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THE ARMY INDUSTRIAL COLLEGE
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GRADUATION EXERCISES

Addresses by

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GRADUATION EXERCISES

Colonel Jordan:

Mr. Secretary, General Craig, Admiral Standley, distinguished guests, members of the class and their families, ladies and gentlemen -

It is a great pleasure for me, on behalf of The Army Industrial College, to welcome you here this morning to our sixteenth graduation ceremonies. In 1924, the Honorable Dwight Davis, The Assistant Secretary of War, established the College in order to train officers to perform the duties which the National Defense Act had placed on his office. Not long ago, it gave me great pleasure to congratulate Mr. Davis on an approaching ceremony, and in answering my letter he paid the College a compliment of which we are very proud. May I quote?

"I have always had a very warm spot in my heart for the College, and regard it as my most valuable contribution to the War Department during my service there."

As the years pass by, the place of our College in the educational system of our Army and Navy becomes more important. Today no war plan is made or considered without a careful study of the Tactics and Strategy of the Material which will be required. By Tactics of Material I mean procurement planning by the Services, which procurement the Services will themselves execute. By Strategy of Material I mean industrial mobilization planning by the Planning Branch, Office of The Assistant Secretary of War, the execution of which will be done, not by the Planning Branch, but by a super-agency to be established after war is imminent.

To show the actual present importance of planning, I want to cite a case of vital planning under consideration today. The outstanding accomplishment of one of our graduates, Major H. C. Minton, Ordnance Department, now Executive Assistant to the Chief of Pittsburgh Ordnance District, has been the preparation of the revised Steel Plan for war procurement. This plan has recently been approved by all services and bureaus of the Army and Navy Departments except the Bureau of Ordnance of the Navy, which due to increased Naval construction, must alter its requirements. This revision, affecting principally Pittsburgh firms, will be handled by Major Minton and Captain R. W. Ryden, U. S. Navy, now located at Pittsburgh on Naval

inspection work. They are both graduates of this College and I know the problem will be satisfactorily solved by these two outstanding men.

This College affords a forum to Army and Navy officers for the mutual exchange of opinions on our common problems - the meeting of minds, the appreciation of the other man's troubles, are assets no money can buy - no orders can effectuate - and as in the problem just cited, assures the mutual understanding so necessary to success.

I want to take this occasion to pay my tribute to the work of two of our instructors, one who has already left for his new station, Pearl Harbor, Hawaii - Commander Buck, Supply Corps, U. S. Navy, and Major Rogers, U. S. Marine Corps, who leaves today. Both of these gentlemen are outstanding in ability and have contributed materially to make the course at this College the success I feel it has been. My best wishes go to them in their future work.

The War Department General Staff must and should be composed of graduates of The Army War College, and correctly, too, the great majority must and should be line officers, but we want more graduates of The Army Industrial College who are also graduates of The Army War College, especially on G-1, G-2, G-4 and War Plans Divisions of the War Department General Staff. Next year we shall have ten line officers in the class instead of the four we have this year. To General Craig, the Chief of Staff, we pay our grateful thanks for this much desired increase - we only wish it could be more. General Craig is to address you today, and I know the advice and counsel he will give you will always be remembered.

In all our work here in the College, we learn to place our reliance upon the advice and counsel of that distinguished citizen, The Assistant Secretary of War, Honorable Harry H. Woodring. To him I go with problems upon which I desire advice and decisions, and I wish I could describe the real pleasure it is to do business with him. Mr. Woodring is one of America's distinguished sons, and I know I voice the sentiment of all here when I say we are exceptionally fortunate to have his wise counsel guide us in these days of serious unrest in other parts of the world.

It gives me great pleasure to introduce the Honorable Harry H. Woodring, The Assistant Secretary of War.

Mr. Woodring.

Colonel Jordan, General Craig, Admiral Standley, Members of the Graduating Class and their families, Distinguished Guests.

It is a real privilege for me to be present this morning at these graduation exercises. It is a pleasure to greet the members of the graduating class and their families on such an important occasion.

I want to congratulate each member of the Class on having completed so successfully his duties here. It has been interesting to watch your progress and I am highly gratified at the fine record you have made. I also want to express my appreciation to Colonel Jordan and to the members of his Staff for the excellent manner in which the College has been conducted.

The Army Industrial College enjoys a well earned reputation in our scheme of military education for both the Army and the Navy. I am particularly gratified today to extend my congratulations to the Navy and Marine Corps members of the graduating class.

In order that procurement may be properly handled in time of war, it is essential that not only those in authority over the supply side of the war program, but those in charge of the command side as well, should have a very definite knowledge of procurement and industrial mobilization.

In order to provide for this, proper procurement training must be given in time of peace to an appreciable number of line officers. Then, if war does come, there will be available for assignment to key positions sufficient numbers of our best officers - both line and supply - who have been trained to understand the importance and the difficulties of the prompt procurement of munitions in war. The building of an adequate pool of trained officers for this purpose requires that a sufficient number of officers of both line and staff be sent annually to this College.

The presence of Army, Navy and Marine Corps officers in each year's class at the Army Industrial College is a very vital factor in the success of my office in planning for war procurement and the war time industrial mobilization of the country. The cooperation of the Army and Navy is obviously necessary in preparing properly for war.

The Army Industrial College is doing fine work. It is developing, slowly perhaps, but thoroughly, a group of officer personnel who have been taught to evaluate the resources of our country and how these resources can be made quickly available for military purposes in time of emergency. I am proud of the work the College is doing and it shall always have my active interest and support.

In General Craig, Chief of Staff of the Army, we have an officer who is keenly interested in the Army Industrial College and its mission. He is going to speak to us this morning on "The Role of the Army Industrial College in the Army School System." There is no need to mention to this audience the outstanding record of General Craig as an officer of the Army, nor his high reputation for ability and courage. I hold him personally in the highest esteem and consider him to be one of our greatest Chiefs of Staff.

Ladies and Gentlemen, it is indeed a real pleasure to introduce him to you - General Malin Craig.

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General Craig

Secretary Woodring, Colonel Jordan, Ladies and Gentlemen.

The establishment of the Army Industrial College a dozen years ago was a recognition of the economics of national defense. The World War demonstrated that in modern conflicts the soldier on the front line is definitely linked to the industrial plant. Success or failure in the field may depend wholly on the steady flow of military supplies from the factory to the army.

We have found by experience that at least some of our Army officers must have a specialized knowledge of industrial problems in order that there may be intelligent planning for meeting our essential requirements.

You gentlemen comprising this graduating class have been carefully chosen by the Assistant Secretary of War to take this course in order that you may acquire a broad general knowledge of the industrial organization of our country and also an understanding of the special technique of war-time procurement of military supplies.

You were specially selected to serve as students at this splendid Industrial College not only because of the high standard of efficiency that has been demonstrated throughout your military careers, but also because your records disclosed an apparent aptitude for the study of important economic problems. Of course, this assignment did not come to you solely as a reward for past performance. The War Department is looking to the future rather than to the past. It hopes that this course has given all of you an increased capacity for future service that will more than justify the time and expense involved.

It is very gratifying to me to note the interest taken by the Navy in this course. There are included in this graduating class a number of outstanding Navy and Marine officers whose attendance here is a fine tribute from our sister service to the high standing of this college. It is especially important that the procurement problems of the Army and Navy be studied jointly. There are many supplies that are common to both services. In war both national defense agencies will be served by the same sources of production. Questions of priority which will immediately arise in war may now be deliberately studied in peace by officers possessing a detailed knowledge of military and naval requirements and of industrial capacity.

In felicitating this class on its graduation to-day I would like also to comment on the great personal interest that Secretary Woodring has taken in this class and in the Industrial College. Under his direction there has been marked progress in the contributions of this school to the national defense. The studies pursued here have been of very great practical value to the War Department and in particular to the supply branches of the Army. The reports of your committees are not only studied by the Assistant Secretary and his staff but also by the appropriate divisions of the General Staff and the chiefs of branches. Suggestions for improvement, particularly when made by informed specialists, are gratefully received and frequently put into effect.

The National Defense Act of 1920 took cognizance of the fact that in a modern war of major magnitude every resource of the nation -- human, material, economic -- must be mobilized to insure success. The problems attendant on such an effort are so colossal that continuous peace-time studies are essential to their solution. Specifically the National Defense Act, which became a law while our World War experiences were fresh in our consciousness, charges the Assistant Secretary of War with the duty of providing for the assurance of adequate provision for the mobilization of materials and industrial organizations essential to war-time needs. As one of the important agencies to aid the Assistant Secretary in discharging this obligation we have the Army Industrial College.

This college differs from other Army educational institutions in many respects. In most of the special and general service schools emphasis is placed on combat. Tactical principles are taught and the conduct of operations in the field is studied. Logistical problems dealing with supply and movement of troops are discussed in detail, but questions of the principles underlying the procurement of military supplies receive scant attention. The necessity for a school where comprehensive studies are made of all the factors of production of commodities used by the army is readily apparent. The Army Industrial College fills this need.

While there is a marked difference in the subjects taught at this college from those studied at other service schools the objectives of all our schools are identical. We aim to produce officers of intelligence, resourcefulness

and initiative, capable of performing the highest duties with which they may be charged in a national emergency. Most of you are graduates of the special service schools of one or more of the branches. Some of you are graduates of the Command and General Staff School. Some will leave the Industrial College to enter the next class at the War College. By this rotation of students the greatest benefit is obtained from our army school system. Not only do the officers broaden their individual outlook, but they are in a position to make a material contribution to the military education of other officers. An exchange of views of officers of varied practical and academic experience is advantageous alike to the officers and to the service.

Your training at this college qualifies you for assignments of increasing importance. Sooner or later most of you will have duties connected with planning for the procurement of military supplies for war. For such duties your training here will be invaluable. Notable progress has been made in procurement planning, but much remains to be done. As a matter of fact planning to be of value must be continuous. New weapons, new methods of warfare, greater mobility, increased fire power and numerous other factors result in radical changes in military requirements. At the same time modern inventions, revolutionary changes in machinery of production, expansion of industrial capacity and changing economic conditions will inevitably cause frequent and sometimes radical changes in plans for the procurement of essential military supplies.

We often hear the statement that history repeats itself. It is true that there is sometimes a striking similarity between the events of the present and those of the past. However, no two wars are alike. Military students are prone to study the most recent great war and sometimes to conclude that the next one may be fought in much the same manner. This is unlikely. The World War early developed into trench fighting in the principal theatre, with much of the four years' struggle on the western front taking place in a relatively limited area. There was more movement on the eastern and southern fronts, but for four years on a line from Switzerland to the sea millions of men were locked in a desperate struggle with movement in any direction limited to relatively few kilometers.

A future war may be very different. Rapid movement may replace relative inaction. The combat zone may be vastly enlarged. Certainly the trend in modern weapons and means of

transportation indicates that an increase in mobility and fire power may be expected. This means that we may anticipate the necessity for procuring a somewhat different type and quantity of supplies and of issuing them to flying columns of troops from mobile bases. The rapid advance in aerial warfare, with much greater speed and range of aircraft, means that we must be prepared for aerial raids on supply establishments far behind the lines. All this complicates tremendously the already difficult problems of the staff officers charged with supplying the troops. The strategy pursued will have a profound influence on the supply situation.

Because we will likely have a different situation in the future than in the past is not a reason for ignoring the past. Our experience in former wars should be studied and intelligently applied. A sufficient time has now elapsed to enable us to view the stirring events of the World War with the proper perspective. Much that happened then has passed from the realm of acrimonious debate to that of historical research. We are able to review calmly the causes of the errors, the delays and the difficulties of that period as well as the reasons for the ultimate success that attended the great American effort in the World War. In doing so we have no purpose save that of profiting by that experience with a view to overcoming obstacles that may be encountered in a future struggle if war should unhappily again come to America.

We entered the World War with little conception of the military and industrial effort that would be required. The people of all walks of life firmly supported the government and patriotically pledged their services. We had the greatest amount of difficulty in determining our requirements. We were unable to give to industry a clear picture of our probable military needs. Industry and commerce found it difficult to make the adjustments necessary. We were without experience in a modern war of major proportions and our supply problems were tremendous. That they were satisfactorily solved, though with considerable delay, is due in very large measure to the splendid work of the War Industries Board, which has been the subject of much study at this college.

From the World War we learned that we must first determine our requirements, the priority of our needs and then the availability of materials necessary for the fabrication of our military supplies. A complete knowledge of these factors necessitates a thorough understanding of sources of production, foreign trade, transportation, power, fuel, labor and a host

of other elements that enter directly into the broad question of procuring supplies for the army. By the very nature of his profession the army officer is seldom an advanced student of economics. It seems a far cry from the parade ground to a study of the principles of economics. Nevertheless there must be some of our officers, particularly those of the supply branches, with a thorough grasp of such questions. The best place in the army to acquire this specialized knowledge is at this school. Here military and industrial problems meet.

The knowledge acquired here is of tremendous value to the officer and to the army both in peace and in war. Procurement activities in peace are necessarily circumscribed by regulations which have for their purpose the assurance that the Government will receive the best quality at the lowest possible price. In war these considerations are likewise important but time is the great pressing factor. In a battle it is better to secure inferior and expensive products on time than to receive a high-quality, economically priced product too late. When war comes we must fight. Plans for fighting must be made in peace, if at all. Similarly our procurement planning must be done when the country is at peace, else in a future struggle we may have the same confusion and delays that hampered our effort in the World War.

It is a great satisfaction to know that through the medium of this school we are steadily increasing that splendid body of officers available in all branches for highly important procurement duty. From its purchasing officers the War Department demands not merely absolute integrity, strict impartiality and the firm protection of the interests of the Government, but also a detailed knowledge both of military requirements and of processes of production.

Officers of the services engaged in procurement often have better opportunities for civilian contacts than those of the arms. Their duties bring them in touch with business men of the various communities and not infrequently with public officials. These contacts should be of great benefit to the officers and to the army. It is the duty of our commissioned personnel to establish and maintain friendly social relationships with the people of the locality in which they are stationed, to know personally the prominent persons of the community and to develop an active local interest.

From your experience at this school I am sure your outlook has been broadened and your concern in matters of public interest heightened. I hope that you will continue your studies and through your contacts with other officers

arouse their interest in economics, sociology, foreign affairs and a host of other interesting subjects that compete for universal attention. An officer who confines his interest to the military profession and who does not keep his mind active and alert by a study of current affairs narrows his perspective, and his value to the government definitely declines.

I am sure you have profited much by your instruction here and that you have developed an unflagging interest in your studies. I trust that you will continue to give to the army the same high standard of service that has marked your careers thus far. I hope that you will find your new assignments pleasant and interesting.

Again I wish to congratulate you on your graduation and to wish you all God-speed.