

ARMY INDUSTRIAL COLLEGE
Washington, D. C.

COURSE 1928-1929.

OPENING EXERCISES

Addresses by

Colonel, C. B. Robbins,
Assistant Secretary of War.

Maj. Gen. C. P. Summerall,
Chief of Staff.

Maj. Gen. James E. Fechet,
Chief of Air Corps.

Colonel, W. P. Wooten,
Director, Army Industrial College.

September 5, 1928.

Remarks - Colonel W. P. Wooten, C.E.
Director, Army Industrial College.
Introducing Colonel Charles B. Robbins, Assistant Sect'y of War.

Mr. Secretary, Officers of the Army Industrial College

As Director of the Army Industrial College, it is my privilege to welcome you to the course of instruction which is now about to begin. The purpose of this course is, as you know, to fit you to take a decisively efficient part in solving the immense procurement problem which will confront our Army in case of a major war. It is unnecessary for me to dilate upon the importance of a sound solution of that problem. Even if you have not already grasped it you can not fail to have it impressed upon you during the coming year. It is a problem which is worthy of your best efforts, and I am sure that you will give it the attention which it deserves.

The head in which all our procurement is centered is The Assistant Secretary of War. It is he who supervises all procurement activities and he who is responsible to the country for their efficacy. It is, therefore, peculiarly appropriate that he should speak to us this morning. It gives me great pleasure to introduce the Honorable Charles Burton Robbins, The Assistant Secretary of War.

Gentlemen - Colonel Robbins.

REMARKS - Colonel, Charles B Robbins.
The Assistant Secretary of War.

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It is a great pleasure to me to welcome you gentlemen here this morning. We have just started the War College with one hundred two students and I believe this is the largest class we have had at the Army Industrial College. It is a great pleasure for me to know there are so many earnest men here to study our great problems and that if the time ever comes when we need trained men the problems that we faced in 1917 will be solved in a more intelligent manner.

Section 5a of the National Defense Act provides that the responsibility for the mobilization of the nation's resources in a future emergency shall be placed on the Assistant Secretary of War. During the years since that Act was passed considerable progress has been made so that when an emergency comes we will have men trained in these problems who will be able to procure supplies without which no modern war can be successfully waged. We call it procurement planning. I never did like the word procurement yet purchase is hardly the proper word. It is really planning to utilize the resources of the nation in the best possible way and for the greatest benefit of the nation in case a major emergency should ever again confront the nation. We have in the United States as you all know, the greatest financial power in the world, the greatest industrial power in the world, but all that will be worthless in the face of a well-trained enemy unless we are able to coordinate and synchronize the machinery of industry for the use of the war.

You will have many problems here in your course. You will find them intensely interesting. Colonel Carr will keep you busy. You will find plenty to do.

We have in the plans of the Army prepared formulas and prepared plans for the mobilization of man power. They worked out very well in the last war. We are taking advantage of the lessons which we learned in that war toward the mobilization of materials and resources to get those indispensable supplies which we must have.

No one in the United States believes that our regular establishment could be of sufficient strength to protect the country in a major emergency. We must depend upon civilian

components, but the men are there. A great many of the materials which a great army must have are not present. We have no great munitions factories. Factories must be converted from their peace time uses to the making of material for war time use. This is an immense problem and one that you will find intensely interesting. A great many things come in along that line, such as the development of substitutes for strategic materials which we are unable to produce and which we must have.

I know you will enjoy your course and I want to welcome you here and assure you that my own office as well as the other parts of the War Department are with you heart and soul. I want you to learn all you can and be so prepared that should the hour ever strike when your country needs you, you will be among those best fitted to solve its problems.

REMARKS - Colonel W. P. Wooten, C.E.

Director, A.I.C.

INTRODUCING Major Gen. C. P. Summerall

Chief of Staff

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There is one thing which those of us who are engaged in procurement must never forget, and that is that the sole purpose of our work is to provide the combat branches of our Army with the munitions and supplies which they need for the proper performance of their tasks. The character, type, and quantity of these supplies must be such as those branches require and must finally be fixed with the approval of the Chief of Staff. We are to have the privilege of hearing the Chief of Staff this morning. I take pleasure in introducing General Charles P. Summerall, the Chief of Staff.

REMARKS - Major General C. P. Sumnerall
Chief of Staff

Mr. Secretary and Gentlemen

The very gracious introduction by Colonel Wooten explains the reason for my being here this morning better than I could do it myself. There is nothing I could add to the clear and concise statement of the Assistant Secretary of War on the purpose of the Army Industrial College, but at the risk of repetition I feel as if it would be losing an opportunity not to say something of what is in my own mind of the objectives of this Industrial College.

Generally speaking, I look upon it as having the same relation to industry that our War College has to our military activities. In speaking to the War College class, I tried to emphasize my own conviction that the country must, in case of an emergency, look to the War College graduates for leaders and high staff officers of branches, divisions, corps, armies and groups of armies and whatever masses of men we put into the field. I feel correspondingly about the Industrial College. I can see that the country will look to the graduates of the Industrial College in the future to head the great supply bureaus as chiefs and assistant chiefs, to control the great arteries of transportation and supply and to be executives in the operation of industries vital to the success of the field forces. This does not mean that we will not avail ourselves of business leaders because already they are available as reserve officers, but I believe it is just as impossible for a business man who is not trained in military methods and technique to function for the supply of an army as it would be for a military man who is not trained in business technique to function in the operation of a great industry. I feel that gratitude of the Army is due to those dollar-a-year men who came to our assistance when we were in sore need, but I believe it will be agreed that those men would have been better prepared for the great task with which they were confronted if they had also "the military mind". At the same time, we must realize that our own personnel was not prepared for its problem of dealing with industry. Our leaders of industrial supply in the future must be soldiers and they must be trained in industry. I do not think it is a mere coincidence that the President since the War has selected as the chief of the procurement system a man in each case - three cases, in fact - who distinguished himself as a soldier. The Assistant

Secretaries of War, since the law was enacted, have been especially equipped by reason of their military experience to engage in the development of so important a part of our military system.

I would hope that the time may come - although the Director of the College says it is not yet practicable - when we could bring to the Industrial College those leaders in industry who are reserve officers, just as we bring to the War College reserve officers and National Guard officers. I do not feel that we will displace the civilian assistants who come to help us out but I should insist that the executive administration of our supply departments and bureaus should rest absolutely in the hands of trained officers who have the knowledge of the Army and its needs, who have the standards that we try to maintain and set up in our business procedure in time of peace, and who combine the qualities by which we shall arrive at the best results.

Reference has been made by the Assistant Secretary to strategic materials which are the source of much concern to us. Much progress has been made in finding substitutes and ways of procuring them. I feel that it is of the greatest importance that this course should be kept as thoroughly practical as possible, and to make it thoroughly practical we must keep the picture of war before us. I do not believe we can anticipate that all the nations of the world would be arrayed against us, but if misfortune should come, we can visualize one country or a group of countries against us. I feel that in considering procurement we should not confine our studies to what we can produce ourselves as an isolated belligerent but we should keep informed as to what other nations can supply if some of them should be neutral. War has always been waged with supplies obtained from neutrals. I need not elaborate upon the complications that have resulted from the barter of supplies. In 1898 we went abroad for our mountain guns. Our mountain artillery is still largely equipped with this weapon. In 1917 we went abroad for our artillery, our tanks, our planes, ammunition and what - not, and those supplies, with the exception of perhaps airplanes, are still being used. We have always been dependent upon the world market for these things and I believe we shall always have the opportunity of patronizing world markets for them, but we should stress the necessity of obtaining what we can from our own resources.

We are not as interested in what we can obtain in 18 months as in what we can procure on D Day. This is the test of the efficacy of our methods. We will need men and material to protect our continental territory and our overseas possessions.

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We will have soldiers at the scene of conflict or there will not be any war. There will be suffering, losses and wounds. Our troops will expect supplies. Whether we have supplies or not the soldiers will be there. It is a very fine theory to carry victory on the point of a bayonet or to fight without necessary supplies, but it is not war. So the things that we must have are those necessary to put our army in motion effectively at that time.

I do not know of any way to accomplish this training that compares with problems. For a long time it has been in my mind that we ought to have a closer liaison and cooperation between the War College and the Industrial College. Just as the War College students are working with the military problem, which is war, you are working with that which makes the military problem successful, and I hope that the time may come when the two colleges will cooperate in problems of war. I can conceive the War College being organized as the War Department General Staff and the Industrial College being organized as the Bureaus of Supply and a problem being solved by the two - the tactical and strategical requirements being submitted and the Industrial College showing what it can do to supply them. We would find many things that we could not do, but that is the value of problems. I mention this simply to emphasize my conviction that we must be practical - that we must visualize war as it will exist on D Day. This college is teaching men to function so as to make possible the military operations as taught by the War College.

I do not subscribe to the analogy of the Ford car and our procurement for war. I think they are quite different. The analogy might be complete if a competitor forced that car out of the market and kept Mr. Ford from making any more cars. Unless we can supply and operate, then figuratively somebody will push us out of the market and prevent us from manufacturing the things we need.

I want to repeat Mr. Robbins invitation to the officers of the Industrial College to feel free to enter any part of the General Staff at any time. I would urge you to visit the sections of the General Staff, especially G-4. I think you should hear some of the lectures of the War College. I want this year to show the drawing together of the Industrial College, the War College and the War Department and I believe it will be a fuller year from which we can all profit.

I commend most heartily your ambition and professional pride and industry and I wish for all of you, individually and collectively, a year of happy success.

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REMARKS - Colonel W. P. Wooten, C E:
Director, A.I.C.
INTRODUCING Major James E. Fechet
Chief of Air Corps

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The Air Corps is a branch of the Army which is each year becoming of increasing importance. This corps combines the functions of combat and supply. Its supply problems are some of the most difficult which we have to meet. The Chief of the Air Corps has kindly consented to address us this morning. I am happy to introduce General Fechet, The Chief of Air Corps.

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ADDRESS - Major General James E. Fechet
Chief of Air Corps

It is a very great pleasure and also a very great honor to be invited to meet you gentlemen of the eighth class of the Army Industrial College. I have been told that this class is the largest and most representative of any class since the establishment of the College in 1924, by the Honorable Dwight M. Davis, the Assistant Secretary of War.

I note with interest the make up of the class which includes not only officers of the staff but also a large number from the line and officers from the Navy and Marine Corps. The thought occurs to my mind that this growth could very probably be expected of an institution of such far reaching importance as the Army Industrial College.

Although the Air Corps is, primarily, a combatant branch, we believe that our procurement problems are second to none in magnitude and difficulty of solution. For that reason the Army Industrial College has always been of particular interest to the Air Corps, since it has afforded an excellent school for the training of officers in war procurement duties. Lacking the background of years of past experience enjoyed by other supply branches, the Air Corps, starting from nothing, as it were in its procurement planning work, has been able to make considerable progress in that work, due in no small measure to the training our officers have received in this college.

Counting every piece of equipment used in making an airplane there would be thirty thousand parts. That means in a procurement program there would be thirty thousand heads. Consider what a terrible problem this would be to put up an organization which has millions of heads in its Supply Department. You are all familiar with the well known adage that "military preparedness is the best guarantee of peace". This undoubtedly was true a few years ago but unless we include in military preparedness industrial preparedness it is not true today. I believe that it is more important to mobilize materiel than it is to mobilize the military personnel. Victory, as General Summerall says will no longer be carried on the point of a bayonet but will be carried by the materiel behind, such as food, guns etc. This particularly is the subject that you gentlemen will be called upon to meet this year. Your task is not going to be an easy one, but I

but I feel sure that its extremely fascinating character will spur you on to your best efforts. When one is interested in his work, and that work is of such a nature that there is a constant flow of new problems, complex situations and innumerable details to be worked out, the most difficult obstacles are surmounted, for the incentive is there to attack them. Upon the completion of your course you will have the satisfying assurance that the knowledge you have gained will be of incalculable value to your country, should we again be confronted with a war emergency.

As you all know, in the last war we were faced with the problem of preparing industry without any previous experience. No one knew what the country was able to do in an industrial way. We had one very funny example which occurred in my corps in the Office of the Chief Signal Officer of the Army. A man went out and corralled eighty percent of the high speed tool steel. This seriously crippled the steel industry in the United States and it took exactly six months to get this steel back into industry.

In practically all our wars we were invariably in the position of requiring things to be done in a great hurry, and the old adage that "haste makes waste" was truthfully exemplified. As a nation we have not acquired the habit of storing things up for "that rainy day". Public sentiment would not have us be a military nation, and there is no reason to believe that the apparently popular aversion to a large standing army will undergo any radical modification in the future. Our people have been prone to lay too much stress on so called Yankee grit, pluck and the "got there" spirit of the American youth. Our invariable success in war has inculcated in our people such a degree of confidence in the invincible character of the citizen armies we have been able to mobilize in short notice that any attempt to combat such confidence with facts and figures tending to show its fallaciousness, is a waste of time.

Students of our military history, however, realize only too well the great delusion under which our people have been laboring. The fact that we are not a military nation, however does not deter us from making plans to meet any emergency which may arise. We know how in the last war the machinery was set in motion to create the vast army we needed to combat the enemy overseas. What is not common knowledge, however, are the steps which were taken to provide the necessities whereby this army was adequately equipped and maintained. This was the job of the men behind the lines - the men who, as some have facetiously put it, were engaged in the Battle of Washington.

You gentlemen are about to fight the battle of Washington on paper. You are to engage in a study of the procurement problems incident to a war emergency. To say that we are a strong nation would be only an assertion of fact, but the problems of paramount

importance is the knowledge of how to use our powers and opportunities. We must have system and coordination, we must work out procurement details whereby we may obtain large quantities of supplies in a short time, we must know what commodities we have and how and where to obtain such as are not available at home. We must be able to place our fingers on the industrial establishments we can utilize in a war emergency to convert raw materials into the finished product, and formulate the necessary legal steps to enable us to proceed along this line. Right here is an interesting field for research and study, and we must avoid the pitfalls which lay in our path during the world war. Our state of unpreparedness in the war made it necessary to perform an immense amount of experimenting. These experiments were not only costly but resulted in delays which were damaging to our cause.

We also have the labor problem and a thousand and one other details incident to the formation of an executive procurement agency which would be ready to function in time of war.

As I have said before, you gentlemen are undertaking a work of vast importance to the future welfare of our country. You are the ones who will occupy the key positions in the work incident to the creation of a service of supply structure which will stand firm even under the most grueling demands of a modern day war. Your skill and efficiency will be measured by your ability to provide the Army with its needs during a period for which no provision was previously made. Your problem will be the utilization of all the resources of the country, with the object in view of bringing the war to a successful and speedy conclusion.

This college from the standpoint of the Air Corps is the most important of any of the General Service Schools in the United States. We are a young Corps and started with no knowledge and training. The Air Corps procurement policy is a very serious one. We had no previous knowledge of procurement and the training of Air Corps officers which is given by this college is one of the most valuable things that we have.

I feel that we can not praise too highly the members of the faculty who have developed this school to the high point it has reached today.