

2

REPORT DOCUMENTATION PAGE

READ INSTRUCTIONS
BEFORE COMPLETING FORM

1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) THE UNITED STATES ARMY COMMAND AND GENERAL STAFF SCHOOL DURING WORLD WAR II: TRANSITION TO NECESSITY		5. TYPE OF REPORT & PERIOD COVERED Master's Thesis
. AUTHOR(s) Major David E. Johnson, USA		6. PERFORMING ORG. REPORT NUMBER
PERFORMING ORGANIZATION NAME AND ADDRESS		8. CONTRACT OR GRANT NUMBER(s)
. CONTROLLING OFFICE NAME AND ADDRESS US Army Command and General Staff College ATTN: ATZL-SWD-GD Ft Leavenworth, Kansas 66027-6900		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		12. REPORT DATE 10 May 1985
		13. NUMBER OF PAGES 315
		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION DOWNGRADING SCHEDULE

16. DISTRIBUTION STATEMENT (of this Report)
Approved for public release; distribution is unlimited.

17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)

18. SUPPLEMENTARY NOTES

19. KEY WORDS (Continue on reverse side if necessary and identify by block number)
WARTIME U.S. ARMY COMMAND AND GENERAL STAFF SCHOOL

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

ABSTRACT

THE UNITED STATES ARMY COMMAND AND GENERAL STAFF SCHOOL
DURING WORLD WAR II: TRANSITION TO NECESSITY
by Major David E. Johnson, USA, 315 pages.

DTIC
ELECTE
FEB 27 1986
S B D

AD-A164 923

DTIC FILE COPY

The courses of instruction presented at the Command and General Staff School during World War II have generally been dismissed as expedients, whose purpose was the production of large quantities of graduates to staff an expanding wartime Army. A corollary to this premise is that the quality of instruction was sacrificed to meet this goal. Additionally, the courses at Leavenworth that preceded the war are held in high esteem and have been the yardstick against which the wartime courses were measured.

This study was a historical analysis of the United States Army Command and General Staff School during World War II. Its purpose was to examine the courses that preceded the conversion to a wartime curriculum, to determine how the staff courses made the transition from a peacetime to a wartime footing and how they changed during the war, to analyze the special purpose courses that supplemented the staff courses, to determine how the school administered the curriculum, and to determine if there are lessons from the wartime experience of the Command and General Staff School that are applicable to the educational needs of today's Army.

The conclusions were these: there were significant problems with the prewar staff courses, from the perspective of the senior leadership of the Army; the wartime courses were dynamic and evolved to meet the needs of the Army, within the time constraints imposed upon them; and that there are lessons from the era that have direct application to the educational needs of today's Army. Based upon these conclusions, recommendations for the future curricula of the Command and General Staff College are proposed that would add special purpose courses, change the Regular Course, and revise the Mobilization Program of Instruction.

THE UNITED STATES ARMY COMMAND AND GENERAL STAFF SCHOOL
DURING WORLD WAR II: TRANSITION TO NECESSITY

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE

LIBRARY
USA, COMBAT LEAVENWORTH, KS

ACQUISITION _____
FOUNDED _____

by

DAVID EUGENE JOHNSON, MAJ, USA
B.A., Trinity University, 1972

Fort Leavenworth, Kansas
1985

Approved for public release; distribution is unlimited.

APPROVED FOR PUBLIC RELEASE
DISTRIBUTION UNLIMITED.

85-3350

86 2 27 030

THE UNITED STATES ARMY COMMAND AND GENERAL STAFF SCHOOL
DURING WORLD WAR II: TRANSITION TO NECESSITY

A thesis presented to the Faculty of the U.S. Army
Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE

by

DAVID EUGENE JOHNSON, MAJ, USA
B.A., Trinity University, 1972

Fort Leavenworth, Kansas
1985

Approved for public release; distribution is unlimited.

APPROVED FOR PUBLIC RELEASE:
DISTRIBUTION UNLIMITED.

85-3350

MASTER OF MILITARY ART AND SCIENCE

THESIS APPROVAL PAGE

Name of Candidate David Eugene Johnson, Major,
Field Artillery

Title of thesis The United States Army Command
and General Staff School During World War II:
Transition to Necessity

Approved by:

Michael T. Chase , Thesis Committee Chairman
(LTC(P) Michael T. Chase, MA)

William G. Robertson , Member, Graduate Faculty
(William G. Robertson, Ph.D.)

Wallace B. Eberhard , Member, Consulting Faculty
(COL Wallace B. Eberhard, Ph.D.)

Accepted this 5th day of June 1985 by Philip J. Brooks,
Director, Graduate Degree Programs.

The opinions and conclusions expressed herein are those of
the student author and do not necessarily represent the
views of the U.S. Army Command and General Staff College or
any other governmental agency. (References to this study
should include the foregoing statement.)

Accession For	
NTIS GRA&I	<input checked="" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
By _____	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	

ABSTRACT

THE UNITED STATES ARMY COMMAND AND GENERAL STAFF SCHOOL
DURING WORLD WAR II: TRANSITION TO NECESSITY
by Major David E. Johnson, USA, 315 pages.

The courses of instruction presented at the Command and General Staff School during World War II have generally been dismissed as expedients, whose purpose was the production of large quantities of graduates to staff an expanding wartime Army. A corollary to this premise is that the quality of instruction was sacrificed to meet this goal. Additionally, the courses at Leavenworth that preceded the war are held in high esteem and have been the yardstick against which the wartime courses were measured.

This study was a historical analysis of the United States Army Command and General Staff School during World War II. Its purpose was to examine the courses that preceded the conversion to a wartime curriculum, to determine how the staff courses made the transition from a peacetime to a wartime footing and how they changed during the war, to analyze the special purpose courses that supplemented the staff courses, to determine how the school administered the curriculum, and to determine if there are lessons from the wartime experience of the Command and General Staff School that are applicable to the educational needs of today's Army.

The conclusions were these: there were significant problems with the prewar staff courses, from the perspective of the senior leadership of the Army; the wartime courses were dynamic and evolved to meet the needs of the Army, within the time constraints imposed upon them; and that there are lessons from the era that have direct application to the educational needs of today's Army. Based upon these conclusions, recommendations for the future curricula of the Command and General Staff College are proposed that would add special purpose courses, change the Regular Course, and revise the Mobilization Program of Instruction.

ACKNOWLEDGMENTS

I would like to express my appreciation to a number of individuals whose assistance, encouragement, and understanding made this thesis possible.

To LTC(P) Michael T. Chase, my Committee Chairman, my appreciation for his advice and for sticking with me as I searched for a topic to write on. My thanks also to Dr. William G. Robertson and COL Wallace B. Eberhard for their assistance as members of my Thesis Committee.

To MAJ Roger Cirillo, my gratitude for suggesting that I study the wartime Command and General Staff School and for showing me the hidden backroom in the Combined Arms Research Library.

To MAJ Bob Stacy, CGSC USAR Adviser, my thanks for providing information on the current mobilization plans for the Command and General Staff College.

To Dr. Philip J. Brookes, Director, Graduate Degree Programs, my sincerest appreciation for the time he gave me when I "just needed someone to talk to" and for the sage advice he gave me throughout the year. Without his assistance and understanding this project would have been infinitely more difficult.

To Miss Lula K. Baum, the personal secretary to the wartime commandants of the United States Army Command and General Staff School, for her gracious consent to be interviewed and for the loan of her personal document collection, without which this thesis would have been severely limited.

Finally, and most importantly, to my wife [REDACTED] [REDACTED] son [REDACTED] thank you for your understanding of why I was home, but not really there. In a year that was filled with personal tragedy in the lingering illness and loss of her father, [REDACTED] stood by me and understood, as always, what I had to do. I promise you both that next year really will be "the best year of our lives."

TABLE OF CONTENTS

	Page
THESIS APPROVAL PAGE	i
ABSTRACT	ii
ACKNOWLEDGMENTS	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	vi
 Chapter	
I. INTRODUCTION	1
II. PRELUDE TO WAR	10
III. THE WARTIME STAFF COURSES	21
IV. THE SPECIAL PURPOSE WARTIME COURSES	79
V. CONCLUSIONS AND RECOMMENDATIONS	108
Conclusions	110
Recommendations	116
 Appendices	
1. CHRONOLOGY OF THE WARTIME COURSES	129
2. LETTER FROM BRIGADIER GENERAL GEORGE C. MARSHALL TO BRIGADIER GENERAL LESLEY J. MCNAIR, MARCH 4, 1939	143
3. COMPARISON BETWEEN THE 1938-1939 REGULAR COURSE AND THE 1939-1940 REGULAR COURSE BY SUBJECTS AND HOURS	148
4. SCHEDULE FOR THE FIRST SPECIAL CLASS DECEMBER 2, 1940-FEBRUARY 1, 1941	152
5. TRANSCRIPT OF TELEPHONE CONVERSATION BETWEEN GENERAL TRUESDELL AND GENERAL HUEBNER JANUARY 6, 1943	159

6.	TWELFTH GENERAL STAFF COURSE FEBRUARY 8-APRIL 10, 1943	168
7.	FIRST ZONE OF THE INTERIOR COURSE JULY-SEPTEMBER 1942	177
8.	NINTH SERVICE STAFF COURSE JANUARY 24-MARCH 30, 1944	184
9.	NINETEENTH GENERAL STAFF COURSE JUNE 12-AUGUST 17, 1944	192
10.	HEADQUARTERS AND GENERAL OFFICERS VISITED BY MAJOR GENERAL KARL TRUESDELL DURING OVERSEAS OBSERVATIONAL TRIP OCTOBER-NOVEMBER 1943	213
11.	TWENTY-SEVENTH GENERAL STAFF CLASS FEBRUARY 11-MAY 31, 1946	218
12.	FOURTH ARMY ORIENTATION COURSE MARCH 15-APRIL 8, 1943	240
13.	FIFTEENTH NEW DIVISIONS COURSE MAY 31-JUNE 26, 1943	246
14.	TWELFTH ARMY AND NAVY STAFF COLLEGE JULY 9-AUGUST 4, 1945	252
15.	THE SECOND COMMAND CLASS MARCH 1-JULY 31, 1946	256
16.	THIRD BRAZILIAN COMMAND AND STAFF COURSE FEBRUARY 7-MARCH 4, 1944	264
17.	PRE-GENERAL STAFF COURSE FOR LATIN AMERICAN OFFICERS	268
18.	COMMAND AND GENERAL STAFF COLLEGE PEACETIME AND MOBILIZATION PROGRAMS OF INSTRUCTION . .	272
	GLOSSARY	275
	Abbreviations and Acronyms	276
	Terms	280
	ANNOTATED BIBLIOGRAPHY	283
	INITIAL DISTRIBUTION LIST	307

TABLES

Table		Page
1.	Wartime Staff Courses	20
2.	The Special Purpose Wartime Courses	76

CHAPTER I
INTRODUCTION

The Staff Work of the American Army came of age in World War II. What brilliant individuals had done in earlier wars was done this time by thousands of officers trained in the maturing tradition of Leavenworth.

Henry L. Stimson¹

The courses of instruction presented at the United States Army Command and General Staff School prior to World War II have long been credited with preparing America's wartime leaders. In an address given on May 22, 1947, Secretary of War Robert P. Patterson stated:

It is no exaggeration to say that our victories in World War II were won right here at Leavenworth, perhaps with the aid of a Gettysburg map. Here our great war leaders learned the art of combined arms, the handling of large bodies of troops.²

The wartime Command and General Staff School curriculum has, to a large degree, been dismissed as a necessary expedient. Boyd L. Dastrup, in his book, The U.S. Army Command and General Staff College: A Centennial History, states:

Army and Leavenworth officials knowingly sacrificed quality for quantity in their race to provide the number of officers demanded, and they improvised, realizing the wartime program would only be temporary.³

The purpose of this study was to provide a historical analysis of the United States Army Command and General Staff School during World War II. The research objectives were: to examine the courses that preceded the conversion to a wartime format, to determine how the staff courses made the transition from a peacetime to a wartime footing and how they changed during the war, to analyze the special purpose courses that supplemented the staff courses, to determine how the school administered the curriculum, and to suggest lessons from the wartime experience of the Command and General Staff School applicable to the educational needs of today's Army. In short, this thesis sought to determine if the wartime curriculum of the United States Army Command and General Staff School was merely a temporary expedient or if it was an appropriate response to the educational needs of an Army at war and if there are any lessons from the period that have application today.

During World War II, the United States Army Command and General Staff School underwent significant change and expansion. Prior to the transition to the wartime curriculum two courses of instruction were conducted at Fort Leavenworth: the year-long Regular Course for Regular officers and the three-month long Special Course for National Guard and Organized Reserve officers. The last Regular Course graduated 229 officers on February 1, 1941.⁴ The final Special Course graduated 101 officers on June 10, 1940.⁵ During the war, these courses were

suspended and a curtailed staff course instituted. This new staff course was initially nine weeks long, although it eventually was expanded to sixteen weeks. It integrated Regular, National Guard, and Organized Reserve officers into the same class. The number of students in attendance in several of these courses exceeded 1,000.⁶ The magnitude of the task accomplished by these abbreviated wartime staff courses is evident in the fact that they graduated more than 20,000 officers.⁷ This compares to a total matriculation of approximately 5,000 officers in the previous courses conducted at Fort Leavenworth since the establishment of the School for the Application of Infantry and Cavalry in 1882.⁸

Thirty-seven wartime staff courses were conducted between December 1940 and May 1946. These courses were dynamic in that they had to respond to the exigencies faced by a U.S. Army at war. Specifically, the War Department had to staff the organizations created by an Army projected to expand rapidly to eight million men. It became Fort Leavenworth's task to train the thousands of staff officers for the units with which the Army would prosecute World War II.

Supplementing the staff courses were a number of special purpose courses. These included New Divisions Courses, Army and Navy Staff College Courses, Civilian Orientation Courses, Brazilian Command and Staff Courses, Command Classes, and various pre-general staff and language

instruction courses for allied officers. These courses were designed and conducted for specific requirements generated by mobilization and the conduct of the war. A chronology of the wartime courses conducted at the Command and General Staff School, both staff and special purpose, is contained in Appendix 1.

The research objectives of this thesis are addressed in succeeding chapters. Chapter II examines the Command and General Staff School prior to the transition to a full wartime footing and provides insights into how its instruction was viewed by the leadership of the Army. Chapter III focuses on the wartime staff courses. It describes their evolution and discusses certain milestone courses. Additionally, it contains an examination of the events that caused change and the manner in which the school adapted organizationally to these events, as well as the means utilized by the school to maintain currency. In Chapter IV, the specialized wartime courses are described and analyzed. Chapter V contains conclusions about the wartime courses and recommendations for application of lessons learned from the era to contemporary Army educational programs. Complementing these chapters are a number of appendices that depict the programs and schedules of certain key wartime staff and special purpose courses, portray the chronology and numbers of graduates of all the wartime courses, and provide copies of certain documents that are important to an understanding of the period.

This study was limited to an examination of the courses of instruction conducted at the Command and General Staff School beginning with the 1938-1939 Regular Course through the 1946 Twenty-seventh General Staff Class. Although it described the organization of the school, it did not consider the administrative and logistical requirements associated with the actual conduct and support of the courses. With regard to research sources, there were no significant limitations.

Previous studies of the wartime Command and General Staff School have generally been limited. The definitive work on the period is the Comprehensive Survey of the Command and General Staff School: Wartime, 1940-1945,⁹ a report commissioned by the commandant of the school, Major General Karl Truesdell, upon his retirement. This document provides a description of the courses taught at Fort Leavenworth beginning with the 1940 First Special Course and ending with the 1945 Twenty-fifth General Staff Class. Although this study contains little analysis, it is valuable because it gives a concise history of the school and is supplemented by a number of appendices that provide statistics on the number of students in the wartime staff and special courses through 1945. This study has apparently been used as a primary source for the other studies of the wartime Command and General Staff School. The History of Fort Leavenworth, 1937-1951,¹⁰ by Orville L. Tyler was useful to this study because it provided insights into the

lifestyle of Fort Leavenworth, prior to and during World War II, and contains appendices that give key events in the history of the school, biographies of the commandants, faculty organizational charts, and a listing of notable graduates. This work also contains a broad history of the wartime Leavenworth courses, but little analysis. Again, its value is that it gives a "feel" for Fort Leavenworth. Another study published by the school is A Military History of the U.S. Command and General Staff College, Fort Leavenworth, Kansas, 1881-1963.¹¹ Two chapters (III and IV) of this document were of value to this study. These chapters provided an overview of the transition of the school to a wartime footing and a general analysis of how the wartime courses evolved. This work also relied heavily on the Comprehensive Survey, as it referenced it frequently. The final study of the wartime Command and General Staff School used in this thesis was Boyd L. Dastrup's The U.S. Army Command and General Staff College: A Centennial History.¹² In the Chapter "War and Change," Mr. Dastrup gives a brief analysis of the wartime courses, instructional methodology, and the development of doctrine during the period. The major shortcoming shared by all of these studies was the absence of an in-depth analysis of the wartime staff and special purpose courses taught at Fort Leavenworth. Additionally, none of them provided a complete chronology of all the wartime courses conducted between the 1940 First Special Course and the 1946

Twenty-seventh General Staff Class, nor a compilation of the number of officers graduated from these courses. Finally, there appeared to be a number of inaccuracies in the Comprehensive Survey as to precisely when certain staff courses changed that were carried through the other studies.

The methodology used to meet the research objectives of this thesis was to use the available literature on the wartime period, particularly the Comprehensive Survey, as a starting point and build on this framework. Initially, a complete chronology of the wartime courses was developed, contained in Appendix 1, based on the programs and schedules used during the period and the statistical appendices of the Comprehensive Survey. Next, a thorough review of the course schedules was made that determined when significant changes in the wartime staff courses occurred and how they evolved throughout the war. Documents, letters, periodicals, telephone conversation transcripts, and a personal interview with the personal secretary to the wartime commandants, Miss Lula K. Baum, were analyzed to discover what events caused changes to the curriculum, how the school reorganized to incorporate these changes, and to develop an understanding of what the perceptions about the wartime courses and their predecessors were. Finally, the catalog of the current Command and General Staff College (CGSC Circular 351-1) and mobilization plans were reviewed to assess if there were any areas in which lessons from the wartime history of the school could be applied to future Army educational needs.

The significance of this study is that it analyzed the measures adopted by an Army at war to meet the requirements for staff and special purpose training. It also attempted to analyze the success of these measures and to assess them in relation to their predecessors. Additionally, lessons learned from the wartime experience of the Command and General Staff School are provided and recommendations for their possible application to future Army educational needs made. Finally, the research conducted for this thesis uncovered a collection of primary source material in the possession of the personal secretary to the wartime commandants of the Command and General Staff School, Miss Lula K. Baum, that was unavailable for the past forty years. This material provided invaluable insights into the period.

NOTES

CHAPTER I

¹ Henry L. Stimson and McGeorge Bundy, On Active Service in Peace and War (New York: Harper, 1948), p. 660.

² A Military History of the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, 1881-1963 (Fort Leavenworth: U.S. Army Command and General Staff College, 1964), p. 46.

³ Boyd L. Dastrup, The U.S. Army Command and General Staff College: A Centennial History (Manhattan: Sunflower University Press, 1982), p. 89.

⁴ Lesley J. McNair, Annual Report, School Year 1939-1940 (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), Personnel Appendix, p. 4

⁵ McNair, Annual Report, School Year 1939-1940, p. 1.

⁶ Military History, p. 33.

⁷ See Appendix 1.

⁸ Wartime History of the Command and General Staff School, 1939-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), p. 1.

⁹ Comprehensive Survey of the Command and General Staff School: Wartime, 1940-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945).

¹⁰ Orville Z. Tyler, Jr., The History of Fort Leavenworth, 1937-1951 (Fort Leavenworth: U.S. Army Command and General Staff College, 1951).

¹¹ Military History.

¹² Dastrup, Centennial History.

CHAPTER II
PRELUDE TO WAR

Dear McNair: You have probably already learned that the Chief of Staff has decided to detail you as Commandant of the Command and General Staff School, to succeed Bundel, who goes on leave March 23d.

I am telling you, and most confidentially, that considerable feeling has developed regarding the courses at Leavenworth and that the Secretary of War is determined that something be done immediately to modernize school methods of instruction.

General George C. Marshall¹

Fort Leavenworth in the years preceding World War II was a small post accustomed to a leisurely pace. In 1937, it had approximately 4,000 residents consisting of the post staff, the 1st Squadron of the 10th Cavalry Regiment, the staff and faculty of the Command and General Staff School, and 225 student officers and their families. The social life of the post revolved to a large degree around equitation activities. There were horse shows, polo matches, and a number of activities centered on the Fort Leavenworth Hunt.² The course of instruction presented by the Command and General Staff School in the 1937 Regular Course followed the same unhurried pace of the post.³

There were, however, critics of the school; chief among these was Brigadier General George C. Marshall. On April 13, 1937 he sent a memorandum to the Deputy Chief of Staff of the Army in which he expressed his feeling that the instruction at Leavenworth was focused on an orderly and formal approach to warfare; conditions that would not exist in any future emergency. He disagreed with the Leavenworth practice of basing instruction on "well-trained units, of full strength and complete as to corps troops."⁴ General Marshall felt that the Command and General Staff School was preparing its graduates for "something they will never find during the first years of an American war."⁵

When Brigadier General Lesley J. McNair arrived at Fort Leavenworth on April 11, 1939 to become the school commandant, he brought with him a charter to modernize. General Marshall, soon to be named Chief of Staff of the Army, had expressed concern over the conditions at Leavenworth on a number of occasions in correspondence with General McNair. In a February 23, 1939 letter, General Marshall congratulated him on his appointment as the new commandant and advised him that the Secretary of War wanted the school modernized, immediately, and had barely been dissuaded from having a board appointed to review the situation. He also wrote that the Chief of Staff, then General Malin Craig, was dissatisfied with the school, and had noted that most officers did not desire instructor duty there.⁶ General Marshall's personal thoughts about the

Command and General Staff School's shortcomings in training officers for the realities of modern war were apparent in his comments to General McNair in a letter written on March 4, 1939. In this correspondence, he enjoined General McNair to increase instruction relative to the Air Force and in the utilization of the National Guard. General Marshall also expressed his views that instruction at Leavenworth should be simple, geared to leading inexperienced, underequipped and understrength units, and should use maps that could be expected to be available in a wartime situation.⁷ A copy of this letter is in Appendix 2.

The 1938-1939 Regular Course was approaching its June graduation as General McNair arrived. Therefore, he had little chance to influence its curriculum. He directed his efforts at the coming 1939-1940 Regular Course. In June 1939, General McNair had a survey administered to the class that solicited responses about the instruction they had received during the past year. The results of the survey were particularly interesting in three areas: the subjects in which instruction had been least effective and adequate, the subjects to which insufficient time had been devoted, and the subjects which should be eliminated. Ninety percent of the responses indicated that instruction in the subjects of logistics, aviation, mechanization and tanks, troop leading, and staff functions had been least effective and adequate. Seventy-eight percent felt that these same subject areas merited more instructional time. Finally,

forty-seven percent of the respondents indicated that equitation should be eliminated from the curriculum.⁸

In most cases, the school incorporated the results of the June 1939 survey into the schedule for the 1939-1940 Regular Course. Instruction was increased in aviation and mechanized operations. Additionally, the sequence of instruction was altered to develop the details of command and staff procedure.⁹ However, equitation remained in the course as a required subject, as indicated in an excerpt from the course instruction circular.

Required instruction will be limited to the proper adjustment of the saddle and bridle and to riding at all gaits with a comfortable seat.

Additional instruction will include jumping and cross-country riding.

Officers will be excused from instruction as they demonstrate their proficiency.

Air corps officers are excused from equitation in order to fly. On days when they do not fly, they will report to their proper section for equitation.¹⁰

That General McNair took student criticisms and suggestions seriously is also reflected in a promise to the 1939-1940 Regular Course, made during his remarks at the opening exercises, to give instruction in the new Army organization.¹¹ A comparison of the hours of instruction devoted to subject areas between the 1938-1939 and the 1939-1940 Regular Courses, that shows the changes made by General McNair, is contained in Appendix 3.

General McNair continued to receive letters from General Marshall, now the Chief of Staff of the Army. On August 7, 1939 he told General McNair that he had his full

support in his actions at Fort Leavenworth, and that he should feel free to act without having to secure prior approval from him.¹² On September 29, 1939 he told General McNair that the Corps Areas were undergoing reorganization to the new triangular division and expressed his satisfaction that the school was incorporating this formation in its instruction.¹³

The 1939-1940 Regular Course began classes on September 15, 1939, two weeks after Nazi Germany's invasion of Poland and the beginning of World War II.¹⁴ The course of instruction proceeded as scheduled (1,134 hours during forty weeks in residence) until November 1, 1939, when it was curtailed by War Department directive.¹⁵ The course graduated on February 1, 1940, rather than June 20, 1940, as originally scheduled. In his address at the commencement exercises, General McNair discussed the rationale for the early graduation of the course. He indicated that the primary reason was the shortage of officers in units. Additionally he told the course's 229 graduates that they would receive practical field experience in the upcoming scheduled unit maneuvers because of their early graduation.¹⁶

General McNair indicated that the changes to the curriculum that were forced by this curtailment,

Were general: increasing the hours of instruction slightly; omitting corps instruction, except that incident to the division as a part of the corps; and condensing the other instruction as necessary.¹⁷

Modernization of the curtailed portion of the course continued. Infantry division instruction changed from the classical "square" division to the new "triangular" division in mid-January 1940.¹⁸ Additionally, equitation was eliminated from the curriculum, forever.

With the early graduation of the Regular Course, the role of the school began to change. Preparations continued for the 1940 Special Course for National Guard and Organized Reserve officers, scheduled for March 11-June 10, 1940. The size of this course had been doubled from that of the 1939 Special course, from forty-eight to 101, an increase required by the national emergency caused by the beginning of the war in Europe.¹⁹

In addition to conducting the Special Course, the school was preparing for the arrival of 400 Regular officers who were to attend a new streamlined course.²⁰ This course, designated the First Regular Class, would commence on September 16, 1940 and graduate on January 28, 1941.²¹ The course was intended to be the model for those to be conducted during the national emergency. They would have an eventual annual output of 800 hundred Regular officers, produced from two, four-and-a-half month terms.²² In a newspaper interview, General McNair commented on the purpose of the course, saying that:

Particular stress is placed on the duties of commanders and staff officers of divisions and higher military units, thus providing a reservoir of trained officers for these vitally important tasks.²³

The new course was to consist of a preparatory phase of 177 hours of extension courses and a resident course of 564 hours, which would place the course within 123 hours of the training presented in the previous Regular Courses.²⁴ Additionally, the new course would follow the precedent set by the curtailed Regular Course in that corps operations would be taught only as they were incidental to the division.²⁵

The new Regular Class was never conducted. On June 12, 1940 the War Department announced that the courses at the Army War College and the Command and General Staff School were being suspended to make more officers available for staffs and troop units.²⁶ This announcement came as a surprise to General McNair, who was quoted as saying:

It's like a bolt from the blue to me. All of the official advices from Washington have consistently and definitely stated that the school would be continued next fall on the new basis. No intermission in the studies have been indicated.²⁷

Additionally, the change in events caused consternation in the local Leavenworth civilian community. They had been expecting a financial windfall from the sharply increased student population.²⁸

With the graduation of the Special Course and the suspension of the Regular Classes, the school assumed an interim mission:

The school's faculty was retained . . . and given the task of revising and completing some 250 training manuals for aid in the training of the National Guard and draft units of all categories. These manuals established and spread the doctrine that guided the new Army throughout World War II.²⁹

General McNair departed Fort Leavenworth in August 1940, to assume his new post as the Chief of Staff of the newly formed Army General Headquarters in Washington, D.C.³⁰ The period during which he was the commandant of the Command and General Staff School was one of vital importance in preparing the school for its role during World War II. During his tenure, instruction was modernized by the incorporation of new Army organizations and doctrine. Instruction in the triangular division, mechanized operations, and aviation were beginning to supplant anachronistic subjects such as the square division and equestration. In an indirect vein, General McNair's influence on the school was of immediate value; his views about training were in consonance with those of the Army's new Chief of Staff, General Marshall. In fact, his initial duties in his new assignment "were to direct and supervise the training of troops,"³¹ for the entire Army. Certainly, the staff and faculty of the Command and General Staff School had benefitted by being conditioned to the philosophy that would be used to train the Army for war.

NOTES

CHAPTER II

¹ Larry I. Bland and Sharon R. Ritenour, eds., The Papers of George Catlett Marshall, Volume I, "The Soldierly Spirit," December 1880-June 1939 (Baltimore: Johns Hopkins University Press, 1981), pp. 702-703.

² Orville Z. Tyler, Jr., The History of Fort Leavenworth, 1937-1951 (Fort Leavenworth: U.S. Army Command and General Staff College, 1951), pp. 1-2.

³ Tyler, p. 4.

⁴ Bland and Ritenour, pp. 531-533.

⁵ Bland and Ritenour, p. 533.

⁶ Bland and Ritenour, pp. 702-703

⁷ Bland and Ritenour, pp. 707-709.

⁸ Lesley J. McNair, Annual Report, School Year 1938-1939 (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), Appendix 2-1 - Appendix 2-4.

⁹ Schedule for 1939-1940 Regular Class (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), pp. 4-5; McNair, Annual Report 1938-1939 p. Appendix 2-13; McNair, Report, School Year 1939-1940, Regular Course (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), p. 1.

¹⁰ Instruction Circular No. 1, 1939-1940 (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), p. 10.

¹¹ McNair, "Graduation, Regular Class, February 1, 1940," TS, U.S. Army Command and General Staff School, Fort Leavenworth, Kansas, February 1, 1940, pp. 1-2.

¹² George C. Marshall, Letter to Lesley J. McNair, August 7, 1939.

¹³ Marshall, Letter to Lesley J. McNair, September 29, 1939.

- 14 Schedule for 1939-1940 Regular Class, p. 2.
- 15 McNair, Report, 1939-1940 Regular Course, p. 1; Schedule for 1939-1940 Regular Course, pp. 2-3.
- 16 McNair, "Graduation, Regular Class, February 1, 1940," p. 2.
- 17 McNair, Report, 1939-1940 Regular Course, p. 1.
- 18 Revised Schedule, Abbreviated Course (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), p. 1.
- 19 McNair, Scrapbook, 1939-1940, Rare Books Collection, Combined Arms Reference Library, Fort Leavenworth, Kansas, Star and Times [Kansas City], March 6, 1940, n. pag.
- 20 McNair, Scrapbook, Times [Leavenworth], May 26, 1940, n. pag.
- 21 Schedule for 1940-1941, First Regular Class (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), p. 2.
- 22 McNair, Scrapbook, Times [Leavenworth], May 26, 1940, n. pag.
- 23 McNair, Scrapbook, Star and Times [Kansas City], May 26, 1940, n. pag.
- 24 Schedule for 1940-1941, First Regular Class, p. 3; McNair, Scrapbook, Star and Times [Kansas City], May 26, 1940, n. pag.
- 25 McNair, Scrapbook, Star and Times [Kansas City], May 26, 1940, n. pag.
- 26 McNair, Scrapbook, Times [Leavenworth], June 12, 1940, n. pag.
- 27 McNair, Scrapbook, Times [Leavenworth], June 12, 1940, n. pag.
- 28 McNair, Scrapbook, Journal [Kansas City], February 19, 1940, n. pag.

29 Mark Skinner Watson, Chief of Staff: Prewar Plans and Preparations. The U.S. Army in World War II: The War Department (Washington: Government Printing Office, 1950), p. 187.

30 McNair, Scrapbook, Star and Times [Kansas City], July 26, 1940, n. pag.; Times [Leavenworth], July 30, 1940, n. pag.

31 Watson, p. 206.

CHAPTER III

THE WARTIME STAFF COURSES

In the past the school has conducted certain courses of longer duration and greater content which enabled it to devote a large part of the course to the study of the command function. Since the new course, on which you gentlemen are about to begin, covers a period of only two months, you can understand that we will have no time to make division commanders out of you, nor is that the objective of the course. It will touch on the command function only lightly. Its real purpose is to stress the duties of the general staff and to give you a thorough drill in general staff operations.

General Edmund L. Gruber¹

When the War Department cancelled the planned four and one-half month Regular Classes, the curriculum of the Command and General Staff School made a significant departure from what it had been in the past. During the Spanish American War and World War I, the War Department had directed that the courses of instruction at Fort Leavenworth be suspended for the duration of the conflicts.² This option was not exercised during the period of national emergency preceding World War II, even though the Army War

College and the Army Industrial College were suspended in June, 1940.³ Instead, a decision was made to shorten the resident course at Fort Leavenworth.

With General McNair's departure in August 1940, Colonel K. B. Edmunds became the acting commandant.⁴ His recommendation to the War Department was that the Regular Class be replaced with a three-month staff course however, the War Department took the position that requisite staff training could be conducted in one month.⁵ A compromise was reached and the decision was made to conduct a nine week staff course.⁶ The responsibility for planning the curriculum for what was to become the Special Class fell to Colonel Edmunds and the acting assistant commandant, Lieutenant Colonel G. R. Cook.⁷

The Special Course laid the foundation for the wartime staff courses that will be discussed in this Chapter. There were a total of thirty-seven wartime staff courses, which consisted of: eight Special courses, in which students specialized in a particular staff section; three General Staff courses, in which staff specialization continued, but students focused on Air or General Staff sections based on their future assignment; ten Service Staff courses, that were oriented on the Services of Supply; seven General Staff courses, that focused on the students' future type of unit, rather than a specific staff section; and nine General Staff courses in which all staff instruction was integrated into a single course with Air, Ground, and Service Forces

subcourses. An overview of the wartime staff courses is portrayed in Table 1.

Table 1
Wartime Staff Courses

<u>Course</u>	<u>Numbers</u>	<u>Dates</u>	<u>Focus</u>
Special	1st-8th	Dec 40-Jul 42	Staff Section
General Staff	9th-11th	Jul 42-Jan 43	Staff Section
Service Staff	1st-10th	Jul 42-Jun 44	Service Staff
General Staff	12th-18th	Feb 43-Jun 44	Unit
General Staff	19th-27th	Jun 44-May 46	Force

Brigadier General Edmund L. Gruber arrived at Fort Leavenworth on November 3, 1940. He was briefed that same day on the Special Course, approved its curriculum on November 4, 1940, and assumed his position as commandant on November 5, 1940.⁸ General Gruber was a logical choice. He had been an instructor at the Command and General Staff School from 1927-1932, and more importantly, as a Colonel, Gruber had been the chief of the Training Branch, G-3, at the War Department. While in this position he had corresponded with General George C. Marshall about faults with instruction at Fort Leavenworth.⁹ Additionally, at General Marshall's request, he had met with General McNair in 1939, immediately before General McNair became commandant, to brief him on the Command and General Staff

School and its problems.¹⁰ In short, General Gruber was of the same mind as Generals Marshall and McNair insofar as what should be done in modernizing the Command and General Staff School.

On November 30, 1940 General Gruber gave the opening address to the Special Class, the first of what were to become the wartime staff courses. In his remarks, General Gruber set the pattern for not only that class, but for its thirty-six successors. He stated that Leavenworth's mission was to provide the trained staff officers required by an Army that was expanding at a rapid pace. He further explained that this mission necessitated a departure from the format of previous Leavenworth instruction. Some of the changes included: shortening the course; integrating Regular, National Guard, and Reserve officers into the same class; and curtailing instruction on command functions in order to concentrate on staff training, due to the short length of the course.¹¹ Additionally, General Gruber gave a brief overview of the Special Course. He said the course would be conducted in two parts. In the first part the students would be given "a picture of the commander's problems, and how his decisions are put into motion by staff operations which must be coordinated by the chief of staff."¹² The second part of the course would "emphasize the staff functions themselves so that you will have an opportunity to specialize on the job for which you have been earmarked by your commanding general."¹³

Students were selected to attend the Special Course through a quota system. This was another departure from the past, when students for the Regular course had been detailed by the War Department after a process that "carefully selected Regular Army majors and captains with superior records."¹⁴ There was "a facetious saying at one time in the Army that the student body was made up of aides, adjutants, and asses."¹⁵ Nevertheless, selection for attendance at the course was a high point in an officer's career and generally presaged future success. The imperative of staffing the expanding Army ended the merit selection process and forced a system in which the War Department made allotments for Command and General Staff School attendance to the various major commands. These commanders further allotted quotas to their subordinate commands. Student prerequisites were that officers be in the grade of captain, be less than forty years of age, and that they be a graduate of a special service school.¹⁶

This allotment system, aside from being a departure from the past selection process, also dictated the structure of the course. Students were selected to attend what amounted to a specialization track in either the G-1, G-2, G-3, or G-4 staff areas. The manner in which the wartime staff courses were designed reflected the way in which students were selected for attendance. Commencing with the December 1940-January 1941 Special Class and ending with the November 1942-January 1943 Eleventh General Staff Course,

the course was built around G-staff specialization. Students received special instruction, based on their future assignment, in one of the four General Staff sections. In July 1942, an additional course, The First Zone of the Interior Course, was added to "train officers who would be assigned to duty on administrative staffs of the Services of Supply, service commands, and for similar duties within the theaters of operation."¹⁷ These courses would be separate and coequal with the staff courses, and would continue until the June 8, 1943 graduation of the Tenth Services of Supply Staff Course. The selection process for the staff courses changed in 1943, and was reflected in the structure of the February-April Twelfth General Staff Course. Essentially, future G-staff assignment was no longer the criterion used for selection, rather, students were detailed based on the type unit they were going to, i.e., Army Air Force, Armored Force, or Infantry Corps. This method continued until the June-August 1944 Nineteenth General Staff Course, at which time the Service Staff Course was integrated into the General Staff Course and students were allocated based upon assignment to the Air Forces (Air Staff or Air Staff Service), Ground Forces (Infantry, Armored and Tank Destroyer, Airborne, or Antiaircraft), or Service Forces (Service Staff or Zone of the Interior). With some minor adjustments this method of specialization remained in effect until the October 1945-February 1946, Twenty-sixth General Staff Class, when the course was

divided into instruction for Air Forces, Ground Forces, and Service Forces students. This curriculum would remain in effect until the graduation of the February-May 1946 Twenty-seventh General Staff Class; the final wartime staff course. Therefore, the manner in which students were selected to attend the various wartime staff courses had a direct bearing on the structure of the courses.

The subjects taught in the first wartime staff course, December 2, 1940-January 28, 1941, reflected an Army in transition because of technological and doctrinal change. The basis of all instruction was the current War Department Field Manuals. The Command and General Staff School--and the Army--was caught between the old and the new. Both were trying to catch up with the changes to modern warfare being demonstrated by Nazi Germany in its successes in Europe. Instruction focused on the division, covering the corps only as incidental to the division. Even so, instruction in the infantry division was split between the traditional World War I square structure and the new triangular formation. Instruction in cavalry operations, although covering mechanized cavalry, still included horse cavalry. The utilization of aviation, tanks, airborne forces, and armored divisions were being incorporated, as was instruction in mobilization. However, the maps used during exercises were still of Gettysburg and Kansas.¹⁸

The applicatory method of instruction would be preeminent throughout the wartime courses as the school

tried to teach staff officers the how of their positions. Colonel Edmunds, in his opening address to the Second Special Course on February 8, 1941 summarized the instructional philosophy at Leavenworth.

In your applicatory work you will see the process of the commander's coming to a decision and learn why the decision was made. You will not be required to make tactical decisions yourselves or be tested on them. There is no time for this in a two-months' course. You will concentrate on learning to be general staff officers. The training will be as practical as it can be. You will learn not only what is done in a General Staff but how to go about doing it in each of the general staff sections. It is the function of the School to teach you this. All instruction, anywhere for any purpose, may be divided into three parts: explanation, demonstration and application. . . . The course you follow employs all these expedients. Taking the last two first, the instructors will go through the functioning of the General Staff in a particular situation before you. That is demonstration. You will then be required to perform these actions yourselves in other situations--application. And it is by application, by the way, that you learn your work, by doing the things yourselves. The other stages are necessary but the last is vital. Coming back to the first step, explanation, the learning of what is done and why, you get all this by home study, by lecture and by conference.¹⁹

In the curriculum of the Special Course, 243 of the total 318 hours of instruction were applicatory in nature.²⁰

The format of the Special Course was divided into two parts. In the first part, all students received instruction in staff procedure, organization of the Army, and general subjects such as tactics and logistics. In the second part of the course, students received specialized instruction in the staff section for which they had been earmarked. A detailed review of the subjects taught in the First Special Class is contained in Appendix 4.

On February 4, 1941 General Gruber submitted a report to The Adjutant General on the Special Course that indicated some of the changes from the pre-war curriculum. He wrote that 96 of the 97 officers who had started the course had completed it, with one being physically disqualified. Additionally he indicated the manner in which students had been graded on their course work. Unlike the pre-war courses, in which students were graded on specific exercises, Special Course students had work randomly sampled. Their grades on these exercises were used to establish class standing and to improve the quality of the course.²¹ Furthermore, General Gruber was concerned that the course at Fort Leavenworth meet the needs of the field. In that vein, he sent letters to major commanders throughout the Army, soliciting their views about the value of the course and any suggestions for improving it.²²

The commandant of the Command and General Staff School, General Gruber, died of a heart attack when the Third Special Course was in session and was buried on June 2, 1941. He is probably best known as the author of the field artillery song, "The Caissons Go Rolling Along," now the "Army Song." His successor, Brigadier General Horace H. Fuller, assumed command on June 24, 1941.²³

One of General Fuller's principal concerns during his short tenure, June 1941-November 1941, was to establish a workable system for assigning faculty members. Essentially, an agreement was reached with the G-1, War Department that

ten percent of the school's authorized number of instructors would be released at the end of each course, beginning August 31, 1941.²⁴ This policy remained in effect throughout the war, with minor exceptions. Although it caused the obvious problem of instructor turbulence, this policy also served to provide the school with a steady influx of instructors with field and combat experience.

Prior to becoming the commandant of the Command and General Staff School, General Fuller had served as the Military Attache in France, from September 1935 to September 1940. His observations about his service in France were the topic for a lecture he presented to the Fifth Special Class. This address was probably of some value to the students. General Fuller discussed in detail the reasons why France capitulated so rapidly. Additionally, he presented a thorough description of the German war machine which included evaluations of its soldiers, air force, and tactics.²⁵

Throughout 1941, the courses of instruction presented at Leavenworth generally followed that of the First Special Class, with minor variations in the total hours and subjects. On December 7, 1941, the United States entered World War II. The first course following the declaration of war, the February-April 1942 Seventh Special Course, demonstrated that instruction at Leavenworth was able to adapt. Instruction for the G-1 and G-4 students included graves registration, burials, and medical service in varying

types of combat. G-2 students were taught the organization of German and Japanese infantry divisions and enemy identification. Additionally, the triangular infantry division had completely supplanted the square formation, and aviation, airborne, and armored operations were receiving more emphasis.²⁶

General Fuller departed Fort Leavenworth for the Pacific in November 1941, where he would eventually command a division. He was replaced by an acting commandant, Colonel Converse R. Lewis, who had been the commandant of the U.S. Disciplinary Barracks. Colonel Lewis' appointment caused consternation among the faculty, because he was not a graduate of the Command and General Staff School. Miss Lula K. Baum, the commandant's secretary, recalled that there was mutual resentment between Colonel Lewis and the faculty for this reason.²⁷

Problems with Colonel Lewis were eased when Major General Karl Truesdell assumed duties as the commandant on March 5, 1942, to begin a tenure that would end on November 2, 1945. General Truesdell's continuity of leadership at the Command and General Staff School, after three commandants and two acting commandants in three years, was important to the school during the remaining war years.

At the same time General Truesdell was assuming command at Fort Leavenworth, the Army was being restructured. On March 9, 1942, the Army was reorganized after the implementation of Executive Order 9082 of February 28,

1942.²⁸ Before this, the Army was organized with the Chief of Staff subordinate to the Secretary of War. Under the chief were the deputy chiefs, the General Headquarters, and the General Staff, consisting of the G1, G2, G3, G4, and War Plans Division. The next layer consisted of special staff chiefs of services and administrative bureaus, chiefs of arms, corps areas, field forces, air forces and overseas establishments.²⁹ The staff was the epitome of a "traditional horizontal pattern of bureaucratic co-ordination."³⁰ As a direct result of this cumbersome structure:

By mid-1941 approximately sixty agencies were reporting to the Chief of Staff directly, creating management problems and administrative bottlenecks. . . . Marshall's role as general manager of the department was interfering with his duties as the President's adviser on military strategy and operations.³¹

Under the 1942 reorganization, a "vertical pattern of military command" was implemented.³² General Marshall, the Chief of Staff, was directly subordinate to the President. The General Staff divisions of G-1, G-3, and G-4 were reduced in size and function, with only the G-2 and War Plans Division (soon renamed the Operations Division) retaining their former stature. The Operations Division (OPD) grew in importance and power throughout the war and served as General Marshall's Command Post. The Army of the United States was split into three major field commands that were outside of the formal structure of the War Department: the Army Air Forces, the Army Ground Forces, and the

Services of Supply (later redesignated as the Army Service Forces).³³ This new staff structure allowed General Marshall to "devote his time to the larger issues of planning strategy, allocating resources, and directing global military operations."³⁴ This streamlined structure relieved General Marshall of many of the details of running the Army. The Deputy Chief of Staff, Major General Joseph T. McNarney, stated that "Immediately 95 per cent of the papers that came up to the General Staff ceased like that."³⁵

The Marshall reorganization had a direct impact on the Command and General Staff School. In a draft memorandum for the Chief of Staff, General Truesdell explained the past and current Army jurisdiction over the Command and General Staff School.

Prior to the reorganization of the Army, 9 Mar 42, the C&GSS, together with the now quiescent AWC [Army War College], were under the direct supervision and control of the Secretary of War, the AC/S G-3, WDGS [Assistant Chief of Staff, G-3, War Department General Staff] being the actual coordinator.

In the reorganization, the C&GSS passed to the CG ASF (SOS) [Army Service Forces (Services of Supply)] for supervision and control, supervision of the curriculum and doctrine being retained by G-3.³⁶

In General Truesdell's opinion, the reorganization had reduced the stature of the school which, with the suspension of the Army War College, was "the Army's top level staff training agency."³⁷ Beginning in December 1942, he waged a campaign with the War Department to have the school transferred to the War Department General Staff, as a field

agency of the G-3.³⁸ General Truesdell's principal objection to the school being subordinate to the Army Service Forces was that since the Command and General Staff School was responsible for training officers from the Air, Ground, and Service Forces, as well as the overseas theaters, it should be under the control of the War Department General Staff. In an October 1943 letter to the G-3, Major General W. D. Steyer, Chief of Staff of the Army Service Forces, recommended that jurisdiction for the school remain as it was.³⁹ His rationale was that:

In view of the fact that one of the main purposes of the reorganization of the War Department in 1942 was to remove all operating functions from the War Department General Staff, it would appear that the proposed step is in the wrong direction.⁴⁰

The issue was finally settled in April 1944, when General Steyer returned to General Truesdell the documents that recommended the school's change in status.⁴¹ Throughout the war, with some minor variations, the Command and General Staff School remained under the jurisdiction of the Army Service Forces, with the supervision of its curriculum and doctrine being the responsibility of the G-3, War Department General Staff.⁴²

Perhaps the most significant challenge faced by the Command and General Staff School and General Truesdell during the war came in January 1943. On January 4, a group of senior officers arrived at Fort Leavenworth to inspect the Command and General Staff School, as the result of a special report submitted by the Inspector General, Virgil

Peterson. During a January 6, 1943, telephone conversation with Major General C. R. Huebner, Director of Training, Services of Supply, General Truesdell stated that "he [Peterson] came out here to settle up his wife's estate and looked over this place."⁴³ Peterson's report indicated that the school was over-expanded and that quality had been sacrificed for quantity. He felt that quality was all important and that the only means to achieve this end was to reduce the quantity of students.⁴⁴ The party that arrived at Fort Leavenworth to investigate these allegations was headed by the Deputy Chief of Staff of the Army, General McNarney. It consisted of the G-3, Army Ground Forces and his assistant; the G-1, War Department General Staff; the Commanding General of the School and Replacement Training Command; and the Secretary to the War Department General Staff. On 4 and 5 January, the party inspected the courses that were in session and conferred with General Truesdell and his staff. The concerns that General McNarney discussed with General Truesdell were related to the schools' "mission; size of classes, pertaining only to the General Staff; the students, age [and] qualifications."⁴⁵ General McNarney had been led to believe by Peterson that the level of instruction was too low, the students too old, that graduates were not being properly utilized, that instruction was too specialized in some cases and not enough in others, and that the classes were too large.⁴⁶ Initial recommendations by members of McNarney's party were

wide-ranging and included separating Ground and Air Forces instruction; lengthening the course, from nine weeks to three months; reducing the number of students; and transferring the school to the jurisdiction of the Army Ground Forces or the Office of the Chief of Staff.⁴⁷

General Huebner told General Truesdell that "they [McNarney and party] came out with blood in their eyes. That is why I wasn't asked to go along."⁴⁸ General Truesdell successfully changed the preconceptions of General McNarney's party by taking them on a detailed tour of the school and by conducting comprehensive conferences.⁴⁹

That General Truesdell was effective in convincing General McNarney that the Command and General Staff School was performing satisfactorily can be seen in the minor changes to the school that General McNarney directed in a January 6, 1943 letter to General Truesdell. The mission of the school was broadened to "provide basic general staff training to meet the requirements of divisions, corps, and similar units, both air and ground."⁵⁰ The length of the course was changed from nine weeks to ten weeks. The scope of the course would consist of a basic one week section of general subjects; four weeks of instruction in staff functions and techniques; and five weeks of applicatory instruction focused on the source from which the students were from, with map maneuvers that would emphasize task force employment.⁵¹ General McNarney also established qualifications for future students. Students

would be, on the average, thirty years old but not over forty; advanced service school graduates or be equally qualified through previous troop duty; young and able enough to insure success as assistant G-staff members at division, corps, army, and theater level; and, at a minimum, in the grade of first lieutenant.⁵² The size of future classes would be determined quarterly by the G-3, War Department General Staff, who would also prescribe the allotment process for students.⁵³ Additionally, General McNarney stated that "on completion of the Command and General Staff School, officers will normally be returned to their former unit or station."⁵⁴ He also stressed that "the basic general staff training given at the Command and General Staff School should be recognized by commanders as a most desirable prerequisite for both staff and command duties."⁵⁵ Finally, McNarney stated that "allotments [for Command and General Staff School training] will not be filled if properly qualified officers are not available."⁵⁶

That General McNarney's directive was considered by General Truesdell as a major victory for the school can be seen in the transcript of his January 6, 1943 telephone conversation with General Huebner, contained in Appendix 5. General Truesdell stated that the visit had been a success, although this had been in doubt initially. He also indicated that General McNarney and his party had a better understanding of the school's operation. General McNarney's

visit to the Command and General Staff School, and his ensuing directive about its operation, were perhaps the most significant events in the wartime history of the school. Thereafter, the basis and mission of the school were firmly established and would be reflected, essentially unchanged, in future War Department circulars and directives.

General Truesdell's contributions to the Command and General Staff School were not limited to serving as its spokesman to the War Department. With his arrival, the staff courses started to change. The Ninth Special Course, scheduled to begin on July 11, 1942, was redesignated as the Ninth General Staff Course and had 559 graduates.⁵⁷ The Tenth General Staff Course, conducted between September 19 and November 21, 1942, had significant changes in the structure of the course that included the division of staff groups into G (General) and A (Air) staffs, to better meet the needs of Army Air Forces students, and the provision of applicatory work for students based upon the type of unit they were from or to which they were to be assigned. Applicatory exercises were designed to allow students to participate as members of "armored, motorized, airborne or infantry divisions, or air force fighter, bomber, support and service commands, and antiaircraft defense, all as a part of task forces in combined operations."⁵⁸ There were 740 graduates of the Tenth General Staff Course.⁵⁹

Another change that General Truesdell brought to the school was the maps used in the course. General Truesdell's

personal secretary, Miss Lula K. Baum, stated that General Truesdell directed that the maps of Gettysburg and Kansas be thrown out and that the courses start using maps where operations were actually occurring. He even had maps of the various theaters hung on the walls of his office. He kept these maps posted with current operations.⁶⁰ Maps of England, Ireland, France, Africa, and the Southwest Pacific were soon incorporated into course exercises.⁶¹

With the convening of the Twelfth General Staff Course, February 8-April 10, 1943 a major change was made in the curriculum. In this course, students received specialized instruction in one of three subcourses: Armored, Army Air Forces, or Infantry Corps. This departure from specialization in a single staff section was required as the specific staff assignment for an officer could no longer be determined prior to his attendance at the course. However, the type of unit to which he was destined was known. Therefore, the General Staff Courses were redesigned to train students in the operations of the type of unit to which they would be assigned. Instruction was expanded to provide basic training in all of the general staff sections of divisions, corps, and similar units.⁶² This new instructional philosophy would continue through the remaining wartime courses. An extract of the schedule for the Twelfth General Staff Course, which shows the subcourses and subjects that were taught in them, is in Appendix 6.

In addition to making changes in the staff course,

General Truesdell added a new course to the curriculum, The First Zone of the Interior Course. The mission of this course was "to train officers for duty on supply and administrative staffs of the Services of Supply, service commands, and for similar duties within the theaters of operation."⁶³ Although the name of the course changed throughout its existence, its mission remained relatively constant. In an article for the January 1943 Military Review, Colonel Walter A. Pashley, the Director of the Services of Supply Staff Course, discussed the scope of these new courses. He indicated that General Truesdell had initiated the First Services of Supply Staff Course (First Zone of the Interior Course) to train officers for the Service Command organizations and major supply installations.⁶⁴ This was required due to the fact that "as our rapid expansion [of the Army] began to take form, virtually all of our experienced officers were dispersed to field forces and installations throughout the world."⁶⁵ Essentially, these courses were intended to complement the staff courses that were training the staff officers for the Army's field formations. They trained the staffs for the Service Commands, the Zone of the Interior, and the communications zones in the various theaters.

The first course, conducted between July 11 and September 12, 1942, consisted of 357 hours of instruction, of which 254 were applicatory.⁶⁶ Instruction for the forty-three students was in five areas; operations,

personnel, intelligence and public relations, transportation, and supply.⁶⁷ Some subjects, such as organization of the Army, organization and characteristics of the various types of divisions, and the duties of divisional staff officers were taught jointly with the General Staff Course.⁶⁸ Instruction that was unique to the Service of Supply Staff Courses was wide ranging. Subjects covered the "organization and function of the principle SOS installations and governmental agencies, supply, transportation, personnel, internal security and public relations."⁶⁹ Issues relevant to the war were discussed ranging from the organization of German and Japanese divisions to evacuating civilians and prisoners of war and guarding service installations from attack and subversion. Students were exposed to procurement and supply issues from the national level to the communications zone in the theaters of operations. They were trained to interface with agencies at the national and state levels as well as within the Army. New technologies, such as refrigeration and dehydration, were examined. Transportation of supplies and personnel was covered, both within the United States and overseas.⁷⁰ In short, instruction was geared to preparing the student to assume duties in the ever expanding logistical system that was supporting an Army at war. The emphasis on new organizations, construction, mobilization, and the interface with civilian agencies in this course showed that the focus of the Army was on preparing to

prosecute a war it had just recently entered. That the course also included a discussion of desert warfare showed that the Command and General Staff School was trying to keep abreast of current operations. This instruction was particularly timely. While the class was in session, key battles in North Africa were being waged between British and German Forces. Additionally, the American invasion of North Africa, Operation "Torch," was only months away. Subjects taught in the First Zone of the Interior Course are at Appendix 7.

As the Services of Supply Staff Courses evolved, they became more sophisticated. The Ninth Service Staff Course, conducted between January 24 and March 30, 1944, was the last of these courses to be conducted independently of the General Staff Courses and had 170 graduates.⁷¹ The length of the course had been increased from nine to ten weeks, beginning with the Seventh Service Staff Course in September 1943. Course instruction consisted of 588 hours of which 430.5 hours were conducted in the classroom and 157.5 were study assignments.⁷² The mission of the course had become:

To train selected officers in military organization, basic staff principles and in staff organizations peculiar to zone of the interior and theater of operations installations and operations, including service commands, ports, and services of supply in general.⁷³

Although the format of the course had remained relatively unchanged since the First Zone of the Interior

Course, the subjects had become more aligned with the realities of World War II. Additionally, General McNarney's January 1943 guidance that the course include instruction in the communications zone and the theaters had been incorporated.⁷⁴ The most significant change was the division of the course into two distinct sections, a Service Forces Section and an Air Forces Section. Instruction was presented in common subjects to the combined sections, while instruction peculiar to Ground and Air Forces was presented separately to each section. New common instruction included discussion of joint Army and Navy activities, British staff procedures, jungle and amphibious operations, and rail and highway transportation within a theater of operations. The unique aspects of the various theaters were examined in exercises related to the Eastern Mediterranean area; north and east Persian Gulf regions; and India, Burma, and China. Guest speakers were scheduled to lecture on such topics as: the California-Arizona Maneuver Area, the Army Service Forces Industrial Personnel Division, Army Postal Services, and Port Operations. Unique Air Forces Section instruction included such topics as organization and function of Army Air Forces organizations, Air Forces logistical computations, liaison with the Services of Supply, bomb supply, airdrome defense, air depots, tactical and strategic air forces, air task forces, air support of assault landings, and the Royal Air Force. Air Forces Section officers also received staff, administrative, and

operational training that paralleled that of the Service Forces Section except that it was tailored to their needs. Both sections received adapted instruction in the functional areas of personnel, logistics, intelligence, engineers, medical service units, ordnance units, quartermaster units, and special staff sections. That the war was affecting instruction is evident in new subjects for the Service Forces Section in military government, prisoner of war camp operations, and censorship. Additionally, instruction in convoy defense, handling of the effects of war dead, personnel rehabilitation and reclassification brought home the costs of the war to the students.⁷⁵ The extract of the Ninth Service Staff Course schedule, at Appendix 8, shows the subjects taught in that course.

The Nineteenth General Staff Course, conducted between June 12 and August 17, 1944, was a milestone in the evolution of the wartime staff courses and had 972 graduates.⁷⁶ In this course, the General Staff and Service Staff Courses were combined into a single General Staff Course. The courses of the General Staff Course were aligned with the structure of the Army in that there were distinct courses for the Army Air Forces, the Army Ground Forces, and the Army Service Forces. The Army Air Forces students were further broken into two sections, Air Staff and Air Staff Service. Army Ground Forces students were grouped into either Infantry, Armored, Airborne, or Antiaircraft sections. Army Service Forces students were

placed in Service Staff or Zone of the Interior sections. Army Air and Ground Forces instruction was ten weeks long and consisted of 426 hours of classroom work. Within the Army Service Forces Course, the Service Staff Course was ten weeks long and consisted of 433.5 hours of instruction, while the Zone of the Interior Course was five weeks long and contained 213 hours of instruction. Additionally, Women's Army Corps officers were eligible for detail to the course and attended.⁷⁷

The mission of the Air Forces Course was:

To train selected officers in basic command and staff doctrine and as staff officers, general and special, to meet the requirements of Wings, Commands and similar air units, in the Zone of the Interior and overseas.⁷⁸

Air Force Course instruction was divided into basic, staff duties, operations, and miscellaneous instruction.⁷⁹

Basic instruction focused on the organization of the arms and services; military establishments; organization of ground, air, and naval combat units; and the tactics of the arms and functions of the services. Fifty-three hours of basic instruction was presented to all Air Forces students, while the Air Staff Course students received twenty-four hours of specialized instruction and the Air Staff Service Course students received sixty-three hours that were geared to their specific needs. Instruction in staff duties was keyed to the detailed study of the A-1 through A-4 staff sections. There were eighty-eight hours of common instruction and forty-seven hours of specialized instruction

for Air Staff students and seven hours for the Air Staff Service students.⁸⁰ Operations instruction was designed to train Air Forces officers on the operations of large ground and air units, as well as staff procedure in combined operations. Common instruction consisted of 111 hours, specialized Air Staff instruction eighty-one hours, and Air Staff Service instruction eighty-two hours.⁸¹ Miscellaneous course time, twenty-two hours, was allocated for guest speakers and administration.⁸²

The mission of the Ground Forces Courses was:

To train selected officers of all forces in basic command and staff doctrine and as staff officers, general and special, to meet the requirements of divisions, corps, and similar units.⁸³

The structure of the Ground Forces Courses followed the same format of the Air Forces Courses. Basic instruction contained fifty-two hours of common instruction while the Armored, Infantry, Airborne and Antiaircraft Courses each received four hours of specialized instruction. Staff duties instruction consisted of 109 hours of instruction for all Ground Forces students and thirty-six hours of specialized subjects. Operations instruction contained ninety-one hours of common instruction and 116 hours of separate instruction. Finally, there were eighteen hours devoted to guest speakers and administration.⁸⁴

The Service Forces Courses had this mission:

To train selected officers in organization, basic staff principles, doctrines and functions; and as staff officers, to meet the requirements of Zone of the Interior and Theater of Operations Installations.⁸⁵

The courses had preparatory and Zone of the Interior instruction for both the Service Staff and Zone of the Interior students, and lines of communication and communications zone-theater of operations instruction for the Service Staff students. Preparatory instruction the national and military war organizations, administration, and staff procedures. This phase had 80.5 hours of instruction for Service Staff students and fifty-seven for Zone of the Interior officers. Zone of the Interior instruction focused on the organization and functions of the Army Service Forces, installations, support of Army Ground and Air Forces, and staff operations in service commands. It included instruction in organization, supply, security, personnel, training, transportation, and staff procedures. Lines of communication instruction involved the movement of units and supplies overseas and included instruction on ports, transport loading, ocean shipping, transportation, and staff procedure. Communications zone and theater of operations instruction covered Services of Supply organization, supply, traffic control, security, civil affairs, planning, task force preparation, transportation, and air operations.⁸⁶

The Nineteenth General Staff Course instruction was deeply involved in preparing its students for their duties in the war. Each of the courses studied the preparation for movement overseas, German and Japanese forces, combined operations, naval forces, jungle and amphibious operations,

operations, naval forces, jungle and amphibious operations, operations in the various theaters of operations, and the attack of an atoll. Air Staff students studied reconnaissance aviation, naval aviation, tactical and strategic air forces, and bombardment. Air Service students examined the establishment of air depots, the functions of Air Service units, support of Air force units, the Air Force replacement system, and Army-Navy air supply. Ground Forces officers studied rail movements, command posts, and unit movements overseas. Infantry students were taught British-American task force operations, the function of unit and division logistical trains, and mountain operations. Armored officers examined the types of tanks in service, armored infantry, and armored field artillery. Airborne students studied the troop carrier command and the operation of airborne divisions. Antiaircraft instruction included airdrome defense, the Air Defense Command, and the Troop Carrier Command. Service Forces students studied manpower, economic warfare, joint Army-Navy action, British staff procedures, the Women's Army Corps, demobilization, and the utilization of prisoners of war.⁸⁷ An extract of the schedule for the Nineteenth General Staff Course, which shows the subjects taught in the course, is in Appendix 9. Maps utilized in the course were from areas where operations were ongoing or planned. Command and General Staff School students had conducted map exercises that involved the invasion of France, utilizing a Normandy beachhead, prior to

the actual June 6, 1944 D-day invasion. General Truesdell's secretary, Miss Baum, recalled that this exercise resulted in an investigation by the War Department, because it was initially thought that the closely guarded invasion plans had been compromised. General Truesdell cleared the matter up when he pointed out that Normandy was the only logical place for an invasion from England and that the instructors had based the design of the exercise on this premise.⁸⁸

Throughout his tenure as commandant, General Truesdell tried to keep instruction current and reflective of actual wartime operations. The flow of information from the War Department was facilitated by the assignment of a liaison officer from the school to the G-3.⁸⁹ Instructors were sent on temporary duty to observe operations, including Middle East operations, the invasion of Italy in 1943, the Aleutian operations on Kiska and Attu, the Normandy invasion, and the island-hopping campaigns in the Pacific.⁹⁰

Late in 1943, one instructor, Lieutenant Colonel Jay C. Whitehair, was on one of these observer missions in the Southwest Pacific Area when he had the unique experience of being appointed as the operations officer for a task force engaged in the amphibious invasion of an island. He remained in this position from the commencement of the operation until the establishment of the task force on the

island. Lieutenant Colonel Whitehair subsequently wrote about his experiences in the April 1944 issue of Military Review.⁹¹

General Truesdell and another school officer made a month long observational trip to the European and Mediterranean Theaters of Operations in October 1943. During this trip, General Truesdell personally met with a number of notable general officers, both American and British.⁹² General Truesdell's conversations with these officers and their staffs covered a wide range of topics including strategy, tactics, new weapons, ongoing operations, and lessons being learned. His observations were published for the Command and General Staff School faculty members and instructors for their use in course development upon his return.⁹³ Additionally, General Truesdell solicited comments about the Command and General Staff School throughout his trip. General Jacob Devers' (commander of all U.S. forces in the United Kingdom) staff indicated that the school should include instruction in river crossing operations, airborne operations, meeting engagements, organization of defensive positions, and amphibious landing operations.⁹⁴ Discussions with officers from British military schools centered on a mutual exchange of information and students, in order to facilitate combined operations.⁹⁵ General Dwight D. Eisenhower, soon to be named Supreme Commander, Allied Forces Europe, commented on: the deficiency in the training of G-2's and

G-3's; the importance of teaching combined Ground, Navy, and Air operations; the necessity of training junior officers in combined staff planning at higher echelons; and the importance of air to ground operations.⁹⁶ General Everett Hughes, Commanding General, North African Theater of Operations, told General Truesdell, "for God's sake, teach future GS officers not to try and operate the services (for which they are wholly unqualified), nor to meddle in technical service details."⁹⁷ He also stated that he would not mind having Command and General Staff School Instructors on his staff for three months, but objected to their coming to his command as observers, as they were a nuisance.⁹⁸ General James Doolittle, Commanding General 15th Air Force, stressed that staff officers needed to be taught flexibility during operations and rapid response to change.⁹⁹ General Charles W. Ryder, commander of the 43th Infantry Division, indicated that he only had three Command and General Staff School graduates on his staff, that they were invaluable, and that he wanted more.¹⁰⁰ General Troy H. Middleton, commander of the 45th Infantry Division, stated that outstanding service overseas should be a prerequisite for selection as a Command and General Staff School instructor. In his notes, General Truesdell made a parenthetical comment next to this statement of: "but, try and get them."¹⁰¹ A complete listing of the general officers General Truesdell met with during his trip is contained in Appendix 10. Throughout his trip, General

Truesdell also asked for copies of operations and supply plans for use in updating the Command and General Staff School's instruction.¹⁰² General Truesdell incorporated the suggestions and lessons learned collected during this trip into future school instruction.

Another means the school used to maintain currency was through its Archives Section, a part of the school library. This section was established in early 1943 to serve as a repository for the classified documents being received by the school. These documents included operations orders, plans, and reports that were being sent to the Command and General Staff School from numerous field units. By September 1945, more than thirty-four thousand documents had been received. A list of new accessions was published daily and distributed to instructors. Additionally, each instructor was expected to visit the Archives Section at least weekly in order to incorporate available materials into the preparation of instruction.¹⁰³ Library services also maintained world maps, which were posted daily to depict current wartime operations. These maps were available to both students and instructors.¹⁰⁴

As the courses of instruction evolved throughout the war to incorporate changes in War Department organization and lessons learned from operations, the organization of the faculty of the Command and General Staff School also changed in structure and in instructor assignment policy. The organization of the school's faculty before the transition

to the wartime courses was reflected in the September 15, 1939 organizational chart. The school was headed by the commandant with the assistant commandant directly subordinate to him. Under the assistant commandant were the Regular and Special class directors and the assistant secretary. Instructors were placed into one of five sections or thirteen subsections. The sections were: First Section, Offensive Operations; Second Section, Intelligence, History, and Strategy; Third Section, Defensive Operations; Fourth Section, Supply, Evacuation and Transportation; and Fifth Section, Miscellaneous. Subsections were branch oriented and consisted of the Infantry, Cavalry, Field Artillery, Coast Artillery, Engineer, Air Corps, Signal Corps, Chemical Warfare, Adjutant General, Judge Advocate, Medical Corps, Ordnance, and Quartermaster Corps subsections.¹⁰⁵

On December 2, 1940, the faculty was reorganized. Although still headed by the commandant and the assistant commandant, there were seven sections and twelve subsections. The preeminent section was the Command Section, the chief of which was directly subordinate to the assistant commandant. Additionally, an Administrative Section, also subordinate to the assistant commandant, was incorporated. The remaining sections were under the Command Section and consisted of the: Extension Course Section; G1 Section, Personnel; G2 Section, Military Intelligence; G3 Section, Operations and Training; and G4 Section, Supply and

Evacuation. The subsections were still branch oriented and were subordinate to the Command Section. They consisted of the Infantry, Cavalry, Field Artillery, Armored Force, Engineer, Coast Artillery, Air Corps, Signal Corps, Chemical Warfare, Medical Corps, Ordnance, and Quartermaster Corps subsections.¹⁰⁶

On April 10, 1941, a minor faculty revision occurred that introduced a class director into the faculty organization and moved the Command Section to the same level as the December 2, 1940 Extension Course, G1, G2, G3, and G4 Sections. The subsections remained unchanged. This reorganization resulted in all academic sections and subsections being subordinate to the class director.¹⁰⁷

The next faculty reorganization occurred on February 16, 1942. The only resultant change was that the class director's office was eliminated and replaced by directors for the Special Course and for the Course for Officers of New Divisions. All the academic sections and subsections were under these two directorates, which were subordinate to the assistant commandant.¹⁰⁸

The next major faculty reorganization was on February 10, 1943. In this change, the Extension Course Section was eliminated as a separate entity. The assistant commandant, still subordinate to the commandant, commanded the Administrative Section and four directorates for the General Staff Course, the New Divisions Course, the Services of Supply Course, and the Army Orientation Course. The course

directors commanded four command sections: Infantry Divisions, Group A; Infantry Divisions, Group B; Army Air Forces; and Armored Divisions. In addition to the course directors, the assistant commandant commanded the following functional instruction sections: Personnel and Administration Section, the Intelligence Section, the Operations and Training Section, the Logistics Section, and the Services of Supply Section. All instructors were assigned to either the command or functional sections. Additionally, branch representatives for Infantry, Cavalry, Field Artillery, Medical Corps, Armored Force, Air Forces, Engineer, Coast Artillery, Ordnance, Tank Destroyer, Signal Corps, Quartermaster Corps, Airborne Troops, and Chemical Warfare were designated.¹⁰⁹

On June 13, 1944, the faculty was again reorganized. Under this new structure, the commandant had a standing faculty board, consisting of the commandant himself, the assistant commandant, the class directors, and the school secretary. The Administrative Section was redesignated as the Administrative and Technical Services Section and became independent of the assistant commandant. The assistant commandant remained subordinate to the commandant, but, directors for Air, Ground, Service, and Naval Instruction were included in his office. Directly subordinate to the assistant commandant were class directors for the New Divisions Course, the Army and Navy Staff College, the Brazilian Command and Staff Course, and the General Staff

Class. In actuality, there were three class directors for the General Staff Class, one for Air Forces (Air Staff and Air Staff Service Courses), Ground Forces (Infantry, Armored, Airborne, and Antiaircraft Courses), and Service Forces (Service Staff and Zone of Interior Courses). A new Training Division was also subordinate to the assistant commandant as were the instructional sections. The instructional sections were divided into the Staff Duties Section and the Operations Section. The Staff Duties Section consisted of the Personnel, Intelligence, Operations, and Logistics Sections while the Operations Section contained the Air Forces, Ground Forces, and Service Forces Sections. The chiefs of the Staff Duties Sections also made up the Tutorial Committee, and the chiefs of the Operations Sections constituted the Map Maneuver Committee.¹¹⁰

On July 15, 1944 a minor change to the faculty organization was made. An assistant secretary and Publications Division were added to the assistant commandant's office and the Brazilian Command and Staff Course was split into the Brazilian Command and General Staff Course and the Pre-general Staff Course.¹¹¹

The next faculty reorganization took place on January 8, 1945, and dropped the class directors for the New Divisions Course and the Brazilian Command and Staff Course. Additionally, the Airborne Course was deleted from the Ground Forces Section of the General Staff Class and

responsibility for pre-general staff instruction was shifted to the Training Division.¹¹²

On March 19, 1945 another minor reorganization took place. The only change was that the Zone of Interior Course was deleted from the Service Forces Course of the General Staff Class.¹¹³

On February 28, 1946, the school underwent another reorganization. Although the instructional sections remained unchanged, there were major changes in the directorates and the assistant commandant's office. There were now class directors for the new Command Class, the Latin American Class and Language Section, and the General Staff Class, which had separate class directors for the Air, Ground, and Service Sections. The assistant commandant's office contained a director of instruction for the Command Class and a coordinating director for the General Staff Class. Subordinate to the coordinating director for the General Staff Class were directors of instruction for Air, Ground, Service and Naval instruction. Additional changes included the establishment of an Allied Officers Section, directly subordinate to the commandant, except for instruction, and a separate Language Section.¹¹⁴

The final reorganization of the Command and General Staff School that affected the wartime courses occurred on April 25, 1946. In this reorganization the school secretary was subordinated to the assistant commandant. Additionally, several agencies were placed under the supervision of the

secretary: the Faculty Board Record Office, the Instructional Aids Services, the Library, and the Stenographic Pool.¹¹⁵

The significance of the various reorganizations of the Command and General Staff School throughout the war is that they were the institutionalization of the changes being caused by the evolution of the wartime courses due to external direction or internal modification. The first reorganization on December 2, 1940 coincided with the beginning of the first wartime course, the Special Class. The organization of the academic departments had been designed to support the course instructional methodology that emphasized G-staff specialization. The next major restructuring of the faculty, on February 10, 1943, was implemented immediately prior to the initiation of the Twelfth General Staff Course. This structure reflected the new course philosophy at Fort Leavenworth that ended G-staff specialization and broke students into Air Forces, Armored Forces, or Infantry Corps sections. It also followed closely on the heels of the recommendations made by General McNarney after his January 1943 visit to Fort Leavenworth. The June 13, 1944, school reorganization came simultaneously with the beginning of the Nineteenth General Staff Course and structured the faculty to support the General Staff Course designed to teach Air Forces, Ground Forces, and Service Forces Courses, each geared to specific populations from these forces. The final change to the faculty

organization that directly reflected a change in the wartime staff courses came on February 28, 1946. Essentially, this reorganization reflected the shift of the school to a format of Air, Ground, and Service Instruction.

The faculty reorganizations also show how the school adapted to the incorporation of courses other than the wartime staff courses. New sections and directorates were created to administer a wide variety of courses as they came and went during the war. These courses included: the New Divisions Course, the Army and Navy Staff Course, the Command Class, the Civilian Orientation Course, the Brazilian Command and General Staff Course, and various pre-general staff and language courses. That the school was flexible was demonstrated by the fact that as new courses were integrated into the curriculum, the faculty expanded to meet the need. When a course disappeared, so did the section that administered it. The wartime courses, other than the staff courses, will be discussed in Chapter IV.

The faculty of the Command and General Staff School was a critical factor in maintaining the currency of the courses that were taught. The instructors, through their direct contact with the students and preparation of instructional material, were especially significant in this regard. As mentioned previously, General Fuller had established the baseline with the War Department for instructor rotation. However, General Truesdell was the commandant responsible for ensuring that the faculty remained strong throughout the

war. His visit overseas in October 1943 and the comments he received from field commanders reinforced his feeling that instructors should have overseas experience. As early as January 1943, General Truesdell had drafted a memorandum to the Command and General Staff School liaison officer in the War Department to request the Adjutant General to furnish names and records of rehabilitated wounded or sick officers for duty as instructors at the school.¹¹⁶ In a letter to the G-3, War Department, Truesdell stated that because the courses of instruction were oriented on the overseas theaters, "instructors must possess a comprehensive knowledge of combat conditions. This can only be gained by participation in active operations."¹¹⁷ He also advised the G-3 that:

Division and higher commanders in Italy and England are adamant in their views that the prestige and effectiveness of the School can only be sustained if the professional background of its instructors be codified through combat service. (None, however, offered to release any of their own outstanding officers for the purpose indicated).¹¹⁸

By December 1943 the school was sending letters to Zone of the Interior hospitals in an attempt to recruit instructors from officers who were battle casualties.¹¹⁹

Additionally, General Truesdell formalized his request for rehabilitated officers to serve as instructors in a letter to the G-1, War Department General Staff. In this letter he also established qualifications for instructor candidates, requesting that they have combat experience, be in the grade of captain or major, have a superior or excellent

performance rating, be at least twenty-five years old, not be mental cases, and be a Command and General Staff School graduate or a college graduate. In the event the prospective instructor was not a Command and General Staff School graduate, General Truesdell requested that the individual be detailed to the next available course as potential instructor material. He was acutely aware of the continuing requirement for instructors caused by their rotation every twelve to fifteen months.¹²⁰ General Truesdell tried to augment the staff with these limited service officers as well as with overage specialist instructors and faculty members.¹²¹ He also added Women's Army Corps Instructors to the faculty.¹²² An international flavor was added to the faculty with the assignment of British and Polish officers to the faculty.¹²³ He also attempted to secure a Russian instructor, but was turned down by the G-2, War Department, who indicated a Russian officer would not be free to discuss Soviet operations and would therefore be of little value to the school.¹²⁴ General Truesdell's was successful in his efforts to obtain officers with overseas experience as instructors. By 1945, almost eighty percent of the faculty had seen overseas duty.¹²⁵

In addition to trying to staff the faculty with instructors who had overseas experience, General Truesdell attempted to ensure that the faculty had a proportionate distribution of officers from the Air, Ground, and Service

Forces. Maintaining adequate numbers of Air Forces instructors remained a problem until 1945, as reflected in the proceedings of a board of Army Air Forces officers published on March 13, 1945. In its report, commissioned by the G-3, War Department, and approved by the Commanding General, Army Air Forces, the board indicated that Air Forces officers made up fifty-five percent of the student body, but only twenty-nine percent of the instructors were Air Forces officers.¹²⁶

General Truesdell also sought to increase the stature of the Command and General Staff School through the assignment of general officers to the faculty. In a January 1943 letter to the Director for Military Personnel, Services of Supply, he stated that the positions of assistant commandant and deputy assistant commandant should be filled by brigadier generals.¹²⁷ In an April 1943 letter to the Assistant Chief of Air Staff, Training, Army Air Forces, he discussed a proposal to assign brigadier generals as directors for the Air, Ground, and Service Courses of the General Staff Course.¹²⁸ The January 8, 1945, organization chart shows that General Truesdell was eventually successful in this regard, because the assistant commandant and the directors for Air and Service Instruction were brigadier generals.¹²⁹

The lack of sufficient numbers of Command and General Staff School graduates was of continuing concern to General Truesdell. In an August 26, 1944 letter to the G-3, War

Department he forwarded a study that addressed this issue. Principle concerns were the shortage of Ground Forces graduates in divisions that had deployed overseas prior to 1944 and general shortages of trained Army Air Forces officers. He also pointed out that the shortfalls in the divisions had been worsened by the fact that many of their trained staff officers had been placed in command positions or moved to higher level staffs. Additionally, he pointed out that it was critical that officers sent to the course from overseas units by their commanders had to return to the units they had come from and not be diverted.¹³⁰ An examination of this study shows that the Command and General Staff School was aware of not only its training mission, but was actively engaged in the larger issue of adequately staffing Army forces.

The format for the General Staff Courses remained constant from the Nineteenth General Staff Course (June-August 1944) through the Twenty-second General Staff Class (January-March 1945). However, the Twenty-third General Staff Class, conducted March 19-May 26, 1945 was changed by dropping the Airborne Course in the Ground Forces Course and by deleting the Zone of Interior Course from the Service Forces Course. The dropping of the Airborne Course was insignificant, because students from these units would be accommodated in the Infantry Course of the Ground Forces Course. The ending of the Zone of Interior Course was a different matter. The rationale behind dropping this course

was given by General Truesdell in a letter to the G-3, War Department on January 18, 1945. In this letter General Truesdell explained that the mission of the course--to train officers from the headquarters of the Army Service Forces and service commands--was not being accomplished. This was due to the fact that few officers from these organizations were being assigned as students. General Truesdell also indicated that the qualifications of Zone of the Interior students were generally unacceptable. In the Twenty-second General Staff Class, ten percent were not high school graduates, fifty-one percent were not college graduates, sixty-seven percent had never attended a service school, and twenty-three percent had less than two years service.¹³¹ The curtailment of the Zone of Interior Course was significant in that it showed that the school could discard courses that it had established when they did not meet their expected purpose.

The next change to the curriculum of the General Staff Class came in the May 28-August 4, 1945 Twenty-fourth General Staff Class. In this course, the Air Staff Service and Air Staff Service Courses of the Air Forces Courses were combined. This change came as a result of recommendations by the board of Army Air Forces Officers that visited the school in March 1945. This board felt that the Air Staff Service Course was too specialized and that it and the Air Staff Course should be combined into a single Air Forces Course.¹³² General Truesdell concurred and demonstrated

the flexibility of the school by making the requisite changes in time for the convening of the Twenty-fourth General Staff Class.¹³³

The final changes to the wartime staff courses were a result of the conclusion of the war. The war in Europe ended on May 9, 1945 during the Twenty-third General Staff Class, and the Japanese had surrendered August 15, 1945 while the Twenty-fifth General Staff Class was in session. The most significant change caused by the conclusion of the war was that the course length was increased from ten weeks to sixteen weeks in the October 15, 1945-February 2, 1945 Twenty-sixth General Staff Class. This may have been due to the fact that the previous emphasis on providing staff officers for the overseas theaters of operations was no longer a requirement. The Command and General Staff School could begin a transition to a more comprehensive peacetime curriculum because the pressures of the war no longer existed. The final change incorporated in the Twenty-sixth and Twenty-seventh General Staff Classes was the combination into a single Ground Course of the Infantry, Armored, and Antiaircraft Courses.¹³⁴

On November 2, 1945 Lieutenant General Leonard T. Gerow became the commandant of the Command and General Staff School, replacing Major General Truesdell, who retired. General Gerow would preside over the final two wartime staff courses. He was the pivotal figure in developing the post-war officer education plan for the Army in his capacity

as the President of the War Department Military Education Board.¹³⁵

The concluding wartime staff course, the Twenty-seventh General Staff Class, was conducted from February 11-June 1, 1946. It incorporated lessons learned from the war and reflected the final result of the continual evolution of the wartime courses. The course consisted of Air, Ground, and Service Courses, each containing 594 hours of instruction.¹³⁶

The mission of the Air Course was "to train selected officers in general staff duties to meet the requirements of wings, divisions, commands, and air forces."¹³⁷ Air instruction was divided into seventy-five hours of basic, 318 hours of staff duties, and 201 hours of operations training. Basic instruction focused on operations and organization. Staff duties covered detailed staff functions and organization in the areas of logistics, personnel, intelligence, and operations. Operations topics consisted of integrated staff work dealing with strategic, tactical, air defense, airborne, and amphibious operations, and logistics, movements, and map maneuvers. Air Course subjects included atomic operations; the organization of the United Nations; Air Force developments and weapons; airborne operations; the Royal Air Force; the Air Force Technical Service Command; the Air Force Service Command; demobilization; the postwar Army Air Forces Program; Royal Air Force supply, maintenance, salvage and repair; aviation

medicine; German Air Force and aircraft; Japanese Air Force and aircraft; the air order of battle; fighter cover and escort; the strategy of the Pacific; Royal Air Force training; and the airborne division estimate and plan.¹³⁸

The mission of the Ground Course was "to train selected officers in general staff duties to meet the requirements of divisions, corps, and armies."¹³⁹ The Ground Course contained sixty-nine hours of basic, 319 hours of staff duties, and 206 hours of operations instruction. Basic topics included organization, staffs, and tactics of arms and functions of services. Staff duties instruction focused on operations and training, intelligence, logistics, and personnel. Operations training covered the operations of large ground and air units and map maneuvers. Ground Course students were presented instruction on the organization of the United Nations; atomic operations; British orders, reports, and appreciations; radar; British ground tactics; naval gunfire support; espionage, underground forces, and guerillas; psychological warfare; air transport for field forces; the British supply system; partial demobilization; the postwar military program; personnel problems in amphibious operations; American-British ground cooperation; and an historical example of the attack of an island.¹⁴⁰

The mission of the Service Course was "to train selected officers in general staff duties to meet the requirements of Zone of Interior and Theater of Operations

organizations and installations."¹⁴¹ The Service Course consisted of forty-eight hours of basic, 110 hours of Zone of Interior, and 436 hours of theater of operations instruction. Basic instruction focused on the national and military organization for war, staff organization, and staff technique. Zone of Interior and theater of operations instruction were similarly organized. Zone of Interior topics examined service organizations, units and installations, and staff duties in the areas of personnel, intelligence, operations, and logistics. Theater of operations subjects dealt with service organization; units and installations; relations with combat, air, naval and allied forces; civil affairs; and the duties of staff officers in the functional areas of logistics, operations, intelligence, and personnel. Service Course officers received training in British organization; Army publications; demobilization of personnel; civilian personnel in the Zone of Interior; domestic disturbances; procurement in war; depot organization; British administration; Pacific organization; beaches and ports of debarkation; foreign armed forces; public relations and propaganda; Negro manpower; and amphibious operations planning.¹⁴²

Maps used in the Twenty-seventh General Staff Class were actual wartime situation maps and overlays. They included the maps used in Operation "Flintlock," the invasion of the Kwajalein Atoll; the situation maps from the

Battle of the Bulge; maps from the planned invasion of the Japanese mainland; and operation overlays and maps from campaigns in Italy, Luxembourg, France, Belgium, and Germany.¹⁴³

A review of the program and schedule of the Twenty-seventh General Staff Class, Appendix 11, shows the diversity and scope of its instruction. It also shows how far the wartime staff courses had come since the 1940 Special Class. Instruction in the final course had expanded to train officers for duties on high level staffs that included divisions, corps, armies, wings, air divisions, air commands, air forces, installations and service commands. The first wartime course had been confined to preparing its graduates for service in a single staff section of a ground division. Tactics instruction had evolved to the study of actual units in specific types of ground and air operations utilizing maps and overlays from actual operations. This was a significant departure from the First Special Class' square division exercises using maps of Gettysburg and Kansas. Logistics instruction had shifted from rail and motor movements to the study of air and sea transport, and from the examination of division supply requirements to the examination of national resources and supplying an Army involved in global operations. Finally, the distance the wartime staff courses had covered is apparent in the fact that students in the Twenty-seventh General Staff Class were trained in tactics, techniques, technology, and doctrine

that had not even existed in 1940.

In addition to being the final wartime staff course, the Twenty-seventh General Staff Class was the last one to be conducted by the Command and General Staff School that would include Army Air Forces officers, because the United States Air Force would soon be formed.¹⁴⁴ Upon its graduation, the Twenty-seventh General Staff Class ended an era in the history of the United States Army Command and General Staff School. It was an era in which the school had responded to the changing needs of an Army at war.

NOTES

CHAPTER III

¹ Edmund L. Gruber, Addresses, 1940-1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1941), p. 3.

² A Military History of the United States Army Command and General Staff College, Fort Leavenworth, Kansas, 1881-1963 (Fort Leavenworth: U.S. Army Command and General Staff College, 1964), pp. 13 and 20.

³ Russell F. Weigley, History of the United States Army (New York: The Macmillan Company, 1967), p. 428.

⁴ Orville Z. Tyler, Jr., The History of Fort Leavenworth, 1937-1951 (Fort Leavenworth: U.S. Army Command and General Staff College, 1951), p. 12.

⁵ Tyler, p. 11.

⁶ Tyler, p. 11.

⁷ Tyler, p. 12.

⁸ Tyler, p. 12.

⁹ Larry I. Bland and Sharon R. Ritenour, eds., The Papers of George Catlett Marshall, Volume I, "The Soldierly Spirit," December 1880-June 1939 (Baltimore: Johns Hopkins University Press, 1981), p. 533.

¹⁰ Bland and Ritenour, p. 708.

¹¹ Gruber, pp. 2-3.

¹² Gruber, pp. 3-4.

¹³ Gruber, pp. 3-4

¹⁴ Tyler, p. 4.

¹⁵ Tyler, p. 4.

16 H.H. Fuller, "The Development of the Command and General Staff School, Fort Leavenworth, Kansas," Military Review, Vol. XXI, No. 83, (1942), 9.

17 Instruction Circular No. 1, November 27, 1942 (Fort Leavenworth: U.S. Army Command and General Staff School, 1942), p. 8.

18 Schedule, Special Class, 1940-1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), pp. 5-15; A.P. Thayer, School Memorandum No. 14, January 6, 1941.

19 K.B. Edmunds, "Opening Address, Second Special Course, February 8, 1941," TS, U.S. Army Command and General Staff School, Fort Leavenworth, Kansas, February 8, 1941.

20 Schedule, Second Special Course, February-April 1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1941), p. 3.

21 Gruber, Letter to The Adjutant General, War Department, February 4, 1941.

22 Gruber, Letter to Commanding General, Second Army, April 16, 1941.

23 Tyler, pp. 17-18.

24 Fuller, Letter to Lieutenant Colonel George Van W. Pope, Office Chief of Staff, G-1, War Department, August 2, 1941.

25 Fuller, Addresses, 1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1941), pp. 8-35.

26 Schedule, Seventh Special Course, February-April 1942 (Fort Leavenworth: U.S. Army Command and General Staff School, 1942), pp. 6-23.

27 Personal Interview with Miss Lula K. Baum, February 6, 1985.

28 Weigley, p. 441.

29 Mark Skinner Watson, Chief of Staff: Prewar Plans and Preparations. The U.S. Army in World War II: The War Department (Washington: Government Printing Office, 1950), p. 65.

30 James E. Hewes, Jr., From Root to McNamara: Army Organization and Administration, 1900-1963 (Washington: U.S. Government Printing Office, 1975), p.76.

- 31 Hewes, p. 63.
- 32 Hewes, p. 76.
- 33 U.S. Army, The Department of the Army Manual (1982): pp. 5-18.
- 34 Hewes, p. 68.
- 35 Hewes, p. 68.
- 36 Karl Truesdell, Draft Memorandum to the Chief of Staff, United States Army, October 1943.
- 37 Truesdell, Draft Memorandum to Commanding General, Army Service Forces, War Department, April 14, 1944.
- 38 Truesdell, October 1943 Draft Memorandum.
- 39 W.D. Steyer, Letter to G-3, War Department General Staff, October 19, 1943.
- 40 Steyer, October 19, 1943 Letter.
- 41 Steyer, Letter to Major General Karl Truesdell, April 26, 1944.
- 42 Dana C. Schmahl, Memorandum for Commandant, May 8, 1943.
- 43 Truesdell, Telephone Conversation with General C.R. Huebner, January 6, 1943.
- 44 Truesdell, Telephone Conversation.
- 45 Truesdell, Telephone Conversation.
- 46 Truesdell, Telephone Conversation.
- 47 Truesdell, Telephone Conversation.
- 48 Truesdell, Telephone Conversation.
- 49 Truesdell, Telephone Conversation.
- 50 Joseph T. McNarney, Letter to the Commandant, Command and General Staff School, January 6, 1943.
- 51 McNarney, January 6, 1943 Letter.
- 52 McNarney, January 6, 1943 Letter.

- 53 McNarney, January 6, 1943 Letter.
- 54 McNarney, January 6, 1943 Letter.
- 55 McNarney, January 6, 1943 Letter.
- 56 McNarney, January 6, 1943 Letter.
- 57 Comprehensive Survey of the Command and General Staff School: Wartime, 1940-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), Appendix C, Table 22.
- 58 Instruction Circular No. 1, November 27, 1942,
p. 8.
- 59 Comprehensive Survey, Appendix C, Table 22.
- 60 Baum Interview.
- 61 "If You Go to Leavenworth -- The General Staff Course," Military Review, Vol. XXII, No. 87 (1943), 14.
- 62 Military History, p. 39; Program and Schedule, Twelfth General Staff Course, February-April 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), pp. 3-19.
- 63 Instruction Circular No.1, November 27, 1942, p.
8.
- 64 Walter A. Pashley, "The Services of Supply Staff Course," Military Review, Vol. XXII, No. 87 (1943), 24.
- 65 Pashley, 24.
- 66 Schedule, First Zone of the Interior Course, July-September 1942 (Fort Leavenworth: U.S. Army Command and General Staff School, 1942), p. 3.
- 67 Pashley, 24.
- 68 Pashley, 24.
- 69 Pashley, 25.
- 70 Pashley, 24-25.
- 71 Comprehensive Survey, Appendix C, Tables 7 and
23.

- 72 Program and Schedule, Ninth Service Staff Course, January 1944-March 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 1.
- 73 Schedule, Ninth Service Staff Course, p. 3.
- 74 McNarney, January 6, 1943 Letter; Schedule, Ninth Service Staff Course, pp. 3-4.
- 75 Schedule, Ninth Service Staff Course, pp. 5-14.
- 76 Comprehensive Survey, Appendix C, Table 22.
- 77 Program and Schedule, Nineteenth General Staff Course, June-August 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), Inside Front Cover and pp. 3-5.
- 78 Schedule, Nineteenth General Staff Course, p. 3.
- 79 Schedule, Nineteenth General Staff Course, p. 3.
- 80 Schedule, Nineteenth General Staff Course, p. 3.
- 81 Schedule, Nineteenth General Staff Course, p. 3.
- 82 Schedule, Nineteenth General Staff Course, p. 3.
- 83 Schedule, Nineteenth General Staff Course, p. 4.
- 84 Schedule, Nineteenth General Staff Course, p. 4.
- 85 Schedule, Nineteenth General Staff Course, p. 5.
- 86 Schedule, Nineteenth General Staff Course, p. 5.
- 87 Schedule, Nineteenth General Staff Course, pp. 6-25.
- 88 Baum Interview.
- 89 Tyler, p. 21.
- 90 Military History, p. 38.
- 91 Jay C. Whitehair, "Introduction to a Task Force," Military Review, Vol. XXIV, No. 1 (1944), 21-23.
- 92 Truesdell, "Notes by Major General Karl Truesdell and Lt. Colonel G.W.R. Wethren on Overseas Observational Trip -- October-November 1943," (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), pp. 2-30.

- 93 Truesdell, "Trip," pp. 1-31.
- 94 Truesdell, "Trip," p. 2.
- 95 Truesdell, "Trip," pp. 10-15.
- 96 Truesdell, "Trip," p. 16.
- 97 Truesdell, "Trip," p. 17.
- 98 Truesdell, "Trip," p. 17.
- 99 Truesdell, "Trip," p. 20.
- 100 Truesdell, "Trip," p. 26.
- 101 Truesdell, "Trip," p. 27.
- 102 Truesdell, "Trip," pp. 3, 20, 27, and 29.
- 103 Comprehensive Survey, pp. 52-52.
- 104 Comprehensive Survey, p. 53.
- 105 Tyler, p. 91.
- 106 Tyler, p. 93.
- 107 Tyler, p. 95.
- 108 Tyler, p. 97.
- 109 Tyler, p. 99.
- 110 Tyler, p. 101.
- 111 Tyler, p. 103.
- 112 Tyler, p. 105.
- 113 Tyler, p. 107.
- 114 Tyler, p. 109.
- 115 Tyler, p. 111.
- 116 Truesdell, Draft Memorandum to Command and General Staff School Liaison Officer, January 6, 1943.
- 117 Truesdell, Letter to G-3, War Department General Staff, December 4, 1943.

- 118 Truesdell, December 4, 1943 Letter.
- 119 H.P. Carter, Letter to Brigadier General Frank W. Weed, Letterman Army Hospital, December 4, 1943.
- 120 Truesdell, Letter to Assistant Chief of Staff G-1, War Department General Staff, January 20, 1944.
- 121 Truesdell, Notes on Relief and Replacement of Instructors, as of January 21, 1944, December 20, 1943.
- 122 Truesdell, Letter to Commanding General, Army Service Forces, War Department, February 7, 1944.
- 123 Tyler, p. 101.
- 124 Truesdell, Memorandum to Assistant Commandant, April 16, 1943.
- 125 Military History, p. 38.
- 126 "Proceedings of Board of AAF Officers Visiting the Command and General staff School, Fort Leavenworth, Kansas -- 5-8 March 1945, March 13, 1945.
- 127 Truesdell, Letter to Commanding General, Services of Supply, War Department, January 18, 1943.
- 128 Truesdell, Letter to Assistant Chief of Air Staff, Training, Army Air Forces, War Department, April 15, 1943.
- 129 Tyler, p. 105.
- 130 Truesdell, Letter to G-3, War Department, August 26, 1944.
- 131 Truesdell, Letter to Assistant Chief of Staff G-3, War Department General Staff, January 18, 1945.
- 132 "AAF Board Proceedings."
- 133 Program and Schedule, Twenty-fourth General Staff Class, May-August 1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), Inside Front Cover.
- 134 Program and Schedule, Twenty-sixth General Staff Class, October 1945-February 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), Inside Front Cover.
- 135 Tyler, p. 25.

136 Program and Schedule, Twenty-seventh General Staff Class, February 1946-May 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), pp. 3-5.

137 Schedule, Twenty-seventh General Staff Class,
p. 3.

138 Schedule, Twenty-seventh General Staff Class,
pp. 3, 6-21.

139 Schedule, Twenty-seventh General Staff Class,
p. 4.

140 Schedule, Twenty-seventh General Staff Class,
pp. 4, 6-21.

141 Schedule, Twenty-seventh General Staff Class,
p. 5.

142 Schedule, Twenty-seventh General Staff Class,
pp. 5, 6-21.

143 Ground Forces Courses, 27th General Staff Class, Vol. 5, Maps (Fort Leavenworth: U.S. Army Command and General Staff School, 1946).

144 Leonard T. Gerow, Addresses, 1945-1948 (Fort Leavenworth: U.S. Army Command and General Staff College, 1948), p. 60.

CHAPTER IV
THE SPECIAL PURPOSE WARTIME COURSES

During World War II, the instructional charter of the United States Army Command and General Staff School was expanded. Prior to the transition to a wartime curriculum, the mission of the school had been to "prepare officers for command and general staff duty."¹ To satisfy this mission, the school conducted two resident courses, the Regular Course and the Special Course, and offered a number of extension courses.² Beginning in November 1941 the school increased the number and types of resident courses. These courses were specialized and designed to meet the specific needs of the students in attendance. During the war they were initiated as they were required and terminated when the need for their conduct no longer existed. They included Civilian Orientation Courses, New Divisions Courses, Army and Navy Staff College Courses, Air Forces Staff and Special Courses, Command Classes, Brazilian General Staff Courses, Pre-General Staff Courses for Latin American Officers, Latin American Directors Courses, and Philippine Post Graduate Courses. An overview of the special purpose wartime courses is provided in Table 2.

Table 2
The Special Purpose Wartime Courses

<u>Course</u>	<u>Numbers</u>	<u>Dates</u>
Civilian Orientation	1st-4th	Nov 41-Apr 43
New Divisions	1st-15th	Jan 42-Jun 43
Army and Navy Staff College	1st-12th	Jun 43-Aug 45
Air Forces Staff	1st	Aug 43
Air Forces Special	1st-4th	Jun 44-Jan 45
Command	1st-2nd	Oct 45-Jul 46
Brazilian General Staff	1st-3d	Jul 43-Mar 44
Pre-General Staff	1st-8th	Oct 44-Feb 45
Latin American Directors	1st-5th	Mar 45-Sep 45
Philippine Post Graduate	1st-3d	May 45-Oct 45

On March 27, 1941, the Secretary of War directed the institution of a Civilian Orientation Course, to be conducted by the Command and General Staff School. This directive came as the result of a survey that concluded "that such a course would provide civilian personnel with a background to assist them and the Army during the progressing development of the national military program."³ The student body would consist of "selected civilians having professional or business relationships with national defense matters."⁴ Thirty-four prominent civilians were invited by General Marshall to attend the

course; thirteen accepted.⁵ This first course, November 10, 1941-December 6, 1941, consisted of 129 hours of instruction and 8 hours of physical exercise periods.⁶ The curriculum of the course included a preparatory reading program, conducted prior to the resident phase of instruction.⁷ Subjects presented in the course were designed to give the civilian students an appreciation of the missions and roles of the Army, the organization and capabilities of Army forces, the functioning of the G-staff sections, logistics and supply considerations, security measures, and mobilization problems.⁸

The Second Civilian Orientation Course was conducted October 26, 1942-November 21, 1942 and contained 144 hours of instruction.⁹ The preparatory reading program and examinations, contained in the first course, were dropped.¹⁰ In a September 21, 1942 memorandum for instructors Colonel H. B. Hildebrand, assistant secretary of the school, stated the mission of the course.

To present to its students a general picture of the military forces of the United States, their organization, administration, and operation; the duties and responsibilities of the several divisions of the War Department; the duties and functions of their respective field agencies; the duties and responsibilities of other governmental agencies connected with the national war effort; together with some general principles of tactics, strategy, supply, and administration; to the end that the student may better understand the part his particular activity may play in the functioning of an integrated war effort.¹¹

Subjects presented to the students were mainly taken from the material already developed for the General Staff Course

and the Services of Supply Staff Course, and some classes were attended jointly with the Tenth General Staff Course.¹² Eighty-five students attended the Second Civilian Orientation Course.¹³

The January 4-January 30, 1943 course was redesignated the Third Army Orientation Course. The stated objective of its 157.5 hours of instruction was "to enable selected business and professional men better to understand the nation's war problem and the relation thereto of the total civilian effort."¹⁴ The mission and the scope of the instruction presented in this course to its eighty-seven students were similar to those of the Second Civilian Orientation Course. Some classes were attended with students from the Tenth New Divisions Course, the Third Services of Supply Staff Course, and the Eleventh General Staff Course.¹⁵

The March 15-April 18, 1943 Fourth Army Orientation Course was the final one conducted. The 154 hours of instruction received by its eighty-two students were broken into four phases: general, combat forces, services of supply, and theater of war. The general phase contained thirty-four hours of instruction that provided an orientation to serve as a foundation for future instruction, presented surveys of the world situation, and conducted conferences with officers returning from the field. The thirty-seven hour combat forces phase examined the organization and operation of air and ground combat forces.

Sixty-nine hours of services of supply instruction covered the full range of national logistical activities and contained subjects on organization, supply and procurement, personnel, transportation, and internal security. Theater of war instruction consisted of fourteen hours of instruction on the life cycle of a task force, from organization to overseas deployment, and the services of supply in communications zones.¹⁶ The program and schedule for this course is in Appendix 12.

The individuals who attended these orientation courses were among the most prominent men in their fields. Some of the more notable students were: Joseph H. Hazen, a film producer with Warner Brothers; Roy E. Larsen, President of Time Magazine; Philip K. Wrigley, President of the William Wrigley, Jr. Company; Irving S. Florsheim, from the Florsheim Shoe Company; Bradley Kelly, Editor, King Features Syndicate; Earl H. McHugh, Vice President and Director, Hearst Magazine Incorporated; William A. Patterson, President, United Airlines Transportation; Arthur C. Potter, Special Assistant to the Under Secretary of War; Lloyd E. Wright, President, Society of Motion Pictures Producers Association; Morgan Adams, Harbor Commissioner, City of Los Angeles, California; Harry B. Clow, Vice President and Secretary, Rand McNally Company; Francis H. Engle, Manager, Washington Office, Radio Company of America; Richard C. Fowler, Vice President, Coca Cola Bottling Company; and Walter A. Haas, President, Levi-Strauss and Company.¹⁷

That the course had an impact on the students was evident in a comment attributed to one of the graduates in an April 1943 Military Review article.

I personally believe that all who attended the 2nd A.O.C. [Second Civilian Orientation Course] are convinced that the existing organization of the Army is as satisfactory a machine as we are capable of producing in this country at this time for both combat and supply and it would be nothing short of disastrous to change our course now even if a possibly superficial examination showed it to be theoretically desirable.¹⁸

On January 19, 1942 another course was added to the curriculum of the Command and General Staff School: the First Course for Training Divisions. With the entry of the United States into the war following Pearl Harbor, the Army began a program to mobilize additional divisions. Upon the declaration of war, the Army had only thirty-six available divisions although it foresaw a requirement for 213 by mid-1944, with an interim demand for seventy-one by the end of 1942.¹⁹ The War Department developed a mobilization plan for divisions that dictated that:

New divisions were to be created through a cadre system, whereby a quota of experienced officers and enlisted men would be withdrawn from a parent division to form the organizing and training nucleus of a new division. These officers and men would undergo special training at the service schools (the division commander and his staff at the Command and General Staff School) to prepare them for their heavy burden as divisional cadre. Most of the officers for the new division then would come from officer candidate schools . . . the plan called for enlisted men to be shipped to the new division direct from reception centers. The War Department envisioned ten to twelve months as the time necessary to carry a new division from activation to combat readiness: seventeen weeks for establishing initial organization and accomplishing the thirteen-week basic training program; thirteen weeks of unit training up to and including the regimental level;

fourteen weeks of combined training, to include at least one division-versus-division maneuver.²⁰

Fifteen New Divisions Courses were conducted between the beginning of the course on January 19, 1942 and its termination with the graduation of the Fifteenth New Divisions Course on June 26, 1943. During their existence they had trained the staffs of forty-four divisions: the 42d, 63d, 65th, 66th, 69th, 70th, 75th, 76th, 77th, 78th, 79th, 80th, 81st, 82d, 83d, 84th, 85th, 86th, 87th, 88th, 89th, 90th, 91st, 92d, 93d, 94th, 95th, 97th, 98th, 99th, 100th, 102d, 103d, 104th, and 106th Infantry Divisions; the 12th, 13th, 14th, 16th, and 20th Armored Divisions; the 11th, 13th, and 17th Airborne Divisions; and the 2d Cavalry Division. A total of 939 officers were trained.²¹ The course was ended when the War Department decided not to form any additional divisions. In fact, at the end of the war in Europe only eighty-nine divisions existed--far short of the 213 envisioned in 1942.²²

The purpose of the New Divisions Courses was:

To provide instruction in military organization, basic staff principles, the function of commanders, staffs and services of divisions, and the operation thereof. To weld the division commander and his staff into an operating team capable of initiating administrative, organizational and command duties immediately upon their arrival at their new camps.²³

Exactly which division staff members attended the first ten courses is difficult to ascertain. They probably consisted of the Commanding General, the Chief of Staff, the G-1, the G-2, the G-3, the G-4, a number of assistant G-staff

officers, and certain members of the Special Staff. The students for the Eleventh through the Fifteenth New Divisions Courses, however, were specified and included the Commanding General, the Chief of Staff, the G-1 and Assistant G-1, the G-2 and Assistant G-2, the G-3 and Assistant G-3, the G-4 and Assistant G-4, the Inspector General, the Headquarters Commandant, the Reconnaissance Troop Commander, the Division Engineer, the Division Surgeon, the The Division Quartermaster, the Division Signal Officer, the Division Ordnance Officer, the Division Chemical Officer, the Division Adjutant General, and the Division Judge Advocate General.²⁴

Instruction throughout the existence of the course was four weeks long, although the total hours of instruction had minor variations between courses. The emphasis was on applicatory instruction, which made up approximately eighty percent of the instruction.²⁵ The program and schedule for the Fifteenth New Divisions Course, contained in Appendix 13, is generally illustrative of how the courses were conducted. This course contained 172.5 hours of instruction of which 135 were applicatory and thirty-four were conferences. During the first week of the course instruction consisted of conferences and exercises that focused on giving the division staff an orientation on the organization of Army units, the characteristics and capabilities of the various components of the division, logistics, staff organization and responsibilities, and

division level tactics. Additionally, the division staff was divided into G-1/4 and G-2/3 sections for instruction in subjects that were geared to their specific areas of staff responsibility. The second week of the course was largely devoted to exercises for the staff sections and map exercises for the combined division staff. In the third week, the division staff continued to conduct combined map exercises and attend conferences, while the Commanding General and the Chief of Staff prepared the initial staff tasks for the organization of their divisions. At the end of the third week, the Commanding General issued these initial staff tasks directives to his staff. The fourth week consisted of map maneuver exercises and the formulation by the division staff of their plan to organize and train their cadre to receive, assign, house, and equip their new organizations, which they would join shortly, and a training plan for their division for a thirty-five week period.²⁶ Some of the students' work was graded, to determine the effectiveness of the course and the progress of the students. The results of these tests were furnished to the division's Commanding General for his use in assessing his new staff members.²⁷

The first five New Divisions Courses were made up entirely of infantry division staffs, therefore, instruction focused on that type of division and used the new triangular division as the organizational baseline.²⁸ The Sixth New Divisions Course had a mix of infantry and armored

divisions. The ability of the course to meet the needs of both types of division staffs was demonstrated in the fact that it presented separate instruction, where appropriate, to each division staff that was oriented on their type of division. This practice continued throughout all fifteen New Divisions Courses, with instruction developed to meet the unique needs of infantry, armored, airborne, and cavalry division staffs.²⁹ Additionally, the school kept in contact with the divisions once they had departed Fort Leavenworth for their training camps in an effort to "adjust the course to meet the current problems that are encountered in the field."³⁰

The New Divisions Course was valuable for a number of reasons. It provided an opportunity for the members of the newly forming division staffs to be molded into a team; their gathering together at Fort Leavenworth was the first time they had been associated with each other as a staff. It was an opportunity for the members of the staff to get to know each other as individuals. The course provided a setting for the Commanding General and the Chief of Staff to assess the strengths and weaknesses of their staff and its members in a low stress, academic environment. Additionally, the course provided a framework in which the staffs could learn current doctrine and techniques before they had to put them into practice. Finally, the faculty of the Command and General Staff School was available to provide advice and assistance to the staffs in the

preparation of the organization and training plans that they would soon have to implement as they formed their new division and prepared it for combat.

On June 4, 1943 the War Department published a memorandum establishing an Army and Navy Staff College, whose purpose would be:

To provide a special course of instruction for selected and qualified Army, Navy, and Marine Corps officers in order to increase efficiency in the performance of command and staff duties in unified and coordinated operations of the Army and Navy forces.³¹

The Army and Navy Staff College would be under the direct jurisdiction of the Joint Chiefs of Staff. The Joint Chiefs of Staff had realized--by this juncture in the war--the need for inter-service cooperation and the requirement for staff officers trained to operate in a joint environment. To this end, a meeting was held in the Combined Chiefs of Staff Building, Washington, D.C., on May 12, 1943, and had the Deputy Chiefs of Staff for the Army and Navy in attendance. During this meeting, the previously stated purpose and the mission of the college were developed. The mission of the college would be to prepare senior field grade officers for command and staff duties in unified Army and Navy commands and to "develop methods and ideas for the most effective unified employment of all arms and services, to translate lessons learned in the field into recommended standard practice instructions and doctrines."³² This would be accomplished by training its students in the operations, procedures, logistics, and staff organizations of the sister

services. Particular emphasis would be given to logistics and air employment in combined operations. Additionally, the Deputy Chiefs of Staff emphasized the importance of the college and that students and faculty members were to be carefully selected and that either detail was to be regarded as a privilege.³³

The curriculum for the First Army and Navy Staff College Course consisted of two phases of instruction conducted over four months. During the two months of Phase I, Navy and Marine Corps Officers spent the first month at the Command and General Staff School and the second month at the Army Air Forces School of Applied Tactics in Orlando, Florida. Army Ground officers spent the first month at the Navy War College and the second month at the Army Air Forces School of Applied Tactics. Army Air Forces officers spent the first month at the Army Air Forces School of Applied Tactics and the second month at the Navy War College. During the third and fourth months all students assembled in the New War Department Building in Washington, D.C. for combined instruction.³⁴

The First Army and Navy Staff College began on June 7, 1943. Phase I instruction at Fort Leavenworth was conducted June 7-July 3, 1943. The mission of the phase of instruction presented at Fort Leavenworth to this initial class was:

To train Naval and Marine Corps officers in Army organization, tactics, and operations as a foundation for their further training for staff and command duties

with unified and coordinated Army-Navy forces.³⁵

The program for the course consisted of 224 total hours of instruction, 164 hours in classroom instruction and sixty hours of study assignments, divided into basic, Army Staff procedure, ground operations, service staff organization, Air Force, demonstration, and reserved blocks. Thirty-three hours of basic instruction provided a foundation for future instruction by orienting students on the organization of the Army, the arms and services, maps and military symbols, and fundamental operations. The thirty-nine hours on Army staff procedure examined the functions and techniques of Army ground and air staffs and plans and orders. Forty-eight hours of ground operations instruction studied large unit combined operations, task force and amphibious organization, and special operations. Service staff organization contained forty-six hours of instruction on Army ground and air supply and service operations that included service and supply functions, transportation and movement, and overseas supply operations. Thirty-two hours of Air Force instruction focused on the organization and operation of the Army Air Forces; air support of ground, amphibious, and airborne operations; and provided a foundation for future instruction at the Army Air Forces School of Applied Tactics. The eighteen hours of demonstrations consisted of a visit to the Field Artillery School at Fort Sill, Oklahoma, to view artillery-infantry coordination and fire support operations, and a trip to Camp Chaffee, Arkansas, to

spend a day with the 14th Armored Division. Finally, five hours were reserved for use by the school.³⁶

In the Third Army and Navy Staff College Course, November 11-December 8, 1943, Air Forces instruction was deleted from the Fort Leavenworth phase, presumably because it would be covered at the Army Air Forces School of Applied Tactics, and its hours of instruction shifted to the other blocks. Additionally, the total course hours increased to 227.³⁷

During the Fifth Army and Navy Staff College Course, February 29-March 25, 1944, Army Ground and Air Forces officers also started attending the Fort Leavenworth phase, resulting in a new mission statement.

To orient Naval and Marine Corps officers and to refresh the training of Army officers in the Army's larger formations, operations, and logistics as a foundation for their further training for staff and command duties with joint and unified Army-Navy task forces in global war.³⁸

Instruction consisted of 218 total hours, and the visit to Camp Chaffee was deleted from the course.³⁹

The Sixth Army and Navy Staff College Course at Fort Leavenworth, May 9-June 5, 1944, deleted the demonstration block of instruction. Additionally, the total course hours increased to 228.⁴⁰

The program and schedule for the Seventh Army and Navy Staff College Course, July 18-August 12, 1944, reflected a change in the scope of the Fort Leavenworth phase of instruction. To begin with, the mission statement changed,

as follows:

To orient senior Naval and Marine Corps officers in the technique of operation and logistics of ground and air forces and of their staff organizations, functions, and procedure as a foundation for further training for command and staff duties with unified or coordinated Army-Navy commands. For the Army personnel in the class, the course serves as a refresher.⁴¹

The course consisted of 234.5 total hours of instruction, 167.5 classroom and sixty-seven study hours, broken into basic, staffs, army operations, army in task force operations, and miscellaneous and reserved blocks. The fifty-two hours of basic instruction focused on Army organization; the arms and services; combined arms tactics; and maps, military symbols, and logistical computations. Sixty-six hours of staffs instruction examined the duties, functions, and procedures of Army staffs. Army operations instruction consisted of 45.5 hours of instruction devoted to corps and armies, the various types of Army divisions, air commands, communications zone operations, and Zone of Interior operations. Army in task force operations instruction involved fifty-nine hours devoted to a joint operations map exercise. Finally, twelve hours were reserved for miscellaneous and administrative functions.⁴²

The Ninth Army and Navy Staff College Course, December 4-December 30, 1944 contained further changes. The mission of the Fort Leavenworth phase changed to:

To instruct student officers in the organization, equipment, capabilities, limitations, and technique of operation and logistics of the Army, less the Army Air

Forces; and of their staff organizations, functions, and procedures.⁴³

The program and schedule for the course consisted of 162 hours of classroom instruction. References to specific study hours were deleted, although the requirement still existed. The scope of the course consisted of basic, staff duties, army operations, applicatory exercise, and miscellaneous and reserved blocks. The 34.5 hours of basic instruction examined Army ground organizations, the characteristics and functions of arms and services, combined arms tactics, and maps and military symbols. Forty-seven hours of staff duties subjects examined Army staff organizations, techniques, and procedures and logistical computations. Army operations contained 27.5 hours of instruction on armies and corps, divisions, ground requirements for air operations, and logistical support. The applicatory exercise block consisted of a forty-one hour Army Operations map exercise. Finally, twelve hours were reserved by the class director for miscellaneous functions.⁴⁴

The Twelfth Army and Navy Staff College Course, July 9-August 4, 1945, was the final one. It retained the same mission as stated for the Ninth Army and Navy Staff College Course, although there were changes in its scope of instruction. There were 152 total instructional hours in the course, broken into the same blocks as the Ninth Army and Navy Staff College Course, however, the distribution of

hours and the content of these blocks of instruction had changed somewhat. There were twenty-five hours of basic instruction. Staff duties instruction contained thirty-four hours. Army operations instruction had been increased to forty-five hours and the study of ground requirements for air operations deleted. The applicatory Army Operations exercise had been divided into four phases and reduced to thirty-nine hours.⁴⁵ The program and schedule for this final Army and Navy Staff College Course is contained in Appendix 14.

A total of 308, both American and allied officers, graduated from the twelve Army and Navy Staff College Courses.⁴⁶ Additionally, these courses were the direct predecessors of today's Armed Forces Staff College.⁴⁷

Another specialized wartime course conducted by the Command and General Staff School was the First Air Forces Staff Course, conducted August 2-August 14, 1943. The mission of this course was "to orient selected Air Forces officers in major ground and air operations and to provide a knowledge of staff technique and procedure in overseas air commands and forces."⁴⁸ The course of instruction consisted of ninety hours of classroom instruction and thirty-six hours of study assignments for 126 total hours. Instruction was broken into basic, staff procedure, operations, and reserved blocks. Basic instruction contained twenty hours of instruction focusing on divisions and larger forces, the commander and his staff, and ground

tactics and techniques. Forty hours of staff procedure subjects were keyed to the functions and technique of staff work. Operations instruction contained sixty hours of instruction that examined large air and ground unit operations.⁴⁹ The program and schedule for this course, probably with some modification, was used in a series of four Air Forces Special Courses for the XXI Bomber Command and the Twentieth Air Force. These courses were conducted as follows: First Class, XXI bomber Command Special Course, June 29-July 5, 1944; Second Class, XXI Bomber Command Special Course, July 6-July 12, 1944; Third Class, XXI Bomber Command Special Course, August 3-August 9, 1944; and the Twentieth Air Force Staff Class, January 22-January 29, 1945.⁵⁰

On July 7, 1944 Brigadier General W.F. Tompkins, Director, Special Planning Division, War Department General Staff sent a letter to General Truesdell requesting his views on the scope of the post-war Command and General Staff School. General Tompkins' division was charged with the mission of formulating plans for the organization, composition, and size of the post-war Army.⁵¹ This request generated a number of studies by the Command and General Staff School that examined its mission after the war and recommended a number of course options.⁵² On November 13, 1944 General Truesdell sent a memorandum to the G-3, War Department that recommended the establishment of an Advanced General Staff Course, twenty weeks in length.

General Truesdell envisioned that this course would serve as a transition from the short wartime courses to the planned one year post-war courses.⁵³ The August 7, 1945 War Department Circular 239 authorized the conduct of these courses, to be designated the Command Classes.⁵⁴ Two Command Classes would be conducted: the First Command Class, October 1, 1945-February 27, 1946; and the Second Command Class, March 1-July 31, 1946.⁵⁵ The mission of these courses would be "to provide common training for selected air, ground, and service officers for higher command and for duty on the staffs of the higher echelons."⁵⁶ The students that attended these courses were carefully selected officers with superior qualifications, who were less than forty years of age, and were at least in the grade of Lieutenant Colonel.⁵⁷ The First Command Class was in session 20.5 weeks, while the Second Command Class was expanded to twenty-two weeks. The course consisted of the following subcourses, whose duration in weeks for the First and Second Command Classes, respectively, is shown in parentheses: general review (5.5, 4); the War Department (1, 1); regional surveys (3, 3); map maneuvers (0, 2); analytical studies (1.5, 3); studies of recent operations (3, 3); theater planning (6, 6); and report on course (.5, 0).⁵⁸ During the general review subcourse, students examined the schedule of the General Staff class that was in session at the same time as their Command Class. The First Command Class reviewed the

Twenty-fifth General Staff Class, while the Second Command Class examined the Twenty-sixth General Staff Class. The purpose of these reviews was to assess the adequacy of the General Staff Classes with regard to "field requirements and realities."⁵⁹ During the War Department subcourse, students examined the organization and duties of the War Department, conducted applicatory work on problems, and prepared general staff memoranda. During the regional surveys subcourse, students were organized into committees and analyzed the geographic, economic, political, social, and military aspects of critical international regions. The Second Command Class map maneuver subcourse involved participation in map maneuvers and exercises with the Twenty-seventh General Staff Class as well as the study of how they were conducted. The analytical studies subcourse required students to study and report on selected military problems. During the studies of recent operations subcourse, student committees examined major operations in order to analyze how they had been planned and conducted and to assess if there were any lessons learned that were applicable to future Army operations. Theater planning involved the division of the class into planning staffs to develop operations for major forces within the guidelines of Joint or Combined Chiefs of Staff level directives.⁶⁰ The report on course subcourse for the First Command Class gave the students time to analyze the course they had just completed in order to formulate recommendations for

improving future Command Classes.⁶¹ An extract of the schedule for the Second Command Class is contained in Appendix 15. This schedule depicts the sophistication of the course as well as the eminence of its guest speakers.

The two Command Classes were important because they demonstrated that the Command and General Staff School was actively engaged in planning for the post-war requirements of the Army's education system. Although the Command Classes were staff courses, they have been discussed as special purpose wartime courses, rather than as wartime staff courses, as their focus was on post-war requirements. The Command Classes served as a bridge between wartime staff training and the program of instruction that would be instituted at Fort Leavenworth after the conclusion of the wartime program.

In addition to special purpose courses for United States Army officers and unit staffs, the Command and General Staff School conducted courses specifically designed for allied officers.

The first of these courses was the First Brazilian Command and Staff course, July 26-August 21, 1944. The decision to conduct this course was due to the fact that Brazil had formed an expeditionary force that would deploy to Italy and fight alongside American forces.⁶² The mission of the course was:

To familiarize selected senior officers of the Brazilian Army with U.S. command and logistics in a specific theater of operations and the training and

tactical operation of the larger U.S. units from a command and general staff viewpoint, with particular attention to the reinforced corps (infantry and armored division, tactical air force, corps and army troops, service units and facilities) in detached overseas combined (amphibious) operations as a task force.⁶³

The first of the three Brazilian Command and Staff Courses contained 117 hours of instruction that included nine hours on the organization and characteristics of Army forces; five hours studying the general and special staffs of divisions and corps; fourteen hours covering staff procedure; twenty-six hours on the tactical and logistical operations of large units; fifty-six hours dealing with combined operations overseas; and seven hours reserved for use by the course director.⁶⁴ The Second Brazilian Command and Staff Course was conducted October 18–November 13, 1943 and the third one February 7–March 4, 1944. Although the mission of the course remained constant throughout its existence, by the third course, the hours of instruction had increased to 171. Additionally, there were adjustments to the hours devoted to each block of instruction, which consisted of: thirteen hours on organization and characteristics; 7.5 hours dealing with command and staff, and miscellaneous subjects; thirty-one hours on staff procedure; seventy-three hours examining the operations of large units; nineteen hours on combined operations overseas; and 27.5 hours reserved for the course director, which included discussions and forums.⁶⁵ The program and schedule for this course is contained in Appendix 16.

After the graduation of the Third Brazilian Command and Staff Course, all allied students were integrated into the resident General Staff Course. To ease this assimilation, Latin American officers would attend a three week long Pre-General Staff Course of instruction prior to entering into the General Staff Course. Eight of these courses were conducted between October 16, 1944 and February 2, 1945. These courses focused on English instruction and orienting the students on the United States Army. Additionally, students made visits to various Fort Leavenworth facilities and trips to Kansas City.⁶⁶ Excerpts from the program and schedule for a Pre-General Staff Course for Latin American Officers is in Appendix 17.

Additional specialized instruction for Latin American Officers was contained in the Latin American Directors Course, five of which were conducted. This course was designed to demonstrate to the directors and instructors from various Latin American service school the methods of instruction used in the United States Army Command and General Staff School.⁶⁷

The final special purpose course taught by the Command and General Staff School during the wartime era was the Philippine Post Graduate Course. With the liberation of the Philippine Islands in 1945, the Philippine Army was reorganized. As a part of this effort, Philippine officers were sent to Fort Leavenworth for training.⁶⁸ In a March 19, 1945 letter to Major General Charles P. Stivers,

Deputy Chief of Staff, U.S. Army Forces Philippines (USAFPE), General Truesdell suggested a curriculum for these officers. Essentially, they would attend a resident General Staff Class, preceded by the Pre-General Staff Course if they were not fluent in English, followed by a two-week special Philippine Post Graduate Course.⁶⁹ The focus of this course would be on the organization and function of division staffs, mobilization, and training. During the course, students:

Made a comprehensive study of the essential elements of mobilization and initial basic training for new Philippine Army divisions, and developed specific training programs, directives, schedules, tests, and exercises peculiar to new Philippine Army formations.⁷⁰

There were three Philippine Post Graduate Courses conducted between May 28, 1945 and October 27, 1945 with thirty-two graduates. They were conducted at the conclusion of the Twenty-third, Twenty-fourth, and Twenty-fifth General Staff Classes, respectively.⁷¹

The fact that the Command and General Staff School conducted fifty-seven special purpose courses in ten separate categories demonstrated the flexibility of the school and its faculty. These courses were designed, modified, and executed to meet the increasing demands of the United States Army and its allies as World War II progressed.

NOTES

CHAPTER IV

¹ Instruction Circular No. 1, 1939-1940 (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), p. 7.

² Instruction Circular No. 1, 1939-1940, pp. 7-8.

³ A Military History of the U.S. Army Command and General Staff College, Fort Leavenworth, Kansas, 1881-1963 (Fort Leavenworth: U.S. Army Command and General Staff College, 1964), p. 41.

⁴ Military History, p. 41.

⁵ Military History, p. 41.

⁶ Schedule, Civilian Orientation Course, November-December 1941 (Fort Leavenworth: U.S. Army Command and General Staff School), p. 3.

⁷ Military History, p. 41.

⁸ Schedule, Civilian Orientation Course, November-December 1941, pp. 4-7.

⁹ Schedule, Second Civilian Orientation Course, October-November 1942 (Fort Leavenworth: U.S. Army Command and General Staff School, 1942), p. 3.

¹⁰ Military History, p. 42.

¹¹ H.B. Hildebrand, Memorandum for Instructors, September 21, 1942.

¹² Hildebrand; Program, Second Civilian Orientation Course, pp. 4-7.

¹³ Comprehensive Survey of the Command and General Staff School: Wartime, 1940-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), Appendix D, Part One.

- 14 Program, Third Army Orientation Course, January 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.
- 15 Program, Third Army Orientation Course, pp. 4-7
- 16 Program and Schedule, Fourth Army Orientation Course, March-April 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.
- 17 Comprehensive Survey, Appendix D, Part One.
- 18 Francis R. Sweeney, "Civilians Learn at Leavenworth," Military Review, Vol. XXIII, No. 1 (1943), 57.
- 19 Russell F. Weigley, History of the United States Army (New York: The Macmillan Company, 1967), p. 436.
- 20 Weigley, pp. 436-437.
- 21 Comprehensive Survey, Appendix D, Part Two.
- 22 Weigley, pp. 436-438.
- 23 Program and Schedule, Fifteenth New Divisions Course, May-June 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.
- 24 Program and Schedule, Eleventh New Divisions Course, February 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 6.
- 25 Schedule, Fifteenth New Divisions Course, p. 3.
- 26 Schedule, Fifteenth New Divisions Course, pp. 4-7; John H. Van Vliet, "An Outline of the New Division Course," Military Review, Vol. XXIII, No. 1 (1943), 43.
- 27 Comprehensive Survey, pp. 32-33.
- 28 Comprehensive Survey, Appendix D, Part Two; Schedule, First Course for Training Divisions, January-February 1942, (Fort Leavenworth: U.S. Army Command and General Staff School), pp. 4-7.
- 29 Schedule, Fifteenth New Divisions Course, pp. 4-7.
- 30 Van Vliet, p. 43.
- 31 War Department Memorandum No. W350-154-43, June 4, 1943.

- 32 Minutes of Army and Navy Staff College Meeting, May 12, 1943, p. 3.
- 33 May 12, 1943 Minutes, p. 3.
- 34 Francis R. Sweeney, "The Army and Navy Staff College," Military Review, Vol. XXIII, No. 4 (1943), 9.
- 35 Program and Schedule, First Army and Navy Staff College Course, June-July 1943 (Fort Leavenworth: U.S. Army command and General Staff School, 1943), p. 3.
- 36 Schedule, First Army and Navy Staff College Course, p. 3.
- 37 Program and Schedule, Third Army and Navy Staff College Course, November-December 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.
- 38 Program and Schedule, Fifth Army and Navy Staff College Course, February-March 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 3.
- 39 Schedule, Fifth Army and Navy Staff College Course, p. 3.
- 40 Program and Schedule, Sixth Army and Navy Staff College Course, May-June 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 3.
- 41 Program and Schedule, Seventh Army and Navy Staff College Course, July-August 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 3.
- 42 Schedule, Seventh Army and Navy Staff College Course, p. 3.
- 43 Program and Schedule, Ninth Army and Navy Staff College Course, December 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 3.
- 44 Schedule, Ninth Army and Navy Staff College Course, p. 3.
- 45 Program and Schedule, Twelfth Army and Navy Staff College Course, July-August 1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), pp. 3, 7.
- 46 Comprehensive Survey, Appendix D, Part Three.
- 47 Armed Forces Staff College, AFSC PUB 1, Joint Staff Officer's Guide (1984): vi.

- 48 Program and Schedule, First Air Forces Staff Course (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 2.
- 49 Schedule, First Air Forces Staff Course, p. 2.
- 50 Comprehensive Survey, Appendix D, Part Seven.
- 51 W.F. Tompkins, Letter to Commandant, Command and General Staff School, July 7, 1944.
- 52 Tompkins.
- 53 Karl Truesdell, Memorandum to G-3, War Department, November 13, 1944.
- 54 Truesdell, "Command Class, Command and General Staff School," Military Review, Vol. XXV, No. 9 (1945), 3.
- 55 Orville Z. Tyler, The History of Fort Leavenworth, 1937-1951 (Fort Leavenworth: U.S. Army Command and General Staff College, 1951), p. 23; Second Command Class, 1 March to 31 July 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), Cover.
- 56 Information for Students, 2d Command Class, March 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. 1.
- 57 Truesdell, "Command Class," pp. 4-5.
- 58 Truesdell, "Command Class," p. 3; Information for Students, 2d Command Class, p. 2.
- 59 Truesdell, "Command Class," p. 3; Information for Students, 2d Command Class, p. 2.
- 60 Truesdell, "Command Class," pp. 3-4; Information for Students, 2d Command Class, pp. 2-3.
- 61 Truesdell, "Command Class," p. 4.
- 62 Tyler, p. 17.
- 63 Program and Schedule, Brazilian Command and Staff Course, July-August 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 1.
- 64 Schedule, Brazilian Command and Staff Course, July-August 1943, p. 2.

65 Comprehensive Survey, Appendix D, Part Four; Program and Schedule, Third Brazilian Command and Staff Course, February-March 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 9.

66 Pre-General Staff Course for Latin American Officers (Fort Leavenworth: U.S. Army Command and General Staff School, n.d.), pp. 1-4.

67 Comprehensive Survey, Appendix D, Part Nine.

68 Comprehensive Survey, p. 47.

69 Truesdell, Letter to Major General Charles P. Stivers, March 19, 1945.

70 Comprehensive Survey, p. 47.

71 Comprehensive Survey, Appendix D, Part Eight.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

The Command and General Staff School was called upon to produce many times the number of graduates it had turned out formerly and these had to be equipped with knowledge of functions and techniques to enable them to carry out any staff assignment. The School was required to accept as students many officers of limited or specialized military background and submit them to a schedule of instruction which condensed into a few weeks time the cream of the curriculum, formerly occupying nine months. All this had to be accomplished without lowering the traditionally high standards that had marked instruction in the Regular Classes.

Orville L. Eaton¹

As stated in Chapter I, the purpose of this study was to conduct a historical analysis of the United States Army Command and General Staff School during World War II. The research objectives were: to examine the courses that preceded the conversion to a wartime format, to determine how the staff courses made the transition from a peacetime to a wartime footing and how they changed during the war, to analyze the special purpose courses that supplemented the

staff courses, and to suggest lessons from the wartime experience of the Command and General Staff School applicable to the educational needs of today's Army.

The pre-war course of instruction at the Command and General Staff School and thoughts about the curriculum by its critics were discussed in Chapter II. This chapter also analyzed the efforts of the school to modernize and to make the transition to a wartime footing through the development of a Regular Class.

Chapter III focused on the institution of the wartime staff courses at Fort Leavenworth. Additionally, it contained an analysis of how these courses evolved during the war as well as an assessment of the events that forced change and how the school faculty organized to conduct the curriculum.

In Chapter IV, the special purpose wartime courses were discussed. The reasons for their institution and their change throughout their existence were analyzed.

The purpose of this final chapter is twofold. Initially, conclusions are presented that provide an assessment of whether or not the Command and General Staff School met the demands placed on it by a forced transition to a wartime footing. Finally, recommendations from the wartime era are derived for possible application to Army educational requirements, both in peacetime and during full mobilization.

Conclusions

The Command and General Staff School faced two major challenges in its transition to a wartime footing. First, the curriculum had to be modernized in order to keep pace with changes occurring in Army doctrine, technology, and organization. As shown in Chapter II, the course of instruction at Fort Leavenworth in the late 1930's had its critics. Foremost among these was General George C. Marshall, who felt that the curriculum was archaic and not preparing its graduates for the realities of a modern war that he knew was coming. General Lesley J. McNair was assigned as the commandant with a charter to modernize. Under his leadership the school began to be revitalized.

Secondly, the school was faced with a requirement to shift to a mobilization curriculum. This forced the adoption of a program of instruction that was without precedent in the history of the school. With the decision to keep the school open during the national emergency caused by the onset of World War II, several significant changes occurred. Initially, the 1939-1940 Regular Course was graduated early and plans made to institute shorter Regular Classes with more Regular officer students in residence. The program for this Regular Class was an attempt to accommodate the requirements for increased numbers of graduates, caused by the early stages of mobilization, with a minimal sacrifice in the scope of instruction contained in

the traditional Regular Courses. With the War Department's decision not to convene the Regular Classes and to conduct short Special Courses for the duration of the national emergency, the mission of the school was changed accordingly. Previously, the school was charged "to prepare officers for command and general staff duty."² In the wartime staff courses, the focus was exclusively on training staff officers, with the mission of preparing commanders relinquished due to the shortness of the curriculum and the Army-wide demand for trained staff officers. Another departure from tradition was the size and composition of the student body and the manner in which officers were selected for attendance. The number of officers who attended staff courses at Fort Leavenworth was expanded vastly, to meet the requirements for trained staff officers caused by an Army expanding rapidly to eight million men. Furthermore, for the first time, Regular, National Guard, and Organized Reserve officers attended the same course. The manner in which students were selected to attend training also changed. Essentially, an allotment system was adopted wherein field commanders sent officers from their commands within the constraints of War Department quotas.

The wartime staff courses were dynamic and designed to meet the needs of the school's client--a United States Army at war. That the courses of instruction were not static has been shown in Chapter III. The school adapted its staff

instruction and the organization of the faculty to meet the needs of the Army. In the initial courses, when the specific future staff assignments of students were known, instruction focused on preparing the officer to work in that staff position. A separate staff course was designed to train officers destined for duty with the new Army Service Forces. When the staff assignment of students could no longer be predicted, the emphasis of the courses shifted to the type of unit to which the graduate would be assigned and, eventually, to the type of force, i.e., Air, Ground, or Service. The faculty of the school stayed on track with the changes to the curriculum, reorganizing to adapt to course changes.

The school also made a concerted effort to maintain the currency of its instruction. This was accomplished by the assignment of combat experienced officers as instructors, observational trips to the active theaters, the receipt of actual operations plans and orders, and a continuous dialogue with the field and the War Department. A review of the programs and schedules for the wartime staff courses, contained in the appendices to this thesis, shows the continual evolution of instruction to align it with the realities, requirements, and lessons being learned from the war. Applicatory exercises began to use the maps and overlays from current operations, abandoning the Gettysburg and Kansas maps used in the prewar courses. Instruction on Air Forces, armored, airborne, and service operations were

expanded and they continually evolved throughout the war. The courses also became more sophisticated. For example, as the war moved through North Africa, Italy, Europe, and the Pacific, instruction was presented in desert operations, mountain operations, the attack of a riverline, and the attack of an atoll.³ Furthermore, as the Army's formations grew in size, the mission of the school changed to keep pace. In the first Special Course, instruction focused on the division.⁴ By the Twenty-Seventh General Staff Class, students were being trained to serve on the staffs of "divisions, corps, armies, and comparable units, air and service."⁵

The school was also actively involved in determining the scope of its training mission. On August 26, 1944 General Karl Truesdell, the commandant of the Command and General Staff School, submitted a detailed study to the G-3, War Department General Staff that discussed the shortages of staff course graduates. In this study he delineated the Army's requirements for staff course graduates, indicated that there was a significant shortfall between these requirements and the actual assignment of graduates, stated that the school was operating at less than two-thirds of its capacity, requested that student quotas be increased, and suggested that student allotments be augmented for the theaters of operations.⁶ This study was based on data gathered from responses to surveys sent to "every division, corps, and army headquarters and similar air force commands.

Each was asked for data on the use of graduates and the need for additional graduates."⁷ This study was significant for a number of reasons. It showed that the school was committed to meeting the needs of the field for its graduates. It also indicated that the commandant had a thorough grasp of the training requirements faced by the school; in its conclusions the study showed that of:

6,176 possible positions in divisions, corps, and armies, 2,623 were filled by Command and General Staff School graduates . . . there was a need for trained graduates as follows: Air--2,828; Ground--2,984; Service--1,939; Overhead--4,000; and total--11,751.8

In addition to the staff courses, special purpose wartime courses were developed. These courses were discussed in detail in Chapter IV of this paper. These courses were significant because they showed the ability of the Command and Staff School to adapt to new training requirements. For the first time in its history, the curriculum of the school expanded to provide training specifically for civilians, the staffs of new divisions, officers from the sister services, Air Force officers, senior Army officers, and allied officers. The special purpose wartime courses demonstrated the flexibility of the school. As a need was identified by the War Department, the school instituted and conducted a course.

From the above, a number of conclusions about the wartime Command and General Staff School can be offered.

First, in the late 1930's the Command and General Staff School was, in the words of General Marshall, "frozen, as it

were, in its routine procedure."⁹ Quite simply, the school had failed to keep pace with emerging doctrine and new technology. Through the assignment of a series of innovative and farsighted commandants, this situation was reversed and the transition to a dynamic wartime curriculum ensured.

Secondly, throughout the war, the school adapted to changing requirements. The staff courses continually evolved to incorporate lessons being learned in the active theaters, changes in assignment policies for students, and War Department directives. Additionally, the institution and conduct of the special courses, as well as their continual modification, also attests to the school's flexibility and responsiveness.

Thirdly, the school was fully aware of the magnitude of the task facing it during World War II, and actively pursued measures to ensure the Army's requirements for trained staff officers were met.

Finally, the school met its wartime mission for training staff officers through a viable, timely course of instruction, contrary to the assertion by Boyd L. Dastrup in The U.S. Army Command and General Staff College: A Centennial History, that "Army and Leavenworth officials knowingly sacrificed quality for quantity in their race to provide the number of officers demanded."¹⁰ In actuality, the school's wartime curriculum was more current and dynamic than its prewar version. It was dedicated to

training staff officers to serve in the expanded wartime Army, within the constraints of course duration imposed by the War Department. A key point overlooked by most studies of the wartime Command and General Staff School is the product that Leavenworth was trying to produce. The prewar courses had developed the officers who would hold key command and staff positions throughout the Army during World War II. The emphasis of the wartime staff courses was not on producing Bradleys, Pattons, or Eisenhowers, nor their principal staff officers, although--among others--Major Generals James M. Gavin and John Millikin, Commanding Generals of the 82d Airborne and the 13th Armored Divisions, respectively, were wartime staff course products.¹¹

Rather, the focus was on training their competent assistants, or as General Porter, the G-3, War Department General Staff put it, officers that were "good at the 'pick and shovel' end of it."¹² That commanders in the field valued this wartime Leavenworth graduate can be seen in the notes taken by General Truesdell, during his visit to Italy in 1943, of a conversation he had with Major General Charles W. Ryder, Commanding General, 34th Infantry Division. General Truesdell wrote that General Ryder, "has only three C&GSS graduates on staff. Deplores shortage; available graduates invaluable."¹³

Recommendations

A number of lessons can be learned from a historical

analysis of the wartime Command and General Staff School that may be applicable to Army educational needs. This section sets forth recommendations for additions and changes to future Command and General Staff College curricula in three areas: the addition of special purpose courses, changes to the resident Regular Course, and changes to the Mobilization Program of Instruction.

Many of the special purpose courses initiated at Fort Leavenworth during World War II have their successors in the current military educational system. Two of the wartime special purpose courses, the Army and Navy Staff College Course and the Pre-General Staff Course for Latin American Officers, are the direct forbearers of the current Armed Forces Staff College and the Command and General Staff College's Allied Officers Preparatory Course, respectively.¹⁴ Additionally, allied officers attend the Regular Course with their American counterparts, just as they did during World War II following the dissolution of the Brazilian Command and General Staff Courses. Furthermore, wartime instruction unique to the Air Force, i.e., the Air Forces Staff and Special Courses and the General Staff Class Air Courses, are now within the purview of the United States Air Force educational system, since its formation as a separate service following World War II. Since these wartime special purpose courses are still being conducted in some form, they will not be examined. However, two courses, the Civilian/Army Orientation and the New

Divisions Courses, have no descendants in the current Army educational system. Their future incorporation merits review.

As a part of a democratic and open society, the Army has a responsibility to communicate to the civilian sector its priorities, missions, and how it operates. What most private citizens know about the Army is gleaned from reports by the media, the Army's public affairs efforts, and recruiting advertisements. The focus is on information. There is no institutional program designed to educate the public about the Army. The institution of a course of instruction following the example of the wartime Civilian/Army Orientation Courses may be the means to educate the private sector about the Army. The reason for the institution of this course during World War II, as explained in Chapter IV, was to educate key business and professional men about the Army. The War Department felt that through this process these individuals would more fully understand the wartime requirements of the nation and the Army and be better able to contribute to the war effort. This same logic has applications for today's peacetime Army and during any future mobilization. In peace, the Army is heavily dependant on the public, through its spokesmen in the Congress, for support. Additionally, virtually all of the materiel purchased by the Army is manufactured by civilian contractors. A private sector better educated about the Army's roles would potentially be more supportive.

During mobilization the lessons from World War II are even more valid. Much of the mobilization capacity of the nation is reliant on private business and industry. These programs would be more effective, just as they were during World War II, if business and industry had a full appreciation for the Army's requirements. Precisely what the scope of the course should be, how long it should be, and whom should attend will be left as an area for further study. However, the success of this type of course during World War II makes it potentially valuable in a current context.

The Army of the 1980's is facing many of the same challenges it faced during World War II. There is a similarity between the Army of the 1940's transition from the square to the triangular infantry division to the Army of the 1980's moving from the H-series to the "Army of Excellence" J-series organizations. Furthermore, today's Army is confronted, as it was during World War II, with the incorporation of vast amounts of new equipment and new doctrine. Although the equipment and doctrine are dramatically different, the problems attendant to their assimilation are not. During the war the solution that was arrived at, as discussed in Chapter IV, was to bring the Commanding General and the staff of newly forming divisions to Fort Leavenworth for a course of instruction that updated them on staff functions, doctrine, organizations, and new equipment. The field was not left to fend for itself. Although the Command and General Staff College conducts

resident Combat Division Refresher and Force Integration Courses, they are for the Reserve Components and selected personnel, respectively.¹⁵ With the introduction of the AirLand Battle doctrine, the formation of new light divisions, the incorporation of a multitude of new equipment and systems, and the changes to the structure of existing divisions, perhaps there is the need for a New Divisions Course for today's Army. Only through the institution of this type of course can the Army's leadership be assured that all of the Army's divisions, both Active and Reserve, are proceeding with common purpose and direction. In an era when great credence is paid to standardization, there is no institutional means in existence to achieve this goal. Again, the specifics of such a course are left to further study.

With regard to the resident peacetime Regular Course, there are some lessons from the wartime staff courses that are applicable. As an introduction, the mission of the current Command and General staff College (CGSC) is:

To prepare Army leaders for war. CGSC educates and trains officers of the Active Army, ARNG, and USAR to prepare them for duty as commanders and staff officers at division and higher echelons.¹⁶

The current Regular Course consists of a Combat Skills Comprehensive (COMPS) Phase, common curriculum courses, and Individual Development Courses (IDCs). Essentially, COMPS is designed to bring students with diverse backgrounds to an entry level of fundamental knowledge in preparation for the

remainder of the Regular Course. COMPS subcourses include: Staff, Intelligence, and Command and Control (C²); Nuclear Biological and Chemical Operations; Fundamentals of Resource Planning and Allocation; Tactics Fundamentals; Threat; Logistics; Introductory Staff Communications; and Training the Force.¹⁷ The common curriculum courses:

. . . Offer knowledge and skills essential for each student. These courses emphasize command and control, tactical employment, and support of combined arms forces. Applied military history, management, staff operations, strategic studies, and international relations are also presented. The core [common] curriculum courses constitute the majority of the academic program.¹⁸

Complementing the common curriculum are the IDCs. Their purpose is to:

. . . Provide opportunities for advanced application of skills acquired in core [common] curriculum courses as well as allowing students to increase their competence in areas related to their Officer Personnel Management (OPMS) specialties and career needs. Students are required to successfully complete eight IDCs. Four of the IDCs must be from an area of concentration that is selected in term I: (1) G1/G4; (2) G2/G3; Close Support; (4) Senior Staff Planner; and (5) Combined Arms Operations.¹⁹

The academic year is divided into consecutive resident phases consisting of: introductory work (one week); COMPS phase (one week); term I--core [common] courses, common teaching scenario, and tactical exercises (nineteen weeks); the Korean Staff Battle Exercise (one week); term II--core [common] courses, subcourse exercises, and IDCs (nine weeks); the Middle East Exercise (one week); term III--core [common] courses, subcourse exercises, and IDCs (eight weeks); the African Staff Battle Exercise (one week); and

battle analysis and graduation (one week).²⁰

The analysis of the wartime staff courses, contained in Chapter III, provides insights that could be applied in improving future resident Regular Courses. A significant lesson learned from the wartime staff courses was the need to divide the course into subcourses as shown in the curriculum of the Twenty-seventh General Staff Class (Appendix 11), that provided specialized instruction on the force a student was from, i.e., Air, Ground, or Service Forces Courses. A recommendation for future Regular Courses is that the curriculum be realigned along similar lines. As a proposal, the common curriculum could be divided into two phases: a basic phase that would present fundamental, common doctrinal instruction to all students, and an advanced phase that would be divided into tracks aligned to the students' OPMS specialties. Students would participate in staff battle exercises in staff positions that are supported by their OPMS specialties. The number of required IDCs would be reduced, with the time saved devoted to the basic and advanced phases of the common curriculum. IDCs taken by students would be geared to the students' future assignment and would be directed by the college, rather than based on student preference. As a result, the Regular Course would be more structured and based on a student's OPMS specialties. Basic common instruction would focus on teaching the entire student body the Army's general doctrine, while advanced common instruction would focus on

teaching the doctrine and techniques required to develop expertise in specific OPMS specialty tracks, i.e., combat, combat support, and combat service support tracks. In short, officers possessing combat arms specialties would be taught to fight the battle, while combat service and combat service support officers would learn to support and sustain the battle.

The final recommendation is that the current Mobilization Program of Instruction, an extract of which is contained in Appendix 18, be revised. The current plan for full mobilization for the Command and General Staff College calls for the Regular Course to be terminated, along with the Combined Arms and Services Staff School (CAS³). Upon full mobilization, and on order from the Deputy Chief of Staff for Operations, Headquarters, Department of the Army (DCSOPS, HQDA), the Command and General Staff College will resume classes, utilizing a Mobilization Program of Instruction.²¹ This program of instruction consists of nine weeks of resident instruction, with a maximum student input of 960 officers, that is essentially, as shown in Appendix 18, a truncated version of the Regular Course curriculum.²² The purpose of the mobilization course is:

. . . To educate and train officers of the Active Army, ARNG, and USAR worldwide to prepare them for duty as field grade commanders and as principal staff officers at brigade and higher echelons.²³

Additionally, the student prerequisites remain the same as

they were prior to mobilization, i.e., that students be:

. . . Active or Reserve Component commissioned officers in the grade of O3(P) through O5 who have completed a branch officer advanced course or equivalent and have not attended or declined to attend a command and staff college. Active Army officers must not have completed more than 15 years promotion list service as of 1 September of the entry year into the college. Active Reserve commissioned service will be used for officers of the Reserve Components and special branches.²⁴

In all likelihood, these prerequisites will have to be lowered, as they were during World War II, to ensure sufficient quantities of officers are trained to meet mobilization requirements.

If there is any single lesson that should be learned from the wartime experience of the Command and General Staff School, it is that mobilization staff training must focus on teaching officers to be "doers." At the outset of World War II and the mobilization of the Army, the key staff officers and commanders, generally graduates of the Regular Course, were already in place and served as the Army's mobilization cadre. Most likely, a similar situation will exist during any future full mobilization for a protracted conflict. The most valuable products the Command and General Staff College could provide the Army during any future full mobilization are trained, competent staff assistants and action officers. This requirement could be better met by expanding an existing course, CAS³, rather than terminating it and initiating the current Mobilization Program of Instruction. The peacetime mission of CAS³ is "to train officers in

those common staff skills and procedures required to function effectively in staffs through division level."²⁵ Mobilization staff training requirements could be met by conducting a course similar in format to CAS³, but whose scope would include staff training through the corps and theater levels. The programs and schedules of the final wartime staff courses conducted by the Command and General Staff School would seem to be a logical starting point in the development of future Mobilization Programs of Instruction for the Command and General Staff College.

There were a number of areas for further study that surfaced during this study. Some of these have already been mentioned in the recommendations section of this chapter. They involve designing programs of instruction, if a need for their institution is determined, for Civilian Orientation, Division, Regular, and Mobilization courses. Another area that bears examination is how the Army and Navy Staff College Courses evolved into the current Armed Forces Staff College. Additionally, given the criticisms of the pre-war Regular Courses by General George C. Marshall and other officials, a thorough examination of the courses conducted between World War I and World War II might be interesting and useful, particularly since this era has generally been held in high esteem. Finally, a study of how the Command and General Staff School made the transition from a wartime footing, following World War II, to a

peacetime curriculum may have significance. Specifically, this would involve the analysis of the recommendations of the board headed by Lieutenant General Leonard T. Gerow, briefly mentioned in Chapter III.

In summary, a thorough examination of the wartime experience of the Command and General Staff School reveals that it was an era in which innovation and adaptation to the realities of an Army at war were the imperatives. Fort Leavenworth met the challenges it faced through a dynamic curriculum that focused on the changing needs of the Army, within the time constraints imposed upon it. Furthermore, the period must not be dismissed as an expedient because there are some aspects of the wartime Command and General Staff School that may have direct application to the educational needs of today's Army. Additionally, there are lessons for the Command and General Staff College from the wartime era that bear prudent examination in the event that the college, faced with mobilization requirements, may again have to make a transition to meet the educational necessities of an Army at war.

NOTES

CHAPTER V

¹ Orville L. Eaton, An Analytical Study of Methods of Instruction at the Command and General Staff School (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. 24.

² Instruction Circular No. 1, 1939-1940 (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), p. 7.

³ Program and Schedule, Twelfth General Staff Course, February-April 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), pp. 13, 16-17; Program and Schedule, Nineteenth General Staff Course, June-August 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), pp. 24-25.

⁴ Instruction Circular No. 1, 1940-1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1940) p. 7.

⁵ Program and Schedule, Twenty-seventh General Staff Class, February-May 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. Inside Front Cover.

⁶ Karl Truesdell, Letter to G-3, War Department General Staff, August 26, 1944.

⁷ Orville Z. Tyler, The History of Fort Leavenworth, 1937-1951 (Fort Leavenworth: U.S. Army Command and General Staff College, 1951), p. 22.

⁸ Tyler, p. 22.

⁹ George C. Marshall, Letter to General Lesley J. McNair, February 23, 1939.

¹⁰ Boyd L. Dastrup, The U.S. Army Command and General Staff College: A Centennial History (Manhattan: Sunflower University Press, 1982), p. 89.

¹¹ Tyler, pp. 70-71.

- 12 Truesdell, "Notes by Major General Karl Truesdell and Lt. Colonel G.W.R. Wethren on Overseas Observational Trip -- October-November 1943," (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 31.
- 13 Truesdell, "Trip," p. 26.
- 14 Armed Forces Staff College, AFSC PUB 1, Joint Staff Officer's Guide (1984): vi; CGSC Circular 351-1, United States Army Command and General Staff College Catalog, Academic Year 1984-1985 (Fort Leavenworth: U.S. Army Command and General Staff College, 1984), p. 21.
- 15 Circular 351-1, pp. 21-23.
- 16 Circular 351-1, p. 4.
- 17 Circular 351-1, pp. 32-33.
- 18 Circular 351-1, p. 33.
- 19 Circular 351-1, pp. 33-34.
- 20 Circular 351-1, p. 40.
- 21 U.S. Army, Army Mobilization and Operations Planning System (AMOPS), Vol. III, 1984, p. 12-8.
- 22 Installation Mobilization Plan (Draft) (Fort Leavenworth: Headquarters, Combined Arms Center and Fort Leavenworth, 1984), p. B-2; Program of Instruction RCS ATTG-29 F1 (Fort Leavenworth: U.S. Army Command and General Staff College, 1984), p. 4.
- 23 Program of Instruction RCS ATTG-29 F1, p. 3.
- 24 Program of Instruction RCS ATTG-29 F1, p. 3.
- 25 Circular 351-1, p. 21.

APPENDIX 1

APPENDIX 1
CHRONOLOGY OF THE WARTIME COURSES

<u>COURSE</u>	<u>DATES</u>	<u>GRADUATES</u>
Regular Course	15 Sep 1939 - 1 Feb 1940	229 ¹
Special Course (NG)	11 Mar 1940 - 10 Jun 1940	101 ²
First Regular Class	16 Sep 1940 - 28 Jan 1941	0 ³
Special Class	2 Dec 1940 - 28 Jan 1941	97 ⁴
Second Special Course	10 Feb 1941 - 12 Apr 1941	194 ⁵
Third Special Course	21 Apr 1941 - 21 Jun 1941	271 ⁶
Fourth Special Course	30 Jun 1941 - 30 Aug 1941	352 ⁷
Fifth Special Course	6 Oct 1941 - 6 Dec 1941	358 ⁸
Civilian Orientation Course	10 Nov 1941 - 6 Dec 1941	13 ⁹
Sixth Special Course	13 Dec 1941 - 14 Feb 1942	329 ¹⁰
First Course for Training Divisions (77th Inf, 90th Inf, and 82 Inf Divs)	19 Jan 1942 - 21 Feb 1942	37 ¹¹
Seventh Special Course	21 Feb 1942 - 25 Apr 1942	308 ¹²
Second Course for Officers of New Divisions (85th Inf and 93d Inf Divs)	9 Mar 1942 - 4 Apr 1942	34 ¹³
Third Course for Officers of New Divisions (81st Inf, 76th Inf, and 79th Inf Divs)	4 Apr 1942 - 2 May 1942	64 ¹⁴
Eighth Special Course	2 May 1942 - 4 Jul 1942	406 ¹⁵
Fourth Course for	4 May 1942 - 29 May 1942	86 ¹⁶

Officers of New Divisions (80th Inf, 88th Inf, 89th Inf, and 95th Inf Divs)

Fifth Course for Officers of New Divisions (78th Inf, 83d Inf, and 91st Inf Divs)	8 Jun 1942 - 3 Jul 1942	84 ¹⁷
Sixth Course for Officers of New Divisions (94th Inf, 98th Inf, 102d Inf, 104th Inf, and 12th Armd Divs)	6 Jul 1942 - 31 Jul 1942	113 ¹⁸
Ninth General (Special) Staff Course	11 Jul 1942 - 12 Sep 1942	559 ¹⁹
First Zone of the Interior Course	12 Jul 1942 - 12 Sep 1942	43 ²⁰
Seventh New Divisions Course (84th Inf, 92d Inf, and 13th Armd Divs)	3 Aug 1942 - 28 Aug 1942	66 ²¹
Eighth New Divisions Course (99th Inf, 100th Inf, 103d Inf, and 14th Armd Divs)	1 Sep 1942 - 25 Sep 1942	90 ²²
Tenth General Staff Course	19 Sep 1942 - 21 Nov 1942	740 ²³
Second Services of Supply Staff Course	19 Sep 1942 - 21 Nov 1942	62 ²⁴
Ninth New Divisions Course (86th Inf and 87th Inf Divs)	28 Sep 1942 - 23 Oct 1942	45 ²⁵
Second Civilian Orientation Course	26 Oct 1942 - 21 Nov 1942	85 ²⁶
Eleventh General Staff Course	30 Nov 1942 - 30 Jan 1943	1,096 ²⁷
Third Services of Supply Staff Course	30 Nov 1942 - 30 Jan 1943	288 ²⁸

Third Civilian Orientation Course	4 Jan 1943 - 30 Jan 1943	87 ²⁹
Tenth New Divisions Course (97th Inf, 106th Inf, 2d Cav, 11th Abn, and 20th Armd Divs)	4 Jan 1943 - 30 Jan 1943	105 ³⁰
Eleventh New Divisions Course (66th Inf, 75th Inf, and 17th Abn Divs)	1 Feb 1943 - 27 Feb 1943	63 ³¹
Twelfth General Staff Course	8 Feb 1943 - 10 Apr 1943	1,080 ³²
Fourth Services of Supply Staff Course	8 Feb 1943 - 10 Apr 1943	256 ³³
Twelfth New Divisions Course (69th Inf Div)	1 Mar 1943 - 27 Mar 1943	22 ³⁴
Fourth Civilian Orientation Course	15 Mar 1943 - 8 Apr 1943	82 ³⁵
Thirteenth New Divisions Course (63d Inf and 70th Inf Divs)	29 Mar 1943 - 24 Apr 1943	40 ³⁶
Thirteenth General Staff Course	19 Apr 1943 - 19 Jun 1943	938 ³⁷
Fifth Service Staff Course	19 Apr 1943 - 19 Jun 1943	208 ³⁸
Fourteenth New Divisions Course (16th Armd and 42d Inf Divs)	3 May 1943 - 29 May 1943	48 ³⁹
Fifteenth New Divisions Course (13th Abn and 65th Inf Divs)	31 May 1943 - 26 Jun 1943	42 ⁴⁰
First Army and Navy Staff College Course	7 Jun 1943 - 3 Jul 1943	11 ⁴¹
Fourteenth General Staff Course	28 Jun 1943 - 28 Aug 1943	887 ⁴²
Sixth Service Staff Course	28 Jun 1943 - 28 Aug 1943	202 ⁴³

First Brazilian Command and Staff Course	26 Jul 1943 - 21 Aug 1943	12 ⁴⁴
First Air Forces Staff Course	2 Aug 1943 - 14 Aug 1943	47 ⁴⁵
Second Army and Navy Staff College Course	9 Aug 1943 - 4 Sep 1943	12 ⁴⁶
Fifteenth General Staff Course	6 Sep 1943 - 11 Nov 1943	940 ⁴⁷
Seventh Service Staff Course	6 Sep 1943 - 11 Nov 1943	221 ⁴⁸
Second Brazilian Command and Staff Course	18 Oct 1943 - 13 Nov 1943	25 ⁴⁹
Third Army and Navy Staff College Course	11 Nov 1943 - 8 Dec 1943	11 ⁵⁰
Sixteenth General Staff Course	15 Nov 1943 - 20 Jan 1944	896 ⁵¹
Eighth Service Staff Course	15 Nov 1943 - 20 Jan 1944	182 ⁵²
Fourth Army and Navy Staff College Course	12 Jan 1944 - 7 Feb 1944	11 ⁵³
Seventeenth General Staff Course	24 Jan 1944 - 30 Mar 1944	873 ⁵⁴
Ninth Service Staff Course	24 Jan 1944 - 30 Mar 1944	170 ⁵⁵
Third Brazilian Command and Staff Course	7 Feb 1944 - 4 Mar 1944	22 ⁵⁶
Fifth Army and Navy Staff College Course	29 Feb 1944 - 25 Mar 1944	30 ⁵⁷
Eighteenth General Staff Course and Tenth Service Staff Course	3 Apr 1944 - 8 Jun 1944	944 ⁵⁸
Sixth Army and Navy Staff College Course	9 May 1944 - 5 Jun 1944	30 ⁵⁹

Nineteenth General Staff Course	12 Jun 1944 - 17 Aug 1944	972 ⁶⁰
First Class, XXI Bomber Command Special Course	29 Jun 1944 - 5 Jul 1944	17 ⁶¹
Second Class, XXI Bomber Command Special Course	6 Jul 1944 - 12 Jul 1944	28 ⁶²
Seventh Army and Navy Staff College Course	18 Jul 1944 - 12 Aug 1944	30 ⁶³
Third Class, XXI Bomber Command Special Course	3 Aug 1944 - 9 Aug 1944	29 ⁶⁴
Twentieth General Staff Class	21 Aug 1944 - 26 Oct 1944	969 ⁶⁵
Eighth Army and Navy Staff College Course	26 Sep 1944 - 21 Oct 1944	34 ⁶⁶
First Pre-General Staff Course, Latin American Officers	16 Oct 1944 - 28 Oct 1944	24 ⁶⁷
Twenty-first General Staff Class	30 Oct 1944 - 5 Jan 1945	864 ⁶⁸
Ninth Army and Navy Staff College Course	4 Dec 1944 - 30 Dec 1944	33 ⁶⁹
Second Pre-General Staff Course, Latin American Officers	18 Dec 1944 - 6 Jan 1945	9 ⁷⁰
Third Pre-General Staff Course, Latin American Officers	18 Dec 1944 - 6 Jan 1945	9 ⁷¹
Twenty-second General Staff Class	8 Jan 1945 - 16 Mar 1945	871 ⁷²
Twentieth Air Force Staff Class (Fourth Air Force Special Course)	22 Jan 1945 - 29 Jan 1945	51 ⁷³
Tenth Army and Navy Staff College Course	10 Feb 1945 - 17 Mar 1945	37 ⁷⁴

Fourth Pre-General Staff Course, Latin American Officers	26 Feb 1945 - 16 Mar 1945	23 ⁷⁵
Twenty-third General Staff Class	19 Mar 1945 - 26 May 1945	956 ⁷⁶
Latin American Directors Course, First Group	26 Mar 1945 - 26 May 1945	5 ⁷⁷
Eleventh Army and Navy Staff College Course	30 Apr 1945 - 26 May 1945	35 ⁷⁸
Fifth Pre-General Staff Course, Latin American Officers	7 May 1945 - 25 May 1945	31 ⁷⁹
Latin American Directors Course, Second Group	27 May 1945 - 21 June 1945	4 ⁸⁰
Latin American Directors Course, Third Group	28 May 1945 - 2 Jun 1945	7 ⁸¹
Twenty-fourth General Staff Class	28 May 1945 - 4 Aug 1945	1,026 ⁸²
First Philippine Post Graduate Course	28 May 1945 - 9 Jun 1945	10 ⁸³
Twelfth Army and Navy Staff College Course	9 Jul 1945 - 4 Aug 1945	34 ⁸⁴
Sixth Pre-General Staff Course, Latin American Officers	16 Jul 1945 - 4 Aug 1945	37 ⁸⁵
Latin American Directors Course, Fourth Group	5 Aug 1945 - 18 Aug 1945	8 ⁸⁶
Twenty-fifth General Staff Class	6 Aug 1945 - 13 Oct 1945	1,085 ⁸⁷
Second Philippine Post Graduate Course	6 Aug 1945 - 18 Aug 1945	7 ⁸⁸
Latin American Directors Course, Fifth Group	8 Sep 1945 - 14 Sep 1945	8 ⁸⁹

Seventh Pre-General Staff Course, Latin American Officers	24 Sep 1945 - 13 Oct 1945	42 ⁹⁰
First Command Class	1 Oct 1945 - 27 Feb 1946	102 ⁹¹
Twenty-sixth General Staff Class	15 Oct 1945 - 2 Feb 1946	861 ⁹²
Third Philippine Post Graduate Course	15 Oct 1945 - 27 Oct 1945	15 ⁹³
Eighth Pre-General Staff Course, Latin American Officers	7 Jan 1945 - 2 Feb 1946	105 ⁹⁴
Twenty-seventh General Staff Class	11 Feb 1946 - 31 May 1946	735 ⁹⁵
Second Command Class	1 Mar 1946 - 31 Jul 1946	102 ⁹⁶

COMPILATION ^a

<u>COURSE</u>	<u>NUMBER OF COURSES</u>	<u>GRADUATES</u>
Staff	27	19,607
Service	10	1,632 ^b
<u>SUBTOTAL</u>	37	21,239
New Divisions	15	939
Civilian Orientation	4	267
Army and Navy Staff College	12	308
Air Forces Staff	1	47
Air Forces Special	4	125
Command	2	204 ^c
Brazilian General Staff	3	59 ^d
Pre-General Staff	8	280 ^d
Latin American Directors	5	32
Philippine Post Graduate	3	32
<u>SUBTOTAL</u>	57	2,183
<u>TOTAL</u>	94	23,422 ^e

^a Total includes only wartime courses.

^b There were only nine Service Staff courses where student statistics were maintained separately. The number of students in the Tenth Service Staff Course were combined within the total for the Eighteenth General Staff Course.

^c 102 Students attended the Second Command Class. No

source that indicated the number of students in the First Command Class was located. Therefore, it was assumed that the number of students in each course was the same.

^d Assumes all Latin American Officers that attended the Twenty-seventh General Staff Class also attended the Pre-General Staff Course.

^e Total is somewhat biased as some officers attended more than one course.97

NOTES

APPENDIX 1

¹ Lesley J. McNair, Report, School Year 1939-1940, Regular Course (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), Personnel Appendix, p.4

² McNair, Annual Report, School Year 1939-1940 Fort Leavenworth: U.S. Army Command and General Staff School, 1940), p. 1.

³ Wartime History of the Command and General Staff School, 1939-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), p. 5.

⁴ Comprehensive Survey of the Command and General Staff School: Wartime, 1940-1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), Appendix C, Table 22.

⁵ Comprehensive Survey, Appendix C, Table 22.

⁶ Comprehensive Survey, Appendix C, Table 22.

⁷ Comprehensive Survey, Appendix C, Table 22.

⁸ Comprehensive Survey, Appendix C, Table 22.

⁹ Comprehensive Survey, Appendix D, Part One.

¹⁰ Comprehensive Survey, Appendix C, Table 22.

¹¹ Comprehensive Survey, Appendix D, Part Two.

¹² Comprehensive Survey, Appendix C, Table 22.

¹³ Comprehensive Survey, Appendix D, Part Two.

¹⁴ Comprehensive Survey, Appendix D, Part Two.

¹⁵ Comprehensive Survey, Appendix C, Table 22.

¹⁶ Comprehensive Survey, Appendix D, Part Two.

¹⁷ Comprehensive Survey, Appendix D, Part Two.

- 18 Comprehensive Survey, Appendix D, Part Two.
- 19 Comprehensive Survey, Appendix C, Table 22.
- 20 Comprehensive Survey, Appendix C, Tables 7 and
- 23.
- 21 Comprehensive Survey, Appendix D, Part Two.
- 22 Comprehensive Survey, Appendix D, Part Two.
- 23 Comprehensive Survey, Appendix C, Table 22.
- 24 Comprehensive Survey, Appendix C, Tables 7 and
- 23.
- 25 Comprehensive Survey, Appendix D, Part Two.
- 26 Comprehensive Survey, Appendix D, Part One.
- 27 Comprehensive Survey, Appendix C, Table 22.
- 28 Comprehensive Survey, Appendix C, Tables 7 and
- 23.
- 29 Comprehensive Survey, Appendix D, Part One.
- 30 Comprehensive Survey, Appendix D, Part Two.
- 31 Comprehensive Survey, Appendix D, Part Two.
- 32 Comprehensive Survey, Appendix C, Table 22.
- 33 Comprehensive Survey, Appendix C, Tables 7 and
- 23.
- 34 Comprehensive Survey, Appendix D, Part Two.
- 35 Comprehensive Survey, Appendix D, Part One.
- 36 Comprehensive Survey, Appendix D, Part Two.
- 37 Comprehensive Survey, Appendix C, Table 22.
- 38 Comprehensive Survey, Appendix C, Tables 7 and
- 23.
- 39 Comprehensive Survey, Appendix D, Part Two.
- 40 Comprehensive Survey, Appendix D, Part Two.
- 41 Comprehensive Survey, Appendix D, Part Three.

- 42 Comprehensive Survey, Appendix C, Table 22.
23. 43 Comprehensive Survey, Appendix C, Tables 7 and
- 44 Comprehensive Survey, Appendix D, Part Four.
- 45 Comprehensive Survey, Appendix D, Part Six.
- 46 Comprehensive Survey, Appendix D, Part Three.
- 47 Comprehensive Survey, Appendix C, Table 22.
23. 48 Comprehensive Survey, Appendix C, Tables 7 and
- 49 Comprehensive Survey, Appendix D, Part Four.
- 50 Comprehensive Survey, Appendix D, Part Three.
- 51 Comprehensive Survey, Appendix C, Table 22.
23. 52 Comprehensive Survey, Appendix C, Tables 7 and
- 53 Comprehensive Survey, Appendix D, Part Three.
- 54 Comprehensive Survey, Appendix C, Table 22.
23. 55 Comprehensive Survey, Appendix C, Tables 7 and
- 56 Comprehensive Survey, Appendix D, Part Four.
- 57 Comprehensive Survey, Appendix D, Part Three.
- 58 Comprehensive Survey, Appendix C, Table 22.
- 59 Comprehensive Survey, Appendix D, Part Three.
- 60 Comprehensive Survey, Appendix C, Table 22.
- 61 Comprehensive Survey, Appendix D, Part Seven.
- 62 Comprehensive Survey, Appendix D, Part Seven.
- 63 Comprehensive Survey, Appendix D, Part Three.
- 64 Comprehensive Survey, Appendix D, Part Seven.
- 65 Comprehensive Survey, Appendix C, Table 22.
- 66 Comprehensive Survey, Appendix D, Part Three.

- 67 Comprehensive Survey, Appendix D, Part Five.
- 68 Comprehensive Survey, Appendix C, Table 22.
- 69 Comprehensive Survey, Appendix D, Part Three.
- 70 Comprehensive Survey, Appendix D, Part Five.
- 71 Comprehensive Survey, Appendix D, Part Five.
- 72 Comprehensive Survey, Appendix C, Table 22.
- 73 Comprehensive Survey, Appendix D, Part Seven.
- 74 Comprehensive Survey, Appendix D, Part Three.
- 75 Comprehensive Survey, Appendix D, Part Five.
- 76 Comprehensive Survey, Appendix C, Table 22.
- 77 Comprehensive Survey, Appendix D, Part Nine.
- 78 Comprehensive Survey, Appendix D, Part Three.
- 79 Comprehensive Survey, Appendix D, Part Five.
- 80 Comprehensive Survey, Appendix D, Part Nine.
- 81 Comprehensive Survey, Appendix D, Part Nine.
- 82 Comprehensive Survey, Appendix C, Table 22.
- 83 Comprehensive Survey, Appendix D, Part Eight.
- 84 Comprehensive Survey, Appendix D, Part Three.
- 85 Comprehensive Survey, Appendix D, Part Five.
- 86 Comprehensive Survey, Appendix D, Part Nine.
- 87 Comprehensive Survey, Appendix C, Table 22.
- 88 Comprehensive Survey, Appendix D, Part Eight.
- 89 Comprehensive Survey, Appendix D, Part Nine.
- 90 Comprehensive Survey, Appendix D, Part Five.
- 91 Second Command Class, 1 March to 31 July 1946
(Fort Leavenworth: U.S. Army Command and General Staff
School, 1946), pp. 1-2.

92 Program and Schedule, Twenty-Seventh General Staff Class, February 1946-May 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. 22.

93 Comprehensive Survey, Appendix D, Part Eight.

94 Graduates of the Twenty-Seventh General Staff Class (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), pp. 15-18.

95 Graduates of the Twenty-Seventh General Staff, pp. 5-18.

96 Second Command Class, pp. 1-2.

97 Comprehensive Survey, Appendix C, Table 22.

APPENDIX 2

APPENDIX 2

LETTER FROM BRIGADIER GENERAL GEORGE C. MARSHALL
TO BRIGADIER LESLEY J. MCNAIR

MARCH 4, 1939

Dear McNair: A radio has come in from Gruber stating your desire to stop and see the Mechanized Force at Knox. This will be arranged.

He also inquired, I think, as to how long you are to be here. I should imagine three days would suffice in Washington, but we can determine that once you have arrived. I am assuming that many factors concerned with schedules at Leavenworth, lack of provision in the course for instruction relative to the GHQ Air Force, etc., would have been discussed in considerable detail by you and Gruber before you reach Washington, and so should require very little time here towards reaching a solution.

In this whole business, I think the main thing is to give you great freedom of action, after you have learned what the consensus of opinion seems to be as to the state of affairs at Leavenworth -- and I do not mean the consensus of opinion in the faculty at Leavenworth -- they are too close to the trees to see the woods, and too many of them are only theoretically familiar with the air component and the National Guard.

With relation to the last named force, I think our instruction is the most defective, and for these reasons: we must be prepared the next time we are involved in war, to fight immediately, that is within a few weeks, somewhere and somehow. Now that means we will have to employ the National Guard for that purpose, because it will constitute the large majority of the war army for the first six months.

This being so, it seems fundamental to me that the training of our officers, our staff procedure, and our manuals, should primarily be based for use in connection with such force. Regular officers should be experts regarding every consideration involved in the training and the leadership of partially trained troops; they should be intimately familiar with the employment of organizations below war strength and lacking in artillery and similar components, as well as supply echelons. They should be most

familiar with the technique involved in working on poor maps of the Geological small scale variety -- rather than the Leavenworth fourth-year-of-a-war type.

Our text should present in the simplest possible manner the absolute essentials necessary to the National Guard on M-day, along with the most expeditious methods for giving that instruction or training. We can never take more time from the business men and the workers in the National Guard for military training, therefore we must develop more expeditious methods of giving the training we think necessary, and we should eliminate everything that is not absolutely essential. What we do at Leavenworth, as I understand it, is to consider complete organizations of trained troops, and usually on special maps, when none of these conditions exist during the first six months or even the first year of war.

The tactics appropriate in open warfare to a highly trained experienced unit, are not usually at all appropriate in open warfare to a partially trained inexperienced unit, and the latter form of tactics for leadership should be the first consideration of every Regular officer on the outbreak of war.

After an intimate experience with the National Guard in large numbers during three years, and participation in two Army Maneuvers, in which I commanded the smaller Red side, and a look as observer at the procedure in the GHQ Command Post Exercise some years back -- I have been horrified by the methods taken by Regular officers in handling these partially trained troops, and also I have been depressed by the laborious stabilizing command post technique and procedure displayed. In frequency and length of orders, and in the detail of orders, in the continuous and voluminous reports required, and the absurd amount of G-2 information supplied, one could not help but be impressed with the idea that stabilized or semi-siege warfare conditions were influencing everything that was done.

Now, we know what kind of army we are going to have on M-day, and we must presume that open warfare will be the rule rather than the exception; therefore, it seems to me that should govern the basic policy for the training of our people, because if we can successfully survive the first three or four months, we will have plenty of time to absorb the technique of leadership adapted to full war strength organizations, with completely equipped ranks of seasoned, disciplined men.

I did not intend when I started this letter to elaborate on the Leavenworth question, but having started I thought it best to go ahead and get this off my chest.

However, please treat these frank statements as confidential, between the two of us.

I hope you are having a fine trip. Faithfully yours,
(signed George C. Marshall)¹

NOTES

APPENDIX 2

¹Larry I. Bland and Sharon R. Ritenour, eds., The Papers of Geroge Catlett Marshall, Volume I, "The Soldierly Spirit," December 1880-June 1939 (Baltimore: Johns Hopkins University Press, 1981), pp. 702-703.

APPENDIX 3

APPENDIX 3
 COMPARISON BETWEEN 1938-1939 REGULAR COURSE
 AND 1939-1940 REGULAR COURSE
 BY SUBJECTS AND HOURS

<u>SUBJECTS</u>	<u>1939-1940</u> ¹	<u>1938-1939</u> ²
Solution of Problems and Estimate of the Situation	7	7
Combat Orders	7 ^a	7
Terrain and Map Reading	3 ^a	15
Military Intelligence	25 ^a	37
Logistics	73 ^a	102
Leadership and Psychology	1 ^a	1
Strategy	4 ^a	2
The Law of Domestic Disturbances	5	4
Military History	51	53
Methods of Training	5	16
Infantry Division	192	198
Aviation	31 ^a	13
Horse and Mechanized Cavalry	54 ^a	35
Corps	276	274
Tactics and Techniques of Separate Arms	51 ^a	20
Tactical Doctrines	18	0 ^b
Equitation	29	31
Mobilization	9	8

Map Problems and Terrain Exercises	264	256
------------------------------------	-----	-----

Visiting Speakers/Reserved Time	23	13
---------------------------------	----	----

^a Additional time for these subjects included under separate headings in the 1939-1940 Regular Course.

^b Not a separate subject in the 1938-1939 Regular Course.

NOTES

APPENDIX 3

¹ Schedule for 1939-1940 Regular Course (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), pp. 4-5.

² Lesley J. McNair, Annual Report, School Year 1938-1939 (Fort Leavenworth: U.S. Army Command and General Staff School, 1939), p. Appendix 2-13.

APPENDIX 4

APPENDIX 4

SCHEDULE FOR THE FIRST SPECIAL CLASS

DECEMBER 2, 1940-FEBRUARY 1, 1941

MISSION ¹

To prepare officers for General Staff duty, primarily with the division.

TRAINING OBJECTIVE ²

To give each student officer: training in tactics and technique of the combined arms and service to a degree necessary to assure proper coordination and teamwork; knowledge of the functions and procedures of commanders and staffs of divisions to include a general and incidental picture of the General Staff of the Corps; and to give practical training in the duties of the several sections of the division General Staff during the period of peace training and of war operations.

Total Hours: 318³

SUBJECTS BY HOURS OF INSTRUCTION ⁴

<u>SUBJECT</u>	<u>HOURS</u>
Orientation and Outline of Course	1.0
General Principles of Combat	1.0
Map Reading (Movie)	1.0
Map and Aerial Photograph Reading	1.0
Organization - All Types of Divisions	1.0
The Commander and His Staff	1.0
G-3 Section - Division General Staff	1.0
Intelligence and Reconnaissance	1.0
The Commanders's Estimate of the Situation	1.5
Preparation and Dissemination of Field Orders	1.0
Security	1.0
Aviation - General	1.0
Infantry - Organization	1.0
Signal Section - Division General Staff	1.0
Tactical Study of Terrain	2.0
G-2 Section - Division General Staff	1.0
Cavalry - Organization	1.0
Field Artillery Section - Division Special Staff	1.0

Engineer Section - Division Special Staff	1.0
Fragmentary Orders	1.5
Military Intelligence	1.0
Troop Movements	1.0
Antiaircraft Artillery	1.0
Tanks	1.0
Estimate of the Situation and Field Orders	3.0
G-1 Section - Division General Staff	1.0
Cavalry - Cooperation with Other Arms	1.0
Troop Movements by Railway	1.0
Halts and Security at the Halt	1.0
Motor Movement - Shuttling	1.0
Ordnance Section - Division Special Staff	1.0
Quartermaster Section - Division Special Staff	1.0
Aviation - Observation	1.0
Collection of Information	2.0
G-4 Section - Division General Staff	1.0
Tactical Aspects of Motor Movements	1.0
Medical Section - Division Special Staff	1.0
Evaluation and Interpretation of Information -	2.5
Dissemination of Military Intelligence	
Antimechanized Security and Defense	1.0
Class I and III Supplies	1.0
Ammunition Supply	1.0
Traffic Control	1.0
Staff Procedure - Infantry Division (Square)	3.0
Counterintelligence	1.0
Administrative Orders	1.0
Demolitions and Obstructions	1.0
Roads	1.0
General Staff Records and Reports	1.5
Supply and Evacuation Planning	1.0
Chemical Warfare Section - Division Special Staff	1.0
Preparation and Conduct of Command	1.0
Post Exercises	
The Offensive - General Principles -	1.0
Meeting Engagement	
Division Field Artillery in Offensive Combat	1.0
Infantry in Offensive Combat	1.0
Infantry in Defense	1.0
Field Artillery in Defense	1.0
Infantry Division (Square) - Part of a Corps -	7.0
Meeting Engagement	
Aviation - Pursuit	1.0
Infantry Division (Square) - Part of a Corps -	3.0
Advance and Flank Guards	
Staff Procedure - Infantry Division (Square)	4.0
Infantry Division (Square) - Attack	4.0
Infantry Division (Square) - Part of a Corps -	7.0
Defense	
Aviation - Bombardment	1.0
Armored Division - Organization and	1.0

Characteristics	
Aviation in Support of Ground Troops	1.0
Armored Division - Reconnaissance, Security, Marches, and Halts	1.0
Infantry Division (Square) - Reliefs in Battle to Attack	5.0
Air Defense Commands and Air Warning Service	1.0
Air Defense Commands - Pursuit Aviation and Antiaircraft Artillery	1.0
The Offensive - Attack of an Organized Position	1.0
Infantry Division (Square) - Defense	4.0
Overseas Operations	1.0
Strategic Use of Air Power	1.0
Infantry Division (Square) - Conduct of the Defense	2.0
Infantry Division (Square) - Penetration as a Main Attack of a Corps	7.0
Retrograde Movements	1.0
Organization of Air Power	1.0
Cavalry Division - Reconnaissance and Counterreconnaissance	1.0
Costal Frontier Defense - Air-Ground Forces	1.0
Infantry Division (Square) - Delaying Action	6.0
Initial Mobilization Problems	1.0
Defense of a River Line	1.0
Infantry Division (Square) - Envelopment as a Main Attack of a Corps	3.5
Infantry Division (Square)	7.0
Air-Borne Troops	1.0
Infantry Division (Triangular) - Marches	4.5
Infantry Division (Triangular) - Attack	6.0
Aviation in Support of Ground Troops	3.0
Infantry Division (Triangular) - Offensive Maneuver	7.0
Stream Crossing Equipment	1.0
Attack of a River Line	1.0
Infantry Division (Triangular) - Defense of a River Line	3.5
Infantry Division (Triangular) - Daylight Withdrawal	7.0
Preparation and Conduct of Field Exercises	1.0
Principles of Umpiring	1.0
Infantry Division (Triangular) - Attack of a River Line	7.0
Armored Division - Attack and Defense	1.0
Armored Division - Supply and Evacuation	1.0
Cavalry Division in Offensive Combat and Pursuit	1.0
Infantry Division (Triangular) - Exploitation and Pursuit	7.0
Infantry Division (Triangular)	7.0
Infantry Division (Square) - Mobilization	7.0
Armored Division - Exploitation	3.5

Armored Division - Pursuit	5.0
Cavalry Division - Offensive Combat and Pursuit	6.5
Armored Division - Attack and Defense	7.0
Infantry Division (Square) - Field Exercises	7.0
Infantry Division (Triangular) - Coastal	3.0
Frontier Defense Corps	35.0

G-1/G-4 Exercises:

Computations Including Supply, Evacuation, and Maintenance	1.0
Relations with Civil Government, Civilians, and Refugees	1.0
Supply and Evacuation Situation	2.0
Development of General Plan of Supply and Evacuation	4.0
The Administrative Plan Based on the General Plan	3.0
Standing Operating Procedure. Complete Written Administrative Orders, Paragraph 4 of the Field Order	3.0
Traffic, Labor, Finance, and Salvage	1.0
Journals and Reports	1.0
Medical Service in Varying Types of Combat	1.0
Organization and Functions of Unit and Division Trains	1.0
Personnel - Procurement, Classification, and Assignment	2.0
Computations - Replacements	1.0
Morale, Welfare, Recreation, and Postal Service	1.5

G-1 Exercises:

G-1 Problems in Preparation for Field Exercises	2.0
Visit to Fort Leavenworth Reception Center	1.5

G-2 Exercises:

Recording, Evaluating, and Interpreting Information. Preparation of a G-2 Estimate	4.0
Combat Intelligence - G-2 Plan	3.0
Military Intelligence - Infantry Division (Square)	7.0
An Abbreviated G-2 Plan	4.0
Procurement and Distribution of Maps and Photographs	1.5
Counterintelligence Measures	4.0
Examination of Prisoners, Captured Documents, and Materials	3.0
Standing Operating Procedure - Divisions,	1.5

Division Reconnaissance Troop and Corps,
Reconnaissance Regiment
Training Programs and Schedules for
Intelligence Personnel of a Division 3.5

G-3 Exercises:

Training 1.0
Preparation of Training Directive,
Programs, and Orders 3.0
March Tables (Time and Space Calculations),
March Graphs 3.0
Operation and Situation Maps and Overlays 4.0
Troop Movement by Rail 3.0
Shuttling 4.0
Schools, Training Inspections, Tests 1.5
Preparation and Conduct of Command
Post Exercises 4.0
Records, Reports, Diary, Journal, 1.5
Office Procedure
Preparation and Conduct of Field Exercises 3.5

G-4 Exercises:

Problems in Preparation for a 3.5
Field Exercise

Note:⁵ In addition to staff instruction, the
applicatory exercises cover instruction in the following:

- (a) Technique of arms and services.
- (b) Use of parachute and air-landing troops.
- (c) Support of infantry by artillery, engineer, air,
and armored units
- (d) Use of combined arms in combat teams.

NOTES

APPENDIX 4

¹ Instruction Circular No. 1, 1940-1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), p. 7.

² Instruction Circular No. 1, p. 7.

³ Schedule, Special Class, 1940-1941 (Fort Leavenworth: U.S. Army Command and General Staff School, 1940), p. 5.

⁴ Schedule, Special Class, pp. 7-15.

⁵ Schedule, Special Class, p. 5.

APPENDIX 5

APPENDIX 5

TRANSCRIPT OF TELEPHONE CONVERSATION BETWEEN
GENERAL TRUESDELL AND GENERAL HUEBNER

JANUARY 6, 1943¹

MEMORANDUM:

6 January 1943

Telephone conversation 1020 6 Jan 43

General Karl Truesdell, Comdt C&GSS and
Gen C.R. Huebner, Dir Tng SOS WD Wash DC

Subject: Conference - 4-5 Jan 43

Gen McNarney, Deputy Chief of Staff
Gen Edwards, G-3 AGF
Gen White, G-1 WD
Gen Bull, CG Sch & Repl Tng Comd
Col McGaw, A-G3, AGF
Col Nelson, Secty GS
Gen Truesdell
Col Shallenberger
Col Nalle
Col Pashley

1. Gen Truesdell telephoned Gen Huebner 1020 6 Jan 43, the conversation being:

Gen T:

I did not want to call you last night because the conference did not break up until 6 o'clock and you were home. But this is the result - Everything OK. We have a far better understanding with McNarney, and especially Edwards, and the others, of the problem. But Monday night it looked rather bad. We held a conference in my house with the faculty heads present. McNarney read out a lot of data. I found out later that they only knew there was one school out here, the General Staff. They did not realize there were other schools, and so were colored that way.

The problems were: the mission; size of classes, pertaining only to the General Staff; the students, age, qualifications, etc.

Their complaints were: low level; too old; failure to use graduates of school; courses too specialized, and on the

other hand reports not enough specialization; not enough tactical rides; and classes too large.

Peterson made a special report. Look out for it. He came out here to settle up his wife's estate and looked over this place. He reported: over-expanded; quality sacrificed for quantity; quality all important, reduce quantity.

Edwards wanted to separate Air from the Ground and also to increase the length of the course and very materially cut the number of graduates.

Bull was ordered in here, I don't know why, but it was all right.

They went around all morning yesterday, saw everything, and were completely changed.

Now, here was McNarney's decision, after a 4-hour conference in this room:

General Staff Course:

Mission -- same as now; GS for all units that have general staff, particularly for Air.

Students -- level raised slightly; qualified professionally for the job, i.e., general staff of divisions and comparable units; age limit, not over 42, with average 35.

And here is something that doesn't pertain to me. The Graduates are to return to their units and then be properly used.

Are you getting this?

Gen H:

Yes. Go ahead.

Gen T:

Edwards wanted only 1700 students a year, based on Ground divisions and Air-Support commands only. Note, at my request, McNarney had, as far as computation and requirements, the chief of special staff sections -- they should have tactical training. McNarney was very specific that Edwards make a recomputation, in his own office, for all divisions, corps, armies, and task forces, and very particularly -- Edwards accepted this all right -- plus all air commands, especially including bomber and fighter commands. They held out against that, said they would not need them.

They proposed an increase in the course, from 9 weeks to 3 months. I said I would not need to. And after we went over the data, they accepted it.

They accepted our new arrangement in the GS Course. They will send it back to you today.

Any questions? On the GS Course?

Gen H:

No. I am so glad that things perpetrated and top-side has finally gotten in and tending to their job. They haven't for two years.

Gen T:

As to the SOSS Courses:

We hit it right. We got there, during their MM, they were locating fictitious service commands, 16 groups working. It went over big.

Mission -- Ok. Include Communications Zone and Theater.

Numbers -- they will call upon you for an estimate of the number of graduates you will need. By the way, include the Theater. No reduction in the present number. They will accept it. They did not know there was such a thing out here. I presented the fact that a certain number were going to Sweet's command. They said, fine.

No age limitation, although indications were, not too old.

That is all on SOSS. Any questions?

Gen H:

No.

Gen T:

Going back to the GS allotment, Edwards will question you about the 150 SOS in the GS Course.

Gen H:

That is all right.

Gen T:

If you can, justify. Troop age officers are destined for relief to Ground Forces -- OK. Another justification is, that they are to come from the supply branches -- Signal, Engr, etc. -- for allotment to new divisions, which is the same thing. Then you will have to put out something to those Chiefs of Branches, that they have to send them for that purpose. Ordnance is doing that now.

Gen H:

We can't compromise. We will do the best we can in sending people out there. If they won't do, just don't graduate them.

Gen T:

This is in the GS Course. They have allotted you 150 in that. They are either destined for field force units.

Gen H:

They should be able to take field job if need be.

Gen T:

The two per service command -- they go back for service command training. That was understood all right.

There were a lot of questions about Air. The Air Force

can't get the proper type of students here due to limitations and kinds.

Now, the AOC -- they wanted to kill it. McNarney did not ask questions, but he was completely changed.

Gen H:

Fine.

Gen T:

Said it did not interfere with school and added a great deal to the WD.

By the way. Whiting returns to Washington this morning. He can give you rather sorry news of the Monday night conference. Might not be bad for you to know what that was.

Gen H:

I know. They came out with blood in their eyes. That is why I wasn't asked along. I feel this way, as long as we have been honest, we'll take the responsibility -- the responsibility has been their's all along but they never accepted it.

Gen T:

Edwards came out here prepared to transfer the school to Ground Forces. I didn't say anything, but when he saw the position of the school, types of students he said, that's silly. The proposition was brought up to transfer the school to the Office Chief of Staff. I said that was contrary to our set-up. McNarney agreed. You had better restudy our special place in the SOS, the same as any field force unit. I am going to get out the SOS Manual. We are in a category different from Bull, aren't we?

Gen H:

Yes.

Gen T:

They seem to think we are, and should be in a different category in the Serv Comd, no jurisdiction other than.

Gen H:

I operate only insofar as I take care of the details.

Gen T:

It is not you. It is a question of the Serv Comd.

Gen H:

The Serv Comd is just housekeeping.

Gen T:

I don't know. I am still post commander. Let me look into it and you look into it. At that conference in New

Orleans, they gave authority to Serv Comd to come in and inspect, etc. Don't think that will sit well with McNarnery or McNair.

Gen H:
That is not Serv Comd --

Gen T:
That is only categorically, you look into it and I will.

Gen H:
All right. On these WACs coming out there, I have asked your people to get busy and prepare a two weeks course for them.

Gen T:
You want to send them out here?

Gen H:
No, going to send them to Des Moines.

Gen T:
You need not worry about those people, I am betting they have higher average than the class. We are happy to get them.

Gen H:
It is their responsibility.

Gen T:
That doesn't matter. We'll get that course off to you this PM. They left at 8:30 this morning. I have nothing else to report.

Gen H:
I suppose I will hear from Edwards as soon as he gets back.

Gen T:
Our estimate is 8,000, all types, civilians and everything, per year. Don't let them cut it down. Edwards wants to but I showed him my curves, where the curve starts breaking off. I was pleased with the outcome.

Gen H:
How did they like the physical set up?

Gen T:
All right. The large class, we sold. I had Jarvie out here and he said it was all right for the type of work we give them.

Gen H:
Is he staying on?

Gen T:
I have asked for him. He returned to his station. I have in mind putting him here as a student right away, and then in the other class, and then begin to use him as a teacher or teachers. He is a colonel, heavy set, practical Scotchman.

Gen H:
Who is graduating the class?

Gen T:
Whiting was approached by Patterson.

Gen H:
I think Patterson would like to come all right but he won't unless he can fly and the weather is so you can't plan on it.

Gen T:
Whiting also suggested Stimson.

Gen H:
Why don't you try to get Arnold?

Gen T:
Thought I would try to get more of his people out here first.

Gen H:
Might be a good way to get more of his people out there.

Gen T:
Want to sound him out?

Gen H:
Yes.

Gen T:
You had better talk to Whiting. We are a bit committed with Patterson.

Gen H:
All right.

Gen T:
Bull has gone to Riley. He had nothing on his hands at all. Look up that business of jurisdiction, it is a little mixed up. Uhl and I are getting along all right but his damn staff is trying to take over the School. I spoke to

White about --

Gen H:
Yes.

Gen T:
I spoke to White about the Colonels, to back up Reynolds. I don't know when that official request will get there.

Gen H:
It is here now. They are not very sympathetic with it.

Gen T:
Tell them I will work through White. McNarney had no objections but I did not think it was necessary to go that high. Give Reynolds another try, and then I will take it up that other way.

Gen H:
All right -- but I think you will have to take it up otherwise.

Gen T:
That's all.

NOTES

APPENDIX 5

¹ Karl Truesdell, Telephone Conversation with
General C.R. Huebner, January 6, 1943.

APPENDIX 6

APPENDIX 6

TWELFTH GENERAL STAFF COURSE

FEBRUARY 8-APRIL 10, 1943

MISSION¹

To prepare selected officers of all components of the Army for command, general staff and executive duties. The School serves the Ground, Air, and Service Forces and, as directed, the defense commands and theaters of operation. Its doctrine and curricula are under the supervision of G-3, War Department General Staff; operational control is vested in the Commanding General, Army Service Forces.

TRAINING OBJECTIVES²

The students of all courses will be instructed in the general aspects of the United States at war and its military organization as correlated in the national war effort. The operation of field forces, ground and air, and the problems of supply and administration will be depicted as necessary to constitute a foundation for specific instruction. Current operations will be presented as a matter of general interest. The General Staff Course furnishes instruction in basic staff principles, training in the duties of the four sections (G/A), and applicatory group work, depending upon the source or destination of each student, in exercises involving separate instruction in the infantry division, including corps and army units; air force commands; armored force divisions, including tank destroyer units; and combined instruction in the operation of motorized divisions, airborne divisions, and antiaircraft with other forces as part of a task force in combined operations.

Total Hours:³ 575

SUBJECTS BY HOURS OF INSTRUCTION⁴

INSTRUCTION TO ALL STUDENTS

<u>SUBJECT</u>	<u>HOURS</u>
Orientation - Outline of the Course	1.0
Organization of the Army	.5
The Army Ground Forces	.5

The Army Air Forces	.5
The Services of Supply	.5
Organization of Task Forces and Large Combat Units	1.0
Functions: Quartermaster, Medical, and Ordnance	1.0
Functions: Signal and Engineer	1.0
Student Record Cards	2.0
The Commander and His Staff	.5
1st Section - General and Air Staffs	.5
2d Section - General and Air Staffs	.5
3d Section - General and Air Staffs	.5
4th Section - General and Air Staffs	.5
Staff Demonstration	.5
Infantry Divisions - Organization and Characteristics	1.0
Map and Aerial Photograph Reading	4.0
Class Photographs	2.0
The Armored Division - Organization and Characteristics	1.0
Air Commands - Organization and Characteristics	1.0
Corps and Division Cavalry - Organization and Characteristics	1.0
Infantry - Organization and Characteristics	1.0
Field Artillery - Organization and Characteristics	1.0
Infantry in Offensive Combat	1.0
Field Artillery in Offensive Combat	1.0
Infantry in Defense	1.0
Field Artillery in Defense	1.0
The Artillery-Infantry Team	2.0
Technique of Control - Ground Units	1.0
General Staff Records and Reports	1.0
Tactical Study of Terrain	2.0
Production of Combat Intelligence	1.0
Enemy Capabilities, Essential Elements of Information, and Indications	1.5
Preparation of G-2 Forms	1.5
The Commander's Estimate of the Situation	2.0
Observation Aviation in Support of Ground Troops	1.0
Antiaircraft Artillery and Tank Destroyer Units - Organization and Characteristics	1.0
General Principles of Supply	1.0
Medical Service - Supply and Evacuation	.5
Supply and Evacuation Planning	1.0
Class I and Class III Supply	1.5
Computations for Supply and Evacuation Planning	1.5
Development of Plan of Supply and Evacuation (less Ammunition)	1.5
Military Control of Civilians in the Combat Zone	1.0
Employment of Military Police	1.0
Ammunition Supply	.5
Development of a Detailed Plan for	1.5

Ammunition Supply	
Development of an Administrative Plan	1.0
Preparation and Dissemination of Field Orders	2.0
March Tables, March Graphs, and G-3	6.0
Calculation of Time and Space	
G-2 Calculation of Time and Space	1.0
G-3 Records and Reports; Situation and	4.0
Operation Maps and Overlays	
Administrative Orders	1.5
Fragmentary Orders - Combat and Administrative	1.5
Reconnaissance and Counterreconnaissance	.5
Intelligence Agencies	1.0
Maps, Map Substitutes, and Aerial Photographs	1.0
Collection, Evaluation, and Interpretation of	1.0
Information; Dissemination of Military	
Intelligence	
Weather - Tactical Aspects	1.0
Staff Estimates and Orders	3.0
Army Postal Service; Burials, Graves Registration	1.0
Administration	1.0
G(A)-1's Relations with the Special Staff	1.0
Enemy Identifications	1.0
Organization and Characteristics of German	1.0
Divisions	
Estimate of the Enemy Situation	2.0
Labor and Salvage	1.0
Estimate of Supply and Evacuation Situation	2.0
Motor Maintenance	1.0
Traffic Control	1.0
Traffic Control (less AAF)	2.0
Application of Signal Operations Instructions	1.0
Safeguarding Military Information	.5
Photo Intelligence	.5
Organization and Characteristics of Japanese	1.0
Divisions	
Combat Intelligence	4.0
Interrogation of Prisoners of War	2.0
Morale and Discipline	1.0
Procurement, Classification, Assignment,	1.0
and Promotion (less AAF)	
Replacements (less AAF)	1.0
Reclassification (less AAF)	1.0
Rehabilitation	1.0
Chemical Warfare Service	1.0
Halts and Security at the Halt (less AAF)	1.0
Employment of Separate Tank Units (less AAF)	1.0
Counterintelligence	1.0
Analysis of Tactical Problems	1.0
Troop Movement	1.0
Motor Movement	2.0
Rail Movement	1.0
Rail Movement (less Armd)	2.0
Air Defense	4.0

General Principles of Combat	1 0
Staff Procedure: Application	3.0
Combat Aviation in Support of Ground Troops	1.0
Security	1.0
Infantry Division - An Advance	5.0
The Offensive	1.0
Infantry Division - Meeting Engagement	6.0
Armored Division - Tactical Employment	1.0
Armored Division - Attack	9.0
Exploitation	1.0
Armored Division - Exploitation	3.0
The Motorized Division	1.0
Motorized Division - Support of an Armored Division	3.0
Demolitions and Obstructions	1.0
Antimechanized Defense	2.0
Antimechanized Combat	2.0
Antimechanized Combat (less AAF)	5.0
The Air Support Command	1.0
Air Support Command Operations	6.0
Air Support of a Task Force in Attack	3.5
A Task force of an Infantry Division and TD Units in Attack	3.5
The Defensive	1.0
Infantry Division in Defense	6.0
Bombardment Attack	1.0
The AAF Troop Carrier Command	1.0
Supply of Ground Units by Air	1.0
Airborne Operations	4.0
Infantry Division on Flank of Corps	3.0
Infantry Division	14.0
Infantry Division - Attack - Penetration	7.0
Operations in Mountains (less AAF)	3.0
Coast Defense	5.0
Operations in Jungles, Woods, Mountains, and at Night	3.0
Recognition of Aircraft and Armored Vehicles (less AAF)	1.0
Assault Operations (less AAF)	1.0
Division - Part of a Corps Attack (less AAF)	12.0
Theater of Operations (less AAF)	5.0
Map Maneuver	10.0
River Line Operations (less Armd)	1.0
Attack of a River Line - Motorized Division (less Armd)	6.0
Desert Warfare	1.0
Desert Operations - Armored Division (less Inf)	10.0
War Department General Staff Planning for Task Force Operations	1.0
Training Management	1.0
Preparation and Conduct of Field Exercises	1.0
Organization and Movement of a Task Force	3.0
Task Force in Overseas Operations -	1.0

Ship to Shore	
Task Force in Overseas Operations	5.0
Army	27.0
Clearances	3.0
Graduation	.5
Reserved for Commandant	8.0
Survey of World Situation	4.0
Extra Instruction (Voluntary)	9.0

INSTRUCTION TO ARMORED FORCE STUDENTS

Communications - Armored Division	1.0
Intelligence Agencies - Armored Division	1.0
Armored Infantry in Combat	1.0
Armored Field Artillery in Combat	1.0
Counterintelligence Plans - Armored Division	2.0
Preparation for Overseas Movement - Armored Division	1.0
Armored Division - Supply and Evacuation	1.0
Armored Division Trains - Organization and Function	1.0
Armored Maintenance Battalion in Combat	1.0
Armored Engineers - Functions and Characteristics	1.0
Armored Division - Defensive and Special Operations	1.0
Armored Division - Reconnaissance, Security, Marches, and Halts	1.0
Armored Division - Marches	4.0
Rail Movement - Armored Division	2.0
Armored Division - Offensive Action	7.0
Attack in War of Movement - Motorized Division	7.0
Mobile Operations - Armored Division	7.0
Attack of a River Line - Armored Division	6.0
Training Intelligence Personnel - Armored Division	1.5
Intelligence and Counterintelligence Training - All Personnel - Armored Division	.5
Training Directives, Programs, Schedules, and Schools - Armored Division	3.0
Preparation and Conduct of Field Exercise - Armored Division	6.0
Task Force in Overseas Operations - Armored Division	7.0

INSTRUCTION FOR INFANTRY CORPS STUDENTS

Medical Service - Infantry Division in Combat	1.0
Use of Unit and Division Trains for Supply	1.0
Engineers, Infantry Divisions - Functions and Characteristics	1.0
Communications - Infantry Divisions	1.0
Counterintelligence Plans - Infantry Division	2.0
Preparation for Overseas Movement - Infantry Divisions	1.0
Quartermaster Service - Infantry Divisions	.5

Combat and Administrative Use of Division	.5
Transportation	
Motor Movement by Shuttle	5.0
Infantry Division - Marches	4.0
Motorized Division - Attack	7.0
Attack in War of Movement - Piecemeal Attack	7.0
Mobile Operations - Infantry Division	7.0
Desert Operations - Motorized Division	10.0
Training Intelligence Personnel - Infantry Division	1.5
Intelligence and Counterintelligence Training - All Personnel - Infantry Division	.5
Training Directives, Programs, Schedules, and and Schools - Infantry Division	3.0
Preparation and Conduct of Field Exercises - Infantry Division	6.0
Task Force In Overseas Operations - Infantry Division (less CAC and Airborne)	7.0
Task Force in Overseas Operations - Coast Artillery Phase (CAC only)	7.0
Task Force in Overseas Operations - Airborne Division (Airborne Only)	7.0

INSTRUCTION FOR ARMY AIR FORCE STUDENTS

The Air Service Command	2.0
AAF Personnel Procedure	3.0
Organization of Air Force Groups and Squadrons	1.0
Supply of Air Force Units in the Field	1.0
Aviation Engineers - Functions and Characteristics	1.0
Quartermaster Units, AAF - Organization and Function	1.0
Medical Service, AAF	.5
Ordnance Service, AAF	.5
Communications, AAF	1.0
Counterintelligence Plans - AAF Units	2.0
Preparation for Overseas Movement - AAF Units	1.0
Intelligence Agencies, AAF	1.0
Duties of Intelligence Officers - AAF Units	2.0
Air Force Movement	7.0
Air Force in Antimechanized Combat	2.0
Air Task Force	10.0
Organizing an Air Force	12.0
Recognition of Aircraft and Naval Vessels	2.0
Division - Part of Corps Attack - Air Phase	4.0
Air Force Supply and Maintenance in Theater of Operations	8.0
Operations of a Bomber Command	7.0
Training Intelligence Personnel - AAF Units	1.5
Intelligence and Counterintelligence Training - All Personnel - AAF Units	.5
Air Force Storage and Issue	3.0
Preparation and Conduct of Field Exercise -	6.0

Air Support Command
Task Force in Overseas Operations - Air Phase

7.0

NOTES

APPENDIX 6

- ¹ Instruction Circular No. 1, April 15, 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 7.
- ² Instruction Circular No. 1, pp. 7-8.
- ³ Program and Schedule, Twelfth General Staff Course, February-April, 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.
- ⁴ Program and Schedule, Twelfth General Staff Course, pp. 4-19.

APPENDIX 7

APPENDIX 7

FIRST ZONE OF INTERIOR COURSE

JULY-SEPTEMBER 1942

OBJECTIVE ¹

To train officers for duty on supply and administrative staffs of the Services of Supply, service commands, and for similar duties within the theaters of operation.

Total Hours: 357²

SUBJECTS BY HOURS OF INSTRUCTION ³

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	*
Orientation and Outline of Course	1.0
Methods of Procedure	1.0
Organization - All Types of Divisions	1.0
Organization of the Army	1.0
Map and Aerial Photograph Reading	4.0
G-3 Section - Division General Staff	1.0
Executive Office of the President	1.0
Organization and Detailed Functioning of the Chief of Ordnance	1.0
G-2 Section - Division General Staff	1.0
Organization and Detailed Functioning of War Department Services of Supply	2.0
Training Films	3.5
G-4 Section - Division General Staff	1.0
Medical Section - Division Special Staff	1.0
G-1 Section - Division General Staff	1.0
Aviation - Organization and Characteristics	1.0
Quartermaster Section - Division Special Staff	1.0
Organization and Detailed Functioning of Office of Chief Signal Officer	1.0
Organization and Detailed Functioning of Office of Chief of Engineers	1.0
Organization and Detailed Functioning of Office of Chief of Chemical Warfare Service	1.0
Organization and Detailed Functioning of Office of Surgeon General	1.0
Signal Section - Division Special Staff	1.0
Organization and Detailed Functioning of Office of Transportation Service SOS	1.0

War Department Procurement - General Steps Involved, i.e., Special Requirements, Facilities, etc.	2.0
World War II	3.0
Organization and Detailed Functioning of Office of Quartermaster General	1.0
Cavalry - Organization and Characteristics	1.0
Armored Force Units - Organization and Characteristics	1.0
Supply and Evacuation Planning	1.0
Defense Against Air Operations - Antiaircraft Artillery	1.0
Principles of Industrial Organization as Related and Applicable to Military Organization	2.0
General Principles of Supply	1.0
Details of Organization and Functioning of the Theater of War	3.0
Chemical Warfare Section - Division Special Staff Organization and Detailed Functioning of the Army Administrative Services, SOS	1.0
General Staff Records and Reports	1.0
Troop Movement	1.0
Class I and Class III Supply	1.5
Current Procurement - General	1.0
Administrative Orders	1.0
Organization and Detailed Functioning of the Corps Areas	1.0
Ammunition Supply	1.0
Troop Movement by Railway	1.0
Organization and Purpose of Corps Area Service Command	1.0
Posts, Camps, and Stations (AR 170-10 & AR 210-10)	1.0
Intelligence Procedure and SOP	1.0
Officer Personnel - Reserve, Retired, Civil Life Candidates, and Corps Area Placement Bureau	2.0
Traffic Control	1.0
Office of Emergency Management	1.0
Motor Movement	2.0
Relationship Between Corps Area and Civil Authorities	1.0
Ordnance Section - Division Special Staff	1.0
Counterintelligence	1.0
Evaluation and Dissemination of Military Intelligence	3.5
Engineers - Duties, Organization and Equipment; The Division Engineer	.6
Engineers in Assault Operations and Stream Crossing Equipment	1.2
Demolitions and Obstacles	1.2
Engineer Section - Division Special Staff; Staff Relations and Procedure	.4
Office of Lease Lend Administration	1.0
Civilian Personnel - Procurement and Administration	1.0

Survey of World Situation	1.5
Personnel - Procurement, Including Operation of Selective Service Specialist Corps and Women's Auxiliary Corps	3.0
The Salvage Service - Operation of	1.0
Computation for Supply, Evacuation, and Maintenance and Related Matters	2.0
Military Relations with Civilian Defense	1.0
Postal Service, Graves Registration, Burials (G-1-4)	1.0
Estimate of Supply and Evacuation Situation	3.0
G-2 Situation Maps, Recording and Evaluation	4.0
G-3 Shuttling	1.5
Intelligence Agencies Zone of Interior	1.5
Civil Aeronautics Association	1.0
Decorations	1.0
Replacements	1.0
Personnel Procurement, Classification, Assignment, and Promotion	3.5
Relations with Civil Government, Civilians, and Refugees	1.0
Employment of Military Police	1.0
Journals and Reports	2.0
Shuttling	3.0
Labor and Salvage	1.0
Morale and Discipline	1.0
G-1 Administration	1.0
Enemy Identifications	1.0
Air Force Problems of Supply and Maintenance in the Zone of the Interior	2.0
Organization and Characteristics of a German Infantry Division	1.0
Organization and Characteristics of a Japanese Infantry Division	1.0
Antimechanized Defense	2.0
Training Directives, Programs, and Schedules	4.0
Intelligence Officers SOS	2.0
Training Inspections and Tests	1.0
March Tables and March Graphs	4.0
Organization and Detailed Functioning of the General Depot Service SOS	1.0
Fundamentals of Storage	1.0
Public Relations Pertaining to Operations in Zone of Interior and Communications Zone	2.0
Relationship Between Procurement and Distribution of Military Supplies	2.0
Office of Civilian Defense	1.0
War Production Board	1.0
War Relocation Board	1.0
General and Branch Depots - Functions, Types, Organization, and Layout	2.0
Maritime Commission: War Shipping Administration	1.0
Issue of Supplies	1.0

Methods of Psychological Warfare	1.0
Storage and Issue Hazards	1.0
Operation and Situation Maps and Overlays	5.0
Distribution System - General Provisions and Elements of Distribution and Classification of Supplies	2.0
Troop Movement by Railway	3.0
Organization Within the Corps Area for Internal Security	1.0
Army and Navy Traffic Management to Include Control of Shipment of Supplies for or of the Army and Navy in the Zone of Interior	3.0
Storage of Subsistence; Motor Parts; Other Supplies	1.0
Organization and Control of Ocean Shipping in War	3.0
State Guards, Mission, Mobilization, Training, and Employment	2.0
Principles of Umpiring	2.0
Priorities - Current Activities Pertaining Thereto	3.0
Evacuation of Civilians	7.0
Conservation Necessary to Success in War	2.0
Funds - Allotments for Corps Area Activities, Accounting, Responsibility of Corps Area F.O.	2.0
Organization of the Depot System of Supply in the Zone of Interior	3.0
Organization and Functions of Regulating Stations	2.0
Water Transportation - General	2.0
Federal Bureau of Investigation	1.0
Military Control of Commercial Signal Communications	2.0
Utilization of Economic Resources in War	3.0
Morale, Welfare, and Recreation	1.0
Desert Warfare	1.0
G-1 in Higher Units	1.0
War Manpower Commission	1.0
Control of Labor in War	1.0
Counter Fifth Column Activities and G-2	2.0
Relations with Provost Marshall in Connection with Internal Security	
Office of Defense Transportation	1.0
Transportation Situation in United States;	2.0
Coordination of Transportation with Association of American Railroads	
Coastal Frontier Defense	1.0
Storage and Issue of Air Force Supplies	1.0
Traffic Control	2.0
Air Force - Movement	4.0
Air Defense	3.0
Cooperation by War and Navy Departments	1.0
Military Government - Relations of Military Forces with Civil Population, Proclamations,	3.0

Ordinances, Domestic Disturbances, Military Commissions, and Military Requisitions	
Exploitation of Resources in the Communications Zone	2.0
Map Coordinate Codes	.5
Construction and Utilities - Control and Responsibility; New Construction; Camp Sites; Lay-out Plans, Training Aids, Access Roads, Real Estate	6.5
Hospitalization and Evacuation	4.0
Ports of Embarkation Units and Organization and Operation of Ports of Embarkation	7.0
Antimechanized Combat	7.0
Plans Covering EPW, Internal Security, Counter Fifth Column, War Disaster Relief, Other Disasters	4.0
Air Force Shipment Problems	2.0
Operation of Ports of Debarkation	3.0
Open Forum	2.0
Interrogation of Prisoners	2.0
Finance, Rentals, and Claims	2.0
Personnel - Reclassification	1.0
Motor Maintenance	3.0
G-1 Relations with Special Staff	1.0
Community Relations, Health, Welfare, and Recreation	3.0
Protection of Installations and Line of Communications to Include Civil Defense	11.0
Reproduction Methods	1.0
Shipment of Students' Baggage	.5
Personnel - Induction System, Induction Stations, and Reception Center	2.0
Visit to Fort Leavenworth Reception Center	3.0
Organization of Units and Activities of Cold Storage Service	1.0
Infantry Division - Activation	7.0
Map Maneuvers	39.0
Task Force in Overseas Operations	11.0
General Supply and Equipment Plan of an Expeditionary Task Force as It Affects S.O.S.	7.0
Special Operations - Jungle Warfare, Night Combat, Combat in Woods, and Mountain Operations	3.0
Demonstration of Use of Visual Training Aids	1.0
Graduation	*

* Hours not given in schedule

NOTES

APPENDIX 7

¹ Instruction Circular No. 1, November 27, 1942
(Fort Leavenworth: U.S. Army Command and General Staff
School, 1942), p. 8.

² Schedule, First Zone of Interior Course,
July-September 1942 (Fort Leavenworth: U.S. Army Command
and General Staff School, 1942), p. 3.

³ Schedule, First Zone of Interior Course, pp.
4-12.

APPENDIX 8

APPENDIX 8
NINTH SERVICE STAFF COURSE
JANUARY 24-MARCH 30, 1944

MISSION ¹

To train selected officers in military organization, basic staff principles and in staff functions peculiar to zone of the interior and theater of operations installations and operations, including service commands, ports, and services of supply in general.

TRAINING OBJECTIVE ²

To train officers for duty on supply and administrative staffs of the Army Service Forces, service commands, and for similar duties for ground and air service units within the theaters of operations.

Total Hours: 588 (430.5 Instructional and 157.5 Study)

SUBJECTS BY HOURS OF INSTRUCTION ³

INSTRUCTION TO ALL STUDENTS

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Procedure	.5
Methods of Study	.5
Organization for War	.5
Civilian Defense	1.0
Economic Warfare	1.0
Raw Materials	1.0
Record Cards	1.0
Army Organization	1.0
Type Divisions (US)	1.0
Joint Action (Army and Navy)	1.0
Procedure	.5
Safeguarding Military Information	.5
Map and Aerial Photography	5.0
G/A-1	.5
G/A-2	.5
G/A-3	.5
G/A-4	.5
Class Photos	1.0

Reserved Time	3.0
Quartermaster Section - Service Units	1.0
Signal Section - Service Units	1.0
Chemical Warfare Section - Service Units	1.0
Ordnance Section - Service Units	1.0
Engineer Section - Service Units	1.0
Logistical Computations	2.0
Artillery	1.0
Armored Units	1.0
Engineer Operations and Camouflage	2.0
Technical Services Forum	1.0
Map and Aerial Photography (Tutorial)	3.0
Aviation	1.0
Counterintelligence	1.0
German Army Organization	1.0
Enemy Identifications	1.0
Technique Staff Writing	3.0
Troop Movements (General)	1.0
Motor Movement	5.0
March Tables - Graphs	6.0
Principles of Supply (Theaters of Operation)	1.0
The Theater of War	6.0
Supply: Class I - III	2.0
Supply and Evacuation Planning	1.0
Supply and Evacuation Estimates	3.0
Organization, War, Army, and Theaters of Operation (Tutorial)	2.0
Ammunition Supply	2.0
Staff Records - Reports	1.0
Staff Procedure - Logistical Computations (Tutorial)	4.0
Industrial vs. Military Organization	2.0
The Army Service Forces	2.0
ASF - Control Officers	1.0
Organization Transport Facilities	1.0
Office Defense Transportation	1.0
Transportation Corps	1.0
ASF - The JA, IG, and AG	1.0
Special Services Division	1.0
Morale Services and Orientation Officers	1.0
ASF - Medical Department	1.0
ASF - Corps of Engineers	1.0
ASF - Quartermaster Corps	1.0
ASF - Ordnance Department	1.0
ASF - Signal Corps	1.0
ASF - Chemical Warfare Service	1.0
ASF - Service Commands	1.0
ASF - Posts, Camps, Stations, Station Components	1.0
Film - March of Time - ASF	1.0
Service Command vs. Civil Authorities	1.0
Manpower	1.0
WAC - Organization - Functions	1.0

Civilian Personnel - Procurement	1.0
Civilian Personnel - Management	1.0
Military Personnel	1.0
Personnel Reclassification	1.0
Rehabilitation Centers	1.0
Replacements -Replacement Depots	3.0
Procurement Planning (War Department)	2.0
Stock Control Plan	1.0
Army Supply Program	2.0
Supply Distribution - Zone of Interior - Com Zone	4.0
Effects Bureau	1.0
Fiscal Procedure	4.0
Current Procurement	1.0
Storage Fundamentals	1.0
Storage and Issue Hazards	1.0
Field Installations - Transportation Corps	1.0
Domestic Freight and Personnel Movements	5.0
Administrative Troop Movements	7.0
Training Methods and Aids	2.0
Zone of the Interior	4.0
Map Maneuver	30.0
Ocean Shipping	4.0
Refrigeration - Dehydration	1.0
POM	2.0
Ports of Embarkation	9.0
Convoy Protection	1.0
Ports of Debarkation	3.0
Clearances - Ports of Debarkation	3.0
Port Commander - Guest Speaker	1.0
Line of Communication	4.0
Staff Procedure and Operations - Ports of Embarkation	8.0
Communications Zone Organization	2.0
Situation Room	3.0
Supply Plan - Task Force	8.0
Japanese Order of Battle	2.0
Airborne Operations	1.0
Troop Carrier Command	1.0
Protection of Transportation and Service Installations	1.0
Protection of Lines of Communications from Ground Attack	3.0
Transportation Control (Theaters of Operation)	1.0
Regulating Stations in Theater of Operations	2.0
Current Operations - Technical Services Forum	1.0
Railway Transportation (Theaters of Operation)	2.0
Highway Transportation (Theaters of Operation)	2.0
Service to a Combat Zone	7.0
German Order of Battle	2.0
British Staff Procedures	1.0
Facilities in the Eastern Mediterranean Area	1.0
Logistical Problems North and East of	2.0

the Persian Gulf	
Supply Problems: India, Burma, and China	6.0
Staff Procedure - (Communications Zone)	6.5
Geopolitics	2.0
Clearances	3.0

INSTRUCTION TO SERVICE FORCES SECTION STUDENTS

Medical Section - Service Units	1.0
Infantry	1.0
Cavalry	1.0
Logistical Computations	2.0
Enemy Personnel and Documents	2.0
Situation Maps	3.0
Japaneses Army Organization	1.0
Organization, War, Army and Theaters of Operation (Tutorial)	1.0
Leadership	.5
Orientation Theaters of War	.5
Administrative Orders	2.0
Situation Maps, Overlays - Supply	4.0
Task Force Organization - Activation	3.0
Induction System - Reception Centers	4.0
Organization of Depots	2.0
W.D. Shipping Document	2.0
Issue of Supplies	1.0
Food Conservation	1.0
ASF - Industrial Personnel Division (Guest Speaker)	2.0
Organization for Internal Security	1.0
Intelligence Agencies (Zone of the Interior)	1.0
Investigative Agencies	1.0
Public Relations - Censorship	2.0
Plant Protection	1.0
Prisoners of War; Operation of Camps	1.0
Internal Security Plans, EPW, CFCP, WDR, Etc.	1.0
Training Management, ASF Units	3.0
Application of Internal Security Plans	6.0
Army Postal Service	2.0
Service Command (Guest Speaker)	1.0
Reserved	1.0
Service Command Staff Procedure and Operations	4.0
Transport Loading	4.0
Training Film - Transport Loading	1.0
Motor Maintenance	4.0
Army Small Boat Units	2.0
Air Transport Command	2.0
Supply Plan - Task Force	1.0
Decorations	1.0
Air Defense	2.0
Recognition - Friendly and Enemy Aircraft	1.0
Salvage and Recovery	2.0
Employment - Military Police	1.0

Highway Traffic Control - Com Zone	
Medical Service	1.0
Medical Service in a Theater of War	4.0
Construction, Utilities, Real Estate	5.0
Evacuation of Civilians	6.0
Air Service Command; Supply - Maintenance	3.0
Supply - Air Force Units	1.0
Am Supply for an Air Command	1.0
Intelligence Agencies - Communications Zone	1.0
Military Information: Production - Dissemination	4.0
Security	5.0
Supply Planning - India, Burma Theater	4.0
Exploitation of Resources	2.0
Overseas Service Commands	1.0
Combined Operations (Com Zone Phase)	4.0
Staff Procedure & Operations (Com Zone headquarters)	3.0
Com Zone Organization: European - SW Pacific - England and Australia Theaters	2.0
Speaker - California-Arizona Maneuver Area	1.0
Military Government	6.0
Jungle and Amphibious Operations (Island)	8.0
Signal Operations in Com Zone	2.0

INSTRUCTION FOR AIR FORCES SECTION STUDENTS

Organization and Functions, AAF	1.0
AAF Organizations (Small)	2.0
Logistical Computations, AAF	2.0
AAF Organizations (Large)	2.0
Quartermaster Units (Air Service Command)	1.0
Aviation Engineers	2.0
Medical Service, AAF	.5
Ordnance Service, AAF	.5
Tutorial Review	1.0
Liaison with Service Commands	1.0
Liaison with SOS	1.0
AAF Field and Fragmentary Orders	6.0
Air Service Command Supply and Maintenance	3.0
AAF Depots	3.0
AAF Personnel Procedures and Administration	5.0
AAF Maintenance	1.0
Recovery, Evacuation, and Salvage - Air Commands	1.0
Supply and Evacuation Estimates - Air Commands	2.0
Development of Plan of Supply (less Class V) for an Air Command	1.0
Development of Plan for Ammunition & Bomb Supply for an Air Command	3.0
Issue of Supplies	1.0
AAF Development of an Administrative Plan	1.5
AAF Administrative Orders	2.5
Statistical Control Units - AAF	3.0
Reserved	7.0

Airdrome and Service Installation Defense	4.0
Communications - Air Commands	2.0
Training AAF Units	4.0
Training AAF Service Units	2.0
Air Depot Groups	2.0
Service Groups	2.0
AAF Publications	3.0
Recognition of Aircraft	1.0
Air Transport Command	5.0
Atlantic and Pacific Overseas Air Service Commands and Intransit Depots	4.0
Air Defense	2.0
Air Force Movement	10.0
Tactical AF	2.0
Strategic AF	2.0
Air Service Command	7.0
ASC and SOS Joint Planning	7.0
The Royal Air Force	2.0
Air Service Command (Staff Functions)	3.0
Troop Carrier Command	6.0
Strategic Bombing	4.0
Air Support of Assault Landing	11.0
Air Task Force	13.0
Jungle Operations	1.0
ASC Support of Jungle and Amphibious Operations	7.0

NOTES

APPENDIX 8

¹ Program and Schedule, Ninth Service Staff Course, January 1944-March 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 3.

² Instruction Circular No. 1, 12 November 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 6.

³ Program and Schedule, Ninth Service Staff Course, pp. 5-14.

APPENDIX 9

APPENDIX 9

NINETEENTH GENERAL STAFF COURSE

JUNE 12-AUGUST 17, 1944

NOTES ON THE GENERAL STAFF COURSE¹

1. MISSION. The Command and General Staff School, serving Air, Ground and Service Forces and all Theaters of Operations, provides basic general staff training to meet the requirements of divisions, corps and similar units, air, ground and service.

2. DOCTRINE. Field Service Regulations and staff officers' field manuals (100 and 101 series) form the basis of instruction.

3. QUOTAS. Quotas of student officers for each general staff class are fixed by the Secretary of War and are allotted by the War Department to the commanding generals of forces, commands, departments, overseas areas and theaters.

4. COURSES AND SCOPE.

a. General Staff Class: Eight courses, running concurrently for 10 weeks (except ZI Course, 5 weeks) are provided. All students are instructed initially in the broad aspects of the United States at war; organization, characteristics and tactical employment of the various arms; functions of the services; technique of staff operation; employment of large air, ground and naval combat units and problems of application in which air, ground and naval commands are combined as task forces. Specialized instruction is described below:

b. Army Air Forces courses:

(1) Air Staff. General and special staff duties, functions techniques and operational procedures of AAF commands.

(2) Air Staff Service. Correlation of AAF and ASF installations; organization and operation of overseas air service commands.

c. Army Ground Forces courses:

(1) Infantry. General and special staff duties, functions, techniques, and operational procedures of infantry divisions, corps, and armies.

(2) Armored. Same as (1) above, related to armored divisions and tank destroyer units.

(3) Airborne. Same as (1) above, related to airborne units and operations, with limited air staff instruction.

(4) Antiaircraft. Same as (1) above, related to antiaircraft units and operations, with limited air staff instruction.

d. Army Service Forces courses:

(1) Service Staff. Duties of supply and administrative staffs of the Army Service Forces, service commands and service units applicable to the zone of interior, lines of communications and communications zone.

(2) Zone of Interior. A special 5-weeks course for officers in ASF headquarters and in service command headquarters and installations with instruction in functions of the ASF and its field installations.

MISSIONS AND TOTAL HOURS OF INSTRUCTION OF COURSES ²

AIR FORCES COURSES

MISSION - To train selected officers in basic command and staff doctrine and as staff officers, general and special, to meet requirements of Wings, Commands and similar air units, in the Zone of the Interior and overseas.

Total Hours: 426

a. Instruction to all Air Forces students: 274 hours.

b. Separate instruction for students from Air Force Commands: 152 hours.

c. Separate instruction for students from Air Force Service Commands: 152 hours.

GROUND FORCES COURSES

MISSION - To train selected officers of all forces in basic command and staff doctrine and as staff officers, general and special, to meet the requirements of divisions, corps, and similar units.

Total Hours: 426.

- a. Instruction to all Ground Forces students: 270 hours.
- b. Separate instruction for students from Armored Force divisions, including tank destroyer units: 156 hours.
- c. Separate instruction for students from Infantry divisions, including corps and Army units: 156 hours.
- d. Separate instruction for students from Antiaircraft Artillery units: 57.5 hours, 98.5 hours with Infantry students.
- e. Separate instruction for students from Airborne units: 27 hours, 129 hours with Infantry students.

SERVICE FORCES COURSES

MISSION - To train selected officers in organization, basic staff principles, doctrines and functions; and as staff officers to meet the requirements of Zone of the Interior and Theater of Operations Installations.

Total Hours:

- a. Service Staff Course: 433.5 hours.
- b. Zone of the Interior Course: 213 hours.

SUBJECTS BY HOURS OF INSTRUCTION:³

AIR FORCES COURSES

INSTRUCTION FOR ALL AIR FORCES STUDENTS

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Organization of the Army	.5
Organization of the Navy	.5
Army Ground Forces	.5
Army Air Forces	.5
Army Service Forces	.5
Task Forces & Large Combat Units	.5
Commander and His Staff	.5
1st Section - General Staff	.5
2d Section - General Staff	.5
3d Section - General Staff	.5
4th Section - General Staff	.5
Staff Demonstration	.5
Orientation by Class Director	.5
Student Record Cards	.5
Signal Functions	.5
Engineer Functions	.5
Quartermaster Functions	.3
Ordnance Functions	.3
Medical Functions	.3
Principles of War	1.0
Infantry Divisions	1.0
Infantry	1.0
Field Artillery	1.0
Tactical Air Force	1.0
Strategic Air Force	1.0
Methods of Study	.5
Safeguarding Military Information	.5
Map Reading	6.0
Organization of Small AAF Units	2.0
Organization of Large AAF Units	2.0
Quartermaster Units (Air Service Command)	1.0
Class Photos	1.0
Armored Division	1.0
Computations - FM 101-10 (Air) & FM 101-10	3.0
Royal Air Force	1.0
Theater Air Forces	1.0
Orientation by Command Groups	1.0
Technical Services Group Orientation	1.0
Reconnaissance Aviation	1.0
Air Service Command	1.0
Air Force Service Commands	2.0
Medical Service - AAF	.5
Ordnance Service - AAF	.5
Aviation Engineers	3.0
Troop Carrier Command	1.0

Air Transport Command	1.0
Air Power	.5
Map Supply	.5
Review: Organization, Characteristics of Arms and Services	3.0
Sea Searches	1.0
Motor Movement	2.0
Duties of A-3	1.0
Chemicals	1.0
Chemical Defense	1.0
Special Service	.5
Army Orientation Program	.5
March Computations	4.0
Operational Deception	1.0
Security	1.0
Airdrome Defense	4.0
Field and Fragmentary Orders - Air SOP's	6.0
Training AAF Units	1.0
Communications - Air Commands	4.0
SOI and Signal Annexes - AAF	2.0
Reports, Records & Statistical Control	1.0
Counterintelligence	5.0
Counterintelligence Plans - AAF Units	1.0
Principles of Supply	2.0
Duties of A-4	1.0
Supply in the Field	1.0
Training/Combat Films	13.0
Class I-III Supply	1.5
Processing AAF Units	1.0
Air POM	1.5
Plan of Supply (less Class V) Air Commands	1.0
Plan for Ammunition & Bomb Supply - Air Commands	3.0
Recovery, Evacuation, & Salvage - Air Commands	2.0
Supply & Evacuation Estimates - Air Commands	2.0
AAF Maintenance	1.0
AAF Administrative Plans	2.0
AAF Administrative Orders	2.0
Liaison with Service Commands	1.0
Liaison with SOS	1.0
Air Force Storage and Issue	2.0
Review of Staff Procedure: A-4	4.0
Duties of A-1	1.0
Replacements	2.0
Reclassification	1.0
Rehabilitation	1.0
Burials & Graves Registration	.5
Army Postal Service	.5
AAF Personnel Procedure	4.0
G/A-1's Relations with the Special Staff	1.0
G/A-1 Plan	1.0
Military Police	1.0
Review of Staff Procedure: Personnel	2.0

Staff Procedure	7.0
Air Defense Command	5.0
Troop Carrier Command	8.0
Guest Speaker	1.0
Tactical Air Force	10.0
Air Operations in a Task Force	3.0
Reserved	14.0
Air Force Movement	7.0
Air Force Service Command	9.0
Technical Services Forum	1.0
Day of Special Rations	3.0
Air Force Service Command Staff	4.0
Airborne Operations	4.0
AF as Part of a Task Force	4.0
Naval Aviation	2.0
Army vs. Army Map Maneuver	24.0
Graduation	*

INSTRUCTION FOR AIR STAFF STUDENTS

Radar	1.0
Reconnaissance Aviation	2.0
Antiaircraft Artillery	.5
Tank Destroyers	.5
Naval Aviation	2.0
Assemblies and Rendezvous	4.0
Estimate of the Air Situation	5.0
TAF Communication & Control	2.0
German Divisions	1.0
Review of Staff Procedure: A-3	6.0
Reconnaissance & Counterreconnaissance	1.0
Combat Intelligence, Enemy Capabilities & EEI	3.0
Intelligence Plan	1.0
Reconnaissance and Intelligence Agencies - Air Commands	1.0
Intelligence Messages & Orders	1.0
Collation	1.5
Evaluation and Interpretation	2.5
Estimate of Enemy Situation	1.0
Dissemination	1.0
Intelligence Operations	1.0
Target Information	1.0
Duties of Intelligence Officers	2.0
Combat Intelligence for Air Units	5.0
Photo Interpretation	1.0
Review of Staff Procedure: Intelligence	4.0
Weather	2.0
Commander's Estimate of the Situation	2.0
The Offensive	1.0
The Defensive	1.0
Staff Estimates & Orders	4.0
Staff Procedure	4.0

Air Defense	2.0
Aircraft Recognition	1.0
Naval Recognition	1.0
Armored Division - Tactical Employment	1.0
Armored Division - Offense	2.0
Infantry Division	3.0
Tactical Air Force Operations	7.0
Infantry Division on Flank of a Corps	7.0
Air Missions (Attack of a Fortified Position)	7.0
Bombardment Planning	2.0
Air-Ground Cooperation	7.0
Infantry Division in Meeting Engagement	2.0
Infantry Division in Defense & Counterattack	2.0
Strategic Bombing & Counter-Air Force Operations	9.0
Naval Operations	1.0
Naval Tactics	1.0
Task Force in River Crossing	10.0
Air Staff Planning	14.0
Air Task Force	19.0
Attack of an Atoll	14.0

INSTRUCTION FOR AIR STAFF SERVICE STUDENTS

Protection of Transportation & Service Installations	1.0
AAF Publications	1.0
Technique Staff Writing	3.0
ASC Engineer Functions	1.0
Service Groups	2.0
Air Depot Groups	2.0
AAF Depots	3.0
Duties of ASC Control Officers	1.0
AAF Stock Control Plan	1.0
Atlantic & Pacific ASC & Intransit Depots	4.0
Establishment & Operation of Air Depot & Service Groups in T of O	6.0
Procurement Planning (WD)	1.0
Current Procurement	1.0
Fiscal Procedure	3.0
Organization & Functions of Air Service	2.0
Storage Fundamentals	1.0
Domestic Freight and Personnel Movements	2.0
Preparation of Guides, forms, WD Shipping Documents	1.0
Air Transport Command	6.0
Prisoners of War; Operation of Camps	1.0
Theater Supply	2.0
Organization of Depots	2.0
Communications Zone Organization	2.0
Staff Procedure & Operations: Service Command	5.0
Theater of War	4.0
Transportation Control (T of O)	2.0

RAF Supply System	2.0
Staff Procedure	4.0
Service, Supply & Maintenance of a Tactical Air Force	14.0
Ports of Embarkation	9.0
Air Defense	2.0
Ports of Debarkation	5.0
AF Replacement Depots	2.0
Protection of Lines of Communication from Ground Attack	3.0
Administrative Orders	4.0
Aircraft Recognition	1.0
Weather	1.0
Air Force Service Command	9.0
Army-Navy Air Supply	3.0
ASC & SOS Joint Planning	7.0
Facilities in EMA	1.0
Logistical Problems N & E of Persian Gulf	1.0
Supply Problems: China, Burma, India	6.0
Air Staff Service Planning	14.0
Air Task Force	11.0
Supply Problems in Jungle & Amphibious Operations	7.0

GROUND FORCES COURSES

INSTRUCTION FOR ALL GROUND FORCES STUDENTS

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Organization of the Army	.5
Organization of the Navy	.5
Army Ground Forces	.5
Army Air Forces	.5
Army Service Forces	.5
Task Forces & Large Combat Units	.5
Commander and His Staff	.5
1st Section - General Staff	.5
2d Section - General Staff	.5
3d Section - General Staff	.5
4th Section - General Staff	.5
Staff Demonstration	.5
Orientation by Class Director	.5
Student Record Cards	.5
Signal Functions	.5
Engineer Functions	.5
Quartermaster Functions	.3
Ordnance Functions	.3
Medical Functions	.3
Principles of War	1.0
Infantry Division	1.0
Infantry	1.0
Field Artillery	1.0
Map Reading	5.0
Corps and Division Cavalry	1.0
Air Forces	1.0
Tactical Air Force	1.0
Strategic Air Force	1.0
Methods of Study	.5
Safeguarding Military Information	.5
Infantry in Offense	1.0
Field Artillery in Offense	1.0
Computations FM 101-10	3.0
Class Photos	1.0
Armored Division	1.0
Armored Division - Tactical Employment	1.0
Infantry in Defense	1.0
Field Artillery in Defense	1.0
Tactical Study of Terrain	2.0
Orientation by Command Groups	1.0
Technical Services Group Orientation	1.0
Reconnaissance Aviation	1.0
Technique of Control - Ground Units in Attack	1.0
The Artillery-Infantry-Tank Team	2.0
Reconnaissance Aviation	2.0
Antiaircraft Artillery	.5

Tank Destroyers	.5
Analysis of Tactical Problems	1.0
Troop Carrier Command	1.0
Air Power	.5
Map Supply	.5
Review: Organization, Characteristics of Arms and Services	3.0
Troop Movement	1.0
Motor Movement	2.0
Chemicals and Smoke	1.0
Air Defense	2.0
Special Service	.5
Army Orientation Program	.5
March Computations	4.0
Traffic control	3.0
Staff Records	4.0
March Tables and Graphs - Infantry Divisions	3.0
Training Overseas	1.0
Intelligence and Counterintelligence - Infantry Divisions (less AA Students)	2.0
Signal Operations	3.0
TAF Communication & Control	1.0
AAA with Mobile Units	3.0
Reinforcing Artillery	2.0
Demolitions and Obstructions	1.0
Antimechanized Defense	2.0
Training/Combat Films	13.0
German Divisions	1.0
Review of Staff Procedure: G-3	6.0
Reconnaissance & Counterreconnaissance	1.0
Combat Intelligence, Enemy Capabilities & EEI	3.0
Intelligence Plan	1.0
Reconnaissance and Intelligence Agencies - Infantry Divisions	1.0
Intelligence Messages & Orders	1.0
Collation	1.5
Evaluation & Interpretation	2.5
Estimate of Enemy Situation	1.0
Dissemination	1.0
Intelligence Operations	1.0
Counterintelligence	1.0
Counterintelligence Plans	2.0
Japanese Divisions	1.0
Interrogation (less AA Students)	2.0
Combat Intelligence (less AA Students)	5.0
Identifications	1.0
Photo Interpretation	1.0
Review of Staff Procedure: Intelligence	4.0
Principles of Supply	1.0
Army Service Area	1.0
Security	1.0
Class I-III Supply	1.5
Ammunition Supply	1.5

Supply & Evacuation Planning	1.0
Recovery, Evacuation & Salvage - Infantry Divisions	1.0
POM	1.0
Supply & Evacuation Estimates - Infantry Divisions	3.0
Rail Movement	3.0
Personnel - Classification, Assignment & Promotion	1.0
Replacements	2.0
Reclassification	1.0
Rehabilitation	1.0
Burials & Graves Registration	.5
Army Postal Service	.5
Personnel Statistics & Administration	1.0
Naval Operations	1.0
Military Control of Civilians	2.0
G/A-1's Relation with the Special Staff	1.0
G/A-1 Plan	1.0
Military Police	1.0
Review of Staff Procedure: Personnel Commander's Estimate of the Situation	2.0
The Offensive	1.0
The Defensive	1.0
Reserved	10.0
Staff Procedure	2.0
Staff Estimates & Orders	4.0
Staff Procedure	9.0
Infantry Division (less AA Students)	10.0
Tactical Ride (less AA Students)	4.0
Command Post Demonstration	1.0
Infantry Division in Meeting Engagement (less AA for 2.0 hours)	16.0
Infantry Division in Defense & Counterattack (less AA Students and A/B Students [for 4.0 hours])	9.0
Guest Speaker	3.0
Antimechanized Combat (less A/B Students)	7.0
Air Operations in a Task Force	1.0
PAD & CD	3.0
Armored Division - Attack	1.0
Armored Division - Offense	6.0
Infantry Division in Support of an Armored Division	7.0
Technical Services Forum	1.0
Day of Special Rations	3.0
River Line Operations	1.0
Task Force in River Crossing	10.0
Airborne Operations	4.0
Infantry Division in Attack of a Fortified Locality	16.0

Combined & Joint Staff Planning & Procedure	1.0
Supply Planning for Task Force Landing Operations	1.0
Naval Gunfire Support	1.5
Separate Tank Units	1.0
Logistical Problems in Asia	1.5
Jungle & Amphibious Operations	7.0
Operations in Burma	4.0
Attack of an Atoll	14.0
Army vs. Army Map Maneuver	24.0
Graduation	*

INSTRUCTION FOR INFANTRY STUDENTS

Quartermaster Service - Infantry Divisions	.5
Division Transportation	.5
Medical Service - Infantry Divisions	1.0
Engineers - Infantry Division	1.0
Field and Fragmentary Orders - Infantry Divisions	7.0
Motor Movement - Organic	5.0
Unit & Division Trains	1.0
Plan of Supply & Evacuation (less ammunition) - Infantry Divisions	3.0
Plan for Ammunition Supply - Infantry Divisions	1.5
Administrative Plan - Infantry Divisions	1.5
Administrative Orders - Infantry Divisions	3.0
Review of Staff Procedure: Logistics	4.0
Infantry Divisions, Marches & Security	7.0
British-American Task Force	7.0
Mountain Operations	7.0
Infantry Division in Night Attack	7.0
Infantry Division in Piecemeal Attack	7.0
Infantry Division in Attack of a River Line (less AA Students)	6.0

INSTRUCTION FOR ARMORED STUDENTS

Armored Division - Defensive, Special Operations	1.0
Armored Division Tanks	1.0
Armored Infantry	1.0
Armored Field Artillery	1.0
Field & Fragmentary Orders - Armored Divisions	7.0
Armored Engineers	1.0
Communications - Armored Division	1.0
Armored Division - Marches	1.0
Armored Division Trains	2.0
Armored Division - Supply & Evacuation	1.0
Plan of Supply and Evacuation (less Ammunition) - Armored Division	3.0
Plan for Ammunition Supply - Armored Divisions	1.5
Administrative Plan - Armored Divisions	1.5
Administrative Orders - Armored Divisions	3.0
Review of Staff Procedure - Logistics	4.0
Armored Divisions, Marches & Security	7.0

Armored Division in Retrograde Movement	7.0
Armored Division in Defense & Counterattack	7.0
Armored Division in Attack by Penetration	7.0
Armored Division - Exploitation	4.0
Armored Division with Unbalanced Forces	3.0
Armored Division in Attack of a River Line (plus AA Students for 1st Hour)	6.0

SPECIAL INSTRUCTION FOR ANTI-AIRCRAFT ARTILLERY OFFICERS

Airdrome Defense (With Air Staff Course)	4.0
Target Information (With Air Staff Course)	1.0
Duties of Intelligence Officers (With Air Staff Course)	2.0
Combat Intelligence for Air Units (With Air Staff Course)	5.0
Tactical Air Force Operations (With Air Staff Course)	7.0
Air Defense Command (With Air Staff Course)	5.0
Troop Carrier Command (With Air Staff Course)	10.0
AA Group in Support of Armored Division	5.0

SPECIAL INSTRUCTION FOR AIRBORNE STUDENTS

Troop Carrier Command (With Air Staff Course)	10.0
--	------

SERVICE FORCE COURSES

INSTRUCTION FOR SERVICE STAFF STUDENTS

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Orientation - Procedure	1.0
Methods of Study	.5
Organization for War	1.0
Safeguarding Military Information	.5
Record Cards	.5
Manpower	1.0
Army Organization	1.0
Ground Divisions (US)	1.0
Training/Combat Films	2.5
Economic Warfare	1.0
Joint Action (Army & Navy)	1.0
Raw Materials	1.0
Map & Aerial Photography	7.0
G/A-1	.5
G/A-2	.5
G/A-3	.5
G/A-4	.5
Signal Section	1.0
Engineer Section	1.0
Class Photos	1.0
Aviation	1.0
Logistical Computations	4.0
Quartermaster Section	1.0
Chemical Warfare Section	1.0
Medical Section	1.0
Infantry	1.0
Cavalry	1.0
Artillery	1.0
Armored Units	1.0
Decorations	1.0
Technical Service Forum	1.0
Signs & Symbols	3.0
Reserved	10.0
Staff Organization, Principles & Procedures	2.0
Technique Staff Writing	4.0
Troop Movements (General)	1.0
Motor Movement	5.0
Visits to Situation Room	2.0
Staff Records - Reports	1.0
Statistical Control	3.0
March Tables - Graphs	6.0
Situation Maps, Overlays - Supply	4.0
Administrative Orders	4.0
British Staff Procedures	2.0
German Army Organization	1.0
Counterintelligence	1.0

Enemy Personnel & Documents	2.0
Enemy Indentifications	1.0
Japanese Army Organization	1.0
Personnel Reclassification	1.0
Review: Organization - War, Army & T of O	4.0
Industrial vs. Military Organization	2.0
Staff Coordination	1.0
Army Service Forces	2.0
ASF - Chemical Warfare Service	.5
Transportation Corps	.5
ASF - Medical Department	.5
ASF - Quartermaster Corps	.5
Induction System - Reception Centers	2.0
ASF - Corps of Engineers	.5
ASF - Ordnance Department	.5
ASF - Signal Corps	.5
The JA, IG & AG	.5
Office of Defense Transportation	1.0
Organization Transport Facilities	1.0
ASF - Control Officers	.5
Special Services Division	.5
Morale Services & Orientation Officers	1.0
WAC: Organization, Functions	1.0
ASF - Service Commands	1.0
ASF - Ports, Camps, Stations, Station	1.0
Complements	
Demobilization	2.0
Rehabilitation Centers	1.0
Civilian Personnel - Procurement	1.0
Civilian Personnel - Management	1.0
Military Personnel	1.0
ASF - Industrial Personnel	2.0
Army Supply Program	2.0
WD Procurement Planning	1.0
Current Procurement	1.0
Fiscal Procedure	3.0
Stock Control Plan	1.0
Supply Distribution, Z of I	2.0
Organization of Depots	2.0
Storage Fundamentals	1.0
Storage & Issue Hazards	1.0
Preparation of Guides, Forms, WD Shipping	1.0
Documents	
Issue of Supplies	1.0
Motor Maintenance	3.0
Training Methods & Aids	2.0
Field Installations of Transportation Corps	1.0
Domestic Freight & Personnel Movements	4.0
Training Management, ASF Units	3.0
Administrative Troop Movements	4.0
Public Relations & Censorship	2.0
Intelligence Agencies, Z of I	1.0
Internal Security Plans	2.0

State Guards	1.0
Prisoners of War: Operation of Camps	1.0
Utilization of PWs	1.0
Army Postal Service	1.0
Review: Organization & Functions in Z of I	4.0
Effects Bureau	2.0
POM	2.0
Refrigeration - Dehydration	1.0
Service Command - Guest Speaker	1.0
Staff Procedure & Operations: Service Command	8.0
Ocean Shipping	4.0
Transport Loading	4.0
Training/Combat Films	2.5
Ports of Embarkation	9.0
Mines and Booby Traps	1.0
Staff Procedure	5.0
Review: Lines of Communication	3.0
Port Commander, Guest Speaker	1.0
Staff Procedure & Operations: Ports of Embarkation	8.0
SOS CWS Units	1.0
SOS Signal Service Units	1.0
Theater Supply	2.0
SOS Transportation Units	1.0
SOS Medical Units	1.0
Supply & Evacuation Planning	1.0
Theater of War	4.0
Class I & III Supply	2.0
Ammunition Supply	2.0
Supply & Evacuation Situation	3.0
Logistical & Planning Data	2.0
Salvage & Recovery	2.0
Troop Carrier Command	1.0
Air Transport Command	2.0
Employment of Military Police	1.0
Highway Traffic Control	2.0
Guest Speaker	3.0
Medical Service in a Theater of War	4.0
Replacements and Replacement Depots	3.0
Construction, Utilities, Real Estate	4.0
Air Service Command; Supply-Maintenance	3.0
Supply of Air Force Units	1.0
Ammunition Supply for an Air Command	1.0
Engineer Operations & Camouflage	2.0
Recognition of Aircraft	1.0
Strategical Bombing	1.0
Air Defense	1.0
Protection Against Air Attack	4.0
Army Small Boats	2.0
Protection of Transportation & Service Installations	1.0
Protection of Lines of Communication from Ground Attack	3.0

Regulating Stations	1.0
Transportation Control T/O	3.0
Review: Functions of Com Z.	4.0
Administrative Instructions	4.0
Staff Procedures & Operations: Com Z Hq	8.0
Supply Planning for Task Force	14.0
Technical Services Forum	1.0
Day of Special Rations	3.0
Supply Plan and Task Force	2.0
Signal Operations in Com Z	2.0
SOS Operations T of Os	2.0
Facilities in EMA	1.0
Logistical Problems N & E of Persian Gulf	1.0
Supply Problems: China, Burma, India	10.0
Civil Affairs	6.0
Intelligence Agencies - Communications Zone	1.0
Military Intelligence: Production & Dissemination	4.0
Map Exercise	5.0
Jungle & Amphibious Operations	9.0
Evacuation of Civilians	3.0
Exploitation of Resources	3.0
Service to a Combat Zone	9.0
Attack of an Atoll - SOS Plan	4.0
Overseas Service Commands	1.0
Combined Operations (Com Zone Phase)	9.0
Army & Army Service Forces Map Maneuver	24.0
Graduation	*

INSTRUCTION FOR ZONE OF INTERIOR STUDENTS

Opening Exercise	1.0
Orientation - Procedure	1.0
Methods of Study	.5
Organization for War	1.0
Safeguarding Military Information	.5
Record Cards	.5
Manpower	1.0
Army Organization	1.0
Ground Divisions (US)	1.0
Training/Combat Films	2.5
Economic Warfare	1.0
Joint Action (Army and Navy)	1.0
Raw Materials	1.0
Map & Aerial Photography	4.0
G/A-1	.5
G/A-2	.5
G/A-3	.5
G/A-4	.5
Signal Section	1.0
Engineer Section	1.0
Medical Section	1.0
World Orientation & Situation Room	2.0

Class Photos	1.0
Ordnance Section	1.0
Logistical Computations	4.0
Quartermaster Section	1.0
Chemical Warfare section	1.0
Staff Organization, Principles & Procedures	2.0
Technique Staff Writing	4.0
Decorations	1.0
Troop Movements (General)	1.0
Motor Movement	5.0
Situation Maps	3.0
Staff Records - Reports	1.0
March Tables - Graphs	6.0
Statistical Control	3.0
Administrative Orders	2.0
Industrial vs. Military Organization	2.0
Tutorial Review; First Two Weeks	3.0
Army Service Forces	3.0
ASF - Chemical Warfare Service	1.0
Transportation Corps	1.0
ASF - Medical Department	1.0
ASF - Quartermaster Corps	1.0
ASF - Corps of Engineers	1.0
ADF - Ordnance Department	1.0
ASF - Signal Corps	1.0
Special Service Division	1.0
ASF - Service Commands	1.0
Army Postal Service	2.0
ASF - Control Officers	1.0
ASF - JA, IG, & AG	2.0
ASF - Posts, Camps, Stations	2.0
Class III & IV Installations	1.0
R.O.T.C. Units	2.0
Contracts with Educational Institutions	1.0
WAC: Organization, Functions	1.0
Morale Services & Orientation Officers	1.0
Office of Defense Transportation	1.0
Staff Coordination	1.0
Organization Transport Facilities	1.0
Army Supply Program	3.0
Induction System - Reception Centers	3.0
Procurement Planning (WD)	1.0
Current Procurement	1.0
Finance Department	1.0
Fiscal Procedure	4.0
Military Personnel	2.0
Civilian Personnel - Procurement	2.0
Personnel Reclassification & Reassignment	2.0
Stock Control	1.0
Civilian Personnel - Management	2.0
ASF - Industrial Personnel Division	1.0
Administrative Travel	1.0
Demobilization	2.0

Rehabilitation Centers	1.0
Class I & III Supplies	2.0
Salvage, Maintenance, Repair, Z of I	2.0
Supply Distribution, Z of I	2.0
Organization of Depots	2.0
Storage Fundamentals	1.0
Storage & Issue Hazards	1.0
Preparation of Guides, Forms, WD Shipping Documents	3.0
Issue of Supplies	1.0
Motor Maintenance	3.0
Training Methods & Aids	2.0
Field Installations of Transportation Corps	1.0
Domestic Freight & Personnel Movements	4.0
Training Management, ASF Units	3.0
Administrative Troop Movements	4.0
Public Relations & Censorship	2.0
Organization for Internal Security	1.0
Intelligence Agencies, Z of I	1.0
Internal Security Plans	2.0
Operation of PW Camps	1.0
Utilization of PWs	1.0
State Guards	2.0
Review: Organization & Functions in Z of I	4.0
Effects Bureau	2.0
POM	3.0
Service Command - Guest Speaker	1.0
Staff Procedure Operations: Service Command	8.0
Ocean Shipping and Transport Loading	3.0
Ports, Embarkation	4.0
Ports, Return Movement	3.0
Medical Service, Z of I	4.0
Staff Writing	2.0
Food Conservation	1.0
Refrigeration - Dehydration	1.0
Construction, Utilities, Real Estate	3.0
Air Service Command in Z of I	2.0
Reserved	2.0
Replacement Depots	3.0
Clearance	1.0
Z of I Theater Service	3.0
Graduation	*

* No hours listed

NOTES

APPENDIX 9

¹ Program and Schedule, Nineteenth General Staff Course, June-August 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. Inside Front Cover.

² Program and Schedule, Nineteenth General Staff Course, pp. 3-5.

³ Program and Schedule, Nineteenth General Staff Course, pp. 25.

APPENDIX 10

APPENDIX 10
HEADQUARTERS AND GENERAL OFFICERS VISITED
BY MAJOR GENERAL KARL TRUESDELL DURING
OVERSEAS OBSERVATIONAL TRIP
OCTOBER-NOVEMBER 1943

HEADQUARTERS VISITED AND GENERAL OFFICERS CONSULTED ¹

EUROPEAN THEATER (U.S.)

United States Forces in the United Kingdom

General Devers, CG
General Barr, Deputy CG
General Sibert, G-2
General Noce, G-3

Supreme Allied Command

General Bull, G-3

First Army

General Bradley, CG (comments only, not present)
General Gerow
General Allen

BRITISH SCHOOLS AND STAFFS

British War Office - Training

General Cooney, Acting Commander

British Staff College

General Wimberly, Commandant

Royal Air Force Staff College

Commodore Finnament, Assistant Commandant

Combined Operations Staff School

General Drew, Assistant Commandant

British Civil Affairs School

General Kirby, General Officer Commanding

Imperial General Staff

General Nye, Vice Chief of Staff

MEDITERRANEAN THEATER

AF HQ

General Eisenhower

North African Theater of Operations

General Hughes, CG

Western Base Section

General Wilson, CG

Mediterranean Air

General Tedder
General Timberlake

15th Air Force

General Doolittle, CG
General Partridge, Chief of Staff
General Born, A-3

XII Air Support Command

General House, CG

9th Troop Carrier Command

General Giles, CG

ITALY

Fifth Army

General Clark, CG
General Gruenther
General Brann
General Lewis, CG, Army Artillery
General Moran, Army Signal Officer

3d Infantry Division

General Truscott, CG
General Carroll, DivArty Commander

34th Infantry Division

General Ryder, CG

45th Infantry Division

General Middleton, CG

1st Armored Division

General Harmon, CG

82d Airborne Division

General Ridgeway, CG

Peninsula Base Section

General Pence, CG

Additionally, General Sutherland, Chief of Staff for General MacArthur, Commander, Southwestern Pacific Theater met with General Truesdell in Algiers.

NOTES

APPENDIX 10

¹ Karl Truesdell, "Notes by Major General Truesdell and Lt. Colonel G.W.R. Wethren on Overseas Observational Trip -- October-November 1943," (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), pp. 2-30.

APPENDIX 11

APPENDIX 11

TWENTY-SEVENTH GENERAL STAFF CLASS

FEBRUARY 11-MAY 31, 1946

NOTES ON THE GENERAL STAFF CLASS¹

1. MISSION. The Command and General Staff School, serving Air, Ground and Service Forces and all Theaters of Operations, provides basic and advanced general staff training to meet the requirements of divisions, corps, armies and comparable units, air and service.
2. DOCTRINE. The doctrine taught at the School is as prescribed by the War Department.
3. STUDENTS. The number of student officers from each general staff class is fixed by the Chief of Staff and is allotted by the War Department to the commanding generals of forces, commands, theaters and overseas commands.
4. SCOPE AND COURSES.
 - a. General Staff Class: Three courses run concurrently for 16 weeks. To provide a foundation for subsequent specialized instruction, consideration is given to organization, characteristics and tactical employment of the various arms; functions of the services; technique of staff operation; employment of large air, ground and naval combat units with appropriate service elements and problems of application in which air, ground and naval commands are combined as task forces. Specialized instruction is described below:
 - b. Air Course. Combat and administrative operations for large air commands, including consideration of such operations in their relationship to ground and service forces; staff duties and procedures peculiar to such air commands.
 - c. Ground Course. Combat and administrative operations of division, corps, armies, and armored, tank destroyer and antiaircraft artillery units, including consideration of such operations in their relationship to air and service forces; staff duties and procedures peculiar to such ground commands.

d. Service Course. Functions of service elements with air and ground commands and operations of service forces in the zone of interior, communications zone and combat zone, including relations with air and ground forces; staff duties and procedures peculiar to such forces.

MISSIONS AND TOTAL HOURS OF INSTRUCTION OF COURSES ²

AIR COURSE

MISSION - To train selected officers in general staff duties to meet the requirements of wings, divisions, commands and air forces.

Total Hours: 594

GROUND COURSE

MISSION - To train selected officers in general staff duties to meet the requirements of divisions, corps and armies.

Total Hours: 594

SERVICE COURSE

MISSION - To train selected officers in general staff duties to meet the requirements of Zone of Interior and Theater of Operations organizations and installations.

Total Hours: 594

SUBJECTS BY HOURS OF INSTRUCTION ³

AIR COURSE

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Method of Study	.5
Safeguarding Military Information	.5
Organization - United Nations	1.0
War Department and the Army	.5
Army Ground Forces	.5
Army Air Forces	1.0
Orientation and Record Cards	1.0
Army Service Forces	.5
Organization of the Navy	.5
Army Ground Forces Commands	2.0
Army Air Forces Commands	1.0
Army Service Forces Commands	1.0
Principles of Staff Organization	2.0
General Staff - Personnel	.5
General Staff - Intelligence	.5

General Staff - Operations	.5
General Staff - Logistics	.5
Maps and Aerial Photographs	5.0
Class Photo	*
Special Staff	3.0
Air Staff Organization	1.0
Service Staff Organization	1.0
Staff Organization - United States Navy	1.0
Signal Security	1.0
Technique of Staff Writing	3.0
First Technical Services Forum	2.0
Review - Basic	4.0
Atomic Operations	1.0
Air Force Developments and Weapons	1.0
Control of the Air	1.0
Strategic Air Operations and Forces	1.0
Tactical Air Operations and Forces	1.0
Army Air Force Maps and Charts	4.0
Airborne Operations	1.0
Air Transport Command Operations	1.0
Army Air Communications Service and Army Air Forces Flight Service	1.0
Aeronautical Chart Service	1.0
The Royal Air Force	1.0
Troop Basis and Tables of Organization and Equipment	1.0
Organization - Squadrons, Groups, and Air Bases	1.0
Organization - Wings, Division, Commands and Air Forces	1.0
Air Technical Service Command	1.0
Air Force Service Command	1.0
Royal Air Force Staff Organization	1.0
Sources of Air, Land and Sea Power	1.0
Relations of Research and Procurement	1.0
Technique of Solving Problems	1.0
Combat Orders	5.0
Statistics	2.0
Communications Zone Organization	2.0
Review: Organization	4.0
Logistics Staff Duties	2.0
Logistics Definitions and Terminology	1.0
Training/Combat Films	*
Use of Reference Data	1.0
Principles of Supply	1.0
Supply and Maintenance in Theaters of Operation	2.0
Air Depots - Theaters of Operation	3.0
Logistic Functions of Air Service Groups	2.0
Classes of Supply	1.0
Class I and III Supply	2.0
Class III-A Supply	2.0
Class II and IV Supply	2.0
Air Force Technical Supply	2.0
Class V Supply	3.0

Salvage and Recovery of Materiel	1.0
Chemical Warfare Service and Supply Organization	2.0
Aviation Engineers	1.0
Technical Maintenance	2.0
Reproduction in the Field	1.0
Supply Distribution - Communications Zone	1.0
Requisition and Supply Channels - Communications Zone	2.0
Royal Air Force Supply, Maintenance, Salvage and Repair	1.0
Review - Logistics Part I	4.0
Organization of British Army	1.0
Air Preparation for Oversea Movement	1.0
Ports and Airports of Embarkation	1.0
Procurement and Contracting	1.0
Stock Control Plan	1.0
Army Air Forces Storage and Issue	2.0
Logistics Statistics	3.0
Logistics Estimate and Plan	3.0
Supply Plan	4.0
Aviation Engineer Operations	2.0
Administrative Plan and Orders	5.0
Administrative Instructions and Standing Operating Procedure	2.0
Joint Army-Navy Air Logistics	1.0
Logistics Reports	1.0
Logistics Training	1.0
Air Transport for Field Forces	2.0
Air Force Service Command Operations	4.0
Army Air Forces Supply and Maintenance of Non-Air Corps Units	1.0
Research and Production of British Aircraft	1.0
Medical Service Theaters Operation	3.0
Evacuation of Personnel	2.0
Review - Logistics Part II	4.0
Personnel Staff Duties	1.0
Personnel Data System	2.0
Personnel Section and the Special Staff	5.0
Replacements	2.0
Military Justice	1.0
Military Police	1.0
AWOL and Straggler Control	1.0
Prisoners of War	1.0
Burial, Graves Registration and Effects	1.0
Morale	3.0
Aviation Medicine	1.0
Morale Activities	3.0
Review - Personnel Part I	4.0
Personnel Procedures and Adjustments	2.0
Public Relations	1.0
Practical Personnel Management	4.0
Theater Air Force Personnel Management	2.0
Personnel Estimate, Plans and Orders	5.0

Periodic Personnel Report	1.0
Demobilization	1.0
Personnel Staff Training in Field Exercises	1.0
Army Publications	1.0
Staff Writing	3.0
Postwar Army Air Forces Program	1.0
Review - Personnel Part II	3.0
Military Intelligence	1.0
Regional Studies	1.0
Visual Air Reconnaissance	1.0
Intelligence Functions in Photo Reconnaissance	1.0
Photo Interpretation	2.0
Espionage, Underground Forces and Guerillas	1.0
Captured Documents and Prisoners of War	2.0
Technical Intelligence	1.0
Signal Communication Intelligence	1.0
Miscellaneous Source of Information	1.0
Air Psychological Warfare	1.0
Royal Air Force Intelligence System	1.0
Collation of Information	1.0
Evaluation, Interpretation and Dissemination	1.0
Enemy Capabilities	1.0
Estimate of Enemy Situation	1.0
Essential Elements of Information and Intelligence Plan	2.0
Processing Information	1.0
Internal Security and Censorship	1.0
Counterintelligence Plan	1.0
Army Service Forces Intelligence	.5
Army Ground Forces Intelligence	.5
Intelligence Training	1.0
Evasion and Escape	1.0
Strategic Air Force Intelligence	1.0
Tactical Air Force Intelligence	1.0
German Air Force and Aircraft	2.0
Japanese Air Force and Aircraft	2.0
Air Order of Battle	2.0
Intelligence Functions in Selection of Targets	1.0
Objective Folders and Target Charts	1.0
Enemy Warning Systems	1.0
Enemy Flak, Searchlights and Balloons	2.0
Intelligence Reports	2.0
Intelligence Functions in Planning	1.0
Combat Operations	
The Ground Intelligence Section in Action	1.0
The Intelligence Section	1.0
Air Intelligence Section in Action	2.0
Review - Intelligence	3.0
Operations Room	1.0
Message Writing	1.0
Aircraft Performance	1.0
Army Air Forces Policies	1.0
Operations Staff Duties	1.0

Weather Service and Operations	3.0
Operational Terms and Procedures	1.0
Strategic Air Reconnaissance	1.0
Radar in Air Operations	2.0
Ammunition and Targets	2.0
Routes and Navigation	1.0
Chemicals in Strategic Air Operations	1.0
Aerial Mining Operations	1.0
Sea Search Operations	1.0
Emergency Rescue	1.0
Fighter Cover and Escort	1.0
Defensive Flight Tactics	1.0
Unit Bombing Technique	3.0
Operational Signal Communication	2.0
Signal Operations Instructions and Signal Annexes	1.0
Mission Planning - Bombardment Operations	4.0
Field Order - Bombardment Mission	3.0
Standing Operating Procedure	1.0
Review - Operations Part I	3.0
Submarine Operations	1.0
Anti-Submarine Operations	1.0
Air Defense Operations and Organization	2.0
Airdrome Defense	1.0
Air Defense Planning and Standing Operating Procedure	3.0
Exercise of Command of Ground Combat Forces	1.0
Ground Forces in the Offense	1.0
Armored Operations	1.0
Tactical Employment of Field Artillery	1.0
Security of Large Ground Units	1.0
Infantry Division in Meeting Engagement	2.0
Ground Forces in the Defense	1.0
Infantry Division in Defense and Counterattack	2.0
Air-Ground Liaison Procedure	1.0
Tactical Control Center	2.0
Air-Ground Mission - Estimate and Plans	4.0
Tactical Reconnaissance	2.0
Tactical Air Command Field Orders	5.0
Weather Service in European Operations	1.0
Strategy of the Pacific	1.0
Joint Task Force Concept	1.0
Review - Operations Part II	3.0
Naval Operations	1.0
Naval Aviation	2.0
Naval Tactics	1.0
Amphibious Operations	1.0
Naval Gunfire Support	2.0
Air and Ground Fire Support of Amphibious Operations	1.0
Logistics Planning for Amphibious Assault	1.0
Planning Amphibious Assault	5.0
Operational Deception	1.0

Troop Carrier Operations and Organization	1.0
Airborne Unit Operations and Organization	2.0
Troop Carrier Operations - Planning	
Troop Carrier Operations in Europe	1.0
Airdrome Requirements - Future Planning	1.0
Training - Zone of Interior	2.0
Training - Theater of Operations	1.5
Royal Air Force Training	.5
Movement of Air Units	1.0
Movement Orders	1.0
Air Movement of Air Units	1.0
Rail and Water Movement of Air Force Units	2.0
Motor Movement of Air Units	3.0
Staff Conferences, Visits and Inspections	1.0
Fighter Wing Movement - Plans	3.0
Operations Analysis	1.0
Operations Data and Statistics	3.0
Long-Range Estimates and Planning	3.0
Royal Air Force Operational Planning	1.0
Review - Operations Part III	3.0
Commander's Estimate of Situation	2.0
Tactical Air Command - Plans	5.0
Tactical Air Command - Orders	3.0
War Room	1.0
Air Inspection	1.0
Application of Staff Writing	2.0
Civil Affairs	2.0
Military Government	1.0
Air Force Used as Transportation	4.0
Tactical Air Force - Isolation of Battle Area - Estimate, Plans and Orders	11.0
Air Defense in Communications Zone - Estimate, Plans and Orders	7.0
Tactical Air Command - Air Defense Plan and Standing Operating Procedure	4.0
Tactical Air Command - Air-Ground Cooperation - Plans and Orders	10.0
Tactical Air Command	4.0
Supply by Air	7.0
Second Technical Services Forum	*
Tactical Air Force - Preparation of Field Maneuver	4.0
Strategic Air Force - Estimate and Plan	7.0
Bombardment Division - Orders	4.0
Airborne Division Estimate and Plan	3.0
Air Force Displacement Forward - Plans	7.0
Advanced Section Communications Zone Operations	2.0
Air Task Force Displacement Forward	5.0
Task Force Operation	4.0
Royal Air Force and Army Air Forces in Combined Tactical Operations	3.0
Current Developments in Warfare	1.0
Air Force Service Command - Estimate and Plans	14.0

Air Force Service Comand - Movement and Preparation for Offensive	7.0
Troop Carrier Command - Airborne Assault	7.0
Logistics Factors - Amphibious Operations	4.0
Army Service Command - Logistical Plan	4.0
Air Force - Amphibious Operations - Estimate and Plan	9.0
Amphibious Operations - Orientation	2.0
Amphibious Operations - Coordination of Fire, Air, Ground and Naval	3.0
Amphibious Operations Planning	7.0
Amphibious Operations	7.0
Army Service Command - Operations	7.0
Establishment of Advanced Base	4.0
Very Heavy Bombardment Wing - Plan and Orders	7.0
Theater Operations	14.0
Graduation	*

GROUND COURSE

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Methods of Study	.5
Safeguarding Military Information	.5
Organization - United Nations	1.0
War Department and the Army	.5
Army Ground Forces	.5
Army Air Forces	1.0
Orientation and Record Cards	1.0
Army Service Forces	.5
Organization of the Navy	.5
Army Ground Forces Commands	2.0
Army Air Forces Commands	1.0
Army Service Forces Commands	1.0
Maps and Aerial Photographs	5.0
Principles of Staff Organization	2.0
General Staff - Personnel	.5
General Staff - Intelligence	.5
General Staff - Operations	.5
General Staff - Logistics	.5
Class Photo	*
Special Staff	3.0
Air Staff Organization	1.0
Service Staff Organization	1.0
Staff Organization - United States Navy	1.0
Signal Security	1.0
Technique of Staff Writing	3.0
First Technical Services Forum	2.0
Review - Basic	4.0
Atomic Operations	1.0
Cavalry	1.0
Infantry	1.0
Field Artillery	1.0
Antiaircraft Artillery	.5
Tank Destroyers	.5
Map Reading	2.0
Engineers	1.0
Armored Division Tanks	1.0
Separate Tank Units	1.0
Armored Infantry	1.0
Computations - FM 101-10	3.0
Armored Engineers	1.0
Medical Service	1.0
Quartermaster Service	.5
Division Transportation	.5
Military Police	1.0
Tactical Study of Terrain	2.0
Sources of Air, Land and Sea Power	1.0
Signal Communication - Infantry Division	1.0
Weather	1.0

Infantry in Offense	1.0
Field Artillery in Offense	1.0
Infantry in Defense	1.0
Field Artillery in Defense	1.0
Technique of Solving Problems	1.0
Artillery-Infantry Team	2.0
Infantry-Tank-Artillery Team	1.0
Time and Solar Illumination	1.0
Troop Movement	1.0
Infantry Division - Marches	3.0
Review - Organization	3.0
Combat Films	*
Organization of British Army	2.0
March Computations	5.0
March Tables and March Graphs	3.0
Operations and Staff Records and Estimates	4.0
Armored Division - Marches	1.0
Signal Operations	3.0
March Computations - Armored Divisions	1.0
Field and Fragmentary Orders	8.0
Troop Carrier Command	1.0
Field and Fragmentary Orders - Armored Division	2.0
Signal Coordination and Integration	1.0
Antiaircraft with Mobile Units	3.0
Training Management	3.0
Staff Organization of British Army	1.0
British Orders, Reports and Appreciations	1.0
Motor Movement - Organic	5.0
Review - Operations Technique	4.0
Training Methods and Aids	1.0
Applicatory Tactical Exercises	1.0
Training Inspections and Tests	1.0
Security	1.0
The Offensive	1.0
The Defensive	1.0
Reinforcing Artillery	2.0
Development of Infantry Division for Combat	2.0
Infantry Division in Attack in Meeting Engagement	2.0
Infantry Division in Piecemeal Attack	2.0
Radar	1.0
Air Defense	2.0
Armored Division - Tactical Employment	1.0
Demolitions and Obstructions	1.0
Antimechanized Defense	1.0
Chemicals and Smoke	1.0
Attack of a Fortified Position	4.0
Occupation and Organization of a Defensive Position	3.0
British Ground Tactics	1.0
Night Attack	3.0
Review - Tactical Principles Part I	3.0
Armored Division in Attack	1.0

Armored Division in Attack from March Column	3.0
Armored Division in Breakthrough and Exploitation	3.0
Airborne Operations	3.0
Armored Division - Defensive and Special Operations	1.0
River Line Operations	1.0
Technical Aspects of a River Crossing	1.0
Corps in River Crossing	4.0
Domestic Disturbances	3.0
Mountain Operations	1.0
Naval Operations	1.0
Naval Gunfire Support	2.0
Amphibious Operations	13.0
Engineers in Amphibious Operations	1.0
Naval Participation in Landing Operations	1.0
Carrier Based Air in Amphibious Operations	1.0
Royal Air Force Operational Planning	1.0
Air-Ground Liaison	1.0
Review - Tactical Principles Part II	3.0
Principles of Intelligence	1.0
Regional Studies	2.0
Intelligence Agencies - Division, Corps, Army	1.0
Visual Aerial Reconnaissance	1.0
Captured Documents and Prisoners of War	2.0
Photo Interpretation	1.0
Reconnaissance and Counter-reconnaissance	1.0
Espionage, Underground Forces and Guerillas	1.0
Signal Communication Intelligence	1.0
Technical Intelligence	1.0
Order of Battle - Ground	2.0
Collation	2.0
Evaluation, Interpretation and Dissemination	1.0
Enemy Capabilities and Essential Elements of Information	5.0
Intelligence Plan	3.0
Intelligence Messages and Orders	1.0
Evaluation and Interpretation	1.0
Dissemination	3.0
Estimate of Enemy Situation	3.0
Review - Processing Information	1.0
Counterintelligence Plan	2.0
Internal Security and Censorship	1.0
Enemy Forces	1.0
Intelligence Training	1.0
Psychological Warfare	1.0
Army Service Forces Intelligence	.5
Army Air Air Forces Intelligence	.5
Intelligence Functions	2.0
Review - Intelligence	3.0
The Ground Intelligence Section in Action	1.0
Combat Intelligence	3.0
Public Relations	1.0
Principles of Supply	1.0
Classes of Supply	1.0

Class I Supply	1.0
Class III Supply	2.0
Class II and IV Supply	1.0
Class V Supply	2.0
Unit Distribution	1.0
Salvage, Captured Materiel and Surplus Supplies	1.0
Supply for Air Forces	1.0
Engineer Supply (Maps and Water)	1.0
Supply Requirements	1.0
Medical Evacuation	4.0
Traffic Control	3.0
Rail Movement	2.0
Unit and Division Trains	2.0
Armored Division Trains	2.0
Administrative Instructions and Standing Operating Procedures	1.0
Air Transport for Field Forces	2.0
Maintenance and Recovery	2.0
Army Service Area	3.0
Review - Logistics Service	4.0
Estimate of the Logistics Situation - Infantry Division	4.0
Administrative Orders for Infantry Division	5.0
Estimate of the Logistics Situation - Armored Division	1.0
Administrative Order for Armored Division	4.0
British Supply System	1.0
Administrative Order Army	3.0
Logistical Phase of River Crossing	3.0
Logistics Periodic Report - Division	1.0
Logistics Periodic Report - Army	1.0
G-4 Training and Preparation for Maneuver	2.0
Supply Planning for Task Force	1.0
Logistical Phase - Amphibious Operations	3.0
Logistical Phase - Infantry Division Mountain Operations	3.0
Logistical Phase - Airborne Division Operations	3.0
Logistical Phase - Armored Division in Break-Through	3.0
British Base	1.0
Review - Logistics Administration	3.0
G-1 Duties	1.0
G-1's Relations with the Special Staff	4.0
Replacement Planning	1.0
Replacement Supply and Control	3.0
Military Justice and Discipline	2.0
Absence Without Leave and Straggler Control	2.0
Prisoners of War - Control and Use	2.0
Burials - Graves Registration and Effects	2.0
Morale	2.0
Morale Activities	3.0
Military Government in Combat Area	3.0
Personnel Procedure and Adjustments	2.0
Practical Personnel Management	4.0

Partial Demobilization	2.0
Postwar Military Program	1.0
Personnel Functions - Corps and Army	2.0
Personnel Plans and Order - Corps and Army	2.0
Personnel Problems - Amphibious Operations	2.0
Personnel Estimates	1.0
Personnel Plans and Orders	1.0
Personnel Estimates, Plans and Orders	3.0
War Room	1.0
Review - Personnel	3.0
Commander's Estimate of the Situation	1.0
Staff Plans and Orders	3.0
Staff Procedure - Ground	3.0
Staff Procedure	4.0
Infantry Division Marches and Security	3.0
Civil Affairs	2.0
Military Government	1.0
Infantry Division in Meeting Engagement	4.0
Division - Attack and Counterattack	7.0
Armored Division Marches and Security	4.0
Preparation of a Field Exercise	6.0
Strategy of the Pacific	1.0
Armored Division, Part of a Corps in Attack	4.0
Armored Division in Exploitation	3.0
Infantry Division in Piecemeal Attack	4.0
Employment Separate Tank Units with Corps	3.0
Corps - Meeting Engagement	7.0
Supply by Air	7.0
Second Technical Services Forum	*
Infantry Division in Attack of a River Line	4.0
Strategic Air Forces Operations	2.0
Air Defense Command Operations	2.0
Communications Zone Operations	3.0
Tactical Air Force - Operations	4.0
Armored Division in Attack of a River Line	3.0
Infantry Division of 1 June 45	.5
Corps and Division in Attack of a Fortified Position	5.5
Joint Task Forces	1.0
Armored Division in Defense and Counterattack	4.0
Tactical Air Command - Operations with Ground Forces	3.0
Task Force Operation	7.0
Base Section Communications Zone Operations	3.0
Current Developments in Warfare	1.0
Advanced Section Communications Zone Operations	3.0
Army Service Command	1.0
Mountain Operations	3.0
Corps and Division in Defense and Counterattack	4.0
Antimechanized Combat	3.0
Infantry Division, Part of a Corps, in Night Attack	4.0
Organization of a Defensive Position	3.0
Preparation for Offensive	7.0

Troop Carrier Command - Airborne Assault	7.0
American - British Ground Cooperation	4.0
Amphibious Operations - Ship to Shore	5.0
Amphibious Operations - Shore to Shore	5.0
Effect of Naval Gunfire and Air Bombardment	1.0
Amphibious Operations - Coordination of Fire, Air, Ground and Naval	3.0
Amphibious Operations Planning	7.0
Amphibious Operations	7.0
Army Service Command - Operations	7.0
Employment of Unbalanced Forces	4.0
Attack of an Island - Historical Example	3.0
Army Operations	4.0
Theater Operations	14.0
Graduation	*

SERVICE COURSE

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	1.0
Methods of Study	.5
Safeguarding Military Information	.5
Organization - United Nations	1.0
War Department and the Army	.5
Army Ground Forces	.5
Army Air Forces	1.0
Orientation and Record Cards	1.0
Army Service Forces	.5
Organization of the Navy	.5
Army Ground Forces Commands	2.0
Army Air Forces Commands	1.0
Army Service Forces Commands	1.0
Maps and Aerial Photographs	3.0
Principles of Staff Organization	2.0
General Staff - Personnel	.5
General Staff - Intelligence	.5
General Staff - Operations	.5
General Staff - Logistics	.5
Special Staff	3.0
Signal Security	1.0
Class Photo	*
Staff Organization	2.0
Air Staff Organization	1.0
Service Staff Organization	1.0
Basic Computations	1.0
Computations - FM 101-10	4.0
First Technical Service Forum	*
Review - Basic Organization and Staffs	3.0
Staff Organization - United States Navy	1.0
British Organization	1.0
Technique of Staff Writing	3.0
Army Publications	1.0
Staff Records - Reports	1.0
Service Map Reading	2.0
Statistical Control	3.0
Army Service Forces Headquarters	2.0
Control Officers	1.0
Chemical Warfare Service	.5
Transportation Corps	.5
Medical Department	1.0
Army Service Forces Signal Corps	.5
Corps of Engineers	.5
Sources of Air, Land and Sea Power	1.0
Ordnance Department	.5
Quartermaster Corps	.5
Service Commands	1.0
Posts, Camps and Stations	1.0

Period II and III Operations	1.0
Review - Staff Technique and Organization - Zone of Interior	3.0
Personnel Director Functions	2.0
Demobilization of Personnel	2.0
Judge Advocate, Inspector General, Adjutant General and Chaplain	1.0
Military Personnel Processes	2.0
Civilian Personnel - Zone of Interior	3.0
Separation Centers	1.0
War Department Personnel Centers	3.0
Disciplinary Rehabilitation Centers	.5
Women's Army Corps	.5
Guest Speaker - Army Service Forces	1.0
Review - Personnel - Zone of Interior	2.0
Training Films	*
Intelligence - Zone of Interior	1.0
Internal Security - Zone of Interior	2.0
Public Relations - Zone of Interior	1.0
Training Management	3.0
Training Methods and Aids	2.0
Maneuvers - Combat Operations	1.0
Domestic Disturbances	3.0
Procurement in War	1.0
Supply Control System	3.0
Supply Distribution - Zone of Interior	4.0
Depot Organization - Zone of Interior	1.0
Stock Control	2.0
Surplus and Excess Property	.5
Medical Service - Zone of Interior	.5
Transportation Facilities	1.0
Field Installations - Transportation Corps	1.0
Administrative Troop Movements	3.0
Control of Domestic Movements	1.0
Construction, Utilities and Real Estate - Zone of Interior	1.0
Fiscal Director Army Service Forces	1.0
Fiscal Procedure	1.0
Maneuvers - Administration and Service Operations	1.0
Review - Intelligence, Operations, Logistics - Zone of Interior	4.0
Staff Coordination	1.0
Service Command	6.0
Preparation for Oversea Movement	2.0
Ocean Shipping	1.0
Ports of Embarkation	1.0
Ports - Troop Movement	5.0
Ports - Cargo Movement	8.0
Guest Speaker - Port Commander	1.0
Ports - Return Movement	3.0
Review - Ports - Zone of Interior	4.0
Ports of Embarkation	7.0
Communications Zone Organization	3.0

Section Organization	1.0
Army Service Command Organization	1.0
Shore Organizations	2.0
European Organization	1.0
British Administration	1.0
Strategy of the Pacific	1.0
Pacific Organization	2.0
Transportation Units	1.0
Chemical Warfare Service Units	1.0
Signal Units	1.0
Engineer Units	1.0
Ordnance Units	1.0
Quartermaster Units	1.0
Medical Units	1.0
Composite Units	2.0
Situation Maps, Administrative Maps and Overlays	4.0
Review - Organization Communications Zone	4.0
Logistical Functions - Theater of Operations	.5
Classification of Supplies	.5
Class I Supply	1.5
Refrigeration and Dehydration	.5
Class II and IV Supply	2.0
Class III Supply	2.0
Class V Supply	2.0
Regulated Items	1.0
Logistical and Planning Data	3.0
Supply Requirements	3.0
Procurement from Zone of Interior	1.0
Local Procurement	2.0
Supply Distribution - Communications Zone	4.0
Storage of Supplies	3.0
Depot Organization - Theater of Operations	2.0
Documentation	2.0
Machine Records	1.0
Communications Zone Local Supply	1.0
Combat Zone Supply	7.0
Air Force Supply	6.0
Review - Logistics - Supply - Theater of Operations	4.0
Naval Logistics	1.0
Evacuation of Personnel Casualties	5.5
Evacuation of Animal Casualties	.5
Sanitation and Preventive Medicine	1.0
Salvage and Recovery	2.0
Captured and Surplus Supplies	1.0
Transportation Organization	1.0
Landing Vessels and Harbor Craft	4.0
Beaches and Ports of Debarkation	5.0
Highway Transportation	2.0
Highway Traffic Control	4.0
Military Railway Service	2.0
Troop Carrier Command	3.0
Air Transport Command	1.0

Movement Control	5.0
Technical Services	1.0
Review - Logistics - Evacuation and Transportation - Theater of Operations	4.0
Maintenance	5.0
Map Supply	.5
Construction, Utilities, and Real Estate - Theater of Operation	4.0
Logistical Estimate - Communications Zone Section	7.0
Logistical Administration	1.0
Logistical Plan	1.0
Base Development Plan	1.0
Administrative Instructions and Standing	3.0
Operating Procedure	
Administrative Order	7.0
Logistical Reports	3.0
Review - Logistics - Service and Miscellaneous - Theater of Operations	4.0
Troop Movements (General)	1.0
Time and Solar Illumination	1.0
Motor Movement	5.0
March Tables - Graphs	4.0
Estimate of the Training Situation	2.0
Field Orders	2.0
Reproduction in the Field	1.0
Local Protection	2.0
Protection Against Air Attack	4.0
Protection Against Ground Attack	4.0
Troop Planning	1.0
Signal Communication	2.0
Engineer Operations and Camouflage	3.0
Mines and Booby Traps	1.0
Operations Estimate of the Situation	2.0
Operations Periodic Report	1.0
Review - Operations - Theater of Operations	4.0
Weather	1.0
Intelligence Functions - Communications Zone	1.0
Foreign Armed Forces	1.0
Regional Studies	2.0
Espionage, Underground Forces and Guerillas	1.0
Civilian Sources of Information	1.0
Military Sources of Information	1.0
Foreign Positive Intelligence	1.0
Technical Intelligence	1.0
Aerial Reconnaissance	2.0
Interrogation of Prisoners of War and Captured Documents	2.0
Collation	1.0
Evaluation, Interpretation and Dissemination	1.0
Intelligence Plan	1.0
Capabilities and Estimates	1.0
Intelligence Operations	3.0
Message Security	1.0

Censorship	1.0
Internal Security - Theater of Operations	1.0
War Room	1.0
Counterintelligence Plan	2.0
Public Relations and Propaganda - Theater of Operations	1.0
Intelligence Periodic Report	2.0
Review - Intelligence - Theater of Operations	4.0
Personnel Functions - Communications Zone	1.0
G-1 Relations with Special Staff	1.0
Personnel Data System	2.0
Replacements	4.0
Civil Affairs	2.0
Military Government	1.0
Military Police	1.0
Military Justice and Discipline	1.0
Prisoners of War	2.0
Absence Without Leave and Straggler Control	1.0
Effects and Effects Bureau	1.0
Burials, Records and Effects	2.0
Morale	3.0
Morale Activities	4.0
Review - Personnel - Theater of Operations	2.0
Part I	
Personnel Reclassification	2.0
Classification, Assignment and Evaluation	2.0
Miscellaneous Personnel Activities	2.0
Negro Manpower	.5
Personnel Estimates and Plans	1.5
Military Government	4.0
Civilian Personnel Theater of Operations	1.0
Estimates, Plans and Orders - Personnel	3.0
Personnel Paragraph of Administrative Order	1.0
Review - Personnel - Theater of Operations	2.0
Part II	
Lines of Communications	7.0
Supply by Air	7.0
Second Technical Services Forum	*
Communications Zone - Administrative Instructions	4.0
Base Section - Rehabilitating a Division	4.0
Replacement Command	3.0
Base Section - Shore to Shore	7.0
Base Section - Civil Affairs	4.0
British Base	3.0
Base Section Operations	7.0
Ground Operations	7.0
Air Operations	3.0
Current Developments in Warfare	1.0
Advance Section - Administrative Instructions	3.0
Communications Zone - Advance - Demonstration	1.0
Advance Section - Advance - Staff Planning	7.0
Advance Section - Advance - Troop List	5.0
Advance Section - Advance - Administrative Orders	5.0

Preparation for Offensive	7.0
Joint Task Forces	1.0
Army Service Command - Logistical Plan	6.0
Army Service Command - Signal Plan	3.0
Ground Force in Amphibious Operations	1.0
Air Force in Amphibious Operations	1.0
Army Service Command - Base Development Plan	6.0
Air Force Service Command - Displacement Forward	1.0
Army Service Command - Echelonment Plan	6.0
Amphibious Operations Planning	14.0
Army Service Command - Operations	7.0
Field Maneuvers	3.0
Post War Military Program	1.0
Development of a Communications Zone	7.0
Theater Operations	14.0
Graduation	*

* No hours listed

NOTES

APPENDIX 11

¹ Program and Schedule, Twenty-seventh General Staff Class, February 1946-May 1946 (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. Inside Front Cover.

² Program and Schedule, Twenty-seventh General Staff Class, pp. 3-5.

³ Program and Schedule, Twenty-seventh General Staff Class, pp. 6-21.

APPENDIX 12

APPENDIX 12

FOURTH ARMY ORIENTATION COURSE

MARCH 15-APRIL 8, 1943

OBJECTIVE¹

To enable selected business and professional men to better understand the nations' war problem and the relation thereto of the total civilian effort.

SUMMARY OF PROGRAM²

General: This phase consists of the general subjects necessary to constitute a foundation for subsequent specific instruction; of surveys of the world situation; of reports from visiting officers from the field, and of open forums in which subjects covered in the schedule are discussed and amplified -- 34 hours.

Combat Forces: The organization and operation of the combat forces, ground and air, in this country and overseas, are shown in this phase -- 37 hours.

Services of Supply: This phase covers the Services of Supply from headquarters in Washington up to the Ports of Debarkation in overseas theaters. It includes subjects under the main headings of Organization, Supply and Procurement, Personnel, Transportation and Internal Security -- 69 hours.

Theater of War: This phase covers the organization of a task force in the zone of the interior, its overseas movement and landing, and the Services of Supply in communications zones -- 14 hours.

Total Hours: 154.

SUBJECTS BY HOURS OF INSTRUCTION³

<u>SUBJECT</u>	<u>HOURS</u>
Orientation and Outline of Course	1.0
History and Mission of Course	1.0
Organization of the Army	1.0
Training Film - Safeguarding Army Information	.5
Military Symbols and Terminology	1.5

Use of Reference Texts	1.5
Principles of Industrial Organization as Related and Applicable to Military Organization	1.0
Field Forces - Ground	1.0
Field Forces - Air	1.0
Staffs - General and Special; Organization and Functioning	1.0
Map Reading	2.0
Comparison of Opposing Strengths, Estimate of War	1.0
Aviation - Organization, Weapons and Characteristics	1.0
Infantry - Organization, Weapons and Characteristics	1.0
Field Artillery - Organization, Weapons and Characteristics	1.0
Engineers - Organization, Equipment and Characteristics	1.0
Troop Movements	1.5
Activation of a Division	1.5
Armored Force Units - Organization, Weapons and Characteristics	1.0
Allied and Enemy Troop Units	1.0
World Survey	7.0
Reserved for Director	23.0
Plan of Supply and Evacuation	2.0
Employment of Mechanized Cavalry	1.0
Combat Intelligence	1.0
Training Film - Operation of Reconnaissance Patrol	1.0
General Principles of Combat	1.0
The Offensive	.5
The Defensive	.5
Attack and Defense of a River Line	3.0
Armored Division - Attack and Exploitation	3.0
Open Forum	4.0
Reserved for Commandant	9.0
Air Support of a Task Force in Attack	4.0
Antimechanized Security	1.0
Cooperation Between the Army and Navy	1.0
Methods of Psychological Warfare	1.0
Antiaircraft Artillery - Weapons and Air Defense	*1.0
Air Task Force	*3.0
Organization and Functioning of War	3.0
Department Services of Supply	1.5
SOS - Engineer Functions	.5
SOS - Signal Corps Functions	.5
SOS - Quartermaster Functions	.5
SOS - Ordnance Functions	.5
SOS - Medical Department Functions	.5
SOS - Chemical Warfare Functions	.5
SOS - Functions of the Army Administrative Services	.5

Organization and Functions of Service Commands	1.0
Economic Warfare	1.0
Utilization of Economic Resources in War	1.0
War Department Procurement	2.0
Issue of Supplies	1.5
The Depot System in the Zone of Interior and Communications Zone	1.5
Current Procurement	1.0
Raw Materials Situation	2.0
Refrigeration and Dehydration	1.0
Salvage and Recovery	1.0
Construction of a Cantonment	3.0
War Manpower Commission	1.0
Military Personnel - Procurement, Classification, Assignment and Promotion	2.0
Officer Personnel	1.0
Morale and Discipline	1.0
Methods of Psychological Warfare	1.0
Personnel - Selective Service	1.0
Personnel - Induction System and Visit to Reception Center	6.0
Organization for Internal Security	1.0
Office of Civilian Defense	1.0
Intelligence Agencies in the Zone of Interior	1.0
Plant Protection Policies and Procedures	1.0
State Guards	1.0
Plans Covering IS, EPW, CFCP, War Disaster Relief and, other Disasters	1.0
Evacuation of Civilians	4.0
Transportation Corps Functions	1.5
Application of Air Transport to Problems of Supply	1.0
Organization and Control of Ocean Shipping	2.0
Control of Freight and Personnel Movements in Theater of Operations	1.0
Labor Relations	2.0
Coast Defense	3.0
Airborne Operations	1.0
Details of Organization and Functioning of Theater of War - Zone of Interior, Communications Zone, Combat Zone and Task Forces	2.0
Task Force in Overseas Operations - Ship to Shore	*1.0
Organization and Movement of Task Force	*3.0
Task Force in Overseas Operations	*3.0
Renegotiation of Contracts	1.0
Exploitation of Resources	2.0
Theater of Operations	5.0
Transportation Facilities in Selected Foreign Countries	1.0
North African Campaign	2.0
Map Maneuver	2.0
Graduation	

*Attended with Twelfth General Staff Course.

NOTES

APPENDIX 12

¹ Program and Schedule, Fourth Army Orientation Course, March-April 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.

² Fourth Army Orientation Course, p. 3

³ Fourth Army Orientation Course, pp. 4-7.

APPENDIX 13

APPENDIX 13

FIFTEENTH NEW DIVISIONS COURSE

MAY 31-JUNE 26, 1943

OBJECTIVE ¹

To provide instruction in military organization, basic staff principles, the function of commanders, staffs and services of divisions, and the operation thereof. To weld the division commander and his staff into an operating team capable of initiating administrative, organizational and command duties immediately upon their arrival at their new camps.

Total Hours: 172.5²

SUBJECTS BY HOURS OF INSTRUCTION ³

<u>SUBJECT</u>	<u>GROUP</u> *	<u>HOURS</u>
Orientation and Outline of Course	1	.25
Organization of the Infantry Division	5	.5
Organization of the Airborne Division	4	.5
Infantry - Organization, Weapons, and Characteristics	1	1.0
Armored Forces - Organization, Weapons, and Characteristics of Combat Vehicles	1	1.0
Report on Division Camps		.5
Reserved for Director	1	.5
Preparation and Dissemination of Field Orders and Fragmentary Orders	1	2.0
Conference by Division Commanders	1	1.5
Training Management	1	1.0
General Principles of Combat	1	1.0
Exercise - Medical Service in Varying Types of Combat	2	1.0
Exercise - Collection of Information	3	2.0
Conference - Special Service Activities	2	1.0
Exercise - Logistical Computations	2	2.0
Exercise - Handling, Examining, and Interrogating Prisoners of War	3	2.0
Class I and Class III Supply	1	1.0
Evaluation and Interpretation of Information	1	1.0
Motor Movement	1	2.0
Movement by Organic Vehicles	1	1.0

Exercise - Supply and Evacuation Estimates	2	2.0
Exercise - Training Directives, Programs and Schedules	3	3.0
Exercise - Replacements	2	.5
Exercise - Decorations	2	.5
Bombardment Aviation in Support of Ground Forces	1	1.0
Reconnaissance and Counterreconnaissance	1	1.0
Counterintelligence	1	1.0
Ammunition Supply	1	.5
Survey of World Situation	1	1.5
Exercise - Classification, Assignment, and Promotion	2	1.0
Exercise - Collection, Evaluation, and Interpretation of Information	3	3.0
Exercise - Traffic Control	2	2.0
Signal Communications	1	.5
Observation Aviation in Support of Ground Troops	1	.5
Airborne Operations	1	1.0
Overseas Operations	1	1.0
Exercise - Administrative Orders	2	1.0
Exercise - Counterintelligence Measures	3	2.0
Exercise - Military Control of Civilians in the Communications Zone	2	1.0
Exercise - Personnel Administration	2	1.0
Exercise - Communications; Infantry Division	3	1.0
Employment of Separate Tank Units	5	1.0
Airborne Division Training	4	1.0
Encirclement Operations	1	1.0
Jungle Warfare	1	2.0
Operation and Situation Maps and Overlays	1	2.0
Aviation Support	1	2.0
Establishment of Command Posts	1	3.0
Exercise - Development of Plan of Supply (less Ammunition)	2	1.5
Exercise - Schools, Training Inspections, and Tests	3	3.0
Exercise - Development of a Detailed Plan for Ammunition Supply	2	1.5
The Offensive	1	1.0
Exercise - Development of an Administrative Plan	2	2.5
Exercise - Calculation of Time and Space	3	2.5
Experiences of New Divisions	1	1.0
Methods of Reception and Assignment of Selectees	1	1.0
Infantry in Offensive Combat	1	1.0
Division Field Artillery in	1	1.0

Offensive Combat		
Exercise - Motor Maintenance	2	2.0
Exercise - Preparation of Intelligence Training Programs	3	2.0
Exercise - Finance, Rentals, and Claims	2	1.0
Exercise - Combat Intelligence	3	3.0
Exercise - Reclassification	2	.5
Exercise - Relations with Special Staff	2	1.5
Infantry Division - Meeting Engagement	1	4.0
Organization and Characteristics of a German Infantry Division and a Japanese Infantry Division	6	1.5
Conference of Special Staff Officers with Faculty Specialists	7	1.5
Visit to Fort Leavenworth Reception Center	1	1.5
Antimechanized Combat	1	4.0
Exercise - Problems in Preparation for a Field Exercise	2	3.0
Exercise - Preparation of Tactical Exercises	3	3.0
Initial Staff Tasks - Directives Issued to Chiefs of Staff and Division Commanders	1	1.0
Exercise - Coordination of G-4 Functions	2	1.0
Exercise - Capabilities and Limitations of Intelligence Agencies	3	.5
Exercise - SOP Intelligence and Counterintelligence	3	1.0
The Defensive	1	1.0
Infantry in Defense	1	1.0
Field Artillery in Defense	1	1.0
Training Film	1	2.0
Attack in War of Movement	5	4.0
The AAF Troop Carrier Command	4	1.0
Airborne Operations	4	3.0
Troop Movement by Railroad	5	2.0
Troop Movement by Air	4	2.0
Airborne Division Supply	4	1.0
Infantry Division in Defense	1	7.0
Map Maneuver	1	4.0
Air Support of a Task Force in Attack	1	3.0
Infantry Division Offensive Maneuver	5	6.0
Task Force in Overseas Operations - Airborne Division	4	6.0
Visit to G-2 Map Room	1	.5
Operations in Mountains	1	4.0
Penetration	1	3.0
Attack of a River Line	5	4.0
Airborne Attack in Southwest Pacific	4	4.0
Initial Staff Tasks - Organization of New Divisions - Directives Issued to	1	4.0

Map Maneuver - Infantry Division versus Umpires	5	4.0
Map Maneuver - Airborne Division versus Umpires	4	4.0
Initial Staff Tasks - Organization of New Divisions	1	27.0
Orientation for Map Maneuver	1	3.0
Map Maneuver - Infantry Division versus Airborne Division	1	5.5
Reserved for Commandant	1	1.0
Reserved for Director	1	2.5

- *Groups:
- 1 - All
 - 2 - G1's and G4's
 - 3 - G2's and G3's
 - 4 - Airborne Divisions
 - 5 - Infantry Divisions
 - 6 - Commanding Generals, Chiefs of Staff, G Staffs,
Assistant G Staffs, Inspectors General, Head-
quarters Company Commander, and Reconnaissance
Troop Commander
 - 7 - Engineers, Surgeons, Quartermasters, Signal
Officers, Ordnance Officers, Chemical Officers,
Adjutants General, Judge Advocates General, and
Provost Marshalls

NOTES

APPENDIX 13

¹ Program and Schedule, Fifteenth New Divisions Course, May-June 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), p. 3.

² Fifteenth New Divisions Course, p. 3.

³ Program, Revised Fifteenth New Divisions Course, May-June 1943 (Fort Leavenworth: U.S. Army Command and General Staff School, 1943), pp. 1-9.

APPENDIX 14

APPENDIX 14

TWELFTH ARMY AND NAVY STAFF COLLEGE

JULY 9-AUGUST 4, 1945

MISSION ¹

To instruct student officers in the organization, equipment, capabilities, limitations, and technique of operation and logistics of the Army, less the Army Air Forces; and of their staff organizations, functions, and procedures.

Total Hours: 152²

SUBJECTS BY HOURS OF INSTRUCTION ³

<u>SUBJECT</u>	<u>HOURS</u>
Orientation and Outline of Course	.5
Organization of the Army	.5
The Army Ground Forces	.5
The Army Service Forces	.5
Theaters of Operation	1.5
Reference Data (FM 101-10)	.5
Ground Divisions	2.0
Military Maps, Symbols, and Abbreviations	3.0
Infantry	.5
Field Artillery	.5
Engineers	1.0
AAA with Mobile Units	1.0
Orientation, Theaters of War	.5
Cavalry	.5
Separate Tank Units	.5
Tank Destroyer Units	.5
Organization of Task Forces and Large Combat Units	.5
Tactical Study of Terrain	2.0
Infantry and Artillery in Offensive Combat	1.0
The Offensive	1.0
Types of Staffs	1.0
Commander and His Staff	.5
General Staff - Personnel	.5
General Staff - Intelligence	.5
General Staff - Operations	.5
General Staff - Logistics	.5
Special Staff	1.0
Chemicals and Smoke	.5
Infantry and Artillery in Defense	1.0

The Defensive	1.0
Review of the Arms	2.0
Harbor Defense	.5
March Computations	1.5
Staff Records	1.0
Combat Orders	5.5
Training	1.0
Review - Operations	3.0
Combat Intelligence, Enemy Capabilities and EEI	2.0
Intelligence Plan - Reconnaissance and	1.0
Intelligence Agencies	
Collation of Enemy Information, Evaluation,	1.5
Interpretation, and Dissemination	
Estimate of Enemy Situation	1.0
Review - Intelligence	1.5
Airborne Operations	1.0
Replacements	1.0
G-1 Plan	1.0
Military Control of Civilians in Combat Zone	1.0
Review - Personnel	1.0
British Army	1.0
Service Organization	1.0
Computations FM 101-10	1.0
Supply Control System	1.0
Supply Distribution - ZI	1.0
Ports of Embarkation and Debarkation	3.0
Supply - Communications Zone	1.5
Evacuation - Communications Zone	.5
Transportation - Communications Zone	1.0
Evacuation	.5
Supply and Evacuation Planning	1.5
Logistics	2.0
Defense Against Air Attacks	1.0
Army and Corps in Offensive	6.5
Infantry Division in Offensive	4.0
Armored Division in Offensive	2.0
Communications Zone	6.0
Theater Operations Involving Air, Ground	17.5
and Service Forces	
Army Operations	39.0
Reserved for Director	5.0
Closing Exercises	.25

NOTES

APPENDIX 14

¹ Program and Schedule, Twelfth Army and Navy Staff College Course, July-August 1945 (Fort Leavenworth: U.S. Army Command and General Staff School, 1945), p. 1.

² Twelfth Army and Navy Staff College Course, p. 3.

³ Twelfth Army and Navy Staff College Course, pp. 4-7.

APPENDIX 15

APPENDIX 15
THE SECOND COMMAND CLASS
MARCH 1-JULY 31, 1946

SUBJECTS AND GUEST SPEAKERS¹

<u>SUBJECTS</u>	<u>GUEST SPEAKERS</u>
Opening Exercises	LTG L.T. Gerow MG O.P. Weyland
Tour of C&GSS School Facilities	
Safeguarding Military Information	
Orientation and Organization of Committees for General Review	
Army Service Forces	MG C.F. Robinson
Demonstration -- Staff Coordination	
Port Commander	BG J.K. Herbert
Movie -- Air Power and Armies	
Conference -- Air Staffs	
Air Reconnaissance Operations	
Army Air Forces	LTG I.C. Eaker
Air Defense Operations and Organization	
Public Relations	
War Department General Staff, G-4	MG R.L. Maxwell
Combat Zone Supply	
Machine Records	

Tutorial -- Service Committee	
Military Personnel	
20th Air Force Operations	MG C. LeMay
Armored Division	
Personnel Management	
Airborne Operations	
Amphibious Operations	
General Review	MG W.F. Dean
Organization of the War Department	BG T. North
Strategy of the War	BG T. North
Completed Staff Work	
G-3, WDGS	B.G. J.S. Bradley
G-1, WDGS	MG W.S. Paul
Army Ground Forces	GEN J. Devers
Standard Form for Command Class Reports	
OPD, JCS, and CCS	BG G.A. Lincoln
Industrial Mobilization	BG D. Armstrong
World News	
Individual Studies	
Pan-American Solidarity	BG K.F. Hertford
National Guard Bureau	MG B.B. Miltonberger
International Agencies for World Security	
Troop Carrier Operations in Europe	MG P.L. Williams
Atomic Energy	MG L.R. Groves

Strategic Position of U.S.

Argentina, Chile, etc.

British Commonwealth

Canada

Mexico

Russia

Orientation -- Recent Operations

Director of Information

LTC J.L. Collins

Turkey and Iran

Civil Affairs and Military
Government

Balkans

Organization, Staff and
Operations U.S. Navy

Naval Aviation

China

Australia and New Zealand

Information and Education

BG C.T. Lanham

Inspector General's Department

BG E.D. Cooke

G-4 Plans

Map Maneuvers and Exercises

Egypt

Strategy in Europe

Army Group Logistics

BG R.G. Moses

Operation MIKE I

Operation TORCH

Military Government and
Civil Affairs

MG O.P. Echols

Operation SHINGLE	
Operation FORAGER	
Germany	
G-3, Army Ground Forces	MG C.R. Huebner
Operation COBRA	
Operation DRAGOON	
Naval Developments	
Communication Zone and Base Section	MG T.B. Larkin
Operation ICEBERG	
Airborne Operations in Europe	MG J.E. Gavin
Experiences as a POW	COL Luper and COL Jones
Representation of Air Operations	
The U.S. Navy Game Board	
Communications for Map Maneuvers	
Food	
Operation PALATINATE	
Operation RUHR	
Army Personnel	
Operation FLASHPOINT	
Japan	
Army Ground Force Developments	BG D.O. Hickey
Operation OVERLORD	
Operation ECLIPSE	
Operation BLACKLIST	
Discussion of IG Problem	
Guided Missiles	BG W.L. Richardson

Budget Division

MG Richards

Resources for War of the
United States

Middle East

Staff Organization and Coordination

CBI Theater

Theater and Task Force Planning

Thailand

Psychological Warfare

Mr. Elmer Davis

Allied Staffs

Negro Manpower

Temporary Promotions

Italy

Leadership

ORC and ROTC Affairs

BG E.S. Bres

Combat Intelligence

Office of Strategic Service

MG W.J. Donovan

Tactical Air Forces

Scandinavia

Office of the Under
Secretary of War

I & E Circulars

Discussion of Theater Estimate

Orientation of Enlisted Men

Universal Military Training

Netherlands

Service Troops in the
Army Service Area

Strategic Air Operations

Army System of Decoration

Organization of Civil Affairs
and Military Government

Combat Fatigue

Concept of Air Power

Discussion of Task Force Plans

Biological Warfare

Dr. Woolport and
Dr. Stubblefield

Interplanetary Operations

Air Defense

Rating Scales

MG W.F. Dean

Future Warfare

Graduation

NOTES

APPENDIX 15

¹ Second Command Class, 1 March to 31 July 1946
(Fort Leavenworth: U.S. Army Command and General Staff
School, 1946), Weekly Schedules.

APPENDIX 16

APPENDIX 16

THIRD BRAZILIAN COMMAND AND STAFF COURSE

FEBRUARY 7-MARCH 4, 1944

MISSION ¹

To familiarize selected senior officers of the Brazilian Army with U.S. command and logistics in a specific theater of operations and the training and tactical operation of the larger U.S. units from a command and general staff viewpoint, with particular attention to the reinforced corps (infantry and armored division, tactical air force, corps and army troops, service units and facilities) in detached overseas combined (amphibious) operations as a task force.

Total Hours: 171²

SUBJECTS BY HOURS OF INSTRUCTION ³

<u>SUBJECT</u>	<u>HOURS</u>
Theater of War	1.5
Infantry Divisions - Organization and Characteristics	1.0
Infantry - Organization and Characteristics	1.0
Tank Destroyer Units	.5
Field Artillery - Organization and Characteristics	1.0
Engineers - functions and Characteristics	1.0
Antiaircraft Artillery	.5
Reserved For Director	15.5
Corps and Division Cavalry - Organization and Characteristics	1.0
Air Commands - Organization and Characteristics	1.0
Technique of Control - Ground Units in Attack	1.0
Organization of Task Forces and Large Combat Units	1.0
Military Maps - Operation and Situation	4.0
Offensive Combat	2.0
Defensive Combat	2.0
Security	1.0
Armored Division - Organization and Characteristics	1.0
Armored Division - Tactical Deployment	2.0
Military police	1.0
Chemical Warfare	1.0
Demolitions and Obstructions	1.0
Open Forum	2.0
The Commander and His Staff	.5

1st Section - General Staffs	.5
2d Section - General Staffs	.5
3d Section - General Staffs	.5
4th Section - General Staffs	.5
Special Staff	1.5
Production of Combat Intelligence	1.0
Enemy Capabilities - Time and Space and Essential Elements of Information	2.0
Intelligence Plan	.5
Reconnaissance and Intelligence Agencies - Infantry Division	.5
Collation of Information	1.0
Estimate of the Enemy Situation	1.0
Reconnaissance Aviation in Support of Ground Troops	1.0
Troop Movement	1.0
Motor Movement	2.0
G-3 Calculation of Time and Space	3.0
Preparation and Dissemination of Combat Orders	3.0
General Principles of Combat	1.0
Staff Records	2.0
Principles of Supply	2.0
Class I and Class III Supply	1.0
Ammunition Supply	1.0
Supply and Evacuation Planning	1.0
Medical Functions	1.0
Administrative Plan and Order	3.0
Signal Operations	3.0
Antimechanized Defense	2.0
Reconnaissance Aviation	2.0
Infantry Division Marches and Security	6.0
Group Discussion	6.0
Infantry Division in Meeting Engagement and Attack by Envelopment	6.0
Antimechanized Combat	4.0
Employment of Separate Tank Units	1.0
Armored Division in Offensive Action	6.0
Infantry Division in Attack of a Fortified Position	7.0
Tactical Air Force	6.0
Service to a Field Army	4.0
Infantry Divisions in Defense and Counter-attack	6.0
Map Maneuver - Infantry Division	7.0
Air Defense	2.0
Airborne Operations	1.0
Military Control of Civilians	1.0
German Defenses of France	3.0
Combined Operations - France	13.0
Supply of a Task Force	4.0

NOTES

APPENDIX 16

¹ Program and Schedule, Third Brazilian Command and Staff Course, February-March 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), p. 1.

² Third Brazilian Command and Staff Course, p. 9.

³ Third Brazilian Command and Staff Course, pp. 10-18.

APPENDIX 17

APPENDIX 17

PRE-GENERAL STAFF COURSE FOR LATIN AMERICAN OFFICERS

SUBJECTS BY HOURS OF INSTRUCTION¹

<u>SUBJECT</u>	<u>HOURS</u>
Opening Exercise	.5
Orientation	1.0
English Instruction	65.0
War Department and the Army	1.0
Visit to QM Warehouse	*
Symbols and Abbreviations	9.0
Army Ground Forces	1.0
Army Air Forces	1.0
Army Service Forces	1.0
Commander and Staff	1.0
General Staff - Personnel	1.0
General Staff - Intelligence	1.0
General Staff - Operations	1.0
General Staff - Logistics	1.0
Special Staff	1.0
Ground Divisions	1.0
Weekly Reviews	11.0
Films	4.5
Visits to Kansas City	*
Map Reading	3.0
Strategic Air Operations	1.0
Symbols and Abbreviations	1.0
Infantry	1.0
Field Artillery	1.0
Aerial Reconnaissance	1.0
Airborne Operations	1.0
Principles of Supply	1.0
Record Cards	.5
Tactical Air Operations	1.0
Air Transport Command Operations	1.0
FM 101-10	2.0
Antiaircraft Artillery	1.0
Air-Ground Liason Section - General Staffs	1.0
FM 101-10 (Ground Officers Only)	4.0
AAF Manual 65-1 (Air Officers Only)	4.0
Tank Destroyers (Ground Officers Only)	1.0
Air Technical Service Command (Air Officers Only)	1.0
Troop Carrier Operations	1.0
Communications Zone Organization (Ground Officers Only)	1.0

Air Force Service Command (Air Officers Only)	1.0
Field and Fragmentary Orders (Ground Officers Only)	4.0
Operational Terms and Procedures (Air Officers Only)	4.0
Administrative Plans and Orders (Ground Officers Only)	4.0
Administrative Plans and Orders (Air Officers Only)	5.0
Ammunition Supply (Ground Officers Only)	1.0
March Computations (Ground Officers Only)	4.0
Logistics Definitions (Air Officers Only)	1.0
Weather	1.0
Logistics of Air Service Groups (Air Officers Only)	2.0
Aviation Engineers (Air Officers Only)	1.0
Armored Division Tanks (Ground Officers Only)	1.0
Air Reconnaissance Operations (Air Officers Only)	1.0
Commander's Estimate of the Situation	2.0
Aircraft Performance (Air Officers Only)	1.0
Photo Reconnaissance (Air Officers Only)	1.0
Development of Infantry Division for Combat (Ground Officers Only)	2.0
Infantry Division in Attack in Meeting Engagement (Ground Officers Only)	2.0
Radar in Air Operations (Air Officers Only)	2.0
Infantry Division in Meeting Engagement (Ground Officers Only)	4.0
Air-Ground Mission - Estimate and Plans (Air Officers Only)	4.0
Finale - Orientation	1.0

*No time given.

NOTES

APPENDIX 17

¹ Schedule, Pre-General Staff Course for Latin American Officers (Fort Leavenworth: U.S. Army Command and General Staff School, n.d.), pp. 1-4.

APPENDIX 18

APPENDIX 18
 COMMAND AND GENERAL STAFF COLLEGE PEACETIME AND
 MOBILIZATION PROGRAMS OF INSTRUCTION

<u>COURSE SUMMARY</u> ¹		
<u>Course</u>	<u>Peacetime Hours</u>	<u>Mobilization Hours</u>
General Subjects	87.0	1.0
Staff Operations Applications	19.0	19.0
Resource Planning and Allocation	69.0	31.0
Tactics	218.0	138.0
Combat Service Support	28.0	12.0
Strategic Studies	49.0	0.0
Applied Military History	60.0	25.0
Theater Operations and Planning	59.0	34.0
Low Intensity Conflict	32.0	0.0
Profession of Arms	52.0	23.0
College-wide Exercises	77.0	0.0
IDCs	240.0	0.0
<u>TOTAL HOURS</u>	1608.0	332.0

NOTES

APPENDIX 18

¹ Program of Instruction RCS ATTG-29 R1 (Fort Leavenworth: U.S. Army Command and General Staff College, 1984), p. 4.

GLOSSARY

GLOSSARY

Abbreviations and Acronyms ¹

AA	Antiaircraft
AAA	Antiaircraft Artillery
AAF	Army Air Forces
Abn	Airborne (also, A/B)
ACofS	Assistant Chief of Staff
AF	Air Force
AG	Adjutant General
AMOPS	Army Mobilization and Operations Planning System
ANSCOL	Army and Navy Staff College
AOC	Army Orientation Course
AR	Army Regulations
ARNG	Army Reserve National Guard
Armd	Armored
ASC	Army Service Corps
ASF	Army Service Forces
A-Staff	Air Staff
ASW	Assistant Secretary of War
AUS	Army of the United States
AWC	Army War College
C	Conference (also, Conf)
CAC	Coast Artillery Corps
CAS ³	Combined Arms and Services Staff School

CCC	Combined Chiefs of Staff
CD	Civil Defense
CG	Commanding General
CGSC	Command and General Staff College (also, C&GSC)
CGSOC	Command and General Staff Officers Course
CGSS	Command and General Staff School (also, C&GSS)
CinC	Commander in Chief
CL I-X	The Ten Classes of Supply
Cml O	Chemical Officer
Cmdr	Commander (also, Comdrs)
Cmd	Command
CO	Commanding Officer
COC	Civilian Orientation Course
C of S	Chief of Staff
COM Z	Communications Zone
CWS	Chemical Warfare Service
DA	Department of the Army
DCofS	Deputy Chief of Staff
DCSOPS	Deputy Chief of Staff For Operations
E	East
EEI	Essential Elements of Information
Engr	Engineer
EPW	Enemy Prisoner of War
ETO	European Theater of Operations
Ex	Exercise
FBI	Federal Bureau of Investigation
FM	Field Manual

FSR	Field Service Regulations
FY	Fiscal Year
G/A-1	Personnel Staff Section
G/A-2	Intelligence Section
G/A-3	Operations Section
G/A-4	Supply Section
GHQ	General Headquarters, U.S. Army
GO	General Orders
GPO	Government Printing Office
G-Staff	General Staff (also GS)
Hrs	Hours
HQ	Headquarters
HQDA	Headquarters, Department of the Army
Hq CO	Headquarters Commandant (also HQs Cmdt)
I & E	Information and Education
IG	Inspector General
Inf	Infantry (also, IN)
JAG	Judge Advocate General (also, JA)
JB	Joint Board (Army and Navy)
JCS	Joint Chiefs of Staff
L	Lecture
M Day	Mobilization Day
ME	Map Exercise
MM	Map Maneuver
N	North
OO	Ordnance Officer

OPD	Operations Division, WDGS
ORC	Officer's Reserve Corps
PM	Provost Marshall
POM	Processing for Overseas Movement
POR	Processing for Overseas Replacement
PW	Prisoner of War
QM	Quartermaster
RAF	Royal Air Force (British)
Rcn Trp	Reconnaissance Troop
ROTC	Reserve Officers' Training Corps
Rm	Room
S	South
Schd	Schedule
Serv Cmd	Service Command
Sig O	Signal Officer
SJA	Staff Judge Advocate
SOP	Standing Operating Procedure
SOS	Services of Supply
SOSS	Services of Supply Staff
Surg	Surgeon
SW	Secretary of War
TAF	Tactical Air Force
TAG	The Adjutant General
TD	Tank Destroyer
TIG	The Inspector General
T/O	Table of Organization (also T of O)
T/O&E	Table of Organization and Equipment (also, TOE)

TR	Tactical Ride
UMT	Universal Military Training
USA	United States Army
USAFFE	U.S. Army Forces in the Far East
USAFPE	U.S. Army Forces, Philippines
USAR	United States Army Reserve
USMC	United States Marine Corps
USN	United States Navy
USW	Under Secretary of War
W	West
WAC	Women's Army Corps
WD	War Department
WDGS	War Department General Staff
WDR	War Department Regulation
WPD	War Plans Division, WDGS
ZI	Zone of the Interior (also, Z of I)

Terms ²

Applicatory Instruction - instruction achieved through the application of the principles of staff procedure in solving realistic staff problems. Specific forms of the method are the conference, lecture, demonstration, tutorial, exercise, and map maneuver.

Conference - a form of applicatory instruction in which the subject matter to be studied is prescribed and students participate in discussions in which the instructor expands or explains the material.

Demonstration - a form of instruction in which skits or dramatic sketches are used in order to illustrate the proper application of staff procedures and techniques in typical staff situations. Sound staff procedures are demonstrated and the students are allowed to reach the conclusions that should be drawn from the premises illustrated.

Exercise - a form of applicatory instruction in which students prepare a written requirement which encompasses the techniques presented.

Lecture - a form of applicatory instruction that is a presentation, usually by a visiting speaker, for which no study assignment is made and in which, normally, no questions are asked from the platform.

Map Exercise - applicatory exercises during which a military situation, normally involving a series of staff problems, is presented on a map. The student solves requirements representing phases of the development of problems which he, as a general staff officer, would have to execute.

Map Maneuver - applicatory exercises in which a military operation, with opposing sides, is conducted on a map, the troops and military establishments being represented by markers which are moved to represent the maneuvering of the troops on the ground. Map maneuvers may be either one-sided or two-sided. In the former case the players solve one side only and the enemy movements are controlled by the director.

Tactical Rides - applicatory exercises in which a series of military situations are stated and solved on the ground, the troops being imaginary. The solutions are generally oral but may be written.

Tutorial Instruction Committees - small groups of students (syndicates), gathered around a conference table under the guidance of a Group Instructor for discussion or applicatory work in subjects previously presented to the class. Prior to the meeting of the syndicate, participating students are issued a precis containing reading assignments and a resume of salient topics to be discussed.

NOTES

GLOSSARY

¹ Mark Skinner Watson, Chief of Staff: Prewar Plans and Preparations. The U.S. Army in World War II: The War Department (Washington: Government Printing Office, 1950), Glossary; Multiple Sources.

² Orville L. Eaton, An Analytical Study of Methods of Instruction at the Command and General Staff School (Fort Leavenworth: U.S. Army Command and General Staff School, 1946), p. 4, 90-91, 128, 168, 202, 242, and 269; Instruction Circular No. 1, 21 January 1944 (Fort Leavenworth: U.S. Army Command and General Staff School, 1944), pp. 9-10.

BIBLIOGRAPHY

ANNOTATED BIBLIOGRAPHY

1. Addresses, Interviews, Letters, Memoranda, Notes and Telephone Conversation Transcripts

Army and Navy Staff College. Minutes of Conference held on May 12, 1943. May 15, 1943.

Minutes of a meeting that established the Army and Navy Staff College to include its designation, purpose, mission, jurisdiction, location, opening dates, studies to be stressed, examination of proposed curricula, and administrative details of the course.

Baum, Lula K. Personal Interview. 6 February 1985.

Miss Baum was the personal secretary for all the wartime commandants of the Command and General Staff School. The insights she provided about the conduct of the courses, the personalities of the commandants, and the era in general were invaluable to this study. Additionally, she provided her collected papers and files from the period. This collection includes personal and official correspondence, transcripts of telephone conversations, notes and the daily appointment calendars of the commandants. This collection has been the single most significant source used in this study.

Carter, H.P. Letter to Brigadier General Frank W. Weed, Letterman Army Hospital. December 4, 1943.

An example of a type of letter sent to various hospitals by the Command and General Staff School requesting hospital staffs to identify potential instructors from among their officer casualties.

CGSS. Memorandum for Commandant. May 8, 1943.

This document delineates the agencies that had jurisdiction over the school up to the date of its publication.

CGSS. "Proceedings of Board of AAF Officers Visiting the Command and General Staff School, Fort Leavenworth, Kansas -- 5-8 March 1945." 13 March 1945.

Results of the proceedings of a board of Army Air Force officers whose purpose was to review the training being given to Army Air Force officers in the General Staff Course. Valuable in that it gives insight into the scope of the course and the instruc-

tion that was being presented.

Edmunds, K.B. "Opening Address, Second Special Course, February 8, 1941." TS. U.S. Army Command and General Staff School, Fort Leavenworth, Kansas, February 8, 1941.

In this address the Assistant Commandant explains the instructional methodology used by the Command and General Staff School.

Fuller, Horace H. Addresses, 1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

Brigadier General Fuller was the commandant of the Command and General Staff School in 1941. His addresses at the opening exercises of the Fourth and Fifth Special Classes are valuable in that they provide insights into the mission these courses had and their structure.

----- Letter to Lieutenant Colonel George Van W. Pope, Office Chief of Staff, G-1, War Department. August 2, 1941.

This letter explains the instructor rotation policy that would be used, with some modification, throughout the war.

Gerow, Leonard T. Addresses, 1945-1948. Fort Leavenworth, Kansas: U.S. Army Command and General Staff College, 1948.

Lieutenant General Gerow was the commandant of the Command and General Staff School during the final wartime courses (Twenty-sixth and Twenty-seventh General Staff Classes). His addresses are of value in that they provide insights into the mission and conduct of the wartime courses.

Gruber, Edmund L. Addresses, 1940-1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

Brigadier General Gruber was the commandant of the Command and General Staff School from October 1940 until his death in May 1941. The addresses General Gruber gives to the Special Classes, instructors, and faculty are valuable in that they provide understanding of the commandant's thoughts about the purpose of the course, its structure, and how it was to be taught.

----- Letter to The Adjutant General. February 4, 1941.

Report by the commandant to The Adjutant General on the first wartime Special Course. A

valuable source in that it gives a succinct explanation of the differences between the Regular Courses and the wartime courses.

----- Letter to The Adjutant General. February 26, 1941.

Letter from the commandant to The Adjutant General requesting GHQ Air Force Officers be allowed to enroll in the Special Course G-3, as well as G-2, courses. Valuable in that it shows the emphasis the Command and General Staff School was placing on integrating the use of air support into instruction.

----- Letter to Commanding General, Second Army. April 16, 1941.

A letter from the commandant to commanders of various Army headquarters briefly explaining the scope of the Special Course and soliciting their opinions about the value of the course and any suggestions for its improvement.

Hildebrand, H.B. Memorandum for Instructors. September 21, 1942.

In this document the Assistant Secretary of the school explains the scope of the Second Civilian Orientation Course to instructors.

Marshall, George C. Letter to Lesley J. McNair. August 7, 1939.

In this letter General Marshall tells General McNair that he should feel free to act in his capacity as Commandant.

----- Letter to Lesley J. McNair. February 23, 1939.

In this letter General Marshall indicates to General McNair his opinions about some of the inadequacies with the instruction at Fort Leavenworth.

----- Letter to Lesley J. McNair. September 29, 1939.

In this document General Marshall expresses satisfaction in the direction instruction at Fort Leavenworth was headed under General McNair.

McNair, Lesley J. "Graduation, Regular Class, February 1, 1940." TS. U.S. Army Command and General Staff School, Fort Leavenworth, Kansas, February 1, 1940.

This address is of particular value as the commandant explains to the last pre-war class the reasons that caused the curtailment of the course and the early graduation of the class.

McNarney, Joseph T. Letter to the Commandant, Command and General Staff School. January 6, 1943.

Letter from the Deputy Chief of Staff, Army, to the commandant that is extremely significant in that it established the mission, course length, course scope, qualifications for officers attending courses, size of classes, and utilization of graduates for the subsequent General Staff Course to be conducted by the Command and General Staff School.

Partridge, L.S. Memorandum to the Command and General Staff School. February 16, 1944.

Memorandum from the Acting Assistant Chief of Staff, G-3, War Department that is valuable in that it shows the quota system used to provide students for the Command and General Staff School.

Porter, Ray E. Memorandum to the Commandant, Command and General Staff School. January 26, 1944.

Memorandum from the G-3, War Department, to the commandant that is valuable in that it outlines the mission and purpose of the General Staff Courses.

Schmahl, Dana C. Letter to Director of Military Training, Army Service Forces. August 20, 1943.

Letter from the Command and General Staff School secretary to the Director of Military Training, Army Service Forces, requesting the school be furnished captured enemy materiel for instructional purposes. It is of value in that it shows the efforts the school was making to keep its instruction current.

----- Letter to The Director of Training,
Training Division, Services of Supply. September
16, 1942.

A letter from the secretary of the Command and General Staff School submitting the program for the Tenth General Staff Course. Of interest is the indication in the letter that a greater number of map exercises have been included in the course for students from the Armored Forces and the Air Forces as well as the inclusion of exercises that feature work with task forces.

----- Letter to The Director of Training,
Training Division, Services of Supply. November
25, 1942.

Letter of transmittal for the Eleventh General Staff Course that announced expansion of the program to include additional applicatory work for students from Airborne Divisions.

----- Letter to The Director of Training,

Training Division, Services of Supply, December 24, 1942.

Letter from the secretary of the Command and General Staff School submitting the program of instruction for the Tenth New Divisions Course, which expands the course to include applicatory work for the Armored, Cavalry, and Airborne divisions in their own types of units.

----- Letter to The Director of Training, Training Division, Services of Supply. January 30, 1943.

Letter transmitting the program for the Eleventh New Divisions Course that expands applicatory work for officers from Infantry and Airborne divisions.

----- Memorandum for the Commandant. May 8, 1943.

Memorandum from the school secretary to the commandant that is significant as it delineates the jurisdictional control of the Command and General Staff School from 1936 to 1943.

Steyer, W.D. Letter to G-3, War Department General Staff. October 19, 1943.

In this letter General Steyer, Chief of Staff, Army Service Forces, recommended that the Command and General Staff School remain under the jurisdiction of the Army Service Forces.

----- Letter to Major General Karl Truesdell. April 26, 1944.

In this document General Steyer returned to General Truesdell the action that requested a change in jurisdiction over the Command and General Staff School.

Tompkins, W.F. Letter to the Commandant, Command and General Staff School. July 7, 1944.

In this letter Brigadier General Tompkins, Director of the Special Planning Division, War Department General Staff, requested General Truesdell's views on the post-war Command and General Staff School.

Truesdell, Karl. Addresses, 1942-1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.

A collection of twenty speeches given by the commandant of the Command and General Staff School to a wide variety of audiences that included openings and graduations of various courses conducted at the school and addresses to the media. It is a valuable source in that MG Truesdell explains the reason for the wartime courses and their difference from the pre-war courses. Additionally, a flavor for the

evolution of the curriculum comes out. The only drawback to the collection is that many of the addresses are in topic outline rather than in transcript form.

----- . Draft Memorandum to the Chief of Staff, United States Army. October 1943.

In this draft memorandum, General Truesdell explains the jurisdiction of the Command and General Staff School prior to the Marshall reorganization of the War Department, and its status following the reorganization. General Truesdell also stated that the school should be under the jurisdiction of the War Department.

----- . Draft Memorandum to Command and General Staff School Liason Officer. January 6, 1943.

In this memorandum, General Truesdell shows his interest in securing battle casualty officers for duty as instructors.

----- . Draft Memorandum to the Commanding General, Army Service Forces, War Department. April 14, 1944.

In this document General Truesdell stated that the Command and General Staff School was the senior Army school during the war.

----- . Letter to Assistant Chief of Air Staff, Training, Army Air Forces, War Department. April 15, 1943.

In this letter General Truesdell discussed a proposal to assign brigadier generals as course directors.

----- . Letter to Assistant Chief of Staff G-1, War Department General Staff. January 20, 1944.

In this letter General Truesdell requests the assignment of rehabilitated officers as instructors, and delineates their qualifications.

----- . Letter to Assistant Chief of Staff G-3, War Department. January 18, 1945.

Letter from the commandant to the G-3, War Department recommending that the Zone of the Interior Course be discontinued. Its value is that it shows the poor caliber of some of the officers attending courses at the Command and General Staff School.

----- . Letter to Commanding General, Army Service Forces, War Department. February 7, 1944.

In this letter General Truesdell requests the school receive Women's Army Corps Officers as instructors.

- . Letter to Commanding General, Services of Supply, War Department. January 18, 1943.
In this letter General Truesdell states that the positions of assistant commandant and deputy assistant commandant should be filled by brigadier generals.
- . Letter to Director for Military Personnel, Services of Supply, War Department. January 18, 1943.
In this document General Truesdell requests brigadier generals be assigned to the school's faculty.
- . Letter to G-3, War Department. January 3, 1943.
Letter to the G-3, War Department that is of value as it shows the continuing development of the wartime courses.
- . Letter to the G-3, War Department. December 4, 1943.
Letter from the commandant to the G-3, War Department that is valuable in that it shows the commandant's views on the need for instructors to have combat experience.
- . Letter to G-3, War Department. August 26, 1944.
In this letter to the G-3, War Department, the commandant expresses concern over the shortages of Command and General Staff School graduates throughout the Army. This letter is of value as it has as an enclosure a detailed study on the requirements for graduates throughout the Army and the status of fill for positions authorized graduates.
- . Letter to Major General Charles P. Stivers. March 19, 1945.
Letter from the commandant to the Deputy Chief of Staff, USAFPE discussing the integration of Philippine officers into the General Staff Class and the possibility of establishing a special two week course for these officers following the General Staff Class, to provide instruction in division staffs. Of value in that it provides insight into the establishment of the Philippine Post Graduate Courses.
- . Memorandum to the Assistant Commandant. April 16, 1943.
Memorandum from the commandant to the assistant commandant that is useful in that it gives information on a wide variety of topics of importance to the Command and General Staff School.
- . Memorandum to G-3, War Department. November 13, 1943.

Memorandum from the commandant to the War Department G-3, proposing the institution of an Advanced General Staff Course for senior officers. The course is outlined in detail. Although this course was not instituted, this letter is of value as it also gives a brief synopsis of the transition to the wartime staff courses.

----- . Notes on Relief and Replacement of Instructors, as of January 21, 1944. December 20, 1943.

Personal notes made by General Truesdell that projected instructor turnover and indicated the school's use of limited service and overage officers on its faculty.

----- . "Notes by Major General Karl Truesdell and Lt. Colonel G.W.R. Wethren on Overseas Observational Trip -- October-November 1943." December 4, 1943.

An interesting and useful document that consists of the commandant's thoughts and observations about his trip to the European Theater of Operations. Useful as it makes specific points about the Command and General Staff School, utilization and performance of graduates, and areas the commandant wanted pursued.

----- . Telephone Conversation with General C.R. Huebner. January 6, 1943.

Transcript of a telephone conversation between the commandant and the Director of Training, Services of Supply, War Department, about the results of the visit of Lieutenant General McNarney and a group of senior officers from the War Department, whose purpose had been to inspect the Command and General Staff School. This document is particularly valuable in that it contains the candid comments of the commandant about the visit, the previous guidance received from the War Department, his assessment of the visit and recommendations by LTG McNarney and party, and a feel for the direction the Command and General Staff School would head in the future.

War Department. Memorandum No. W350-154-43. June 4, 1943.

Memorandum from The Adjutant General that announces the establishment of the Army and Navy Staff College, under the jurisdiction of the Joint Chiefs of Staff.

2. Periodicals

Cummings, Charles M. "The Command and General Staff School today," Military Review Vol.XXIV, No. 10 (1945), 69-72.

A brief article that describes the courses being taught at the Command and General Staff School circa 1944-1945. The discussion centers mainly on the Twentieth General Staff course, which was in session when the article was written.

Fuller, H.H. "The Development of the Command and General Staff School, Fort Leavenworth, Kansas," Military Review Vol. XXI, No. 83 (1941), 5-9.

This article, by the commandant of the Command and General Staff School, gives a general overview of the history of the school from 1881 to 1941. It is valuable in that it provides a succinct description of the background of the school and its transition to a wartime footing.

"If you Go to Fort Leavenworth - The General Staff Course," Military Review Vol. XXII, No. 87 (1943), 14-15.

An article that alerts potential students as to preparations in specific areas that they should make prior to attending the General Staff Course.

"If You Go to Fort Leavenworth - The Services of Supply Course," Military Review Vol. XXII, No. 87 (1943), 15.

This article forewarns students selected for the Services of Supply Course of the rigors they will encounter and enjoins them to prepare for them in advance.

Jarvie, Lawrence L. "Tutorial Technique Comes to Leavenworth," Military Review Vol. XXIV, No. 1 (1944), 19-20.

A brief discussion of the tutorial method of instruction as it was being integrated into the Command and General Staff School curriculum.

Paige, Byron L. "The General Staff Course Today," Military Review Vol. XXIII, No. 6 (1943), 26-27.

This article discusses the evolution of the General Staff Course, focusing on the Fifteenth course. Included is an overview of the maps used in exercises, the general content of the course, and suggestions to potential students as to preparation required prior to attending the course.

Pashley, Walter A. "Changes and Scope of the Service Staff Course," Military Review Vol. XXIII, No. 6 (1943), 28.

An explanation of the general phases of instruction contained in the Service Staff Course.

----- . "The Service Staff Course Ends Its First Year and Looks Ahead," Military Review Vol. XXIII, No. 5 (1943), 35-38.

A discussion of the evolution of the Service Staff Course, from the First Zone of the Interior Course through the Sixth Service Staff Course.

----- . "The Services of Supply Staff Course," Military Review Vol. XXII, No. 87 (1943), 24-25.

A brief discussion of the Services of Supply Staff Course including the need for the course, its mission, and general course subjects.

Shallenberger, Martin C. "Changes at Leavenworth," Military Review Vol. XXIII, No. 5 (1943), 13-15.

This article deals with the changes Fort Leavenworth was undergoing as a result of World War II, both physically and academically. There is a good presentation of what courses were being taught at the Command and General Staff School at the time of publication as well as the changes the General Staff Course had undergone, and why.

----- . "Keeping Up-to-Date" Military Review Vol. XXIII, No. 9 (1943), 26-28.

This article deals with the methods the Command and General Staff School utilized in order to keep its instruction current. Resources discussed range from War Department studies to newly assigned instructors returning from combat duty.

"Special Course at the Command and General Staff School," Military Review Vol. XX, No. 79 (1940), 71.

A very brief discussion of the first wartime Special Course being taught at Fort Leavenworth.

Sweeney, Francis R. "The Army and Navy Staff College," Military Review Vol. XXIII, No. 4 (1943), 9-10.

A discussion of the Army and Navy Staff College that gives a general overview of the conduct of the course and the subjects covered.

----- . "Civilians Learn at Leavenworth," Military Review Vol. XXIII, No. 1 (1943), 56-57.

An interesting article about the Army Orientation Course in that it discusses not only the nature of the course and the background of its students, but, offers examples of the changed perceptions students had about the Army as a result of attending the course.

Truesdell, Karl. "Command Class, Command and General Staff School," Military Review Vol. XXV, No. 9 (1945), 3-5.

In this article General Truesdell explained the scope and conduct of the First Command Class.

Van Vliet, John H. "An Outline of the New Divisions Course," Military Review Vol. XXIII, No. 1 (1943), 43.

A brief examination of the New Divisions Course that includes a discussion of which members of the division staff attended and an analysis of what was taught.

Whitehair, Jay C. "Introduction to a Task Force," Military Review Vol. XXIV, No. 1 (1944), 21-23.

3. Government Documents and Studies

Armed Forces Staff College. AFSC PUB 1, Joint Staff Officer's Guide. Norfolk: Armed Forces Staff College, 1984.

On page vi is a statement that the wartime Army and Navy Staff College Courses were the predecessors of the Armed Forces Staff College.

CGSC. A Military History of the US Army Command and General Staff College, Fort Leavenworth, Kansas, 1881-1963. Fort Leavenworth, Kansas: U.S. Army Command and General Staff College, 1964.

Chapters III and IV contain a valuable overview of the transition of the Command and General Staff School to a wartime footing, what wartime courses were taught, and the evolution of the courses.

CGSC. CGSC CIRCULAR 351-1, United States Army Command and General Staff College Catalog, Academic Year 1984-1985. U.S. Army Command and General Staff College, 1984.

This circular is a valuable source, as it describes all of the courses taught by the Command and General Staff College during academic year 1984-1985.

CGSC. Program of Instruction RCS ATTG-29 Fl. Fort Leavenworth Kansas: U.S. Army Command and General Staff College, 1984.

This document provides the programs of instruction for the Regular Course and the Mobilization Course for the Command and General Staff Officers Course, as of May 1984.

CGSS. Comprehensive Survey of the Command and General School: Wartime, 1940-1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.

The definitive study of the Command and General Staff School during World War II, commissioned by the commandant, MG Karl Truesdell. The survey covers all aspects of the wartime courses from the evolution of the courses taught to the logistical requirements resulting from expansion. Extremely valuable in understanding the Command and General Staff School during World War II.

- CGSS. Graduates of the Special Classes, 1941-1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.
A listing of all of the graduates of the First through Seventh Special Classes. Additionally, contains a brief explanation of the scope and conduct of the Special Staff Courses.
- CGSS. Graduates of the Twenty-Seventh General Staff Class. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1946.
Published with the purpose of providing commanders in the field with a current list of the graduates of the Twenty-seventh General Staff Class. It is the only source found that gives the numbers of graduates from this course. Additionally, it provides, in the preface, a broad overview of the content of the course.
- CGSS. Information for Students, 2d Command Class, March 1946. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1946.
A booklet that explained the mission and scope of the Second Command Class to its students.
- CGSS. Instruction Circular No. 1, 1939-1940. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.
Published to provide instructors and students administrative instructions and information about the courses at the Command and General Staff School.
- CGSS. Instruction Circular No. 1, 1940-1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.
An update of the previous Instruction Circular No. 1.
- CGSS. Instruction Circular No. 1, May 2, 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.
An update of the previous Instruction Circular No. 1.

CGSS. Instruction Circular No. 1, November 27, 1942.
Fort Leavenworth, Kansas: U.S. Army Command and
General Staff School, 1942.

An update of the previous Instruction Circular
No. 1.

CGSS. Instruction Circular No. 1, April 15, 1943.
Fort Leavenworth, Kansas: U.S. Army Command and
General Staff School, 1943.

An update of the previous Instruction Circular
No. 1.

CGSS. Instruction Circular No. 1, 21 January 1944.
Fort Leavenworth, Kansas: U.S. Army Command and
Staff School, 1944.

An update of the previous Instruction Circular
No. 1.

CGSS. Instruction Circular No. 2, June 1944. Fort
Leavenworth, Kansas: U.S. Army Command and
General Staff School, 1944.

Published to provide instructors at the
Command and General Staff School guidance in
instruction preparation, instruction material,
precis preparation, and instruction presenta-
tion.

CGSS. Statistical Data, General Staff Courses. Fort
Leavenworth, Kansas: U.S. Army Command and General
School, 1946.

A statistical analysis of the wartime Command
and General Staff School that is valuable in that
it contains a chronology of the courses taught and
the total number of students graduated from the
wartime courses.

CGSS. Wartime History of the Command and General Staff
School, 1939-1945. Fort Leavenworth, Kansas: U.S.
Army Command and General Staff School, 1945.

A history of the Command and General Staff
School that was written shortly before the conclusion
of World War II. The content of the study is very
similar to the 1945 Comprehensive Survey of the
Command and General Staff School and undoubtedly
served as its foundation.

Eaton, Orville L. An Analytical Study of Methods of In-
struction at the Command and General Staff School.
Fort Leavenworth, Kansas: U.S. Army Command and
General Staff School, 1946.

A valuable source in that it analyzes in detail
the methods of instruction utilized in the Command and
General Staff School during World War II, using the

Twenty-fifth General Staff Class as a basis for the study. Additionally, the study contains a good discussion of the evolution of the Command and General Staff School.

Headquarters, Combined Arms Center and Fort Leavenworth. Installation Mobilization Plan (Draft). Fort Leavenworth: Headquarters, Combined Arms Center and Fort Leavenworth, 1984.

This document delineates the current mobilization Plan for the Command and General Staff College.

McNair, Lesley J. Annual Report, School Year 1938-1939. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1939.

Annual report by the Commandant of the Command and General Staff School to the War Department. Included in the report are the results of a questionnaire presented to the members of the Regular Course.

----- . Annual Report, School Year 1939-1940. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.

Final annual report by the Commandant prior to the transition to wartime courses.

----- . Report, School Year 1939-1940, Regular Course. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.

----- . Scrapbook, 1939-1940. Rare Books Collection. Combined Arms Reference Library, Fort Leavenworth, Kansas.

The personal scrapbook of General McNair that was compiled during his tenure as commandant. It is of value in that it contains an extensive collection of photographs and newspaper clippings.

Tyler, Orville Z. The History of Fort Leavenworth, 1937-1951. Fort Leavenworth, Kansas: U.S. Army Command and General Staff College, 1951.

Chapters II-IV are valuable as they provide a succinct history of the transition to and conduct of the wartime courses as well as a feeling for what Fort Leavenworth was like during the period. Various appendices provide organizational charts from 1936-1951, biographies of the commandants, lists of notable graduates, and a chronology of significant events.

U.S. Army. The Department of the Army Manual. Washington, D.C.: U.S. Army, 1982.

On page 5-18 is a brief discussion of the 1942 reorganization of the War Department.

War Department. Circular 188: The Command and General Staff School. Washington, D.C.: U.S. Government Printing Office, 1944.

This circular gives the mission of the Command and General Staff School and provides descriptions of the courses taught. Additionally, course dates for the 19th through the 24th General Staff Classes are given as well as student qualifications.

4. CGSS Programs and Schedules

The programs and schedules listed in this section of the bibliography are valuable in that they precisely delineate what was taught in each course. Through an analysis and comparison of these programs and schedules an understanding of how the Command and General Staff School transitioned from peace to war and evolved can be realized.

a. Pre-War Staff Courses

CGSS. Schedule for 1939-1940 Regular Class. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1939.

CGSS. Revised Schedule, Abbreviated Course. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1939.

CGSS. Schedule for 1940-1941, First Regular Class. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.

b. Wartime Special Classes

CGSS. Schedule, Special Class, 1940-1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1940.

CGSS. Schedule, Second Special Course, February-April 1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

CGSS. Schedule, Third Special Course, April-June 1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

CGSS. Schedule, Fourth Special Course, June-August 1941. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

CGSS. Schedule, Fifth Special Course, October-December 1941. Fort Leavenworth, Kansas: U.S. Army Command

and General Staff School, 1941.

CGSS. Schedule, Sixth Special Course, December 1941-February 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1941.

CGSS. Schedule, Seventh Special Course, February-April 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Eighth Special Course, May-July 1942. Fort Leavenworth, Kansas: U.S. Command and General Staff School, 1942.

c. Wartime General Staff Courses and Classes

CGSS. Schedule, Ninth General Staff Course, July-September 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Tenth General Staff Course, September-November 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Eleventh General Staff Course, November 1942-January 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Twelfth General Staff Course, February-April 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Schedule, Thirteenth General Staff Course, April-June 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Schedule, Fourteenth General Staff Course, June-August 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Schedule, Fifteenth General Staff Course, September-November 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Schedule, Sixteenth General Staff Course, November 1943-January 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Schedule, Seventeenth General Staff Course, January-March 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.

- CGSS. Schedule, Eighteenth General Staff Course and Tenth Service Staff Course, April-June 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Schedule, Nineteenth General Staff Course, June-August 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Schedule, Twentieth General Staff Class, August-October 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Schedule, Twenty-first General Staff Class, October 1944-January 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Schedule, Twenty-second General Staff Class, January-March 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Schedule, Twenty-third General Staff Class, March-May 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Schedule, Twenty-fourth General Staff Class, May-August 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Program and Schedule, Twenty-fifth General Staff Class, August 1945-October 1945 . Fort Leavenworth Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Program and Schedule, Twenty-sixth General Staff Class, October 1945-February 1946 . Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Program and Schedule, Twenty-seventh General Staff Class, February 1946-May 1946. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1946.

d. Services of Supply/Service Staff/Zone of the Interior Courses

- CGSS. Schedule, Second Services of Supply Staff Course, September-November 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.
- CGSS. Program, Third Services of Supply Staff Course,

November 1942-January 1943. Fort Leavenworth,
Kansas: U.S. Army Command and General Staff
School, 1942.

CGSS. Program and Schedule, Fourth Services of Supply
Staff Course, February-April 1943. Fort Leavenworth,
Kansas: U.S. Army Command and General Staff School,
1943.

CGSS. Program and Schedule, Fifth Service Staff Course,
April-June 1943. Fort Leavenworth, Kansas: U.S.
Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Sixth Service Staff Course,
June-August 1943. Fort Leavenworth, Kansas: U.S.
Command and General Staff School, 1943.

CGSS. Program and Schedule, Seventh Service Staff Course,
September-November 1943. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Eighth Service Staff Course,
November 1943-January 1944. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Ninth Service Staff Course,
January 1944-March 1944. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1944.

CGSS. Schedule, First Zone of the Interior Course,
July-September 1942. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1942.

e. New Divisions Courses

CGSS. Schedule, First Course for Training Divisions,
January-February 1942. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Second Course for Officers of New Divi-
sions, March-April 1942. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Third Course for Officers of New Divi-
sions, April-May 1942. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Fourth Course for Officers of New Divi-
sions, May 1942. Fort Leavenworth, Kansas: U.S. Army
Command and General Staff School, 1942.

CGSS. Schedule, Fifth Course for Officers of New Divi-
sions, June-July 1942. Fort Leavenworth, Kansas:

U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Sixth Course for Officers of New Divisions, July 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Seventh New Divisions Course, August 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Eighth New Divisions Course, August-September 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Schedule, Ninth New Divisions Course, September-October 1942. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1942.

CGSS. Program, Tenth New Divisions Course, January 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program, Eleventh New Divisions Course, February 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Twelfth New Divisions Course, March 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Thirteenth New Divisions Course, March-April 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Fourteenth New Divisions Course, May 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Fifteenth New Divisions Course, May-June 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

CGSS. Program, Revised Fifteenth New Divisions Course, May-June 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

f. Army and Navy Staff College Courses

CGSS. Program and Schedule, First Army and Navy Staff College Course, June-July 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.

- CGSS. Program and Schedule, Second Army and Navy Staff College Course, August-September 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.
- CGSS. Program and Schedule, Third Army and Navy Staff College Course, November-December 1943. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1943.
- CGSS. Program and Schedule, Fourth Army and Navy Staff College Course, January-February 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Fifth Army and Navy Staff College Course, February-March 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Sixth Army and Navy Staff College Course, May-June 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Seventh Army and Navy Staff College Course, July-August 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Eighth Army and Navy Staff College Course, September-October 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Ninth Army and Navy Staff College, December 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1944.
- CGSS. Program and Schedule, Tenth Army and Navy Staff College Course, February-March 1944. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Program and Schedule, Eleventh Army and Navy Staff College Course, April-May 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1945.
- CGSS. Program and Schedule, Twelfth Army and Navy Staff College Course, July-August 1945. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School,

1945.

g. Air Forces Staff Course

CGSS. Program and Schedule, First Air Forces Staff Course.
Fort Leavenworth, Kansas: U.S. Army Command and
General Staff School, 1943.

h. Command Classes

CGSS. Second Command Class, 1 March-31 July 1946. Fort
Leavenworth, Kansas: U.S. Army Command and General
Staff School, 1945.

i. Civilian Orientation Courses

CGSS. Schedule for Civilian Orientation Course, November-
December 1941. Fort Leavenworth, Kansas: U.S. Army
Command and General Staff School, 1941.

CGSS. Program, Second Civilian Orientation Course,
October-November 1942. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1942.

CGSS. Program, Third Civilian Orientation Course,
January 1943. Fort Leavenworth, Kansas: U.S.
Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Fourth Army Orientation
Course, March-April 1943. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1943.

j. Brazilian Command and Staff Courses

CGSS. Program and Schedule, Brazilian Command and Staff
Course, July-August 1943. Fort Leavenworth, Kansas:
U.S. Army Command and General Staff School, 1943.

CGSS. Program and Schedule, Third Brazilian Command and
Staff Course, February-March 1944. Fort Leavenworth,
Kansas: U.S. Army Command and General Staff School,
1944.

k. Pre-General Staff Course for Latin American Officers

CGSS. Schedule, Pre-General Staff Course For Latin
American Officers. Fort Leavenworth, Kansas: U.S.
Army Command and General Staff School, n.d.

l. Maps

CGSS. Ground Forces Courses, 27th General Staff Class,

Vol. 5, Maps. Fort Leavenworth, Kansas: U.S. Army Command and General Staff School, 1946.

5. Books

Bland, Larry I., and Sharon R. Ritenour, editors. The Papers of George Catlett Marshall, Volume I, "The Soldierly Spirit," December 1880-June 1939. Baltimore: Johns Hopkins University Press, 1981.

Letters in which General Marshall discusses the Command and General Staff School are contained in the Index under the title "Command and General Staff School." Of particular value are General Marshall's statements that instruction at Fort Leavenworth needed to be revitalized and his comments to General McNair, who was being appointed as Commandant in 1939.

Dastrup, Boyd L. The U.S. Army Command And General Staff College: A Centennial History. Manhattan: Sunflower University Press, 1982.

In the chapter titled "War and Change," there is an analysis of the institution of the wartime Command and General Staff College courses. Additionally, there is a discussion of instructional methodology, emerging doctrine, and conclusions by the author as to the quality of the wartime courses.

Hewes, James E., Jr. From Root to McNamara: Army Organization and Administration, 1900-1963. Washington, D.C.: Government Printing Office, 1975.

Chapter II contains an excellent discussion of the reorganization of the War Department by General Marshall. Additionally, the jurisdiction for the Command and General Staff School during World War II is explained in this chapter.

Stimson, Henry L., and McGeorge Bundy. On Active Service in Peace and War. New York: Harper and Brothers, 1948.

Contains in chapter XXV a brief description of the contribution of the Command and General Staff School to the success of the U.S. Army during World War II.

Watson, Mark Skinner. Chief of Staff: Prewar Plans and Preparations. The U.S. Army in World War II: The War Department. Washington, D.C.: Government Printing Office, 1950.

On page 187 is a brief passage discussing the ending of the pre-war Command and General Staff School curriculum and the subsequent use

of the faculty until the wartime courses began. Additionally, an organizational chart of the War Department, prior to the Marshall reorganization, is on page 65.

Weigley, Russell R. History of the United States Army.
New York: Macmillan, 1967.

Chapter Eighteen contains an excellent discussion of the process used to form new divisions and a brief discussion of the 1942 reorganization of the War Department.

6. Books Consulted

The following books were consulted, but, were found to be of no value to a study of the U.S. Army Command and General Staff School during World War II.

Hammond, Paul Y. Organizing for Defense: The American Military Establishment in the Twentieth Century.
Westport: Greenwood Press, 1961.

Jannowitz, Morris. The Professional Soldier. Glencoe:
The Free Press, 1960.

Millis, Walter, editor. American Military Thought.
Indianapolis: Bobbs-Merrill, 1966.

Taylor, Maxwell D. Responsibility and Response.
New York: Harper and Row, 1967.

----- . The Uncertain Trumpet. New York:
Harper and Brothers, 1960.

Weigley, Russell R. The American Way of War: A History of United States Military Strategy and Policy. Bloomington: Indiana University Press, 1973.

INITIAL DISTRIBUTION LIST

1. CGSC USAR ADVISER
U.S. Army Command and General Staff College
ATTN: MAJ Bob Stacy (ATZL-SWK-R)
Fort Leavenworth, Kansas 66027
2. Combat Studies Institute
U.S. Army Command and General Staff College
ATTN: LTC(P) Michael T. Chase
Fort Leavenworth, Kansas 66027
3. Combat Studies Institute
U.S. Army Command and General Staff College
ATTN: MAJ Roger Cirillo
Fort Leavenworth, Kansas 66027
4. Combat Studies Institute
U.S. Army Command and General Staff College
ATTN: Dr. William G. Robertson
Fort Leavenworth, Kansas 66027
5. Combined Arms Research Library
U.S. Army Command and General Staff College
Fort Leavenworth, Kansas 66027
6. Defense Technical Information Center
Cameron Station
Alexandria, Virginia 22314
7. Director, Graduate Degree Programs
U.S. Army Command and General Staff College
ATTN: Dr. Philip J. Brookes
Fort Leavenworth, Kansas 66027
8. Miss Lula K. Baum
1838 Kingman
Leavenworth, Kansas 66048
9. School of Journalism and Mass Communications
The University of Georgia
ATTN: COL Wallace B. Eberhard
Athens, Georgia 30602