
12.	Budgetary Control and Accounting. (Committee Prob.).	A study of budgetary control and accounting in its application to the control of War Department procurement activities.
13.	Power. (Committee Prob.).	A general study of the power situation in the United States as it affects industrial war planning and war time procurement.
14.	Resources of the Boston District. (Committee Prob.).	A study of the Resources of the Boston industrial District (W.D.P.D. #1) available to meet the War Department needs.
15.	Transportation. (Committee Prob.).	A general study of the transportation situation in the U.S. in war.

<u>Problem</u>	<u>Subject</u>	<u>Object</u>
16.	Resources of the Birmingham District. (Committee Prob).	A study of the resources of the Birmingham industrial District (W.D.P.L. #10) available to meet the War Department needs.
17.	Priority. (Committee Prob).	A general study of priorities and their application in war.
18.	Intergated Trusts. (Committee Problem).  (7) (4)	To study the theory of some organizations which control production from raw materials to finished products.
19.	Allocation of Facilities. (Committee Problem).	A general study of the allocation of facilities.
20.	Price Control. (Committee Problem).	A historical study of the subject of Price Control in War.
21.	Labor. (Committee Problem).	A study of Labor in War.
22.	Personnel and Training. (Committee Problem).	A study of the development of methods of recruitment and training of personnel for procurement in war.
23.	War Reserves. (Committee Problem).	A general study of the subject of War Reserves.
24.	Funds for Procurement. (Committee Problem).	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 should insure that they are wisely expended for the best interest of our National Defense) of the funds so obtained.
25.	Procurement Manual. (Committee Problem).	It is desired to have a "Procurement Manual" prepared which will be the general vehicle for the control of procurement in the same way the 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 Procurement 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 war.

<u>Problem</u>	<u>Subject</u>	<u>Object</u>
26.	Study of an Industry. (Committee Problem).	A study of the effect of war on the Shoe Industry from the viewpoint of that industry.
27.	Progress Data and Records. (Committee Problem).	A study of reports required by the Office of the Assistant Secretary of War from the several supply branches to obtain data as to progress of planning, and the reports required by the supply branches from their field agencies.
28.	Conservation. (Committee Problem).	A general study of Conservation in War.
29.	Comparative Loads in War Department Procurement Districts. (Committee Prob).	To compile a report showing the comparative loads in the War Department Procurement Districts studied to date.
30.	Standardization and Changes in Design. (Committee Prob).	Changes in design in materials in process work havoc 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.
31.	Commodity Studies. (Individual Problem).	The preparation of Commodity Studies of assigned items.
31-A.	Commodity Studies. (Committee Problem).	A study of methods which would be adaptable for the making of commodity studies in machine tools.
31-B.	The procurement functions of the Quartermaster Corps and Signal Corps, and their present organization to meet the same. (Committee problem).	A study of a major supply branch and of a technical supply branch as to their procurement functions, organization and personnel assigned to procurement planning; to determine the task of procurement planning and its state of completion.

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

5. Lectures - were given before the class as follows:

*(1064 Series 3)*  
*1918*  
*Sept 1st*  
*1918*  
*Sept 3rd*  
*Sept 5th*  
*Sept 7th*

September

- ✓ 1. Opening Exercises for Fourth Class. Address by Gen. A.A. Fries, Chief, Chemical Warfare Service.
- ✓ 2. Conference with Col. H.H. Ferguson, C.E., Director of Procurement, concerning "Duties, Assistant Secretary of War, and his relations with the General Staff and Supply Branches".
- ✓ 3. Lecture, "Procurement Plan of the Air Service", Maj. A. Marx, AS.
- ✓ 4. Lecture, "Tendencies Toward Armament Abroad", Colonel K. I. Westervelt, Ord. (att.) ✓  
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- ✓ 11. Lecture, "Procurement Plan of the Signal Corps", Maj. L. Watts, SC.
- ✓ 14. Lecture, "Procurement Plan of the Quartermaster Corps", Captain Edw. J. Glynn, Q.M.C.
- ✓ 15. Lecture, "Organization, Planning and Control as applicable to the Western Electric Company", Capt. A.E. Irish, S.O.R.C. (Purchasing Engineer, Western Elec. Co., N.Y.C.).
- ✓ 18. Lecture, "Medical Department Procurement Plan", Major R. C. Hefflebower, M.C.
- ✓ 26. Lecture, "Ordnance Department Mobilization Plans", Capt. V. Wilson, Ord.
- ✓ 29. Lecture, Specific War Plan, Ord. Dept., "Procurement War Plan of the Bridgeport District", Lt. D.G. McGregor, Ord.
- ✓ 30. Lecture, "Procurement Plans of the Corps of Engineers", Major H. J. Wild, C.E.

October

- ✓ 6. Lecture, "Experiences in the World War", Mr. V.D. Flattery, Boston, Mass.
- ✓ 13. Lecture, Specific War Plan, Engineer Corps, "Pumps and Pumping Sets", Major R. Park, C.E.
- ✓ 19. Lecture, "Commodity Committees", Lt. Col. W.A. McGinn, Q.M.C.
- ✓ 20. Lecture, "Specific War Plan, Medical Dept., "Rubber Goods", Major R.H. Duennen, M.C.
- ✓ 21. Lecture, "World's Oil and Mineral Resources", Maj. E.G. Bokel, C.I.-Res.

October

25. Lecture, "Alcohol Industry in War, and the effect of the Proposed Control Regulations upon this and Similar Industries", Dr. H.S. Rubens, (Col., Spec-Res).
27. Lecture, Specific War Plan, Signal Corps, "Storage Batteries", Lieut. B.S. Falk, S.C.

November

2. Lecture, "Power", Major E.C. Kelton, C.E.
3. Lecture, Specific War Plan, Q.M.C., "Plan for the Procurement of breeches", Major C.L. Corbin, Q.M.C.
9. Lecture, "Transportation", Major E.C. Kelton, C.E.
10. Lecture, Specific War Plan, Ord. Dept., "Procurement of Small Arms Ammunition", Capt. J.L. Hatcher, Ord.
12. Lecture, "Steel Industry in War", Mr. Jas. H. Benner.
16. Lecture, "Priority", Major R.R. Nix, Ord.
17. Lecture, Specific War Plan, A.S., "Metals", Maj. L.W. McIntosh, A.S.
28. Lecture, "Price Control", Lt.-Col. W.C. Baker, C.W.S.
24. Lecture, "Allocations", Major R.R. Nix, Ord.  
Lecture, Specific War Plan, C.E., "Water Supply Material other than Mobile Water Purification Apparatus, Pumps and Pumping Sets", Capt. H.D.W. Riley, C.E.
30. Lecture, "Selection of Sites for Manufacturing Plants and Certain Considerations in their Operation", Mr. John Onawake, Pres., U.S. Playing Card Co., Cincinnati, Ohio.

December

1. Lecture, Specific War Plan, C.W.S., "Soda Lime", Maj. F. Seydel, C.W.S.
- ✓3. Lecture, "Power", Gen. Chas. Keller, Ret'd.
- ✓8. Lecture, Specific War Plan, Q.M.C., "Plan for the Procurement of Jute", Capt. P.J. Gorman, Q.M.C.
9. Lecture, "Plan of the Pittsburg Ord. District for the Procurement of Artillery Ammunition", Capt. A.A. Root, Ord.
- ✓10. Lecture, "Artillery Production in 1917", Col. F.A. Scott, Ord-Res.
- ✓11. Lecture, "Some Phases of Industrial Mobilization", S.M. Vauclain.

December

15. Lecture, specific war plan, Ord., "procurement of artillery ammunition", Capt. W.H. Kressel, Ord.

16<sup>th</sup>  
P.M.  
16. Lecture, "some difficulties of the fuel administration", ✓  
Mr. Joe. Alport, Parma, Pa. (unpublished)

17. Lecture, "standardization", Capt. H.P. Vigor, U.S.A.C.  
P.M.

January

18. Lecture, "American labor during the World War, and what may  
be expected of it in a future war", John P. Frey, Editor,  
International Workers Journal, Cincinnati, Ohio.

February

1. Graduation exercises, Fourth Class - Opening Exercises, Fifth  
Class. Address by Col. Pha. Scott, Ordnance. Diplomas  
presented by Honorable Sanford MacVicker, Assistant Secre-  
tary of War.

6. War Game. The last week of the course was devoted to a  
war game. Various situations were presented to the class for solution,  
all bearing on matters of procurement as selected as to impress upon  
the student officers the exact functions of the office of the assistant  
Secretary of War and its relations to the General Staff, Army and Navy  
Institutions Board and other interested agencies. The game was played with  
a good deal of enthusiasm and interest, and it is believed much benefit  
was derived therefrom.

7. Comments and Criticism. Upon completion of the course student  
officers were invited to submit comments and criticisms from their obser-  
vations of the course. These comments have been examined by the Faculty  
board, commented upon and attached hereto, marked Appendix "B".

8. The outline of the course for the next class (Fifth Course)  
is appended hereto, marked Appendix "C".

H. H. FERGUSON,  
Director,  
ARMY INDUSTRIAL COLLEGE.