

ANNUAL REPORT

OF

The Commandant

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS
1927-1928



THE GENERAL SERVICE SCHOOLS PRESS
FORT LEAVENWORTH, KANSAS

1928

ANNUAL REPORT

OF

The Commandant

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

1927-1928



THE GENERAL SERVICE SCHOOLS PRESS
FORT LEAVENWORTH, KANSAS

1928

THE GENERAL SERVICE SCHOOLS

Fort Leavenworth, Kansas

July 10, 1928.

SUBJECT: Annual Report for school year 1927-1928.

To: The Adjutant General, Washington, D.C.

In compliance with paragraph 3 c (2) (a), A.R. 350-110, the Annual Report for the school year 1927-1928 is submitted herewith.

THE GENERAL SERVICE SCHOOLS

1. During the school year 1927-1928, the school staff was as follows:

Brigadier General Edward L. King, Commandant.

Personal Staff: 1st Lieutenant Willard A. Holbrook, Jr., Cavalry (A.D.C.).

Colonel Herbert J. Brees, Cavalry, Assistant Commandant.

Lieutenant Colonel James H. Bryson, Field Artillery, Secretary and Executive Officer.

Major Robert L. Eichelberger, Adjutant General's Department, Adjutant General.

Major Woodell A. Pickering, Infantry, Librarian.

Major Paul C. Paschal, Infantry, Assistant Secretary.

THE COMMAND AND GENERAL STAFF SCHOOL

2. Officers on duty at the Command and General Staff School were as follows:

Colonel George L. Byroade, Infantry, Director.

CHIEFS OF SECTIONS

Command: Lieutenant Colonel Robert McC. Beck, Jr., Cavalry.

G-1—G-4: Lieutenant Colonel Frank Keller, Cavalry.

G-2: Lieutenant Colonel Howard S. Miller, Coast Artillery Corps.

G-3: Lieutenant Colonel Clarence Lininger, Cavalry.

Publication: Lieutenant Colonel Louis Farrell, Infantry.

CHIEFS OF SUBSECTIONS

Infantry: Lieutenant Colonel James M. Churchill, Infantry.

Cavalry: Lieutenant Colonel Henry T. Bull, Cavalry.

Field Artillery: Major Edmund L. Gruber, Field Artillery.

Coast Artillery: Major Benjamin H. L. Williams, Coast Artillery Corps.

Engineer: Major James A. O'Connor, Corps of Engineers.

Signal Corps: Major Harry C. Ingles, Signal Corps.

Air Corps: *Major William C. Sherman, Air Corps, and Major Clinton W. Russell, Air Corps.

Chemical Warfare Service: Major Haig Shekerjian, Chemical Warfare Service.

Adjutant General: Major Robert L. Eichelberger, Adjutant General's Department.

Judge Advocate: Major Basil D. Edwards, Judge Advocate General's Department.

Medical Corps: Major Taylor E. Darby, Medical Corps.

Ordnance: Major Norman F. Ramsey, Ordnance Department.

Quartermaster Corps: Major Robert McG. Littlejohn, Quartermaster Corps.

INSTRUCTORS

Major Frederick M. Barrows, Field Artillery.

Major Frank S. Besson, Corps of Engineers.

Major Simon B. Buckner, Jr., Infantry.

Major Charles M. Busbee, Field Artillery.

Major Thomas J. Camp, Infantry.

Lieutenant Colonel Robert M. Campbell, Cavalry.

Major William T. Carpenter, Coast Artillery Corps.

Major Guy W. Chipman, Cavalry.

Major Charles H. Corlett, Infantry.

Major John F. Davis, Cavalry.

*Died November 22, 1927.

Major Jesse C. Drain, Infantry.
Major William D. Geary, Field Artillery.
Major William H. Gill, Infantry.
Major William R. Gruber, Field Artillery.
Major Russell P. Hartle, Infantry.
Major Coleman W. Jenkins, Coast Artillery Corps.
Major Robert G. Kirkwood, Field Artillery.
Major Earl Landreth, Infantry.
Major John B. Maynard, Coast Artillery Corps.
Major Troy H. Middleton, Infantry.
Major John Millikin, Cavalry.
Major James I. Muir, Infantry.
Major Vernon G. Olsmith, Infantry.
Major J. Garesche Ord, Infantry.
Major Roger S. Parrott, Field Artillery.
Major Virgil L. Peterson, Corps of Engineers.
Major Herbert M. Pool, Infantry.
Major Waldo C. Potter, Field Artillery.
Major Walter M. Robertson, Infantry.
Major Franklin C. Sibert, Infantry.
Major Homer H. Slaughter, Infantry.
Major George W. Sliney, Field Artillery.
Major John P. Smith, Coast Artillery Corps.
Major Clarence L. Sturdevant, Corps of Engineers.
Major John H. Stutesman, Infantry.
Major Joseph M. Tully, Cavalry.
Major Harry L. Twaddle, Infantry.
Major Arthur E. Wilbourn, Cavalry.
Major Forrest E. Williford, Coast Artillery Corps.
Major Roscoe B. Woodruff, Infantry.

3. The Command and General Staff School opened on September 5, 1927, with two hundred and twelve (212) students, two hundred and seven (207) from the Regular Army, four (4) from the Marine Corps and one (1) from the Cuban Army.

The list of graduates follows:

Major Spencer B. Akin, Signal Corps.
Captain Roderick R. Allen, Cavalry.
Major Richard E. Anderson, Field Artillery.
Major Frank D. Applin, Signal Corps.
Major Henry S. Aurand, Ordnance Department.
Captain Delbert Ausmus, Coast Artillery Corps.

Major Franklin Babeock, Coast Artillery Corps.
Major Carroll A. Bagby, Infantry.
Major Ray W. Barker, Field Artillery.
Major Herman Beukema, Field Artillery.
Captain David H. Blakelock, Cavalry.
Major Freeman W. Bradley, Field Artillery.
Major Follett Bradley, Air Corps.
Major John S. Bragdon, Corps of Engineers.
Major Francis M. Brannan, Infantry.
Major Lewis H. Brereton, Air Corps.
Major Carlos Brewer, Field Artillery.
Major Joseph D. Brown, Coast Artillery Corps.
Major Harold R. Bull, Infantry.
Lieutenant Colonel Hartman L. Butler, Coast Artillery Corps.
Major Louis T. Byrne, Infantry. (Since resigned)
Major James F. Byrom, Infantry.
Captain Robert C. Candee, Air Corps.
Major Floyd D. Carlock, Infantry.
Major Warner W. Carr, Infantry.
Captain William M. Carter, Infantry.
Captain Oscar R. Cauldwell, Marine Corps.
Major Frank K. Chapin, Cavalry.
Major Alexander W. Chilton, Infantry.
Captain Albert F. Christie, Infantry.
Major Bradford G. Chynoweth, Infantry.
Major Cuyler L. Clark, Field Artillery.
Major Herbert S. Clarkson, Field Artillery.
Captain Percy W. Clarkson, Infantry.
Captain John R. D. Cleland, Infantry.
Captain Beverly H. Coiner, Cavalry.
Major Edgar B. Colladay, Coast Artillery Corps.
Major Roger B. Colton, Coast Artillery Corps.
Major Daniel A. Connor, Field Artillery.
Major John A. Considine, Cavalry.
Captain Lloyd H. Cook, Infantry.
Captain John E. Copeland, Infantry.
Major Joseph D. Coughlan, Field Artillery.
Captain James W. Curtis, Infantry.
Captain Cornelius M. Daly, Cavalry.
Captain John C. Daly, Cavalry.
Major Donald A. Davison, Corps of Engineers.
Captain Guy B. Denit, Medical Corps.
Major Edward B. Dennis, Coast Artillery Corps.
Major Frank J. deRohan, Infantry.
Major Calvin DeWitt, Jr., Cavalry.
Major William M. Dixon, Finance Department.
Major Louis R. Dougherty, Field Artillery.
Major Herbert E. Ellis, Coast Artillery Corps.
Captain Paul M. Ellis, Infantry.
Major Paul X. English, Chemical Warfare Service.
Major Louis A. Falligant, Infantry.
Captain Louis D. Farnsworth, Coast Artillery Corps.
Captain William E. Farthing, Air Corps.
Captain Harold C. Fellows, Cavalry.
Lieutenant Colonel Chauncey L. Fenton, Coast Artillery Corps.
Major Milo P. Fox, Corps of Engineers.
Captain Lyman S. Frasier, Infantry.
Major Seth H. Frear, Signal Corps (P.S.).
Major William F. Freehoff, Infantry.
Captain Carroll M. Gale, Infantry.
Lieutenant Colonel Fulton Q. C. Gardner, Coast Artillery Corps.

Major Oscar J. Gatchell, Ordnance Department.
Major Cleveland C. Gee, Corps of Engineers.
Captain Joseph W. Geer, Cavalry.
Captain Edwin C. Gere, Cavalry.
Major Earl E. Gesler, Corps of Engineers.
Major Edward L. N. Glass, Cavalry.
Major Robert E. M. Goodrick, Air Corps.
Captain Norman P. Groff, Infantry.
Major Allen W. Gullion, Judge Advocate General's Department.
Major Kenneth M. Halpine, Infantry.
Captain Leon G. Harer, Infantry.
Major Francis C. Harrington, Corps of Engineers.
Major John E. Hatch, Field Artillery.
Major Thomas G. Hearn, Infantry.
Captain Stephen G. Henry, Infantry.
Major Frederick W. Herman, Corps of Engineers.
Major Harrison Herman, Cavalry.
Major Marvin C. Heyser, Field Artillery.
Major John N. Hodges, Corps of Engineers.
Major William M. Hoge, Jr., Corps of Engineers.
Captain Rhey T. Holt, Cavalry.
Major William C. Houghton, Field Artillery.
Lieutenant Colonel Mark L. Ireland, Quartermaster Corps.
Captain Willard W. Irvine, Coast Artillery Corps.
Captain Constant L. Irwin, Infantry.
Captain Lynwood B. Jacobs, Air Corps.
Major James H. Johnson, Quartermaster Corps.
Major Clifford R. Jones, Coast Artillery Corps.
Major Allen R. Kimball, Quartermaster Corps.
Major Ralph S. Kimball, Adjutant General's Department.
Major Charles A. King, Jr., Infantry.
Major Herman Kobbe, Cavalry.
Major Hayes A. Kroner, Infantry.
Captain Frederick R. Lafferty, Cavalry.
Captain Frank B. Lammons, Infantry.
Captain Walter G. Layman, Infantry.
Major Emil W. Leard, Infantry.
Captain Paul E. Leiber, Infantry.
Captain Bert M. Lennon, Infantry.
Major John W. Leonard, Infantry.
Major Robert H. Lewis, Field Artillery.
Major Vicente Lim, Infantry (P.S.).
Major Eugene A. Lohman, Air Corps.
Major Harold F. Loomis, Coast Artillery Corps.
Captain Andres Lopez, Infantry.
Major Albert L. Loustalot, Coast Artillery Corps.
Captain William E. Lucas, Jr., Infantry.
Major Elbert J. Lyman, Infantry.
Captain William A. McAdam, Infantry.
Major Horace L. McBride, Field Artillery.
Major Robert B. McBride, Jr., Field Artillery.
Colonel William W. McCammon, Infantry.
Major William A. McCulloch, Infantry.
Captain John W. McDonald, Cavalry.
Captain John E. McMahan, Field Artillery.
Captain Gabriel T. Mackenzie, Infantry.
Major Walter D. Mangen, Field Artillery.
Captain Walter R. Mann, Infantry.
Major Pearson Menoher, Cavalry.
Major Benjamin W. Mills, Infantry.
Captain Ralph J. Mitchell, Marine Corps.

Major Serafin M. Montesinos, Infantry.
Major George F. Moore, Coast Artillery Corps.
Captain William C. Moore, Infantry.
Lieutenant Colonel William K. Moore, Field Artillery.
Captain William P. Morse, Infantry.
Major Henry D. F. Munnikhuysen, Quartermaster Corps.
Captain John H. Nankivell, Infantry.
Captain George B. Norris, Infantry.
Captain Cornelius F. O'Keefe, Cavalry.
Major Lunsford E. Oliver, Corps of Engineers.
Captain Milton H. Patton, Cavalry.
Captain George M. Peabody, Jr., Cavalry.
Captain Paul E. Peabody, Infantry.
Captain DeWitt Peck, Marine Corps.
Major Robert M. Perkins, Coast Artillery Corps.
Captain Joseph L. Philips, Cavalry.
Major Eustis L. Poland, Infantry.
Major Marshall H. Quesenberry, Infantry.
Major Ira A. Rader, Air Corps.
Captain Herman F. Rathjen, Cavalry.
Major Harry L. Reeder, Infantry.
Major Ford Richardson, Infantry.
Lieutenant Colonel Ben F. Ristine, Infantry.
Captain John A. Rogers, Medical Corps.
Major Edward C. Rose, Infantry.
Major Ralph Royce, Air Corps.
Major William R. Schmidt, Infantry.
Captain Edwin E. Schwien, Infantry.
Major Frank C. Scofield, Coast Artillery Corps.
Major William R. Scott, Infantry.
Major Fred Seydel, Coast Artillery Corps.
Captain Edward F. Shaifer, Cavalry.
Major Edward G. Sherburne, Infantry.
Colonel Arthur M. Shipp, Infantry.
Major George L. Smith, Infantry.
Major Julian C. Smith, Marine Corps.
Captain Ralph C. Smith, Infantry.
Major Truman Smith, Infantry.
Captain Alexander N. Stark, Jr., Infantry.
Captain Paul N. Starlings, Infantry.
Captain Charles P. Stivers, Infantry.
Captain Adrian St. John, Chemical Warfare Service.
Major Edward A. Stockton, Jr., Coast Artillery Corps.
Captain Carl H. Strong, Cavalry.
Major Robert W. Strong, Cavalry.
Major LaRhett L. Stuart, Coast Artillery Corps.
Major Richard K. Sutherland, Infantry.
Major Milton H. Taulbee, Field Artillery.
Captain Herbert W. Taylor, Medical Corps.
Major Thomas F. Taylor, Infantry.
Major Clesen H. Tenney, Coast Artillery Corps.
Captain Richard G. Tindall, Infantry.
Captain William L. Tydings, Infantry.
Major Frederick E. Uhl, Infantry.
Major Robert H. Van Volkenburgh, Coast Artillery Corps.
Captain J. H. Ventosa, Cuban Army.
Major Albert W. Waldron, Field Artillery.
Major Eugene B. Walker, Coast Artillery Corps.
Major Shields Warren, Infantry.
Major John J. Waterman, Field Artillery.

Major Laurence Watts, Signal Corps.
Lieutenant Colonel William C. Weeks, Corps of Engineers.
Captain George H. Weems, Infantry.
Major Robert R. Welshmer, Coast Artillery Corps.
Major Oscar Westover, Air Corps.
Major Arthur A. White, Field Artillery.
Major William R. White, Quartermaster Corps.
Major Meade Wildrick, Coast Artillery Corps.
Captain Roger Williams, Jr., Infantry.
Major Charles K. Wing, Coast Artillery Corps.
Captain Philip S. Wood, Infantry.
Major John C. Wyeth, Field Artillery.
Captain Theodore Wyman, Jr., Corps of Engineers.

4. The policy of making no changes in revision of text books during the year has been continued. Suggestions for revision deemed necessary are filed and when a reprint is necessary, decision is then made as to the necessity for revision.

5. Training Regulations are used as basic texts where applicable. Texts prepared here supplement Training Regulations and are used only when no appropriate Training Regulations are available.

6. Changes in Tables of Organization by the War Department will require a considerable change in certain of our texts but this will be completed by the time the texts are needed.

7. Tactical Functions of Larger Units was continued as a part of the course with beneficial results.

8. The tutorial method of instruction was continued with splendid results.

9. The same method of informing students as to their work as was used the past two years was continued with excellent results. Improved methods of furnishing students comments on errors has reduced the number of reclaims from an average of 30-40 per problem two years ago to about 2 per problem this year.

10. Another instructor took the summer school course at the University of Michigan the past summer for the purpose of investigating methods of instruction. The results were excellent and both instructors and students benefitted by this officer's work.

11. I desire to emphasize again the necessity for careful selection of officers sent as students to the Command and General Staff School, both as to physical condition and

professional attainments and record, having in mind their availability for General Staff detail. The past year one officer had to be excused from all mounted work the entire year and this condition had existed the whole of his previous year at a special service school. This year two officers of the new class have already been relieved from detail on account of physical disability. A careful check on their physical condition might have prevented the original detail. With the inauguration of the two year course and the correspondingly smaller yearly selection there should be no difficulty along these lines if proper care is taken in the selection of officers for duty as students.

12. The abolishment of the rating of Honor and Distinguished Graduates has been a complete success. The work of the last class was fully up to the standard, while the absence of the unhealthy competition engendered by other methods helped create a most desirable atmosphere.

13. A course in Current Events was added this year with splendid results. Student officers were kept in touch with national and international happenings by their own efforts, and received practice in talking on their feet in a succinct and logical manner. The faculty members were required to give short, terse talks on especially important matters. In addition, special knowledge had by students on particular subjects was made use of for the general benefit of all. Students who found that they had spare time were encouraged to submit monographs on selected subjects. In each case when student officers did extra work a notation to that effect was made on their efficiency reports. This will be continued during the coming year.

14. The coming year there will be here one class taking the present course and another class taking the first year of the two year course. This entails a considerable additional work upon the Instructors but this increase has been reduced as much as possible by combining 70% of the problems, 45% of the conferences and lectures, and all the map maneuvers.

SPECIAL COMMAND AND GENERAL STAFF SCHOOL

15. With one exception the officers composing the Special Command and General Staff School were well quali-

fied to carry on the work here. I recommend that this class be increased in size, provided funds are available.

The list of graduates is as follows:

- Lieutenant Colonel Lincoln K. Adkins, Coast Artillery Corps Reserve.
- Lieutenant Colonel George E. Carpenter, O.D., Vermont National Guard.
- Major John P. Clegg, Infantry Reserve.
- Lieutenant Colonel George E. Cole, 43rd Division, Conn. National Guard.
- Major Philip P. Cole, Field Artillery Reserve.
- Major Alexander G. Conoley, Signal Corps Reserve.
- Lieutenant Colonel Arthur W. Copp, Infantry Reserve.
- Lieutenant Colonel Sid Cummings, Infantry Reserve.
- Colonel Charles A. Davis, 131st Field Artillery, Texas National Guard.
- Major James L. Draper, Corps of Engineers Reserve.
- Major William McK. Dunn, A.G.D., Virginia National Guard.
- Brigadier General William G. Everson, Indiana National Guard.
- Lieutenant Colonel Herbert D. Forrest, A.G.D., New Jersey National Guard.
- Major Clarence B. Fullerton, Infantry Reserve.
- Major Francis R. Kerr, Infantry Reserve.
- Lieutenant Colonel Eugene C. Libby, 186th Infantry, Oregon National Guard.
- Lieutenant Colonel George V. N. Lothrop, 182nd Field Artillery, Michigan National Guard.
- Lieutenant Colonel Ray McMahan, Infantry Reserve.
- Lieutenant Colonel Azel W. McNeal, Field Artillery Reserve.
- Major Thomas B. Matthews, Corps of Engineer Reserve.
- Lieutenant Colonel Norman Meranus, Infantry Reserve.
- Major James J. Milligan, Infantry Reserve.
- Major William W. Nairn, Jr., Coast Artillery Corps Reserve.
- Major Herbert LeR. Ritter, Field Artillery Reserve.
- Lieutenant Colonel Joseph E. Rowan, Medical Corps Reserve.
- Lieutenant Colonel Earl P. Roy, 31st Division, Louisiana National Guard.
- Lieutenant Colonel Earle L. Shattuck, Infantry Reserve.
- Lieutenant Colonel John H. Steck, 32nd Infantry Division, Michigan National Guard.
- Major Fred E. Thompson, Infantry Reserve.
- Lieutenant Colonel Ralph E. Truman, 140th Infantry, Missouri National Guard.
- Lieutenant Colonel Frank M. Williams, Infantry Reserve.
- Lieutenant Colonel L. Kemper Williams, Infantry Reserve.
- Lieutenant Colonel Chester H. Wilson, 124th Infantry, Florida National Guard.
- Lieutenant Colonel William R. Wright, Cavalry, New York National Guard.
- Lieutenant Colonel Oliver C. Wyman, Quartermaster Corps Reserve.
- Lieutenant Colonel William H. Zierdt, I.G.D., 28th Division, Pennsylvania National Guard.

THE COMMAND AND GENERAL STAFF CORRESPONDENCE
SCHOOL

Director: COLONEL RUSSELL P. REEDER, Coast Artillery Corps.
Chief: LIEUTENANT COLONEL JOHN SCOTT, Infantry.

16. A change has been made in this course for the school year 1929-1930 in that subcourses covering Army and Corps troops and Operations have been eliminated and more concentration placed on a Divisional study. In the new material subcourses I to V, inclusive, all lessons consist of map problems, exercises having been discontinued. Special maps have been provided with each problem. These maps have the situation, as given the student, printed on them, and are made as small as possible, but large enough for a complete understanding and solution of the problem. These special maps are valuable in eliminating much of the drudgery involved in laying out the problem and meet the demand for a reduction in the size of maps necessary; as many students work in limited space and cannot conveniently handle a large map. The inclusion of special maps with all problems will assist materially in keeping alive the student's interest with the result that a larger percentage of students will complete the course. Text assignments have been restricted to the subject of the lesson; text assignments covering irrelevant subjects have been discontinued. The texts, as given, cover the principles to which the map problem pertains. An illustrative problem is usually provided in the text. With this instruction the student should be prepared to solve intelligently the problem included in the assignment.

17. I recommend that the name Command and General Staff Correspondence School be discontinued, it is misleading and incorrect, as this is not a school, no courses of instruction being conducted from here. The appropriate name would be Command and General Staff Extension Course. All reference to correspondence courses should be discontinued. In the minds of the general public this is associated at once with the inferior and inefficient correspondence courses given by all sorts of charlatans and cheap mail order institutions. All the civilian institutions who have been conducting courses of instruction by correspondence for more than thirty years, carefully avoid ref-

erence to "correspondence" using the titles either "Extension Courses" or "Home Study Courses."

18. A suitable diploma should be given every student who satisfactorily completes the prescribed 500 hours work in the Command and General Staff Correspondence School. Record of the awarding of such diploma should be filed at the proper Corps Area Headquarters and with the officer's record in the War Department. The certificates now given upon the completion of each subcourse are not sufficient reward for the officer who successfully completes the 500 hours work in the Command and General Staff Course, covering a period of three years.

19. In order to insure greater uniformity in marking, commenting and handling the papers in Correspondence Courses, officers who are detailed upon this work, who are not recent graduates of these schools or at least one from each Corps Area Headquarters, should be sent to Fort Leavenworth for a six weeks course of instruction under the Department of the Command and General Staff Correspondence Course.

20. The limiting of the school year of the Correspondence Courses to the winter months has not proven satisfactory. Students have reported that many times they have much more leisure time during the summer months and would be glad to undertake this work during the slack season if they were given the opportunity. It is recommended that the school year be extended to the entire 12 months.

21. Better results would be obtained by using only the words "satisfactory" or "unsatisfactory" in grading students' papers. The percentage grade obtained by the student should be recorded at the Corps Area Headquarters conducting the school. This system of grading has proven to be the most successful at these schools.

OVERHAUL, IMPROVEMENT, AND MODERNIZATION OF THE SCHOOL PLANT

22. Since becoming Commandant of the General Service Schools, I have endeavored in every way permitted by the available finances to overhaul, improve, and modernize the school plant. During the fiscal year just closed, the following improvements have been accomplished:

a. School Library.—The shelf capacity of the School Library was increased to enable us to care for about 9000 additional books. Our former capacity had been exhausted and many books were stacked on tables and around the side walls. There is now space for additional accessions for several years to come.

b. Library Catalog.—On June 30, 1927, our library contained 55,650 books, pamphlets, and documents and 1,160 maps and atlases. For several years these schools has felt the need of a comprehensive library catalog to enable instructors and students to readily utilize the great mass of information contained in this military library. The School Librarian has been engaged in the compilation of this catalog during the fiscal years 1926 and 1927 and the catalog was printed during the present fiscal year 1928. It is classified by subjects and countries and contains a complete alphabetic subject index. This catalog contains 754 pages, was printed and bound in the School shops, and is a credit to the former Librarian, the library force, and the printers and binders engaged in the work. The increased shelf capacity mentioned above enables the classification and arrangement of all books and accessions according to this catalog.

c. Printing Plant.—An old type linotype machine which was installed in the printing plant about 1913, was turned in as part payment on a new linotype machine. The new machine completely modernizes the printing plant in this respect. It gives the schools a battery of three linotype machines, provides interchangeability of all machine parts, and enables composition to be carried on simultaneously by three operators, all of whom are enlisted men of the General Service Schools Detachment, White. Another improvement made during the present fiscal year was the elimination of a motor generator and twelve direct current motors on various machines, and a substitution of a like number of alternating current motors on those machines. This change eliminates the motor generator, enables current to be carried from the source of power to any particular machine, provides more flexibility in operation, and is a distinct economy.

d. Improvement of Plant.—During the past year the school building and all shops pertaining thereto have been completely renovated and painted, and the lighting system changed to provide greater comfort, with considerable saving in electric power.

23. I am deeply indebted to the Assistant Commandant, Directors, Faculty and Staff for their loyal and efficient support. I desire to express my grateful acknowledgement for the splendid assistance rendered me and the school by the several staff departments, the Commandant, The United States Disciplinary Barracks, the Young Men's Christian Association, the many social organizations in the post, the individual members of the garrison, commissioned, warrant, enlisted and civilian.

24. The whole hearted backing of the War Department has been of the greatest assistance.

EDW. L. KING,
Brigadier General, U. S. Army,
Commandant.