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COMMENTS and CRITICISMS. "B"

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GENERAL.

"It is desired to express appreciation for the whole hearted spirit of cooperation evidenced not only by the instructors but by all in the adjacent office of the Assistant Secretary of War. Indeed, this cooperation is essential and to a great extent is responsible for the excellent spirit manifested by the members of the Class".

(Col. I. J. Carr, SC).

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"Further steps should be taken to impress all supply departments of the utmost importance of the course in the Industrial College. It is suggested that the fact that an officer graduated from the Army Industrial College be noted against his name in the Official Army Register as is done in the other General Service Schools.

In conclusion, I would like to state that I have enjoyed the course more than I can express in words; that I feel much better equipped to meet the various problems that will confront me in my duties in the future, and regret that course is not longer. I believe every officer in the supply branches should take this course so that in the near future all supply officers will have full knowledge of the entire framework of Procurement and Supply of the Army, thereby increasing the efficiency of the team as a whole and greatly assisting the Assistant Secretary of War to carry out the mission assigned him under the National Defense Act".

(Lt.Col. J. Regan, QMC).

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"As many officers of the Regular Army, National Guard and Reserves, as possible, should take the course. A half year's course is sufficient to give a good grounding. Better have the number of officers taking the present course increased than half the number take a year's course.

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All training for procurement duties should be centralized under the supervision of a 'Training Division, O.A.S.W.'".

(Major P. Park, CE).

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1. GENERAL, cont'd.

"Notation should be made of graduation in the Army Register.

An active liaison should exist with all Special Service Schools of Supply Branches and a close scrutiny should be made of their courses. For example, during the last part of the school year at the Quartermaster School the students are detailed for two weeks with various industrial plants, such as the American Express Company, The American Stores, The Atlantic and Pacific Tea Company, Baldwin Locomotive Works, Yellow Cab Company, and the Pennsylvania Railroad, etc.

Reports were required on their operation, administration and management. Such reports also included samples of blank forms used by the plant in performing operations similar to those in the Quartermaster Corps. A copy of these reports in the office of the Assistant Secretary of War (Army Industrial College) might obviate the necessity for additional surveys of these plants by Boards of Officers detailed by the Secretary of War".

(Major A.J. Davis, QMC).

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"No War Department Training Regulations, General Orders, or any other similar military publications have been either circulated or received during the course. It is recommended that the Adjutant General of the Army be requested to furnish to the Director of the College, for distribution, such publications as are required to be ordinarily prescribed."

(Major T.J. Smith, Ord).

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"The Army Industrial College seems to me to be conducted in a way that should be a model for military schools. As far as I have been able to determine, it is in advance of the similar military institutions in the methods of instruction, method of marking and method of handling students. I can suggest nothing along those lines of a constructive nature.

I believe it is a happy contrast in many ways to most Army Schools. Officers, generally speaking, do the best they can in whatever duty they may be assigned; there is no reason why school duties should be separated from and made different from other duty.

1. GENERAL, cont'd.

Constant checks and competitive marking are unnecessary harassments which, in my opinion, belittle many Army Schools".

(Maj. W.H. Porter, QMS).

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"In general, I found the course very interesting and of great value in connection with procurement work. The course was very ably conducted by those in charge and the faculty made every effort to assist students in connection with any points raised by them. The writer appreciates that the school course is in the process of development, and that many of the things mentioned previously will be eliminated in due time as the work becomes standardized and the proper amount of time has been determined for a reasonable study of each subject assigned".

(Maj. F.L. Clay, Ord).

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"Some follow-up scheme should be employed that will result in graduates of this school being assigned to tasks commensurate with their ability.

The School deserves commendation.

If recommendations submitted would tend, in any way, to change the existing good feeling, the scholarly atmosphere, and the spirit of team work that permeates the faculty and student body, serious consideration would be a mistake.

The undersigned has just completed what he considers to be the most pleasant as well as the most profitable six months of his career".

(Capt. J.H.S. Bogman, SC).

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FACULTY COMMENT:

The course of the Army Industrial College will be increased to a full academic year beginning September 1926, and the authorized number of student officers from the supply branches has been increased from twenty (20) to forty (40).

A file of Training Regulations, Army Regulations, etc., is on file in the office of the College, available for use by student officers. The Adjutant General has not been asked for War Depart-

1. GENERAL, cont'd.

FACULTY COMMENT, cont'd:
ment publications for distribution to student officers as they are all assigned to duty in the offices of their chiefs of branches and are only on temporary duty as students at the Army Industrial College. It is believed such distribution could best be accomplished through the offices of the chiefs of branches.

Notation is made in the 1926 Army Register of graduates of the Army Industrial College.

The assignment to duty of graduates is left to the chief of branch concerned. It is not considered within the province of the College to "undertake any follow-up scheme" as to the assignment to duty of graduates - the chief of branch concerned is best qualified to determine that question.

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2. COURSE, GENERAL.

"It is desired to state at the beginning that the course just finished has been most instructive, well balanced and conducted in a manner that has been productive of excellent results. It has been a very valuable course and while designed for supply officers, or at least officers of supply branches, it has much that is excellent General Staff training and valuable for any officer".

(Col. I.J. Carr, SC).

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"The present course, within the limited time available, is, in my opinion, fundamentally sound, interesting, instructive and very satisfactorily conducted. The time available for the course is insufficient but it is understood that this is to be corrected in the future".

(Lt.Col. F.H. Burton, QMC).

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"The present course seems well adapted to accomplish the desired purpose considering the time alloted".

(Maj. M.E. Garcin, CWS).

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"This memorandum gives me an opportunity to convey to the school authorities my ideas of the value of the course, and I desire to state that it has been of inestimable value to me. I have em-

4. COURSE, GENERAL, cont'd.

joyed the studies thoroughly and the five months have passed all too quickly among the pleasantest of associations".

(Capt. M.R. Legg, ED).

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"The course as presented to the present class is considered as very much worth while, particularly to graduating students who will have the opportunity to continue in study or in practice the kind of work to which the course has introduced them".

(Capt. C.C. Terry, Ord).

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"It is the opinion of the writer that the present course at the Army Industrial College is excellent both in the subjects covered and other methods used in conducting it".

(Capt. W.M. George, QMC).

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"The course is a most valuable one and I appreciate very highly the opportunity of taking it".

(Lt. R.D. Biggs, AG).

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FACULTY COMMENT:

No comment.

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5. COURSE, LENGTH OF.

"It is believed that course as at present arranged is too short and should be extended to an entire year. This would enable the students to devote more time to the solution of their problems, many of which require an immense amount of research and statistical data. It is understood that this matter is now under consideration. From the student viewpoint I would have preferred the year's course".

(Lt.Col. J. Hogan, QMC).

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5. COURSE, LENGTH OF, cont'd.

"I believe the course should be a full school year, and understand that beginning in September 1926 such is to be the case. Since this policy has been decided upon, there is no necessity to detail the many good reasons for it". (Maj. W.N. Porter, QMS).

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"The length of the course is sufficient for the problems now assigned, as it would be possible to re-arrange the time allotted to the various problems so that those which now lack for time for their preparation could have more time by reducing time allotted to others. If a greater scope of subjects is to be covered, it is believed that the course should be increased to ten months so as to coincide with the time allotted the present War College course".

(Maj. W.L. Clay, Ord).

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"It has seemed to me that there was insufficient time allotted to the course to do justice to the subject. I believe that the time could be extended to include the entire school year with benefit to all concerned". (Maj. B.G. Weir, A.S).

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"The undersigned has no suggestion to offer for the improvement of the course at this school other than that it is too short. There is not sufficient time allowed to solve the problems. I understand that it has recently been extended, therefore my suggestion as to lengthening the course is met".

(Capt. M.P. Legg, FD).

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"It is believed that the course may be lengthened to a great advantage and that the extra time allowed should be largely devoted to more specific and detailed subjects rather than adding to the number of broad subjects which might limit work to merely scratching the surface of each".

(Capt. C.C. Terry, Ord).

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"That the length of the course of the Army Industrial College be increased to one year".

(Capt. I.B. Snell, AS).

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3. COURSE, LENGTH OF, cont'd.

"Other than a suggestion that the broader aspects of the problem involved in the mission demands that the course cover a longer period, no comment or constructive criticism is offered".
(Capt. C.A. Kraus, QMC).

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"That the course should be for one year and that the officers from the various branches be four or more".
(Capt. H.D.W. Riley, CE).

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"Insufficient time inpreparing solutions to problems is a great handicap. I understand the course is to be increased to a term of nine months. This will permit greater research and make the course more valuable than the shorter one."
(Lieut. R.D. Biggs, AS).

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FACULTY COMMENT:
The course at the Army Industrial College will be increased to a full academic year beginning September, 1926.

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4. COURSE, SCOPE OF.

"The work required during the present course at the Industrial College has covered certain aspects of procurement that are essential to a broad understanding of the economic policies involved. The form of study and work necessarily impresses the student with recognized methods of procedure and operation as developed by leaders of industry throughout the country, and as developed, applied and tested during the World War. It should materially help officers interested in procurement planning for the supply of the Army in their future work".
(Lt.Col. W.A. Wickline,MC).

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"Personally, I feel that I have not gained quite as much insight as desired of the details of the operations of the War Industries Board during the War, and of the present operations of the various divisions of the office of the Assistant Secretary of

war. Additional studies of these agencies would, in my opinion, be of advantage".

(Lt.Col. F.H. Burton, QMC).

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"It is recommended that when the course is increased to one year, preferably at the end of the course, a trip by student officers be arranged to certain District Headquarters of the main Procurement Districts. Advantabe could be taken on this trip, in some of the larger cities, to visit some of the typical plants or industries, factory plans for which have been made or studied, and investigation instituted. Such plants as the Bethlehem Steel Co., General Electric, Goodyear, one of the large motor corporations, etc., could be visited. Student officers would be brought in contact with the present officials and probably others who will hold similar positions in the future, and with whom direct dealings would be necessary in case of an emergency. It is believed that representative companies would welcome such visits. It is realized that questions of expense in connection with an economy program are necessary in consideration".

(Maj. T.J. Smith, Ord).

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"It was brought out particularly in the lecture by Mr. Samuel M. Vauclain that the students studying at the Industrial College should become acquainted with the valuable men of the various large industrial organizations, in order that they may know, in case of emergency, whom to call upon in order to get certain critical things done. It is believed that a compilation of such experts should be made, and that, if practicable, it be arranged to have groups of student officers visit the various leading industrial concerns of the country, not only to investigate their methods in connection with subjects under study, but to become personally acquainted with the "go-getters" of these organizations".

(Maj. F.L. Clay, Ord).

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"Visits should be arranged so that the students will see the principle governmental organizations and be required to attend the business meeting of the Government and defense discussion before the Budget Officer".

(Capt. J.H.H. Bogman, SC).

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4. COURSE, SCOPE OF, cont'd.

"That the scope of the work continue in the direction now authorized:

(a) Lectures from prominent business men (industrial) once a week;
(b) Presentation of specific problems; and
(c) In addition -
(1) Studies by group officers, Engineer, Ordnance, Quartermaster - on

(aa) Organization and operation of the War Planning section of their respective branches;
(bb) Coordination and activities between that particular branch and the sections of the War Planning Branch of the Office of the Assistant Secretary of War;
(cc) On commodities procured by that branch; that is, a specific plan to aid the respective branch in completing the work as required by the Assistant Secretary of War".

(Capt. H.D.W. Riley, CE).

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FACULTY COMMENT:

Visits to industrial plants would be of great benefit to student officers for the reasons maintained, but neither time nor funds are available for this purpose with the present short course.

The two last classes have been given an opportunity to attend the business meetings of the Government.

The purpose of the War Game held during the last week of the course was to stress the organization and functions of the office of the Assistant Secretary of War and to show its relations with the supply branches in time of war.

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5. CIVILIAN PERSONNEL.

"More definite arrangements should be made with the supply branches indicating their responsibilities as to typing solutions and reproducing charts. It is thought that all copy should go to supply branches under cover of a memorandum from the Commandant,

indicating his approval of proposed work. Copy should be furnished supply branch not later than noon of the second day preceding the day when due. This should not be construed that any difficulty has been encountered by the undersigned in getting work done by his supply branch, which has at all times been exceedingly obliging, but it is merely suggested to make more official and systematic what is now done as a favor".

(Major R. Park, CE).

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"I believe it would be better if the school were more self-supporting in the matter of stenographic assistance, even if this had to be provided at the expense of the supply branches. Under the present system, stenographic work is easily obtained by some members of the class and obtained only with difficulty by others. This condition is also true as regards the services of a draftsman".

(Maj. W.W. Porter, CWS).

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"Stenographic help should be provided when funds are available, in order that reports may be dictated and written in the College without it being necessary for officers to visit the offices of their own department in order to have this work done. At the present time it is necessary to allow about three days in order to have the problem written up and ready for presentation at the time required".

(Maj. W.L. Clay, Ord).

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"Stenographers in sufficient number should be provided as soon as funds can be made available".

(Capt. W.H. Crom, AS).

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"Stenographers should be made available for the students rather than each officer having to shift for himself as it were, and request work to be done by stenographers who already are heavily loaded".

(Lieut. R.D. Biggs, AS).

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5. CIVILIAN PERSONNEL, cont'd.

FACULTY COMMENT:
It is not contemplated to furnish stenographers or typists for the use of student officers in preparing solutions to problems. It is not done at the War College or Leavenworth.

Typewriters are supplied in each room for the use of students and if they have work done in the branches it must be by mutual arrangement.

The branches have greatly assisted officers in the matter of having stenographic work done. The encountering of difficulty in this connection isthe exception rather than the rule.

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6. COMMITTEE WORK.

"Some problems assigned to committee work do not well lend themselves to committee work and could better be assigned as individual work. The difficulty in doing this is recognized and the writer is unable to offer a solution under the present schedule, other than requiring each member to submit the whole report himself. These cases, however, were fairly rare".

(Col. I. J. Carr, SC).

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"Assignment of students on a committee to one room. That the procedure followed at the Army War College in regard to bringing together members of committees be followed. In other words, the members of any committee should be assembled in one room. Then in committee conferences, in order not to disturb others, all that would be necessary would be to close the doors of a single room. Individual members of the Committees at the War College are moved to new desks and rooms on each new assignment and this procedure is very satisfactory; books, reference papers, etc., for use of the entire committee are much more easily accessible to all members for individual use and the Committee work is materially expedited".

(Lt.Col. L.B. Jordan, Ord).

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"The present practice of reading all committee reports by the respective chairman is not considered so good, unless the paper is of such a nature that it has been condensed to the greatest extent possible before presentation. The Saturday morning conferences become quite tiresome at times, listening to so much infor-

6. COMMITTEE WORK, cont'd.

mation of relatively little importance, and it is believed that if the chairman of the committee studied his paper and presented it by bringing out the important points, the subject could be covered just as well and in less time".

(Major W.L. Clay, Ord).

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"That committee appointees should be changed to one room for the period of the committee study".

(Capt. E.D.W. Riley, CE).

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FACULTY COMMENT:

The question of the use of small committees on problems has been given serious consideration and, in general, the solutions obtained from such committees are believed to be superior to solutions by individuals.

The reading of committee reports will be discontinued and in the course beginning February 1st the chairman of each committee will be allowed a limited time to present his subject.

The assembly of the members of each committee in one room is not considered feasible as there is an over-lapping in time in the work of the different committees.

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FACULTY AND INSTRUCTORS.

"The number of officers comprising the faculty should be increased".

(Lt.Col. F.H. Burton, QMC).

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"That members of the faculty and all instructors be selected from officers with the following qualifications:

1st: Graduates of the Harvard Business Course, or of a similar course at another authorized institution, or the actual business administrator of one of the government manufacturing plants or arsenals, where similar business experience is obtained practically.

AND INSTRUCTORS, cont'd.

2nd: Graduates of the Army War College or of the Command and General Staff School, or of the other special service supply branch schools, who are graduates of the Army Industrial College.

3rd: Graduates of the Army Industrial College.

The thought to be borne in mind is that the college must not become inbred (so to speak) but must continually have new blood from outside its own ranks".

(Lt. Col. H.B. Jordan, Ord).

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"Regularly detailed instructors should possess the requirements for students and when practicable be graduates of the Army Industrial College in addition".

(Major A.J. Davis, QMC).

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"The members of the faculty should be authorities on their specialties. The faculty should be ultimately consisting of officers who have spent years in study, qualifying themselves for such an assignment. Officers should be selected and trained for this purpose. The faculty, with the possible exception of the Director, should hold functional positions in the office of the Assistant Secretary of War, and should guide the efforts of students along lines of their respective official activities. A roster of qualified instructors should be compiled. Qualifications recommended;

1. Knowledge Qualifications:
   Graduate of School of respective branch.
   Graduate of Army Industrial College.
   Graduate of the Graduate School of Business Administration, Harvard University.
2. Ability Qualifications:
   Demonstrated ability in capacity similar to that proposed for him on faculty; for example, duty in Chief of Branch's office for a period exceeding one year, and with a rating of above average on efficiency record.
3. Personal Qualifications:
   A pleasing personality, the possession of tact and the ability to create a good impression are personal qualifications necessary to make and continue the class of

7. FACULTY AND INSTRUCTORS, cont'd.

3. Personal Qualifications, cont'd.

contacts that will be helpful to the school".

(Capt. J.H.B. Bogman, SC).

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"That the Commandant of the Army Industrial College should be a Colonel or Lieutenant Colonel who is a graduate of

(a) either the Army War College or one of the service schools;
(b) of the Army Industrial College".

(Capt. H.D.W. Riley, CE).

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FACULTY COMMENT:

Two additional instructors have been authorized for the College. These will be either graduates of the Harvard Graduate School of Business Administration or of the Army Industrial College.

There should be a gradual and continuous change in the instructors of the College to bring a new thought and methods and keep the course up to date.

The present Commandant and Assistant Commandant are graduates of the Army War College.

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8. LECTURES.

"That there would be permitted no small discussions or conversation between members of the class during lectures, conferences, etc., as this disturbs others and prevents proper attention and hearing".

(Col. I. J. Carr, SC).

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"Under present schedule, lectures were too close together in some instances".

(Lt.Col. J. Regan, QMC).

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9. LECTURES, cont'd.

"It is recommended that after one specific procurement plan has been presented by each branch, the regular Tuesday attendance by the students be discontinued. If the regular Tuesday presentation is continued, it is recommended that attendance by students be optional and that the typed or mimeographed plan, as presented, be circulated for reading. It is considered that the time in attendance at quite a few of these could be more profitably spent on subjects more instructive to the class as a whole.

It is recommended that a more careful survey be made of lecturers and their subjects from amongst the civilian and reserve officers. It is believed that this part of the instruction could be improved upon and very well be augmented to advantage. It is especially recommended that in calling reserve officers to duty and assignment in the office of the Assistant Secretary of War, advantage be taken, if possible, of the opportunity of securing some of those officers who are especially qualified on particular lines or subjects bearing directly on the course at the College. These officers could give such informal talks as might be decided upon".

(Major T.F. Smith, Ord).

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"The lectures given throughout the course are excellent in many respects. It is believed, however, that a greater scope of subjects can be covered by reducing the number of lectures on specific procurement plans".

(Major W.L. Clay, Ord).

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"Lectures and conferences should be more uniformly distributed in time so that in no weeks will time be devoted so much to lectures that there is little time for students to work on the problems assigned.

Sequence of lectures should be such that the series will present a logical unfolding of the scheme according to which the office of the Assistant Secretary of War functions. In the present course some lectures appeared to be "over the heads" of most of the members of the class".

(Capt. C.C. Terry, Ord).

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8. LECTURES, cont'd.

"The lectures given at this school should follow a well thought out sequence. For example, in addition to the address of welcome, one or two lectures should be given in an effort to orient the student. These should embrace the ideals, concepts, etc., of the school, together with enough historical to add a little background.

Then the lectures should embrace economic considerations.

(a) Creation or production of commodities (land-labor-capital and entrepreneurs-territorial division of labor; diversification of industry-universality of consumption).

(b) Distribution of commodities (transportation-allocation-price control-government control).

(c) Government, War, Business and Finance.

The lecturer should, wherever possible, be the respective outstanding national figure or authority, (e.g) on labor, President of the American Federation of Labor; on capital, President of the American Banking Association or the Secretary of Treasury; on Business, the Secretary of the Chamber of Commerce of the United States; etc".

(Capt. J.H.B. Wagman, SC).

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FACULTY COMMENT:

Effort is made to distribute lectures uniformly over the course, securing representative business men to speak before the College. This is frequently impracticable as the dates are necessarily fixed to meet the convenience of the speakers, or advantage taken of an unexpected visit to Washington.

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9. NAVY DEPARTMENT.

"That every class shall have representatives of the Naval Supply branches".

(Lt. Col. H.B. Jordan, Ord).

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9. NAVY DEPARTMENT, cont'd.

"It was noted that there were no officers of the Navy Department in the present class, and it is believed that this Department should be represented, and especially as it is questionable in the minds of some as to whether the Navy plans will always be worked out in harmony with the plans of the Army".
(Major W.L.Clay, Ord).

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"Representation of the Navy should be mandatory".
(Capt. J.H.E. Bogman, SC).

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"That the Navy should have four representatives".
(Capt. M.D.W. Riley, CE).

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FACULTY COMMENT:

The Navy Department has been invited to send students to the College. Four Naval officers attended the Third Course and one Marine officer and one Naval officer are now in attendance at the College. Such attendance is very desirable as it serves to harmonize the procurement planning of both the Army and Navy.

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10. ORIENTATION.

"Some of the earlier problems in the Course were indefinite as to the requirements resulting in considerable uncertainity on part of the student and widely divergent solutions. This, however, has an advantage of permitting creation of new thoughts. However, it is believed best to direct the thought of the students along definite selected channels".
(Col. I.J. Carr, SC).

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"A lecture on, or discussion of Orientation preceding the Orientation problems would enable the student to approach these problems with a clearer idea of the target.

In the preliminary reading for these problems, considerable difficulty was encountered in attempting to procure all of the designated references, owing to the limited number of copies available of certain of these.

10. ORIENTATION. cont'd.

It is realized that it is probably impracticable to provide a sufficient number of each of these references to supply each student with a copy.

It is suggested that, as a solution, a complete set be furnished for each room for the use of the student groups within the room".

(Lt.Col.F.H. Burton, QMC).

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"Orientation talks - that orientation talks, immediately preceding the assignment of a problem, be delivered on the following subjects:

Organization, Planning and Control of Industry.
Laws and Regulations pertaining to Procurement in War.
Mobilization and Procurement Plans.
Requirements.
Commodities Division and Commodities Committees.
Priority.
Allocation.
Price Control.
Labor.
Power.
Conservation.
Transportation.
Inter-Bureau Procurement.
Budgetary Control and Accounting.
Training Division.
Investigation of the Resources of a procurement District (what items should be covered).

Nothing will help the student more than to bring to his attention:

1st: A clear statement of the problem from an authoritative source;
2nd: What has actually been accomplished by prior studies and investigations;
3rd: What particular points of the problem need elucidation and investigation;
4th: The method of approach recommended in the study;
5th: The bearing that the study or problem has on the larger problem of the duties of Procurement assigned to the Assistant Secretary of War".

(Lt.Col. H.B. Jordan, Ord).

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10. ORIENTATION, cont'd.

"More instructions should be given in the actual working arrangements of the Procurement Division, office of the Assistant Secretary of War. In other words, students should be given a more organized acquaintance with the various units of the office. It is assumed that the War Game will assist in doing this".

(Major R. Park, CE).

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"Orientation problems could be simplified and much time saved for other purposes if this part of the course was covered by lecturers or pamphlets which compiled essential matters and pertinent references".

(Major R.P. Harbold, QMC).

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"It is considered that sufficient instruction has not been given or knowledge acquired in the organization and operation of the office of the Assistant Secretary of War in connection with its peace time supervision of procurement, disposal and similar functions."

It is recommended that in the problems on orientation, etc., at the beginning of the course, there be provided, if possible, a sufficient number of references that pertain to these problems so that there will be one set available for each room. In view of the limited number available, considerable difficulty was obtained and inconvenience was experienced in getting properly and promptly started on the problems".

(Major T.J. Smith, Ord).

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"In my opinion, the most difficult part of the course was that relating to orientation. The various problems assigned for orientation purposes were splendid, but it was very difficult to determine just what to read in order to fulfill the requirements of the problem. It was pointed out in an earlier memorandum that the subject and object in the requirements of the problems varied to such an extent that it was believed confusion was caused, and, at least on my part, it was necessary to confine myself to the requirements before submitting a written solution. It is believed that the three headings on these problems should be oriented to a better degree, and that the faculty should indicate just what is to be brought out in each orientation problem. It would even be better if these problems were handled by means of lectures to the students by members of the faculty".

(Major W.L. Clay, Ord).

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10. ORIENTATION, cont'd.

"My first impression of the problems in the beginning of the course was an uncertainity regarding the requirements. This was undoubtedly due to lack of experience in the line of study pursued, as in later consideration the requirements seem perfectly clear. I believe that a conference on the first two or three problems, when given out, would help materially to orient the students on the work of the College".

(Maj. E.R. Garcin, CWS).

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"The course has impressed the writer as being in every respect admirable. It is suggested, however, that more rapid progress could be made were there a basic text of fifty or one hundred pages explaining the purpose of the course and the functions of the various existing agencies".

(Maj. R. Taylor, Ord).

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"It is recommended that conferences precede the orientation problems, as many of the students lack the proper background for this mark".

(Capt. W.H. Crom, AS).

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FACULTY COMMENT:

In preparing future orientation problems the requirements will be stated specifically and not in general terms.

Conferences are held with officers of the Planning Branch, office of the Assistant Secretary of War, who are charged with specific functions, i.e., Priority, Allocations, Price Control, Power, Labor, Transportation, etc., during the time the class is working on the problem concerning his activity. This for the purpose of orienting the students and informing them as to the policies of the office of the Assistant Secretary of War on the subjects under consideration.

The War Game, at the end of each course, is intended to bring out the organization and functions of the office of the Assistant Secretary of War, and indicate the varied duties it would perform in time of emergency.

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11. PROBLEMS.

"In making references to former problems, such reference as "2d Course", "3d Course", etc., is indefinite to a beginner. It would be preferable to give the actual date of the problem.

An early problem should be given under requirements for the purpose of defining stockage of all sorts, viz - War Reserve, mobilization stocks, depot stocks, etc., with an approved solution. There is evidenced even now considerable difference of opinion in this matter".

(Col. I. J. Carr, SC).

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"It is observed that certain terms used, in connection with the studies of procurement, do not convey to all officers the same meaning or intent; in other words they have not been standardized.

It is suggested that those terms used which carry a meaning differing from the usual definition as given in standard English dictionaries be compiled and defined in a manual or in some other paper and distributed to officers of the Regular Army, National Guard and Reserve Corps".

(Lt. Col. W.A. Wickline, MC).

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"I am of the opinion that some of the efforts devoted to problems Nos. 9, 14, 16, also 29, might well have been applied to subjects pertaining to the functions of the War Industries Board and the office of the Assistant Secretary of War.

This opinion is not based upon the idea that the question of the resources and loads of the various procurement districts is unimportant, but rather on the impression gained that the work of the supply branches in surveying facilities and apportionment of procurement to field agencies has not yet been completed to a degree that will permit of a student making an intelligent or accurate study of these districts; and that, therefore, for the present these efforts might better be directed along other lines".

(Lt.Col. F.H. Burton, QMC).

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"It is suggested that in stating the problems, the requirements be more specific".

(Lt.Col. J. Regan, QMC).

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II. PROBLEMS, cont'd.

"Statement of the Requirements - That in the statement of all "Requirements", under each problem, that an exact statement of the requirements should be incorporated. Requirements expressed under sub-paragraphs as (1), (2), (3), etc., as in problem No. 6 of the present course, are stated in the manner recommended; requirements of Problem No. 16 are not so stated".

Studies on which satisfactory solutions have already been submitted - That, wherever there is a study already made in the College which is complete and satisfactory, it be issued to every member of the class for study and that, at the next conference, some one member, by chance, be selected to discuss the study before the class. (Suggested by Major Riefkohl and most heartily concurred in).

Studies recommended - That the following studies be made by the next class:

(1) Necessary items that should be embodied in every "Survey of a Facility".

(2) Readings which should be covered by every Specific Procurement Plan.

(3) Relationship of the Army Industrial College and the activities of the Planning Branch, office of the Assistant Secretary of War.

(4) Subjects entering into the Course at the Army Industrial College; this study to be jointly the work of the Faculty, the Training Division of the office of the Director of Procurement, and a selected group of students (not to exceed three). This study to be made during the last week of each school term, and the above Board to have before it the suggestions of all students attending the current session.

Presentation of Problems before the Student Body - That in the presentation of problems before the student body, notes only be permitted - that the papers shall not be read but an oral presentation made; and the members of the class informed that due weight will be given to the scope and content of the presentation. That a time limit be set on the duration of the presentation. fifteen minutes is the usual limit at the Army War College. The experience gained in this manner will be especially valuable to every student."

(Lt. Col. H.A. Jordan, Ord).

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11. PROBLEMS, cont'd.

"Too much time is allowed on some problems. Several problems consist merely of revisions of preceding problems which in themselves are excellent. One week should be ample for such problems when it is generally acknowledged that preceding work is just about what is wanted.

New problems should be turned out on Wednesday afternoon so that students may start work on the new problems immediately after completing the manuscript of their old problem.

Student officers should not be called upon to make specific procurement plans. With time available, they cannot do justice to such studies. On the other hand, such studies as the school prescribes for all students may well be planned so that each student's solution will contain data in proper form for use by his supply branch in working up procurement plans".

(Maj. R. Park, CE).

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"A variation in some cases in the presentation of a committee problem to the class is recommended. This applies particularly to long papers which are read to the class containing a number of statistics which are harder to comprehend through the ear than thru the eye. In such cases the student presenting the subject might better do so by means of an outline of the problem, followed by conclusions supported by the figures".

(Maj. A.J. Davis, QMC).

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"More time should be given for preparing solutions to problems which involve much research, compilation and thought".

(Maj. H.P. Harbold, QMC).

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"It is believed that an undue proportional amount of time was spent on the district problems in compiling data, etc., when compared to the instruction obtained therefrom. While a study of the resources and loads on these districts is instructive, the amount of data available in similar form from individial districts appears insufficient without a very large amount of individual computation, the time on which it is believed could probably be spent to greater advantage otherwise."

(Maj. T.J. Smith, Ord).

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11. PROBLEMS, cont'd.

"I believe a course of collateral reading on industrial subjects, carefully chosen and easily available, would be some addition to the school".

(Maj. W.N. Porter, CWS).

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"The studies in the preliminary part of the course indicated that there were certain amendments necessary in the National Defense Act to clear up some misunderstandings which now exist. It is believed that this should be undertaken by the Assistant Secretary's office, or that it be made a special study by a group of students, so that proposed legislation may be prepared and these points cleared up".

(Maj. W.L. Clay, Ord).

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"At conferences held on problems submitted, the reading of some solutions appeared to be lengthy and go into unnecessary detail. It is recommended that when reading solutions only the important features be brought out for discussion, and if it is the policy of thecollege to follow such method of presentation, that suitable mention be included in the bulletin of instructions issued at the beginning of the course".

(Maj. F.H. Garvin, CWS).

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"It is the writer's understanding that the course is to be extended, that is more time to be given to it. In this connection it is recommended that the number of problems assigned be not greatly increased. This is recommended to the end that more time be permitted for each study, thus permitting a thorough investigation in each case. The same purpose could be accomplished by making narrower limits to each problem".

(Maj. H. Taylor, Ord).

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"Papers should not be read in conferences, as a rule, but should be explained, leaving more time for discussion. Charts and curves should be stressed, and facilities provided to make them in the school".

(Capt. W.H. Crom, AS).

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11. PROBLEMS, cont'd.

"In some cases problems assigned have seemed too broad for a satisfactory solution in time allotted or with the data available without an extensive research which would require much more time than can be given to the problems. Other problems have seemed to involve matter and questions that are too much in advance of the progress made in the planning offices of the supply branches. In either type of problem the student faces a disappointing situation either because of the hopelessness of an attempt to arrange and summarize the data available, or in collecting suitable data. If the problem is interesting, the student may leave it reluctantly, and with dissatisfaction because of lack of time to properly develop the subject".

(Capt. C.C. Terry, Ord).

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"The presentation of a paper before the class pre-supposes careful consideration of manner of presentation. The paper should not be read - the subject should be presented".

(Capt. J.H.B. Bogman, SC).

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"That the students should have a problem to prepare on the duty and organization of the office of the Assistant Secretary of War, and a detailed report of operations of the various branches and sections of that office.

That problems should be given out to the class -

(a) Clearly stating what is desired;
(b) Bearing notation that the previous study or problems will be considered but not included;
(c) Outlining the method of approach.

That every officer should be given an individual study of -

(a) An industry .....(That funds be made available
(b) A specific problem. for travel and per diem basis,
(c) Survey of a facility. for each officer to be allowed to go to a plant, factory, and present a paper on the operations, manufacture and production on his return. This will go to 30 or 40 such records a year and will be of great value to all branches as well as the Asst. Sec'y of War).

11. PROBLEMS, cont'd.

That presentation of a problem to the class should not be read but we well prepared it can be presented from notes".

(Capt. H.D.W. Riley, CE).

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"It is believed that more good will be derived from the conferences if the papers are reduced to a synopsis which will bring out and stress the salient features".

(Capt. E.M. George, QMC).

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FACULTY COMMENTS:

In future problems, an effort will be made to have the requirements more specific where practicable. In some of the orientation problems the requirements were purposely made general to make the student think and put his conclusions on paper - specific requirements would have narrowed the scope of the problem, and the reaction of the student along broad general lines was what was wanted.

An effort was made to standardize the nomenclature used in procurement and was included in problems given to the two previous classes, i.e., "Procurement Manual". Copies of these problems are distributed to the new classes for this very reason - so that all will use these terms with the same meaning.

The College does not agree with the criticisms that too much time has been devoted to the study of the resources and loads on the several procurement districts. It is admitted that the branches have not yet determined what loads their requirements will place on each of their procurement districts. Even when this is done it will not give a true picture of the total load placed on any district until all of the branches' requirements, plus those of the Navy and civil population, are considered. Certain data is available as to the productive capacity of the different districts, in terms of facilities, labor, power, transportation, etc., against which we have to balance the requirements mentioned above. The purpose of these problems is to familiarize the students with these resources and the procedure to be followed in balancing the resources against the requirements of each district to determine whether or not it is being over-loaded. If so, then the plans of the Assistant Secretary of War and the supply branches must be revised to properly distribute this load in proportion to existing facilities and productive capacity of the districts.

11. PROBLEMS, cont'd.

FACULTY COMMENTS, cont'd.

Certain problems pertinent to the course and which have been given to prior classes, and for which satisfactory solutions have been turned in, are not included in the present course but the class will be required to read them and submit any comments they desire. Certain of the problems suggested have been included in the course for the present class, e.g., "Outline of what should be included in the plan for the procurement of a specific item or class of supplies", and "Outline of a typical Factory Plan. What should it contain and in what detail?".

A time limit will be placed on presentations of individual problems and committee reports at the conferences during the next term of the college.

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12. RELATIONS WITH GENERAL STAFF & ARMY WAR COLLEGE.

"Many of the lectures given at the War College on Industrial and Allied subjects are important to the students taking the course in the Industrial College, and it is suggested that reprints be made of them and distributed to the students. All problems solved by the class should also be furnished to each member of the class so that upon completion of the course the student will have the entire course as worked out by his associates and enable him to have in his possession valuable information that will assist him in his future work".

(Lt. Col. J. Regan, AMC).

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"It is believed that members of the General Staff and members of the Assistant Secretary of War's office should give one or more lectures on the relations of the General Staff to the Assistant Secretary's office, and vice versa, in order that many points of doubt might be cleared up by questions asked at the conclusions of these lectures".

(Maj. W.L. Clay, Ord).

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FACULTY COMMENTS:

Committee reports are generally mimeographed and distributed. Individual studies are not mimeographed but the students may and usually do keep a carbon copy of their problems.

12. RELATIONS WITH GENERAL STAFF & ARMY WAR COLLEGE, cont'd.

FACULTY COMMENTS, cont'd.

Schedules and notices of lectures and conferences at the War College are posted on the bulletin board, and students allowed to attend such as are pertinent to the course if they do not interfere with our schedule.

An effort will be made to have members of the General Staff address the class on the relations of the General Staff and the office of the Assistant Secretary of War.

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13. STUDENT QUALIFICATIONS.

"Attendance at the Army Industrial College - The undersigned, having had the advantage of attendance at both the Army War College and the Army Industrial College, feels that every officer of a supply branch graduating from the Army War College should then be detailed immediately to attend the Army Industrial College unless he is a graduate of this school. The viewpoint of procurement must be given any supply branch officer who has been indoctrinated with the Command viewpoint at the Service Schools."

(Lt.Col. H.B. Jordan, Ord).

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"Students should be graduates of either the Special Service School of their branch, of the Command and General Service School, the Army War College, Foreign Military Schools or of appropriate courses in civil schools, i.e., The Harvard course of Business Administration, Babson School of Economics, etc."

(Maj. A.J. Davis, QMC).

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"That officers should be given at least six months training in either the supply division of their branch or in the industrial war plans office of the branch before entering the Army Industrial College, and subsequent to their graduation that these officers be used whenever possible either in the branch, district, or in the war plans section of their branches".

(Capt. I.B. Sness, AS).

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13. STUDENT QUALIFICATIONS cont'd.

"Students should be carefully selected. Branches should be required to submit evidence as to inherent ability or demonstrated capacity of members of their branches who are recommended as students. Students selected should be interested in the work and possess loyalty to a marked degree. Consideration should be given to a plan that would allow and encourage a few students from the non-supply branches. A combatant leader must give due consideration to his supply and related limitations, a knowledge of which can best be secured at this school.

Where the branches sends more than one officer, half the number sent should be older officers of field grades, and half the number should be younger officers (junior). The former will control policies, the latter will execute them".

(Capt. J.H.B. Bogman, QC).

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"As a matter of record, I desire to conclude by adding that if the personnel of the Army Industrial College can always be as well chosen as at present, that the assurance of adequate training under Section 5a will not be wanting".

(Capt. W.D.H. Riley, CE).

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FACULTY COMMENTS.

Students should be selected, where practicable, from officers who have expressed a desire to attend the Army Industrial College, and who have had some experience either in supply work or industrial planning of their branch.

The recommendation that the men detached from a branch be divided among field grade and junior officers is concurred in.

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