

THE ARMY INDUSTRIAL COLLEGE
WASHINGTON, D. C.

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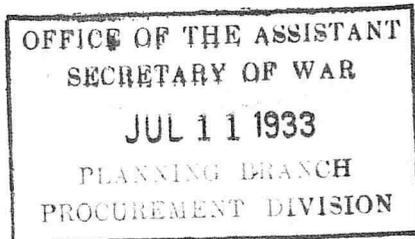
GRADUATION EXERCISES

Addresses by

Honorable Harry H. Woodring,
The Assistant Secretary of War.

Brigadier General Oscar Westover,
Assistant to the Chief of Air Corps.

Lt. Colonel W. A. McCain, Q.M.C.,
Director, Army Industrial College.



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GRADUATION EXERCISES

Col. McCain:

Mr. Secretary, The Class of 1933, Ladies and Gentlemen:

It is my privilege, on behalf of the College, to express appreciation of the presence here this morning of so many distinguished visitors. The Chief of Staff fully intended to come, but finally found it impossible. While he is preeminently a field soldier, yet we all know of his keen understanding of every activity of the War Department, including this school. In consequence the school is tremendously benefited by his cordial support and I desire publicly to acknowledge that thruout the year numerous officers of his General Staff have rendered valuable assistance to the faculty and students in working out our problems.

We are honored by the presence of The Chief of Bureau of Navigation, representing the Navy. It was one day nearly three years ago that Admiral Upham indicated that he would like to see me. Of course, I went right over. Among the things he said then, I remember one in particular. It was this, "I have made a careful study of what the Army Industrial College is doing over there and I hope that hereafter more and more selected Navy officers can be detailed as students." Well, we see right now that over 25% of this graduating class are Navy and Marine officers. Thus, due in large measure to the vision and initiative of this fighting Admiral, a new era of cooperation is in progress within the procurement planning agencies of the Army and Navy.

We have only four instructors in this College and one of them is also Executive Officer. So, we look for considerable help from the Planning Branch, the Current Procurement Branch and the Supply Arms and Services. We get it without stint. Particularly is this so of the Planning Branch, whose status in relation to this College is precisely that of the General Staff to the Army War College.

Furthermore, as you know, Mr. Secretary, where funds are concerned, this College operates on what is commonly known as a shoestring. So it is indeed fortunate for us that we enjoy the good will and support of the Chiefs of Supply Arms and Services to a degree where every one of them this year has spent some real money for this College- in the purchase of books or of office equipment, or, as in the case of the Quartermaster General of both. Of all these things I shall give you a more detailed report in writing on June 30, never forgetting the hard work, enthusiasm, and superior quality of instruction on the part of your faculty.

Now a word to you gentlemen of the Class. First we are glad to note the presence of your wives and sweethearts. No doubt they have been the chief inspiration for the masterly work done by you this year. If today they feel some pride in your accomplishments they will find themselves in simple agreement with the faculty, for whom I say emphatically that we never expect to serve with fifty-odd more able officers and high-minded gentlemen.

It is true that what you have thought this year to be facts may turn out next year to be something else entirely. Some of the theories that you have developed and now consider sound may later on be found to be unsound. But there are three things that we have tried to impress upon you here of which the simple statement contains nothing but simple, lasting truths and, if you will preach these truths in season and out of season, your ten months here will have been well spent. They are: (1) Under any major war plans prepared by the General Staff and Naval Operations pursuant to some joint plan, materiel requirements must be computed; (2) Ways and means must be found to meet those requirements, in time as well as in quantity; (3) The National Defense demands that this work as well as that of planning a great war economy, be carried forward in a spirit of real, honest, unselfish cooperation among officers of the Army and Navy.

Now, gentlemen, our Chief is here today and I am going to ask him to address you. I have the honor to present that statesman, soldier, banker - The Assistant Secretary of War, Honorable Harry H. Woodring.

Mr. Woodring:

Colonel McCain, Guests, Gentlemen of the Graduating Class:

The studies which you have just completed in the problems of war procurement and industrial mobilization have extended over a most interesting period in the life of the nation. Widespread changes in the organization of the Federal Government and of the nation's economic structure are now in process. There will be much to learn from the experiences which will be gained in the working out of the President's industrial control program. It is important that our preparations covering the industrial aspects of warfare be kept in consonance with these changes.

The present close cooperation between the Army and the Navy in the preparation of these plans is particularly gratifying. Indeed, such collaboration is pre-requisite to their success. In time of war both services turn to the same sources of supply, and it is imperative that we have a complete understanding in matters of procurement.

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The fact that both Army and Navy are alive to this necessity is demonstrated in the composition of this school. The Navy is represented on the faculty and in the student body - one officer of every three is from the Navy or the Marine Corps. I hope these contacts have emphasized to you the interdependence of the three service bodies and that all of the members of the graduating class have formed the habit of thinking of war procurement problems not in terms of the Army, Navy or Marine Corps, but in terms of the National Defense.

During the time that I have been Assistant Secretary of War there has come to my desk convincing evidence to show that our procurement organization and procedure are based upon correct principles. I have been greatly impressed by the efficiency and the economy with which the procurement and other business activities of the Army are being carried on. My experiences in public service have enabled me to observe the operation and functioning of many governmental purchasing agencies. I am happy to say that in none of them are the interests of the government and of the people more fully protected than they are by our War Department agencies.

The purchase and distribution of the clothing, food and other supplies for the 300,000 men in the Civilian Conservation Corps have placed an exceedingly heavy load on the peace time organization of the Quartermaster Corps.

The task is being accomplished in an entirely satisfactory manner. Even though emergency conditions prevail to a considerable degree, there has been no breaking away from established procedure. The usual high standards of performance are being demanded of those with whom contracts are being let. The widest possible competition is being obtained and as a result the program is being carried out in a most economical manner.

There is one thought which I would like to leave with you today. It seems to me that we should study very carefully our war procurement plans in the light of the experiences being gained in carrying out this reforestation program.

The situation in a few respects is not unlike the transition period that would prevail during the initial stages of a general mobilization. That is, we have had to enroll three hundred thousand men at a daily rate which approached the ten thousand mark on several occasions. These men have had to be medically examined and transported to the various Army posts, where food and clothing had to be made immediately available in the same manner that would be necessary during the first months of a war emergency. We know that in the procurement of supplies we cannot change over night from our usual system of competitive bids to the system of allocation contemplated in our war plans. The change will be made over a considerable period of time and possibly in a piecemeal manner.

What we should be interested in at this time is to determine as far as may be possible, how much and in what way the placing of preliminary orders by the usual competitive methods will affect the production schedules and other plans concerning allocated facilities. Careful studies at this time may reveal weaknesses in our plans that should be corrected.

You are in an exceptionally favorable position to render important service in this respect.

I congratulate you upon the successful completion of your course at the Army Industrial College and trust that your year of study will leave its impress on the performance of your future assignments and duties. Added experience and knowledge bring with them larger tasks and greater responsibilities. You have my best wishes for success in your new duties. I know that you will measure up to them. I say good-bye and good luck to you and give you my sincere best wishes for many years of successful accomplishment in your chosen profession.

Col. McCain:

Thank you very much, Mr. Secretary for your encouraging words.

We might say that this College almost belongs to the Supply Arms and Services. The Chiefs thereof constitute its Board of Advisors. It is our custom to ask one of them each year to deliver the main address at the graduating exercises. Today this address was to be made by The Chief of Air Corps, General Foulis, but he is unavoidably detained on official business out west. So we have requested his able First Assistant to act in his stead - a man who has won for himself many laurels in his chosen field of Aeronautics, who wears the Distinguished Service Medal and who, by sheer ability and eternal square-shooting, finds himself today the youngest General Officer in the Regular Army; I have the honor to present The Assistant to the Chief of Air Corps, Brigadier General Oscar Westover.

General Westover:

Mr. Secretary, Colonel McCain, Distinguished Guests, Members of the Class of 1933; Ladies and Gentlemen:

I regret exceedingly that the Chief of the Air Corps, General Foulis, could not be here personally today to deliver the address which he had agreed to deliver. When orders were issued on Monday requiring his absence from the City, with the probability that he would not be able to return in time for this occasion, I was instructed to prepare to substitute for him according to the request of the Director of the Army Industrial College, Colonel McCain. It reminded me of the story of the little fellow pinch-hitting for the big fellow. However, this is no time for stories. The day is warming up and brevity will be appreciated, I am sure.

I wish to express my personal pleasure at the opportunity of being able to address, even though briefly, such a select group of officers of the Army, Navy, and Marine Corps, particularly since I have always been, and still am, an ardent advocate of industrial as well as military and tactical preparedness for war. Those of us who labored in this Country during the World War in connection with problems of production, storage and traffic, have an acute realization of our unpreparedness for that great conflict, and some conception of the difficult problems resulting therefrom.

It has often been said that we do not benefit by the lessons of past wars; that our Country soon falls into a state of lethargy and loses its revived enthusiasm for National defense in the security of prevailing peacetime prosperity. This has not been the case to date insofar as concerns the announced intention of our Country. We have profited by the mistakes of our last war to the extent of enacting sound legislation calculated to enable us to prepare for any possible future conflict. Pursuant to some of this legislation there was established the Office of the Assistant Secretary of War charged with the specific duty of supervising the procurement of all materiel supplies and other business of the War Department pertaining thereto and of assuring that adequate provision is made for the mobilization of materiel and industrial organizations essential to war needs.

This particular school, the Army Industrial College, is an outgrowth of the delegation of those responsibilities. Here selected officers of the Army, Navy and Marine Corps are afforded the time and training necessary to properly analyze the military requirements of the Service, both in industrial organization and methods as well as in the amounts and kinds of materiel required for war.

I envy you the opportunity that you have had during the past year of devoting your time and efforts to this great problem, thus better to insure full advantage being taken of past war experience and present peacetime needs in accomplishing preparedness. It is my understanding that your course embraced the historical study of procurement and industrial mobilization in the World War and that our National shortcomings were clearly analyzed with a view to the avoidance of similar mistakes in the future. Your training in this school has covered the broad scope of business organization and methods, particularly with reference to the relation of planning to operation. You were instructed in the fundamentals of economics; finance; banking accounting; statistics; marketing; contract law; purchasing methods; procurement planning; budgetary control; construction and conversion of facilities; labor; transportation; price control; priorities; foreign commerce; conservation; fuel and power; strategic raw materials and problems of industrial readjustment after war. This progressive study and training, moreover, was projected across the background of National and

International perspective, as to present day conditions affecting such matters. You have studied the economic, political, and social structures of some foreign countries as well as our own. You have analyzed the organization for executive control and power in the administration of Congressional Acts directing preparedness and you have studied the problems of coordination of planning and procurement as between the Army and the Navy in an effort to achieve peacetime economy as well as preparedness for war.

It is needless for me to elaborate on any particular elements relating to this broad and balanced scope of training which you have just completed. However, since the fundamental purpose of our industrial preparedness is to make such adequate provision for the mobilization of materiel and industrial organizations essential to our wartime needs that production of military equipment will precede the accomplishment of man-power schedules, I venture to suggest a few thoughts pertinent thereto.

Industrial preparedness is a peacetime function dominated by combined considerations of economy, simplicity, flexibility and effectiveness. Your studies at this school have undoubtedly taught you the value of analysis of any new problem and of proper preliminary and final planning for its successful accomplishment. The knowledge and ability which you have acquired throughout your service, together with the particular training you have acquired at this school, gives to you a professional capacity for accomplishment which normally will continue with your good health and your mental and physical vigor, but which may wholly be failing to produce effective results unless adapted to the requirements of these changing times. Your training at this school is but the preliminary basis for further study upon which to assume future administrative responsibilities and action relating to industrial preparedness for war. It will be but of limited value to you unless you continue to expand your knowledge of the fundamentals taught you here. Unless you keep abreast of the changing industrial trends, particularly as they bear upon problems of military production, you have no safe ground for the application of the knowledge and training you have recently acquired.

We are indeed living in an era of changing times. These changes run the whole gamut of political, military, economic, and psychologic phases in each Nation. There are silhouetted across the hazy International horizon a desire for real disarmament and an effort to effect a common understanding relative to standardization of International relations and National aims. To some of you these silhouettes may appear in bold relief, objectives easy to see and perpetuate through mutual International agreements. To me, they appear too far off and too dim to warrant belief in their accomplishment in your time or mine. They appear so to me even though projected against the Beacon Lights of History, against the rising sun in the East or the setting sun in the West. I, for one, do not believe that any nation will ever voluntarily relinquish an offensive weapon of warfare.

The International unrest and recent changes in our own political and industrial structures with their resultant drastic effects upon our basic Military and Naval establishments require continued study and analysis particularly on the part of public officials, such as are the officers of the Army, Navy, and Marine Corps. Each new political, economic, industrial and psychologic development in this Country increases the complexity of our problem of Military preparedness. When each of you proceeds during the coming year, to your newly assigned duties, whether they be in direct connection with the continuation of this work or along entirely different lines, you should devote a considerable portion of your independent time and thought to the continued analysis of our National problems, the changing trend of the times, and the progress in the mechanical arts and sciences in order that you may retain an up-to date and true perspective of the part that you individually may have to play in the future should our Country face a major emergency. You may be assured the fundamentals of industrial mobilization, which you have learned here to be quite simple, will of necessity become increasingly complex unless you retain your contact with the industrial structure of the times, the methods of industrial operations and the current needs and difficulties of industrial problems. And in the analysis of changing conditions, new industrial trends and methods, new economic conditions and the changing psychology of our National attitude, it is not well to trust to your own conclusions alone. Continue the habit of free and frank discussion of all matters with your contemporaries and collaborators with the view of broadening your perspective and the soundness of your conclusions as a result of the judgment and experiences of others. This should lead to renewed cooperation among representatives of the Army, Navy and Marine Corps in continuing their preparedness to meet the problems of industrial mobilization.

Industrial planning is rather endless due to the changes in industry, new processes of manufacture, new sources of raw materiel, and the exhaustion of old sources. Army and Navy requirements must be coordinated throughout. Up-to-date industrial plans are necessary to obtain a true gauge of production at the outbreak of war, particularly with regard to priorities and the prevention of bottle-necks that will slow down production. Plans for the allocation of facilities must likewise be based on existing conditions in industry. The continuing responsibility for the development of these plans lies in the Office of the Assistant Secretary of War, who in turn utilizes as his research and development laboratory the Army Industrial College. In order that each of you may be kept informed of economic and industrial changes and their bearing upon problems of industrial mobilization and wartime production, it seems to me that there should be prepared and issued to you and to each former graduate, periodically, either from the Office of the Assistant Secretary of War or from the Army Industrial College, a resume of current business and industrial trends which have an influence on measures for preparedness.

I have but briefly scanned the terms of the National Industrial Recovery Act, approved June 16th of this year. I can well understand that the administration of that Act will have a vital bearing upon existing plans for industrial mobilization. On the other hand, it may be possible that in carrying out the purpose of the Act, there will be a direct application of every bit of work and planning already accomplished by the Office of the Assistant Secretary of War and this Industrial College. The administration of the National Industrial Recovery Act may very likely prove to serve the purpose in time of peace that the War Industries Board served during the past war.

In closing; I heartily congratulate each and every one of you on your graduation from this fine school, a school which is young in years, but aggressively alert and progressive in fulfilling its mission. You now comprise a part of that select and limited group of trained officers upon whom this Country must rely for its peacetime contacts and plans with industry and its wartime problems of speedy production of materiel and munitions.

I thank you.

Col. McCain:

We are very grateful to you General, for a most able address.

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Presentation of Diplomas by The Assistant Secretary of War.

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Col. McCain:

The motto on the reverse side of the great shield of the United States consists of two latin words, "Annuit Coeptis" which liberally translated mean, "God having begun us will see us through." It is quite fitting especially in these trying times, that all American Institutions subscribe to this simple faith of the Fathers.

Therefore this institution now petitions through the voice of that Christian soldier, The Chief of Chaplains of the Army, Colonel Julian Yates:

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Chaplain Yates:

O God, our Father, we invoke thy blessings upon those who are charged with the administration of this institution and upon those who go forth today to take their places in the affairs of our government. As they shall grow in age and experience, grant that they shall grow into more stalwart loyalty to their comrades, to their Country and to their God.

Bless, we pray thee, the President of the United States and all in authority associated with him, - those who make our laws and those who administer them.

And may thy kingdom come and thy will be done in and through us now and forevermore -

Amen.