

ANNUAL REPORT

OF

COLONEL H. A. DRUM

COLONEL, INFANTRY (D.O.L.)

COMMANDANT

THE GENERAL SERVICE SCHOOLS

FORT LEAVENWORTH, KANSAS

1921



THE GENERAL SERVICE SCHOOLS PRESS

FORT LEAVENWORTH, KANSAS

10-31-21-200

W. H. BROWN & COMPANY, INC.

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THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1921.

FROM: The Commandant.
To: The Adjutant General of the Army, Wash-
ington, D. C.
SUBJECT: Annual report for school year 1920-1921.

1. During the past school year the office of Commandant of these schools and of Fort Leavenworth, Kansas, was filled as follows:

THE GENERAL SERVICE SCHOOLS AND FORT LEAVENWORTH

July 1st to August 27, 1920, Major General C. H. Muir, U. S. A.
August 28th to September 20, 1920, Colonel L. R. Holbrook, F. A.
September 21, 1920, to March 4, 1921, Brigadier General H. A.
Drum, U. S. A.

FORT LEAVENWORTH, KANS.

March 5th to June 28, 1921, Colonel F. L. Munson, Inf. (DOL)
June 29th to June 30, 1921, Colonel H. B. Crosby, Cav.

THE GENERAL SERVICE SCHOOLS

March 5th to June 30, 1921, Colonel H. A. Drum, Inf. (DOL)

2. The organization of the schools (which includes the post of Fort Leavenworth), is shown by the "Organization Chart of the General Service Schools," herewith. (Appendix A.)

The instructional organization is shown by the "Instruction Chart of the General Service Schools," herewith. (Appendix B.)

3. At the opening of the school year, September 1, 1920, the school staff and faculty was as follows:

Colonel E. E. Booth, Cavalry, Assistant Commandant,
Colonel F. L. Munson, Infantry, Executive Officer,
Colonel W. K. Naylor, Infantry, Director The General Staff
School,
Colonel Herbert J. Brees, Cavalry, Director The School of
the Line,

Lieutenant Colonel A. M. Ferguson, U. S. Army, Retired,
Secretary,
Major Aristides Moreno, Infantry, Assistant Secretary,
First Lieutenant Otto W. Neidert, 49th Infantry, Assistant
Secretary,
Major Gregory Hoisington, Infantry, Adjutant,
Colonel Ezra B. Fuller, U. S. Army, Retired, Librarian.

Instructors

Major Emmett Addis, Cavalry,
Major Owen S. Albright, Signal Corps,
Major William D. A. Anderson, Corps of Engineers,
Major Royden E. Beebe, Infantry,
Major Fay W. Brabson, Infantry,
Lieutenant Colonel Charles M. Bundel, Field Artillery,
Major Thom Catron, Infantry,
Colonel Harry A. Eaton, Infantry,
Major Victor S. Foster, Cavalry,
Major Pelham D. Glassford, Field Artillery,
Colonel Lucius R. Holbrook, Field Artillery,
Colonel Willey Howell, Infantry,
First Lieutenant George E. Huthsteiner, Cavalry,
Colonel Conrad H. Lanza, Field Artillery,
Major John P. McAdams, Infantry,
Major Joseph A. McAndrew, Infantry,
Major Lesley J. McNair, Field Artillery,
Lieutenant Colonel Duncan K. Major, Jr., Infantry,
Major Troup Miller, Cavalry,
Major William A. Mitchell, Corps of Engineers,
Captain Earl L. Naiden, Air Service,
Major Kerr T. Riggs, Cavalry,
Major John W. N. Schulz, Corps of Engineers,
Lieutenant Colonel M. A. W. Shockley, Medical Corps,
Major Walter C. Short, Infantry,
Major John P. Terrell, Coast Artillery Corps,
Colonel Robert O. Van Horn, Infantry,
Major Ralph T. Ward, Corps of Engineers,
Major Lewis H. Watkins, Corps of Engineers,
Major Philip H. Worcester, Coast Artillery Corps,
Lieutenant Colonel George Peron, French Army.

Lieutenant Colonel Morris E. Locke, Field Artillery,
reported for duty as an instructor on September 6, 1920.

Major J. J. Fulmer, Infantry, was on temporary duty
as instructor from September 1st to October 23, 1920.

The following instructors were detailed in the General
Staff Corps and relieved from duty at the schools on Janu-
ary 31, 1921.

Colonel Lucius R. Holbrook, Field Artillery,
Colonel William K. Naylor, Infantry,
Lieutenant Colonel Duncan K. Major, Jr., Infantry,
Lieutenant Colonel Morris E. Locke, Field Artillery,
Lieutenant Colonel Kerr T. Riggs, Cavalry,
Major Ralph T. Ward, Corps of Engineers,
Major Lesley J. McNair, Field Artillery,
Major John P. McAdams, Infantry,
Major Fay W. Brabson, Infantry,

Major Royden E. Beebe, Infantry,
Major Walter C. Short, Infantry,
Major John P. Terrell, Coast Artillery Corps,
Major Troup Miller, Cavalry.

Colonel Willey Howell, Infantry, was detailed as Director of The General Staff School in place of Colonel Wm. K. Naylor, relieved. To replace those relieved, the following officers were detailed as instructors in addition to their duties as members of The General Staff School:

Colonel Herbert B. Crosby, Cavalry,
Colonel Robert H. Allen, Infantry,
Colonel Thomas A. Roberts, Cavalry,
Colonel Philip R. Ward, Coast Artillery Corps,
Major Warren T. Hannum, Corps of Engineers,
Major Ned B. Rehkopf, Field Artillery.

These officers carried on their class work in addition to their work as instructors and were graduated with their class.

First Lieutenant Otto W. Neidert, 49th Infantry, was relieved from duty at the schools January 10, 1921, to join his regiment, the 49th Infantry.

4. On September 5, 1920, The General Staff School opened with fifty-six officers and The School of the Line with ninety-four officers. The only losses during the year were the retirement at his own request of Colonel Charles W. Castle, Infantry, on October 19, 1920, and the relief of Lieutenant Colonel L. L. Lawson, Field Artillery, for physical disability on April 18, 1921.

5. Quarters were adequate during the year. Eighty-one sets of apartments converted from former barracks were available in addition to former quarters. Heavy furniture for these apartments was received early in the school year. Electric ranges were installed in all these apartments in the fall of 1920, and have given great satisfaction. They have proven much more economical than coal ranges and these ranges should be installed in all housekeeping quarters in the post. One hundred and six additional apartments have been constructed during the year in former barracks and will be available at the opening of the next school year.

Otis Hall, a former bachelor building, has also been converted into eight housekeeping apartments. All these

additional apartments will be equipped with electric ranges and contract has been made locally for heavy furniture for these quarters.

6. Under date of September 9, 1920, the War Department transmitted an approved plan for the expansion of these schools and directed that a project be submitted to meet this contemplated expansion. Under the War Department plan the ultimate strength of the General Staff School will be one hundred and fifty and the School of the Line three hundred, or a maximum of four hundred and fifty officers undergoing instruction. This necessarily carries with it a proportionate increase in staff and instructor personnel which will bring the grand total to approximately six hundred officers on duty at the schools. To meet this expansion a school table of organization was submitted to the War Department which indicated the increases deemed necessary in all departments; copy herewith. (Appendix C.)

In connection with this expansion, a building project was submitted to the War Department. In general, this project provided for the necessary increase in commissioned and enlisted personnel, the construction of an additional wing to the college building, the enlargement of the present existing general mess building and public school building, the conversion of former artillery stables into barracks for the increased enlisted force, and the construction of additional quarters in the form of apartment houses for the increased number of officers and noncommissioned officers.

In this construction project the most important and pressing need is the construction of an additional wing to the college building. For the coming year the personnel undergoing instruction will number approximately two hundred and seventy-five, and the present school building will be severely taxed to accommodate that number. This is also the maximum number that can be accommodated in the present living quarters. All buildings in the post that can be economically and satisfactorily converted into quarters have been altered and additional quarters must be provided by new construction. This construction should be of apartment house type, both from the standpoint of economy in construction and operation, and also desirability and utility of occupancy.

In connection with the construction of quarters at the schools, attention is invited to the desirability of installing several heating plants. At present there are three hundred and seventy sets of officers' quarters and approximately fifty sets of noncommissioned officers' quarters, nearly all of which are heated by individual heating plants. The overhead in handling of fuel at this post is enormous and runs into many thousands of dollars, to say nothing of the waste of fuel even with careful supervision. The installation of central heating plants will save their cost in a very short time by reducing the amount of fuel used and the overhead in handling same.

7. To accommodate the officers on duty at the schools and their families, it has been necessary to maintain two (2) large general messes. Both have been quite satisfactory and this arrangement will be continued during the coming year.

8. The public school maintained for post children has not been very satisfactory. Although an addition to the school building was constructed during the previous year, it is still too small for the large number of school children now in the post. The school teachers provided were not sufficient in number to properly handle the children attending the school. The public school in the post is a part of the public school system of the State of Kansas and the teachers are furnished by the school authorities of Leavenworth County. The expenses of the school, aside from the building, which is provided by the War Department, is met by taxes levied by local authorities on public utilities operating on the reservation. The post authorities have nothing to do with the disbursements of the school funds nor with the employment of teachers for this school. This arrangement is not satisfactory. Considering the very large number of children of public school age that will always be in the post and the difficulty encountered by army people in educating their children while being constantly shifted to all parts of the world, it would seem to be but proper and fitting, and a matter of simple justice for the War Department to provide adequate school facilities, both as regards school building and sufficient, competent teachers.

9. During the past year the garrison, in addition to the school personnel, has consisted of the 3d Battalion, 49th

Infantry, and detachments of the medical, quartermaster and finance departments. For school purposes during the fall of 1920, a balloon company and a flight of observation planes, with a photographic section, were here on temporary duty for about 2 months and rendered satisfactory service.

The retention here for guard and police purposes of a battalion of a combat organization is a hardship on that organization, as, from the nature of the duties required of this battalion, it cannot get the maximum of military training. Furthermore, if its parent organization is ordered to field service, it will probably result in the removal of this battalion from the post at an inopportune time.

Recommendation has been made for the replacement of this line battalion by two (2) service companies of approximately 100 men each. Such an arrangement will be more satisfactory in every way than the present. The service organization would be permanent and better suited to perform the peculiar duties required of it than a line battalion and a combat organization would not be robbed of a third of its strength. It is hoped the above mentioned recommendation will be approved.

10. The quartermaster, medical, finance and school detachments have rendered satisfactory service. To meet the increased school personnel for the coming year the two (2) school detachments should be increased. The increase needed in the White Detachment is small, but ten (10) men. This detachment performs the mechanical duties connected with the operation of the school printing, binding and map reproduction plants and most of the clerical work of the book department and the school administrative offices. It has functioned in a very efficient manner during the year. The Colored Detachment, which performs orderly and messenger duty around the college and cares for the school mounts needs an increase of approximately one hundred and twenty-five (125) men to meet next year's requirements.

11. During the past year a clerical force of two (2) Army field clerks and six (6) civil service stenographers and typists has been required in the preparation and recording of printed, typewritten and mimeographed matter used by the instructor personnel in the school courses.

The work of this clerical force has been quite satisfactory and it should be retained during the coming year.

12. The Mailing List has expanded with the schools and now numbers approximately 12,000 members, consisting of officers of the regular army, national guard and reserve corps, with a few civilians interested in military matters. Four shipments of printed matter were sent out during the year consisting of map problems, lectures, and other instructional matter prepared and used in the school courses.

Heretofore the yearly cost of this mailing list matter has been collected from subscribers at the close of the year's service. Beginning July 1, 1921, a change in this procedure was made and subscription to the Mailing List will be payable in advance. This change is necessitated by the increase in the size of the subscription list and the consequent increase in account keeping connected with an open account system.

13. The annual allotment for these schools for the past year from the appropriation "United States Service Schools" was \$20,130.00. It was not sufficient for the purpose and the schools were cramped for funds during the latter part of the school year. Prior to The World War with a school personnel less than one-half of the present, the annual allotment was \$15,000.00. With double the pre-war personnel and the increased cost of practically everything purchased for school purposes, the increase in the allotment has proven entirely inadequate. An estimate was submitted for \$50,000.00 for next year's needs. The appropriation bill for the coming year provides \$35,000.00, which will be a big help, but still is not enough for school needs.

14. The schools have been handicapped during the past year by the lack of competent translators. A mass of valuable military matter is available, provided it can be properly translated. Until the end of the past fiscal year, the schools were authorized one translator at \$100.00 per month. It was impossible to secure competent service at this salary. Request was made for two (2) translators at \$150.00 per month. The appropriation bill for the coming year provides for one at \$150.00 per month.

The importance of translating military matter now on hand and the constant accessions thereto warrants the detail of an experienced officer thoroughly competent to translate French or German or both. Experience indicates that

a translator for school purposes, however competent in the language or languages concerned, must be thoroughly versed in military matters.

15. In connection with the proposed expansion of the school, and based upon the needs determined by experience, recommendations were made to the War Department in the fall of 1920, reference establishing a fixed policy covering the detail of instructors to the schools. These recommendations covered the following elements:

- (a) Class of officers required as instructors,
- (b) Stability of instructor personnel,
- (c) Number of instructors required,
- (d) System of relief and replacement of instructors,
- (e) Order of preference of available personnel.

Under date of December 18, 1920, the Director, War Plans Divisions, General Staff, transmitted the following approved policy of the War Department regarding detail of instructors at these schools:

“That the policy to be announced should embrace:

“(a) That but two classes of duty should be given preference over duty as instructors at The General Service Schools, i. e., General Staff; Instructors at General Staff College.

“(b) That, except for specialists, only graduates of The General Service Schools or those who, by experience in The World War, proved their ability should be considered for detail as instructors.

“(c) That, except for certain special branches, all instructors should be of field rank, preferably above the rank of major.

“(d) That, except in cases of emergency, all replacements in instructor personnel be made annually on 30th of June.

“(e) That as far as possible only officers available for four years detached service should be detailed and only in case of emergency considered available for any other duty while on detail as instructors at The General Service Schools, and

“(f) That, beginning 30th June, 1921, twenty-five per cent of the present instructors be replaced, a similar per cent of present instructors be replaced on 30th June, 1922, and that, after the full quota—approximately seventy-two (72)—of instructors for the year 1922-1923 has been detailed, relief and replacements be made on the basis of twenty-five per cent annually.

“(g) That as far as practicable officers destined for detail as instructors at The General Service Schools, should receive at least one year's notice of their prospective detail, except graduates of The General Service Schools selected for detail immediately upon graduation from that school.

“That the present shortage of officers, qualified for duty as instructors, will render it necessary to detail some instructors from the class graduating from The General Staff School in June, 1921. This, however, is a temporary measure, and as the number of graduates of The General Staff School increases the application of this method will not be necessary.

"This policy of detailing officers as instructors, immediately upon their graduation from The General Staff School, will delay their entrance into The General Staff College. However, the immediate successful functioning of The General Service Schools, as a whole, is considered more important to the service at large than the immediate completion of the education of a few officers. The officers so detailed to have the assurance that they will later be detailed for a course at The General Staff College upon completion of their time as instructors at The General Service Schools.

"That, while existing shortage of experienced officers is realized, it is thought that a definite policy in this matter, announced as above, will assist the War Department in meeting existing conditions."

Experience has demonstrated that the average instructor does not do his best work until his second year of instruction and frequently not until his third year. Stability of school policies, doctrines, etc., is essential to any educational institution. This is especially true of this institution where the subjects taught are numerous, diversified and at the same time so co-related. It is frequently necessary for the school faculty to train the instructor personnel along with, or just ahead of, the student body. This condition exists here for a large part of the work. It is believed that every officer detailed here as an instructor should be kept for at least four years. A longer period is not desirable, while a shorter period does not make for efficiency and greatly increases the burden on other instructors.

16. A policy has been adopted for the schools of placing, as soon as practicable, all basic instructional matter in text-books. In addition to disseminating the school teachings to the army at large, this scheme will insure stability and uniformity in doctrines and principles. In view of changes in organization and the lessons developed in The World War such old text-books as were available were of little value. While the task involved in this policy is considerable, it is expected that all basic instructional matter for the two schools will be in book form by June 30, 1923.

During the last two years the following text-books have been prepared:

Course in Machine Guns,
Combat Orders,
Tactical Functions of Larger Units,
Tactical Principles and Decisions—2 volumes.
Conventional Signs,
Course in Topography,
Field Fortifications,

Engineering Data,
 Tactics and Technique of Tanks,
 Air Service,
 Supply Principles,
 Solution of Problems,
 Troop Leading, Offensive,
 Tactics and Technique, Cavalry,
 Tactics and Technique, Artillery,
 Duties of Division Commander and Staff,
 Troop Leading, Defensive,
 Chemical Warfare,
 Signal Communications for All Arms,
 Principles of Strategy,
 Civil War Source Books (two volumes).

The following books are under preparation for use during the next school term :

Tactics and Technique of Artillery, Vol. I (Divisional),
 Tactics and Technique of Artillery, Vol. II (Corps, Army
 and GHQ Reserve),
 Divisional Logistics,
 Command and General Staff Technique (Corps, Army and
 Communication Zone),
 Tactical and Strategical Studies, Corps and Army.
 Cavalry Tactics, Corps and Army,
 Studies of Division, Corps and Army Engineers,
 Corps and Army Logistics,
 Several reference and source books for historical studies.

In addition to the foregoing, work is under way rewriting the Field Service Regulations.

17. Statistical report No. 169, Statistics Branch, General Staff, April 9, 1921, shows grades and ages of next year's class for the School of the Line to be as follows:

Grades:

Colonels	12
Lieutenant Colonels	53
Majors	133
Captains	2
Total	<u>200</u>

Ages:

Oldest Officer	54 $\frac{2}{12}$ years,
Youngest Officer	29 $\frac{6}{12}$ years,
Average Age	41 $\frac{9}{12}$ years.

This disparity in age is not believed desirable. The character of the work carried on at these schools and the competitive features connected therewith indicate strongly the advisability of the student body be composed of officers of approximately the same age, rank and experience.

18. Submitted herewith are the following reports:

The Director, The General Staff School (Appendix D),
The Director, The School of the Line (Appendix E),
The Secretary, The General Service Schools (Appendix F),
The Librarian, General Service Schools (Appendix G).

Special attention is invited to that part of the report of the Director, The General Staff School which discusses the new Staff School course. A comparison of this course with those of previous years will show a marked change, and it is believed improvement. Heretofore the Staff School course has been based primarily on "staff technique." The new course departs from this basis and gives as much, if not more, consideration to "command." The main part of the command phase of the instruction is included in the Tactical and Strategical Studies, Corps and Army, which was introduced into the course for the first time in January this year. The whole new staff school course has been given considerable personal study by the Commandant, Assistant Commandant and Director, The General Staff School, and it is believed it will place the school on a sound basis and fulfill its mission.

No material change has been made in the School of the Line course. Submitted herewith are the courses for next year for the two schools. (Appendices H and I.)

19. The school year has been successful in every way. Working under difficult circumstances, such as relief of instructors in the middle of the term, changes in organization tables, lack of adequate text-books, the school faculty and instructors deserve special mention. They have worked with extreme care and exceptional energy and assisted in placing the schools on a higher standard than ever before. In this connection I desire to recommend especially,

Colonel E. E. Booth, Cavalry (DOL), Assistant Commandant,
Colonel Willey Howell, Infantry (DOL), Director, The General Staff School,
Colonel H. J. Brees, Cavalry (DOL), Director, The School of the Line,

whose painstaking efforts and loyal support have had a marked influence on the success of the year.

H. A. DRUM,
Colonel, Infantry (D.O.L.),
Commandant,

[Appendix "A"]

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

September 14, 1920.

GENERAL ORDERS }
No. 5. }

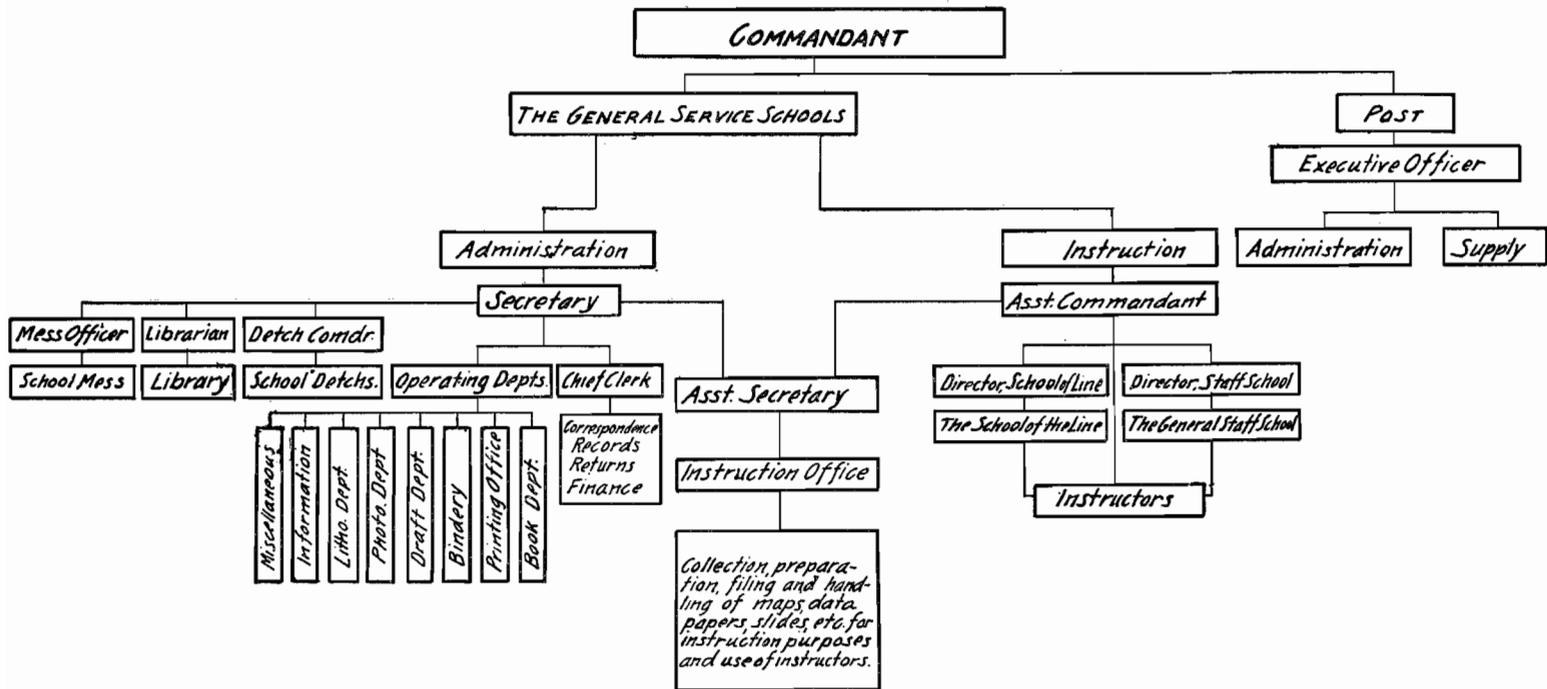
1. The within Organization Chart of The General Service Schools and Post of Fort Leavenworth is published for the information and guidance of all concerned.

2. In connection therewith the following duties and functions are prescribed:

- a. The Assistant Commandant will have general charge of the instruction (initiating, co-ordinating and developing courses and studies) and the merit systems and methods of both schools in accordance with the doctrines and policies announced by the Commandant, the preparation and publication of text and reference books, and general supervision over the allotment, assignment and special studies of the instructor personnel.
- b. The Directors, in their respective schools, will have direct charge of the instruction (initiating, co-ordinating and developing courses and studies) and the merit systems and methods in accordance with announced policies, the assignment and work of instructors assisting them, and the work of the student personnel.
- c. The Secretary will have charge of the administration and records of the schools, of the various school detachments and clerical forces, school funds, assignment of school quarters, and various school attachments, such as messes, construction, school transportation, book department, library, school shops and plants, etc.
- d. The Executive Officer will have charge of the administration and conduct of the Post and Reservation in accordance with the policies of the Commandant, of the supply services and of the educational and recreational services including social and athletic affairs, and all matters pertaining thereto.

BY ORDER OF THE COMMANDANT:

A. M. FERGUSON,
Lieutenant Colonel, U.S.A., Retired,
Secretary.



ORGANIZATION CHART OF THE GENERAL SERVICE SCHOOLS & POST OF FORT LEAVENWORTH - 1920

[Appendix "B"]

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

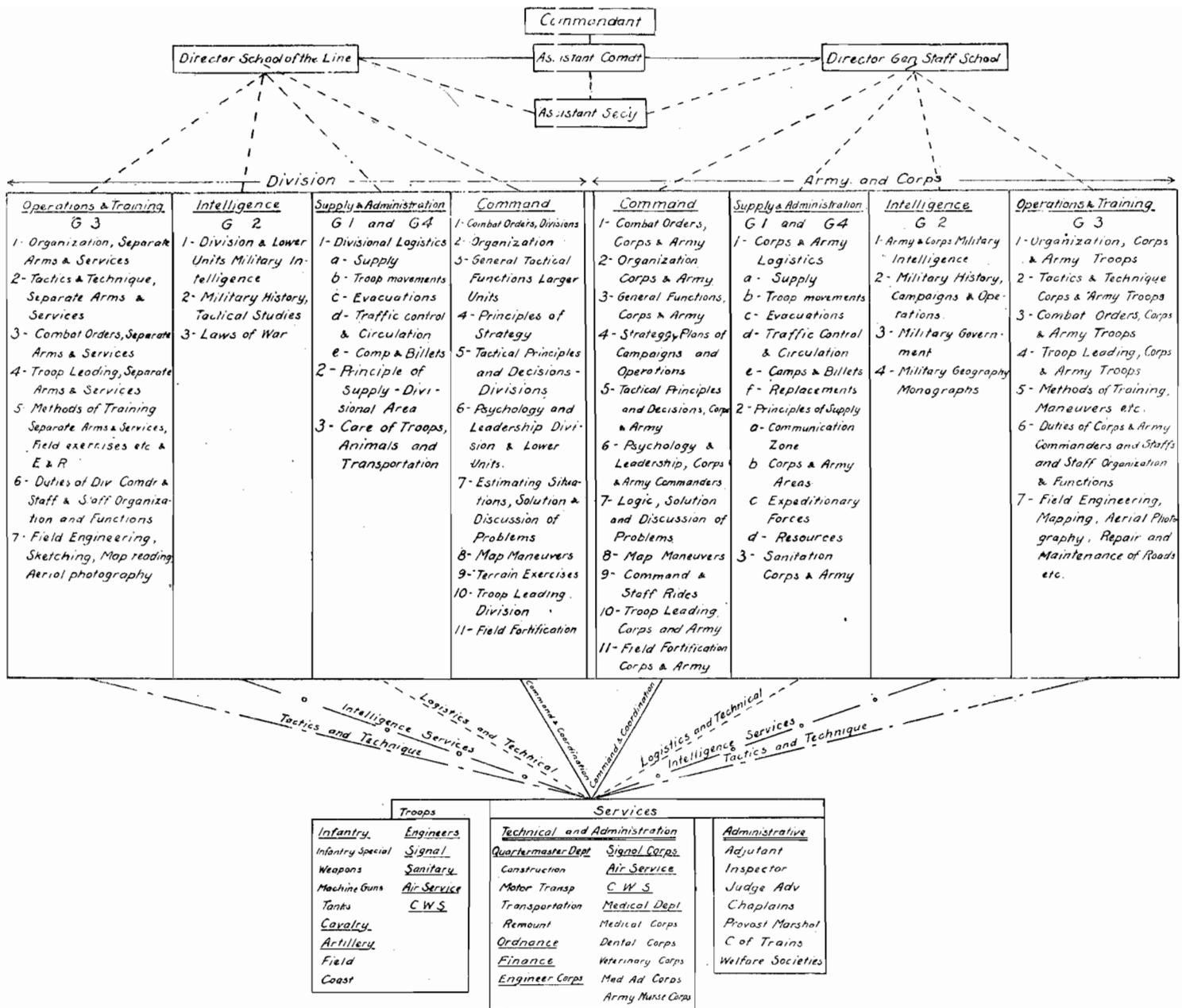
October 5, 1920.

GENERAL ORDERS }
No. 8. }

1. The within instruction chart is published for the information and guidance of all concerned.

BY ORDER OF THE COMMANDANT:

A. M. FERGUSON,
Lieutenant Colonel, U.S.A., Retired,
Secretary.



INSTRUCTION CHART OF THE GENERAL SERVICE SCHOOLS

[Appendix "C"]

TABLE OF ORGANIZATION—THE GENERAL SERVICE SCHOOLS AND POST OF FORT LEAVENWORTH FOR 1921 AND 1922.

	THE GENERAL SERVICE SCHOOLS																								POST OF FORT LEAVENWORTH																								Aggregate Schools and Post											
	Commandant		Assistant Commandant				Directors				Secretary				Instructors, Line and Staff Schools (c)								School Detachments				Student Officers (r)				Executive		Adjutant		Q. M. Dept.		Medical Dept.		Finance Dept.		Signal Corps		E & R		Chaplain		Post Exchange			Post Service Detach (g)		Totals								
	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922		1921	1922	1921	1922							
	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922	1921	1922		1921	1922	1921	1922	1921	1922	1921	1922			
1921 Table effective July 1st, 1921.	1	1																																																										
1922 Table effective July 1st, 1922.	1	1	1	1	2	2	1	1	22 ^b	33 ^o	6 ^b	9 ^o	5 ^b	8 ^o	17 ^b	22 ^o	1	1	2 ^d	2 ^d	1	1	4	6	200	300	100	150	854	526	10	12	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Brigadier General																																																												
Colonel																																																												
Col. Lt. Col. or Major																																																												
Maj. Capt. or Lieut.	2 ^a	2 ^a																																																										
Total Commissioned	5	5	1	1	2	2	3	3	22	33	6	9	5	8	17	22	1	1	2	2	1	1	4	6	200	300	100	150	868	542	10	12	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1		
Army Field Clerks																																																												
Master Sergeants																																																												
Technical Sergeants																																																												
1st Sergeants																																																												
Staff Sergeants																																																												
Sergeants																																																												
Corporals																																																												
Privates, 1st Cl.																																																												
Privates																																																												
Total Enlisted																																																												

REMARKS:

^aAids.

^bInstructors assigned to one section assist in other sections.

^cInstructors in a section of one school handle allied subjects in same section other school.

^dAssistants to Post Q.M. not included in post personnel.

^eWhite detachment for purely technical work in schools and distributed in administrative offices and technical shops. Specialist ratings for one (1) first cook and one (1) assistant cook.

^fColored detachment for orderlies and care of animals. Organized into troops of 207 men each. Specialist ratings to provide cooks, mechanics, horsehoers, farriers, etc., for each troop.

^gDetachment commander and instructor in equitation.

^hIncluded in strength of white detachment, G.S.S.

ⁱPost Q.M., 1 constr. Q.M., 1 motor transport officer, 1 property officer, 1 transportation officer.

^jSpecialist ratings to provide clerks, messengers, cooks, bakers, motor mechanics, chauffeurs, firemen, blacksmiths, electricians, plumbers, tanners, stone masons, carpenters, painters, etc.

^kIncludes motor transport corps.

^lIncludes medical, dental and veterinary personnel.

^mSpecialist ratings to provide clerks, technicians, firemen, cooks, etc.

ⁿCare and maintenance of gov't. owned telephone system.

^oSpecialist ratings to provide supervisors, teachers and librarian for both white and colored detachments, schools and post.

^pRetired officer.

^qWhite, for guard, fatigue and care of post and schools and for demonstrations in schools. Organized into battalion of two (2) companies, separate and distinct from school detachment. Specialist ratings to provide cooks, asst. cooks, mechanics, etc., for two (2) companies.

^rMemorandum for enlargement of General Service Schools, approved by Secretary of War, August 30, 1920.

[Appendix "D"]

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1921.

FROM: The Director, The General Staff School.
To: The Assistant Commandant, The General Service Schools.
SUBJECT: Annual report of the Director of The General Staff School for 1920-1921.

1. The following report of the operations of The General Staff School for the school year beginning September 1, 1920, and ending June 30, 1921, is submitted.

2. The course started with 56 officers, of whom the following named were graduated:

Colonel Robert H. Allen, Infantry,
Colonel Frederick T. Arnold, Cavalry,
Colonel Ola W. Bell, Cavalry,
Colonel Hugh D. Berkeley, Cavalry,
Major Mark Brooke, Engineers,
Lieutenant Colonel William H. Burt, Field Artillery,
Major Avery J. Cooper, Coast Artillery Corps,
Colonel Edward Croft, Infantry,
Colonel Herbert B. Crosby, Cavalry,
Colonel Samuel F. Dallam, Cavalry,
Colonel Thomas W. Darrah, Infantry,
Colonel Thomas F. Dwyer, Coast Artillery Corps,
Colonel Frank D. Ely, Infantry,
Colonel William D. Forsyth, Cavalry,
Colonel Samuel V. Ham, Infantry,
Major Warren T. Hannum, Engineers,
Lieutenant Colonel James Hanson, Infantry,
Colonel William F. Hase, Coast Artillery Corps,
Lieutenant Colonel Frank H. Hopkins, Field Artillery,
Colonel Charles R. Howland, Infantry,
Colonel John H. Hughes, Infantry,
Colonel Benjamin B. Hyer, Cavalry,
Major William F. Jones, Field Artillery,
Colonel Lambert W. Jordan, Jr., Infantry,
Major Henry S. Kilbourne, Field Artillery,
Colonel Henry L. Kinnison, Infantry,
Colonel John C. McArthur, Infantry,
Major Condon C. McCornack, Medical Corps,
Colonel Thomas B. Merrill, Field Artillery,

Colonel Claude H. Miller, Infantry,
Major Howard S. Miller, Coast Artillery Corps,
Major Richard C. Moore, Engineers,
Colonel James N. Munro, Cavalry,
Colonel Isaac Newell, Infantry,
Colonel August C. Nisson, Cavalry,
Lieutenant Colonel Willis G. Peace, Coast Artillery Corps,
Lieutenant Colonel James N. Phalen, Medical Corps,
Lieutenant Colonel Edward D. Powers, Coast Artillery Corps,
Lieutenant Colonel Raymond S. Pratt, Field Artillery,
Colonel John F. Preston, Infantry,
Colonel Harrison J. Price, Infantry,
Lieutenant Colonel Russell P. Reeder, Coast Artillery Corps,
Major Ned B. Rehkopf, Field Artillery,
Colonel Thomas A. Roberts, Cavalry,
Major John Scott, Infantry,
Lieutenant Colonel Claudius M. Seaman, Coast Artillery
Corps,
Colonel Lawrence B. Simonds, Infantry,
Colonel Charles G. Smith, Infantry,
Colonel Marcus B. Stokes, Infantry,
Colonel Frederick G. Stritzinger, Jr., Infantry,
Major James B. Taylor, Coast Artillery Corps,
Colonel James D. Taylor, Infantry,
Colonel Philip R. Ward, Coast Artillery Corps,
Colonel George McD. Weeks, Infantry,
Major Edmund T. Weisel, Coast Artillery Corps.

The following named officer was detailed to take the course but did not complete it for the reason set opposite his name:

Colonel Charles W. Castle, Infantry—Retired October 19, 1920.

3. My predecessor, Colonel William K. Naylor, Infantry, was detailed for duty with the General Staff Corps and assigned to another station by War Department instructions dated December 24, 1920. At the same time twelve members of the corps of instructors were similarly detailed and assigned by the same authority.

The undersigned was detailed as Director by General Orders No. 2, The General Service Schools, January 13, 1921, assuming the duties about February 1, 1921.

The relief of Colonel Naylor and the large number of instructors above referred to in the middle of the school year presented a difficult problem connected with the continuance of the Line and Staff School courses to their completion.

The emergency was met through the loyal devotion of the remaining instructors in the performance of considerable additional work and through the hearty cooperation of

members of The General Staff School class who, while endeavoring to maintain their own studies in the Staff School, were assigned portions of the Line School instruction duty.

The following is a list of those members of The General Staff School class of 1920-1921 who assisted in the instruction work of the Line School as above described:

Colonel Robert H. Allen, Infantry,
Major Mark Brooke, Engineers,
Lieutenant Colonel William H. Burt, Field Artillery,
Major Avery J. Cooper, Coast Artillery Corps,
Colonel Edward Croft, Infantry,
Colonel Herbert B. Crosby, Cavalry,
Colonel Thomas W. Darrah, Infantry,
Colonel Samuel V. Ham, Infantry,
Major Warren T. Hannum, Engineers,
Lieutenant Colonel James Hanson, Infantry,
Colonel Charles R. Howland, Infantry,
Colonel John H. Hughes, Infantry,
Major Henry S. Kilbourne, Field Artillery,
Colonel Claude H. Miller, Infantry,
Major Richard C. Moore, Engineers,
Colonel Isaac Newell, Infantry,
Lieutenant Colonel Willis G. Peace, Coast Artillery Corps,
Colonel John F. Preston, Infantry,
Major Ned B. Rehkopf, Field Artillery,
Colonel Thomas A. Roberts, Cavalry,
Major John Scott, Infantry,
Lieutenant Colonel Claudius M. Seaman, Coast Artillery Corps,
Colonel James D. Taylor, Infantry,
Colonel Philip R. Ward, Coast Artillery Corps.

4. The following named members of The General Staff School were detailed as instructors at The General Service Schools for the coming period of two years by Special Orders No. 109-0, War Department, May 11, 1921:

Colonel Robert H. Allen, Infantry,
Major Mark Brooke, Engineers,
Lieutenant Colonel William H. Burt, Field Artillery,
Major Avery J. Cooper, Coast Artillery Corps,
Colonel Edward Croft, Infantry,
Colonel Herbert B. Crosby, Cavalry,
Colonel Thomas W. Darrah, Infantry,
Major Warren T. Hannum, Engineers,
Colonel Charles R. Howland, Infantry,
Colonel John H. Hughes, Infantry,
Major Henry S. Kilbourne, Field Artillery,
Colonel Claude H. Miller, Infantry,
Major Richard C. Moore, Engineers,
Colonel Isaac Newell, Infantry,
Lieutenant Colonel Willis G. Peace, Coast Artillery Corps,
Lieutenant Colonel Raymond S. Pratt, Field Artillery,
Colonel John F. Preston, Infantry,
Major Ned B. Rehkopf, Field Artillery,
Colonel Thomas A. Roberts, Cavalry,
Colonel James D. Taylor, Infantry,
Colonel Philip R. Ward, Coast Artillery Corps.

5. The Staff School course for the year 1920-1921 was brought to a successful conclusion practically as originally planned, those officers who were not called on for instruction work taking the entire course in all its details, those required to perform instruction work omitting only such portions as were absolutely necessary and as interfered with their instruction duties. Though the latter involved some personal sacrifice on the part of individuals in giving up parts of their formal course in the Staff School, the experience gained more than compensated them. The situation is believed to have been unique in the annals of the School. Never before has it been possible to afford members of the Staff School such an opportunity for capping their two years' experience as student officers with so accurate a discernment of the instructor's viewpoint nor for gaining in such an effective manner that practical familiarity with instructional duties, at this time so important an element in an officer's mental equipment. The general result will be of much value to the service as a whole as well as to the individuals concerned in the work.

The instructional work performed by the members of The Staff School was carried out in a uniformly satisfactory and effective manner and with a certain individual feeling of pride in making the best possible showing under the circumstances. It seems none too much to say that The Line School course lost nothing in efficacy by reason of the participation of members of The Staff School as instructors—this, in spite of the fact that most of the instructors detailed from The Staff School had had no previous experience as instructors whatever.

The very satisfactory character of their work is evidenced by the fact, above noted, that most of the officers concerned were recommended for further service as instructors at the Schools and that many of them were so detailed by the War Department.

6. The essential and fundamental purpose of The General Staff School has been recognized to be the giving of a complete picture of the Theater of Operations and all the functions and activities that take place therein except those that pertain to the division, which latter belong to The School of the Line.

With this clearly in mind, the course for the school year, 1921-1922, has been considerably revised and readjusted, now consisting of the following general subjects:

1. *Auxiliary Arms, Corps and Army.*
 - (a) Cavalry,
 - (b) Artillery,
 - (c) Tanks,
 - (d) Chemicals in War,
 - (e) Air Service,
 - (f) Engineers,
 - (g) Signal Corps,
2. Military Organization,
3. Tactical and Strategical Studies, Corps and Army,
4. Field Engineering,
5. Command and General Staff Technique,
6. Supply, Administration, Hospitalization and Transportation,
7. Special Application of Principles to Military Expeditions,
8. Methods of Training,
9. Military History and Strategy,
10. Military Geography as applicable to army plans of campaign,
11. Psychology and Leadership,
12. Logic,
13. Legal Principles,
14. Review of Problems.

These subjects may be primarily grouped in the following manner:

<i>Basic Subjects.</i>	<i>Enlargement and Illustrative Subjects.</i>
1. Auxiliary Arms, Corps and Army.	1. Special application of Principles to Military Expeditions.
2. Military Organization.	2. Military History and Strategy.
3. Supply, Administration, Hospitalization and Transportation.	3. Military Geography as applicable to army plans of campaign.
4. Command and General Staff Technique.	4. Methods of Training.
5. Tactical and Strategical Studies, Corps and Army.	5. Psychology and Leadership.
6. Field Engineering.	6. Logic.
	7. Legal Principles.
	8. Review of Problems.

Since the general field of the functions and activities of the Theater of Operations is roughly divisible into (1) Command and (2) Staff, the basic subjects of The General Staff School course for the coming year have been combined and grouped so as to follow the same lines:

Command.

1. Auxiliary Arms, Corps and Army.
2. Military Organization.
3. Tactical and Strategic Studies, Corps and Army.
4. Field Engineering.
5. Command Technique.

Staff.

1. General Staff Technique.
2. Supply, Administration, Hospitalization and Transportation.

The significance of this last grouping is that the art of command, in the higher sense, is the essence of The General Staff School course as contemplated for the coming year— is, in fact, the focal point around which all the other General Staff School studies are grouped and centered.

The idea is fundamental and should be kept in mind in avoidance of erroneous impressions as to basic doctrine or as to the school conception of the relative positions and functions of commanders and their staffs.

While recognizing the inseparable and complementary character of command and staff work, the new course seeks, in the first instance, to train for command, but at the same time, it does not neglect to prepare the officer in every way for that higher degree of staff work for which, in time of war, he is likely to be selected.

The General Staff School has a duty to the country in these respects of which it is deeply sensible and a concurrent responsibility which it cannot avoid.

7. The General Staff School course for the school year 1921-1922 is further planned with reference to certain general phases.

The course begins with conferences, lectures, problems and outdoor exercises pertaining to the Auxiliary Arms, Corps and Army; to Military Organization; to the technical aspects of Field Engineering; and to Supply, Administration, Hospitalization and Transportation—the idea being to lay as quickly as possible the foundation for the remainder of the course by familiarizing each member of the class with the powers and limitations and with the methods of upkeep of the agencies that are to be at his disposal as a commander or higher staff officer in war.

Command and General Staff Technique is likewise introduced early in the course but not until the members of the class have in some measure become acquainted with the subjects mentioned in the preceding paragraph. It is deemed

logical progression that, after an officer has become to a certain extent acquainted with the agencies whose activities he will likely direct, he should take up a consideration of his own duties as their director—that is, a commander or general staff officer.

The above mentioned subjects are regarded as a sufficient foundation for the main subject of the course—Tactical and Strategical Studies, Corps and Army—in which the members of the class take up the elements of strategy and the broader phases of tactics; in which, in other words, they learn to employ the agencies at their disposal in combination on the battlefield in accordance with sound tactical and strategical doctrine through the correct application of the principle of command and staff.

Purely theoretical studies along the lines just referred to, even though they consist largely of the discussion of concrete situations, are not considered sufficient to adjust the officer's mind to actual conditions. In time of peace, Military History must be relied on for information as to the actual conditions of war. As a consequence, and mainly for the reason mentioned, the course in Military History and Strategy is scheduled to proceed hand in hand with the course in Tactical and Strategical Studies, Corps and Army, for the purpose of illustrating the actual workings of the principles discussed in the latter course. In order to furnish further illustration and to place at the officer's disposal additional principles for use in connection with his consideration of tactics and strategy, short courses have been added on Military Geography as applicable to army plans of campaign; Psychology and Leadership; Logic, and Legal Principles.

The tactical aspects of Field Engineering also accompany the course in Tactical and Strategical Studies, Corps and Army, on which they are partly based and with the defensive features of which course they are closely coordinated. But the actual nature of the ground is so vital in connection with the tactical aspects of Field Engineering that some of this work has necessarily to be postponed until the opening of the Spring season of 1922.

In view of the fact that all of our military operations for a considerable period have involved some sort of over-

seas expedition, a course covering the special applications of principles to such expeditions is provided. This course is based on and coordinated with the corresponding Line School course but covers the higher phases of command and staff work pertaining to military expeditions without, however, infringing on phases that concern only the War Department General Staff. The course, itself, comes late in the year the intention being that familiarity with the principles under other conditions shall first be secured.

Training is now so well recognized a function of command and general staff work that a short course in methods of training from the point of view of the corps area commander and staff and the corps and army commander and staff has been introduced as an essential element of The General Staff School course.

Somewhat along the line of training is the course in Review of Problems. The Staff Classman, in the creation of an analytic review and a constructive criticism of the tactical solution of a member of the Line School, obtains a review of principles worked out the preceding year by himself and at the same time a valuable and interesting view of his preceding year's work not less than the ability to discern and appropriately point out tactical errors and erroneous conceptions of technique.

8. The successful character of the work performed by the members of the present General Staff School class as instructors under the contingency already set forth has given rise to the suggestion that it would be well so to arrange the Staff School course of the future that the members of each succeeding class may participate as instructors of the several succeeding Line Classes. It is difficult to recommend against a course of action so important to the service as this. Efficient instruction in military matters lies at the very foundation of our preparedness for war and officers who have at once the necessary ability, and the necessary skill, effectively to impart instruction are notably scarce. I feel, however, that the proposal overlooks the fact that the fundamental object of The General Staff School is to train officers for the command and general staffs of corps and armies in war. The time allowed for this purpose—about ten months—is all too small even when founded on so secure a base as

the preparatory training now given in the Line School. It seems impossible to gain both objects in the comparatively short course of The General Staff School without slighting either.

As an alternative, it seem possible to revert to a policy of earlier days of retaining annually a certain proportion of newly graduated members of The General Staff School for duty as instructors at The General Service Schools for a period which should not, in my opinion, exceed one year, at the conclusion of which these officers, if they have been so recommended, should be allowed to take their course at The General Staff College in Washington.

9. The General Staff School class for 1921-1922 will contain a small proportion of officers who have not, since the World War at least, had the Line School course.

It is presumed that these officers have been specially selected with reference to their capacity to take a course in training for corps and army command and general staff work and are promising material. At the same time, not having had the recent Line School course, it is not seen that they have the foundation for the Staff Class course. The result will doubtless be that each such officer will have to carry in the one year both the Line School course in part and the Staff School course complete. It is obvious that this is scarcely fair to the officer.

I do not desire to recommend against the sending of carefully selected officers in limited numbers to the General Staff School direct but to invite attention to the fact that, without injustice to those who have recently completed the Line School course, no special adaptation of the course to meet the needs of the former can be made. Without such adaptation, it is not believed in general that any such officer can, with profit to himself and to the service, pursue the General Staff School course.

10. In concluding this report, the undersigned desires to record his appreciation of the advice, assistance, mental and moral support of his school superiors during the comparatively short term of his incumbency of the directorship of The General Staff School.

WILLEY HOWELL,
Colonel, Infantry (D.O.L.),
Director,

[Appendix "E"]

THE GENERAL SERVICE SCHOOLS
THE SCHOOL OF THE LINE
FORT LEAVENWORTH, KANSAS

FROM: The Director, The School of the Line.
TO: The Assistant Commandant, The General Service Schools.
SUBJECT: Annual Report for 1920-1921.

1. The following report of the operations of this school for the school year 1920-1921 is submitted:

2. The school opened September 6, 1920, and closed with the graduation of the class on June 28, 1921. The undersigned was designated as Director of the School on September 1, 1920, by paragraph 1, General Orders No. 3, The General Service Schools, dated September 1, 1920, relieving Colonel H. A. Drum who had been assigned as Commandant by War Department orders. The class began with 94 officers. Of these 93 were graduated. Lieutenant Colonel L. L. Lawson, Field Artillery, was relieved on account of sickness on April 14, 1921, per paragraph 30, Special Orders No. 86-O, War Department, April 14, 1921.

3. The course outlined by Colonel Drum prior to his relief has been followed as scheduled with only a few minor changes. The results have been generally satisfactory and successful.

4. Prior to the opening of the school a memorandum was printed and distributed outlining the course and its scope. It emphasized the importance of imparting an American Doctrine in the teachings of the school and cautioned against a predilection to base tactical studies and conclusions solely on the peculiarities of the World War and at the same time brought out the necessity of taking full advantage of the lessons gained as the result of our participation in that war.

5. The following is a summary of the course:

SUMMARY OF SCHOOL OF THE LINE COURSE 1920-1921

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers or Demonstrations	Total Half Days
1. Military Organization -----	12	12					12
2. Tactics and Technique of Separate Arms -----	42	31	9	8	9		68
3. Tactical Functions of Larger Units --	10	6	2				12
4. Combat Orders -----	3	2	2			8	5
5. Tactical Principles and Decisions -----	73	18	20				93
6. Discussion of Problems -----		10					
7. Solution of Problems -----	1	4					1
8. Logistics -----	32	4	6		1	2	41
9. Principles of Strategy -----	6	10	1				7
10. Military History -----		48	1				1
11. Field Engineering -----	16	5	2	3	8		29
12. Care of Troops -----		8	1				1
13. Care of Animals and Transportation --		4					
14. Military Intelligence -----	5	2	2				7
15. Duties of Division Commander and Staff -----	20		2			2	24
16. Troop Leading -----	40		11				51
17. Psychology and Leadership -----	3	4					8
18. Methods of Training -----	4	9	3				7
19. Laws of War -----	2	4					2
20. Map Maneuvers -----				20		15	15
21. General Terrain Exercises -----							20
	269	181	62	31	18	19	339

Equitation=60 exercises from November to April inclusive.

6. The course is based primarily on: 1st, a study of the organization of the infantry and cavalry divisions and their component units, of the corps and army sufficient to show the relation of the division thereto, and a comparison of our organization with that of the principal foreign armies; 2d, a study of the tactics, technique, capabilities and limitations of the different arms separately and in combination; 3d, a study of tactical principles, decisions, plans and orders and their application under various situations; 4th, a study of the duties and functions of the commander and the staff of the division; 5th, a study of supply principles and their application to the division; and 6th, a study of the details of troop leading of and within the division. The basis of all work has been the division.

7. Map problems and terrain exercises have been utilized to the greatest extent possible to exemplify and illustrate the principles taught in the various courses. The course is competitive throughout and the relative standing of the members of the class is determined by the sum total

of the grades awarded in the various map problems and terrain exercises.

8. During the entire existence of this school many arguments have been advanced for and against the competitive system. The consensus of opinion invariably reverts to the conclusion that such a system should continue. It is felt that in no other way can a just, accurate and impartial comparative estimate of the ability of the officers be determined. At present no reason can be seen to change the system.

9. So long as a competitive system exists the relative standing of the officers attending the School must be determined by some system of marking. No matter what system is adopted there will always be a few who will feel and claim that injustice has been done them. It is felt, though, that a calm and impartial review and survey of the work and the marking will disclose the fallacy of such claims. It is felt further that a marking system tends to establish as nearly correct a relative comparison as is humanly possible. As a result of experience during the past two years it is proposed to put into effect next year a system of reviews, both of problems and their marking, which will tend to more closely coordinate the instruction and marking. It is believed this will tend to obviate to a large degree many of the criticisms now extant.

10. In view of the fact that the work at this school is based on the Infantry division recommendation has been made and approved transferring the course in strategy from this school to the Staff Class. Aside from this change the course for next year follows very closely the general scope of that for this year which has been found to be most satisfactory and comprehensive.

11. It is believed that as soon as the entire school system has become thoroughly organized and coordinated much of the preliminary work now scheduled in this school (the courses in organization and the tactics and technique of the separate arms) can be materially curtailed. It is probable that these courses cannot be eliminated entirely for they are deemed an essential part of the course as a whole in order to get all the members of the class oriented and on the same plane before consideration of the arms in combination is commenced.

12. The fact that next year's class is to be double the size of the present class will tend to crowd the existing facilities and accommodations. Careful study leads to the belief that a class of two hundred can be handled as one body without undue strain. Any further increase, however, will necessitate the subdivision of the class into sections and a material increase in the school plant.

13. The following officers were graduated on July 28, 1921.

HONOR GRADUATES

Alphabetically Arranged

1. Burgin, Henry T., Major, C. A. C.,
2. Burleigh, John J., Major, Infantry,
3. Burnett, John D., Major, Infantry,
4. Davis, Joseph R., Major, F. A.,
5. Moran, Edward J., Major, Infantry,
6. Rhoades, Albert L., Major, C. A. C.,
7. Stone, Charles B., Jr., Lieutenant Colonel, Infantry,
8. Truesdell, Karl, Major, Signal Corps,
9. Wright, Clement H., Major, Infantry.

DISTINGUISHED GRADUATES

Alphabetically Arranged

1. Bain, Jarvis J., Major, Engineers,
2. Beck, Robert McC., Lieutenant Colonel, Cavalry,
3. Bloor, Alfred W., Major, Infantry,
4. Blyth, James, Major, Infantry,
5. Cubbison, Donald C., Major, F. A.,
6. Fravel, Ira F., Lieutenant Colonel, Air Service,
7. Glade, Herman, Lieutenant Colonel, Infantry,
8. Hunt, Charles A., Major, Infantry,
9. Mackall, Samuel T., Major, Infantry,
10. Niles, Ellery W., Major, C. A. C.,
11. Ralston, Robert R., Major, Engineers,
12. Robinson, William F., Major, Infantry,
13. Sterling, E. Kearsley, Lieutenant Colonel, Cavalry,
14. Thomlinson, Matthew H., Major, Infantry.

GRADUATES

Alphabetically Arranged

1. Aleshire, Olan C., Major, Cavalry,
2. Alley, Charles R., Major, C. A. C.,
3. Blakely, Charles S., Major, F. A.,
4. Booth, Alfred J., Lieutenant Colonel, Infantry,
5. Boswell, Walter C., Major, Infantry,
6. Brant, Gerald C., Major, Air Service,
7. Brown, Laurence C., Colonel, C. A. C.,
8. Brown, Thomas W., Major, Infantry,
9. Brunzell, Otto L., Lieutenant Colonel, F. A.,
10. Carson, Clifford C., Lieutenant Colonel, C. A. C.,
11. Cole, Otis R., Lt. Col., Infantry,
12. Collier, Eugene F. C., Captain, Marine Corps,

13. Collins, Robert W., Lieutenant Colonel, C. A. C.,
14. Cooke, Francis N., Lieutenant Colonel, C. A. C.,
15. Cooper, Hiram M., Major, Infantry,
16. Dengler, Frederick L., Lieutenant Colonel, C. A. C.,
17. Doyle, Fred C., Lieutenant Colonel, F. A.,
18. Duncan, Thomas, Major, Air Service,
19. Fleet, Henry W., Major, Infantry,
20. Greene, George R., Lieutenant Colonel, F. A.,
21. Grey, Benjamin E., Major, Infantry,
22. Grier, Harry S., Major, Infantry,
23. Griffin, Francis W., Lieutenant Colonel, F. A.,
24. Hooper, Edward L., Major, Infantry,
25. Humphrey, Charles F., Colonel, Infantry,
26. Humphrey, Evan H., Lieutenant Colonel, Cavalry,
27. Hunsaker, Irvin L., Lieutenant Colonel, Cavalry,
28. Jewett, Henry C., Lieutenant Colonel, Engineers,
29. Keck, Morris M., Lieutenant Colonel, Infantry,
30. Keller, Charles, Major, Infantry,
31. Keller, Frank, Lieutenant Colonel, Cavalry,
32. Kent, Guy, Lieutenant Colonel, Cavalry,
33. Kimmell, Edward, Colonel, C. A. C.,
34. Kirtland, Roy C., Lieutenant Colonel, Air Service,
35. Lewis, Converse R., Major, Infantry,
36. McCammon, Edward E., Major, Infantry,
37. McClure, Lowe A., Major, Infantry,
38. McEntee, Girard L., Major, Infantry,
39. McKenney, Richard I., Major, C. A. C.,
40. Madison, Irving M., Major, Infantry,
41. Martindale, Elijah B., Colonel, C. A. C.,
42. Miller, Ellis B., Major, Marine Corps,
43. Morrison, William F., Major F. A.,
44. Offley, Edward M., Lieutenant Colonel, Cavalry,
45. Oliver, Llewellyn W., Lieutenant Colonel, Infantry,
46. Osborne, Thomas D., Major, F. A.,
47. Parker, Hugh A., Major, Infantry,
48. Peyton, Ephraim G., Lieutenant Colonel, Infantry,
49. Phinney, Robert T., Major, Infantry,
50. Pillow, Jerome G., Lieutenant Colonel, Cavalry,
51. Powers, William C., Major, Marine Corps,
52. Price, Howard C., Lieutenant Colonel, Infantry,
53. Prosser, Walter E., Major, Signal Corps,
54. Prunty, Leonard W., Lieutenant Colonel, Cavalry,
55. Reed, Walter L., Lieutenant Colonel, Infantry,
56. Robison, Edward M., Captain, Field Artillery (Arizona National Guard),
57. Robinson, James P., Lieutenant Colonel, F. A.,
58. Slattery, John R., Lieutenant Colonel, Engineers,
59. Smith, Emery T., Lieutenant Colonel, F. A.,
60. Stone, Edward R., Lieutenant Colonel, Infantry,
61. Thomas, Robert S., Major, Engineers,
62. Tillotson, Charles W., Major, Infantry,
63. Turtle, Lewis, Major, C. A. C.,
64. Upham, John S., Major, Infantry,
65. Van Schaick, Louis J., Lieutenant Colonel, Infantry,
66. Wetherill, Richard, Lieutenant Colonel, Infantry,
67. Williams, Harry C., Lieutenant Colonel, F. A.,
68. Wise, Martin C., Major, Infantry,
69. Wright, John W., Lieutenant Colonel, Infantry,
70. Wuest, Jacob W. S., Major, Air Service.

H. J. BRES,
Colonel, Cavalry (D.O.L.).

[Appendix "F"]

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1921.

FROM: The Secretary, The General Service Schools,
To: The Commandant, The General Service Schools,
SUBJECT: Annual Report.

1. The following report is submitted for the year 1920-1921. The annual allotment of \$20,130 has been disbursed as follows:

Pay of Translator, at \$100 per month, July and August -----	\$ 200.00
Purchase of office furniture, stationery, appartus and various supplies for the blueprinting, photographic, and lab- oratory purposes; purchase and re- pair of instruments; office, library and lecture room equipment; print- ing-shop equipment, and other mis- cellaneous supplies -----	19,189.49
Purchase of books and periodicals-----	740.51
TOTAL -----	\$20,130.00

A. M. FERGUSON,
Lieut. Colonel, U. S. Army, Retired.

[Appendix "G"]

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 20, 1921.

FROM: The Librarian, General Service Schools,
TO: The Secretary, General Service Schools.
SUBJECT: Annual Report.

1. The following table gives the number of accessioned books on hand this date, also the gains during the Fiscal Year:

Books on hand July 1, 1920.....38,221 Vols.

Accessions:

By purchase	248
From bindery (Service Periodicals, etc.)	607
Public Documents	3,840
By Donation	110

43,026

Donations:

Kansas State Library	1
Maj. Wm. A. Mitchell, U. S. A.	1
Capt. K. T. Riggs, U. S. A.	9
Mrs. John W. Healey	8
Instructors' File Room	2
Col. R. O. Van Horn, U. S. A.	1
Lt. Col. M. E. Locke, U. S. A.	1
Col. Malvern H. Barnum, U. S. A.	1
Lt. Col. F. L. Dengler, U. S. A.	1
Lt. Col. C. A. Bach, U. S. A.	1
Lt. Col. Russell P. Reeder, U. S. A.	1
Mrs. J. A. Marshall	5
Lt. Col. G. Peron, French Army	15
War Department	20
Engineer Dept.	2
Quartermaster Dept.	34
Military Art Dept.	34
Chief Signal Officer	1
Navy Dept.	1
Sixth Field Artillery	1
Chief of Air Service	1
Infantry School, Camp Benning, Ga.	1

Total110

Books loaned out during Fiscal Year .. 2,546 Vols.

The number of books loaned out does not represent by any means the use that is made of the Library, especially by the student officers and Instructors, as probably ninety (90%) per cent of the books consulted by them are not taken out of the Library but are placed on reserved shelf and in the Staff Class Room.

2. We have had hard luck in getting and retaining a translator as authorized by Congress. The sum which was authorized for the pay of a translator is so small that no suitable person can be gotten for that purpose. Since Mr. Harry Bell left us, for a better position, no person that we have tried for the place has proved satisfactory.

At present we are trying out an enlisted man for the place, but the indications are that he will never make a translator.

Master Sergeant Doss V. Ponder has been the principal Assistant in the Library for the year. He has performed this duty in an exceptionally efficient manner. It will be a hard matter to replace him with another that is his equal.

He has only recently been relieved from duty in the Library and returned to duty in charge of the Book Bindery.

Sergeant Howard S. Park has only recently been detailed in the place of Sergeant Ponder. The indications are that he will make a very good man for the place, although he has been in the Library too short a time to report definitely as to his ability.

EZRA B. FULLER,
Colonel, U. S. A., Retired,
Librarian.

[Appendix "H"]

THE GENERAL SERVICE SCHOOLS

The School of the Line

1921-1922

SCHEDULE FOR 1921-1922

Schedule of Conferences, Lectures, Problems, etc., for the school year 1921-1922. Conferences begin at 8:30 AM and 11:00 AM; lectures at 10:00 AM; map problems, terrain exercises, tactical rides, and map maneuvers at 8:00 AM and 1:00 PM. (The lecture period may be used for conference.)

Lesson sheets will be issued by instructors.

ABBREVIATIONS:

MO—Military Organization.
TT—Tactics and Technique of Separate Arms.
FE—Field Engineering.
CO—Combat Orders.
SP—Solution of Problems.
LU—General Tactical Functions of Larger Units.
TP—Tactical Principles and Decisions.
DP—Discussion of Problems.
MM—Map Maneuvers.
DD—Duties of Division Commander and Staff.
Log—Logistics.
MH—Military History.
MI—Military Intelligence.
TL—Troop Leading.
MT—Methods of Training.
LW—Laws of War.
PL—Psychology and Leadership.
CT—Care of Troops.
CAT—Care of Animals and Transportation.
GTE—General Terrain Exercises.

SUMMARY OF SCHOOL OF THE LINE COURSE, 1921-1922

	SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
1	Opening of School -----	1	-----	-----	-----	-----	-----	1
2	Military Organization --	10	11	-----	-----	-----	-----	10
3	Tactics and Technique of Separate Arms -----	36	38	10	8	9	-----	63
4	Field Engineering -----	19	6	3	3	8	-----	33
5	Combat Orders -----	2	3	2	-----	1	9	14
6	Solution of Problems ---	3	2	-----	-----	-----	-----	3
7	General Tactical Func- tions of Larger Units--	10	6	1	-----	-----	-----	11
8	Tactical Principles and Decisions -----	79	17	15	-----	-----	-----	94
9	Discussion of Problems--	-----	10	-----	-----	-----	-----	-----
10	Map Maneuvers -----	-----	-----	-----	-----	-----	10	10
11	Duties of Division Com- mander and Staff ----	18	1	2	-----	-----	2	22
12	Logistics -----	23	8	6	-----	1	2	32
13	Military History -----	-----	48	1	-----	-----	-----	1
14	Military Intelligence ---	3	3	1	-----	1	-----	5
15	Troop Leading -----	37	3	10	-----	-----	-----	47
16	Methods of Training ---	4	9	2	-----	-----	-----	6
17	Laws of War -----	2	4	-----	-----	-----	-----	2
18	Psychology and Leader- ship -----	3	4	-----	-----	-----	-----	3
19	Care of Troops -----	-----	7	1	-----	-----	-----	1
20	Care of Animals and Transportation -----	1	3	-----	-----	-----	-----	1
21	General Terrain Exer- cises-----	-----	-----	-----	15	-----	-----	15
22	Vacant Periods -----	10	-----	-----	-----	-----	-----	10
	Total -----	261	183	54	26	20	23	384

Equitation: 60 exercises from November to March, inclusive.

MILITARY ORGANIZATION

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
General Principles of Organization of Combat Units -----	---	1	---	---	---	---	---
General Principles of Organization of Staffs -----	---	1	---	---	---	---	---
Infantry Units -----	2	2	---	---	---	---	---
Artillery Units -----	1	1	---	---	---	---	---
Cavalry Units -----	1	---	---	---	---	---	---
Signal Units -----	1	---	---	---	---	---	---
Engineer Units -----	1	---	---	---	---	---	---
Sanitary Units -----	1	---	---	---	---	---	---
Air Service Units -----	1	---	---	---	---	---	---
Infantry Division -----	1	---	---	---	---	---	---
Cavalry Division -----	1	---	---	---	---	---	---
Corps and Army -----	---	1	---	---	---	---	---
Theater of Operations -----	---	1	---	---	---	---	---
British Army -----	---	1	---	---	---	---	---
French Army -----	---	1	---	---	---	---	---
Japanese Army -----	---	1	---	---	---	---	---
German Army -----	---	1	---	---	---	---	---
Total -----	10	11	---	---	---	---	10

TACTICS AND TECHNIQUE OF INFANTRY UNITS INCLUDING MACHINE GUNS AND TANKS

General Discussion of the role, capabilities and limitations -----	---	1	---	---	---	---	---
Infantry Drill Regulations -----	7	---	---	---	1	---	---
Musketry -----	1	3	---	---	1	---	---
Machine Guns -----	3	3	---	---	---	---	---
Tanks -----	1	1	---	---	---	---	---
Special Weapons -----	1	1	---	---	1	---	---
Signal Troops -----	---	1	---	---	---	---	---
Organization of Headquarters -----	---	1	---	---	1	---	---
Total -----	13	11	4	3	4	---	24

TACTICS AND TECHNIQUE OF ARTILLERY UNITS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Types of Guns and Ammunition -----		1					
Ammunition and Fuses ----		1					
Artillery Special Shells ----		1					
Artillery Firing -----	1	2					
Reconnaissance -----		1					
Artillery Communications --		1					
General Principles Govern- ing Tactical Employment	1						
Tactical and Technical Em- ployment Battery -----	1						
Tactical Employment of Battalion -----	1						
Tactical Employment of Regiment and Brigade	1						
Artillery on March and En- try into Action -----		1					
Infantry Batteries and Ac- companying Guns ----	1						
Division Artillery in Offen- sive -----	1						
Division Artillery in De- fensive -----	1						
Corps and Army Artillery --		1					
Artillery Combat Orders ----	1						
Coast and Harbor Defense and Employment -----		1					
Railway Artillery -----		1					
Anti-aircraft Defense -----		1					
Submarine Mine Defense ----		1					
Total -----	9	13	3	3	3		18

TACTICS AND TECHNIQUE OF CAVALRY UNITS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Cavalry in World War and Role of Cavalry -----	---	1	---	---	---	---	---
Cavalry Formations -----	---	1	---	---	---	---	---
Marching -----	---	1	---	---	---	---	---
Reconnaissance -----	1	---	---	---	---	---	---
Outposts, Advance and Rear Guards -----	1	---	---	---	---	---	---
Offensive Combat (against Cavalry) -----	1	---	---	---	---	---	---
Offensive Combat (against Infantry) -----	1	---	---	---	---	---	---
Defensive Combat -----	---	1	---	---	---	---	---
In Pursuit -----	---	1	---	---	---	---	---
Total -----	4	5	2	2	2	---	10

TACTICS AND TECHNIQUE OF—

Air Service* -----	2	3	---	---	---	---	---
Signal Troops -----	2	1	---	---	---	---	---
Engineers -----	2	2	---	---	---	---	---
Chemical Warfare -----	2	2	---	---	---	---	---
Sanitary Units -----	2	1	---	---	---	---	---
Total -----	10	9	1	---	---	---	11
Grand Total, Tactics and Technique of Separate Arms -----	36	38	10	8	9	---	63

*To include observation, pursuit, attack and bombardment aviation, and balloons.

FIELD ENGINEERING

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Map Reading -----	5*	1	----	----	----	----	----
Sketching -----	4*	2*	----	----	3	----	----
Field Fortifications -----	10	3	----	----	5	----	----
Total -----	19	6	3	3	8	----	33

*To include airplane photos.

COMBAT ORDERS

Field Orders -----	2	1	----	----	----	----	----
Administrative Orders -----	----	1	----	----	----	----	----
Verbal and Dictated Orders -----	----	1	----	----	1	9	----
Total -----	2	3	2	----	1	9	14

SOLUTION OF PROBLEMS

Estimate of Situation -----	1	----	----	----	----	----	----
Commander's Decision -----	1	----	----	----	----	----	----
Mechanics of Solution -----	1	----	----	----	----	----	----
Illustrative Problems -----	----	2	----	----	----	----	----
Total -----	3	2	----	----	----	----	3

GENERAL TACTICAL FUNCTIONS OF LARGER UNITS

Chapter I -----	2	1	----	----	----	----	----
Chapter II -----	1	1	----	----	----	----	----
Chapter III -----	3	1	----	----	----	----	----
Chapter IV -----	3	----	----	----	----	----	----
Chapter V -----	1	3	----	----	----	----	----
Total -----	10	6	1	----	----	----	11

TACTICAL PRINCIPLES AND DECISIONS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Marches -----	3	1	---	---	---	---	---
Halts -----	1	1	---	---	---	---	---
Security and Reconnaissance on March -----	4	---	---	---	---	---	---
Security and Reconnaissance at Halt -----	4	---	---	---	---	---	---
Advance Guards -----	3	---	---	---	---	---	---
Flank Guards -----	1	---	---	---	---	---	---
Rear Guards -----	1	1	---	---	---	---	---
General Discussion of Offensive -----	3	---	---	---	---	---	---
March to Battle -----	2	---	---	---	---	---	---
Meeting Engagement -----	3	---	---	---	---	---	---
Attack against Prepared Position -----	4	---	---	---	---	---	---
Attack Against Defensive Zone -----	4	---	---	---	---	---	---
Passage of Lines in Attack -----	2	---	---	---	---	---	---
Infantry Division in Corps Attack -----	1	---	---	---	---	---	---
General Discussion of Defensive -----	3	---	---	---	---	---	---
Defensive in Meeting Engagement -----	2	---	---	---	---	---	---
Defensive Position -----	2	1	---	---	---	---	---
Defensive Zone -----	5	1	---	---	---	---	---
Infantry Division in Corps Defense -----	---	1	---	---	---	---	---
Relief of Front Line Units -----	1	1	---	---	---	---	---
Counter-attack -----	1	---	---	---	---	---	---
Delaying Action -----	1	---	---	---	---	---	---
Withdrawal from Action -----	2	---	---	---	---	---	---
Position in Readiness -----	2	1	---	---	---	---	---
Raids -----	---	1	---	---	---	---	---

TACTICAL PRINCIPLES AND DECISIONS (Continued)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Convoys -----	1						
River Crossings -----	2	1					
Retreat and Pursuit -----	3	2					
Landing on Hostile Shores -----	2	1					
Defense of Coast Line -----	1						
Withdrawal of Landing Forces -----	1						
Domestic Disturbances -----	5						
Cavalry Division:							
Strategical Reconnaissance -----	2						
Screening -----	2	1					
Offensive Reserve -----	2						
Attack -----	1						
Defense -----	1						
Air Service:							
Reconnaissance and Bombing -----		2					
Night Attacks -----	1	1					
Total -----	79	17	15				94

DISCUSSION OF PROBLEMS

Discussion MP 11 Series II -----		1					
Discussion MP 14 Series II -----		1					
Discussion MP 4 Series III -----		1					
Discussion MP 6 Series III -----		1					
Discussion MP 7 Series III -----		1					
Discussion MP 11 Series III -----		1					
Discussion MP 12 Series III -----		1					
Discussion MP 14 Series III -----		1					
Discussion MP 7 Series IV -----		1					
Discussion MP 15 Series III -----		1					
Total -----		10					

LOGISTICS (Continued)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Duties of Division Commander and Subordinate Commanders in Supply in Rest Area	1	---	---	---	---	---	---
Duties of G1 and G4	1	---	---	---	---	---	---
Duties of Administrative Staff (Adjutant, Postal Officer, Finance Officer); Traffic Control	1	---	---	---	---	---	---
Duties of Supply and Technical Staff (Quartermaster); Issue of Class I Supplies	1	---	---	---	---	---	---
Duties of Supply and Technical Staff (Remount Officer, Veterinarian, Motor Transport Officer)	1	---	---	---	---	---	---
Duties of Supply and Technical Staff (Ordnance Officer, Munitions Officer); System of Ammunition Supply	1	---	---	---	---	---	---
Duties of Supply and Technical Staff (Chemical Warfare Officer, Surgeon, Engineer, Signal Officer)	1	---	---	---	---	---	---
Transportation of Infantry and Cavalry Divisions	1	---	---	---	---	---	---
Organization of Railhead; Organization of Regulating Station	---	1	---	---	---	---	---
The Administrative Order	1	---	---	---	---	---	---
Marches, Camps and Billets	1	---	---	---	---	---	---
Truck Movements	1	1	---	---	---	---	---
Rail Movements	1	1	---	---	---	---	---
Concentrations	1	---	---	---	---	---	---
Relief of Front Line Units	2	---	---	---	---	---	---
Supply of Division on March	1	1	---	---	---	---	---

LOGISTICS (Continued)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Supply of Division in Semi-stabilized Sector	1						
Supply of Division in Attack	1						
Supply of Division in Retreat	1						
Establishments, Circulation, Supply, etc.					1	2	
Movements Overseas	1						
Supply Small Expeditionary Force	1						
Total	23	8	6		1	2	32

MILITARY HISTORY

Mexican War		4					
Civil War		10					
Russo-Japanese War		8					
World War		14					
AEF in World War		12					
Total		48	1				1

MILITARY INTELLIGENCE

Intelligence Regulations	3	2			1		
Artillery Information Service		1					
Total	3	3	1		1		5

TROOP LEADING

Division in Attack	22	3					
Division in Defense	15						
Total	37	3	10				47

METHODS OF TRAINING

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
General Principles Governing Training -----	-----	1	-----	-----	-----	-----	-----
War Department and Corps Area Training Orders and Plans -----	-----	1	-----	-----	-----	-----	-----
Division and Brigade Training Orders and Plans-----	-----	1	-----	-----	-----	-----	-----
Regimental, Battalion and Company Training Orders and Plans -----	-----	1	-----	-----	-----	-----	-----
Training Principles as Applied by Higher Authority -----	-----	1	-----	-----	-----	-----	-----
Means and Methods of Conduct of Training-----	-----	1	-----	-----	-----	-----	-----
Policies and Principles Governing Educational and Vocational Training -----	-----	1	-----	-----	-----	-----	-----
Character, Scope, Means and Methods Educational and Vocational Training -----	-----	1	-----	-----	-----	-----	-----
Wartime Methods of Training Large Bodies-----	-----	1	-----	-----	-----	-----	-----
Preparation of Map Problems -----	1	-----	-----	-----	-----	-----	-----
Preparation and Conduct of Field Exercises -----	2	-----	-----	-----	-----	-----	-----
Preparation and Conduct of Terrain Exercises and Tactical Rides -----	1	-----	-----	-----	-----	-----	-----
Total -----	4	9	2	-----	-----	-----	6
Map Maneuvers -----	-----	-----	-----	-----	-----	10	-----
Laws of War -----	2	4	-----	-----	-----	-----	-----
Psychology and Leadership-----	3	4	-----	-----	-----	-----	-----
Care of Troops-----	-----	7	-----	-----	-----	-----	-----
Care of Animals and Transportation -----	1	3	-----	-----	-----	-----	-----
General Terrain Exercises -----	-----	-----	-----	15	-----	-----	-----
Total -----	6	18	1	15	-----	10	32

SUMMARY OF PROBLEMS

Series	Subject	No. of Problems	Value of Problems	Total Values
Series I Terrain Exercises	Tactics and Technique of Separate Arms -----	8 3	----- -----	----- -----
	Field Engineering -----	11	4	44
Series II Map Problems	Tactics and Technique of Separate Arms -----	10	-----	-----
	Tactical Functions of Larger Units -----	1	-----	-----
	Combat Orders -----	2	-----	-----
	Field Engineering -----	14	4	56
Series III Map Problems	Tactical Principles and Decisions -----	15 6	20 -----	300 -----
	Logistics -----	2	-----	-----
Series IV Map Problems	Field Fortifications -----	-----	-----	-----
	Duties of Division Com- mander and Staff -----	2 10 2	----- 10 -----	----- 100 -----
Series V Map Problems	Methods of Training -----	1	-----	-----
	Care of Troops -----	1	-----	-----
	Military History -----	1	-----	-----
	Military Intelligence -----	5 10	10 15	50 150
Series VI Map Problems	Troop Leading -----	15	20	300
Series VII Terrain Exercises	General Terrain Exercises--	80	-----	1000
	Total -----			

MONTHLY SUMMARY

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
MONTH							
September -----	23	15	-----	2	4	-----	29
October -----	26	21	1	7	8	-----	42
November -----	26	20	10	2	2	-----	40
December -----	18	17	5	-----	-----	11	34
January -----	36	22	5	-----	-----	3	44
February -----	30	19	5	-----	-----	3	38
March -----	33	19	5	-----	-----	2	40
April -----	28	19	8	-----	-----	4	40
May -----	30	21	8	-----	6	-----	44
June -----	11	10	7	15	-----	-----	33
Total -----	261	183	54	26	20	23	384

September

Opening of School -----	1	-----	-----	-----	-----	-----	1
Military Organization -----	10	11	-----	-----	-----	-----	10
Field Engineering—Map Reading -----	5	1	-----	-----	-----	-----	5
Field Engineering—Sketching -----	2	1	-----	2	2	-----	6
Field Engineering—Fortifications -----	2	-----	-----	-----	2	-----	4
Tactics and Technique—Infantry -----	2	2	-----	-----	-----	-----	2
Vacant -----	1	-----	-----	-----	-----	-----	1
Total -----	23	15	-----	2	4	-----	29

October

Tactics and Technique—Infantry -----	11	9	1	3	4	-----	19
Tactics and Technique—Artillery -----	8	8	-----	3	3	-----	14
Tactics and Technique—Cavalry -----	4	3	-----	-----	-----	-----	4
Field Engineering—Sketching -----	2	1	-----	1	1	-----	4
Vacant -----	1	-----	-----	-----	-----	-----	1
Total -----	26	21	1	7	8	-----	42

November

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Tactics and Technique— Infantry -----	---	---	3	---	---	---	3
Tactics and Technique— Artillery -----	1	2	3	---	---	---	4
Tactics and Technique— Cavalry -----	---	2	1	2	2	---	5
Tactics and Technique— Air Service -----	2	3	---	---	---	---	2
Tactics and Technique— Signal Troops -----	2	1	---	---	---	---	2
Tactics and Technique— Engineers -----	2	2	---	---	---	---	2
Tactics and Technique— Chemical Warfare -----	2	2	---	---	---	---	2
Tactics and Technique— Sanitary Units -----	2	1	---	---	---	---	2
Field Engineering—Sketch- ing -----	---	---	1	---	---	---	1
Combat Orders -----	2	2	2	---	---	---	4
Solution of Problems -----	3	2	---	---	---	---	3
Larger Units -----	9	3	---	---	---	---	9
Vacant -----	1	---	---	---	---	---	1
Total -----	26	20	10	2	2	---	40

December

Tactics and Technique— Artillery -----	---	3	---	---	---	---	---
Tactics and Technique— Cavalry -----	---	---	1	---	---	---	1
Tactics and Technique— Signal Communications -----	---	---	1	---	---	---	1
Combat Orders -----	---	1	---	---	---	9	9
Larger Units -----	1	3	1	---	---	---	2
Tactical Principles and Decisions -----	16	(*)4	2	---	---	---	18
Discussion of Problems -----	---	2	---	---	---	---	---
Map Maneuvers -----	---	---	---	---	---	2	2
Military History (Mexican War) -----	---	4	---	---	---	---	---
Vacant -----	1	---	---	---	---	---	1
Total -----	18	17	5	---	---	11	34

(*) 2 on observation and bombing.

January

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Aides	Map Maneuvers	Total Half-days
Discussion of Problems ----	----	1	----	----	----	----	----
Map Maneuvers ----	----	----	----	----	----	3	3
Tactical Principles and Decisions ----	20	1	3	----	----	----	23
Duties of Division Commander and Staff ----	7	1	----	----	----	----	7
Military History (Civil War) ----	----	10	1	----	----	----	1
Military Intelligence ----	3	3	1	----	----	----	4
Logistics ----	5	6	----	----	----	----	5
Vacant ----	1	----	----	----	----	----	1
Total ----	36	22	5	----	----	3	44

February

Discussion of Problems ----	----	2	----	----	----	----	----
Map Maneuvers ----	----	----	----	----	----	3	3
Tactical Principles and Decisions ----	17	4	3	----	----	----	20
Duties of Division Commander and Staff ----	10	----	----	----	----	----	10
Logistics ----	2	1	2	----	----	----	4
Military History (Russo-Japanese and World War) ----	----	12	----	----	----	----	----
Vacant ----	1	----	----	----	----	----	1
Total ----	30	19	5	----	----	3	38

March

Field Engineering—Fortifications ----	6	3	2	----	----	----	8
Discussion of Problems ----	----	1	----	----	----	----	----
Map Maneuvers ----	----	----	----	----	----	(*)2	2
Tactical Principles and Decisions ----	17	6	3	----	----	----	20
Logistics ----	9	----	----	----	----	----	9
Military History (World War) ----	----	9	----	----	----	----	----
Vacant ----	1	----	----	----	----	----	1
Total ----	33	19	5	----	----	2	40

(*) All day.

April

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Half-days
Discussion of Problems -----	---	3	---	---	---	---	---
Tactical Principles and Decisions -----	9	2	4	---	---	---	13
Logistics -----	7	1	4	---	---	2	13
Military History (AEF in World War) -----	---	13	---	---	---	---	---
Duties of Division Commander and Staff -----	1	---	---	---	---	(*)2	3
Troop Leading -----	10	---	---	---	---	---	10
Vacant -----	1	---	---	---	---	---	1
Total -----	28	19	8	---	---	4	40

(*) All Day.

May

Combat Orders -----	---	---	---	---	1	---	1
Field Engineering—Fortification -----	2	---	---	---	3	---	5
Logistics -----	---	---	---	---	1	---	1
Military Intelligence -----	---	---	---	---	1	---	1
Discussion of Problems -----	---	1	---	---	---	---	---
Duties of Division Commander and Staff -----	---	---	(*)2	---	---	---	2
Troop Leading -----	23	3	4	---	---	---	27
Methods of Training -----	4	9	2	---	---	---	6
Laws of War -----	---	4	---	---	---	---	---
Psychology and Leadership -----	---	4	---	---	---	---	---
Vacant -----	1	---	---	---	---	---	1
Total -----	30	21	8	---	6	---	44

(*) All Day.

June

Laws of War -----	2	---	---	---	---	---	2
Psychology and Leadership -----	3	---	---	---	---	---	3
Care of Troops -----	---	7	1	---	---	---	1
Care of Animals and Transportation -----	1	3	---	---	---	---	1
General Terrain Exercises -----	---	---	---	15	---	---	15
Troop Leading -----	4	---	6	---	---	---	10
Vacant -----	1	---	---	---	---	---	1
Total -----	11	10	7	15	---	---	33

SCHEDULE (September-October)

Serial Number	Dates Sept.	SUBJECT	Value of Problems, etc.	Remarks
MO 1	12 AM	Opening of School -----		
	12 AM	Principles of Organization Com- bat Units -----		Lecture.
MO 2	13 AM	Infantry Units -----		Conference.
MO 3	13 AM	Principles of Organization of Staffs -----		Lecture.
MO 4	13 AM	Infantry Units -----		Conference.
MO 5	14 AM	Artillery Units -----		Conference.
FE 1	14 AM	Map Reading -----		Lecture.
MO 6	14 AM	Cavalry Units -----		Conference.
FE 2	15 AM	Map Reading -----		Conference.
MO 7	15 AM	Infantry Units -----		Lecture.
FE 3	15 AM	Map Reading -----		Conference.
FE 4	16 AM	Map Reading -----		Conference.
MO 8	16 AM	Infantry Units -----		Lecture.
FE 5	16 AM	Map Reading -----		Conference.
FE 6	19 AM	Map Reading -----		Conference.
MO 9	19 AM	Artillery Units -----		Lecture.
MO 10	19 AM	Signal Units -----		Conference.
MO 11	20 AM	Engineer Units -----		Conference.
FE 7	20 AM	Sketching -----		Lecture.
MO 12	20 AM	Sanitary Units -----		Conference.
FE 8	21 AM	Sketching -----		Conference.
MO 13	21 AM	British Army -----		Lecture.
	21 AM			
MO 14	22 AM	Air Service Units -----		Conference.
MO 15	22 AM	French Army -----		Lecture.
FE 9	22 PM	Tactical Ride No. 1. Sketching --		
MO 16	23 AM	Infantry Division -----		Conference.
MO 17	23 AM	Corps and Army -----		Lecture.
FE 10	23 PM	TERRAIN EXERCISE No. 1 Series I, Sketching -----	4	
FE 11	26 AM	Sketching -----		Conference.
MO 18	26 AM	Japanese Army -----		Lecture.
FE 12	26 PM	Tactical Ride No. 2. Sketching --		
MO 19	27 AM	Cavalry Division -----		Conference.
MO 20	27 AM	Theater of Operations -----		Lecture.
FE 13	27 PM	TERRAIN EXERCISE No. 2, Series I, Sketching -----	4	
FE 14	28 AM	Field Fortifications -----		Conference.
TT 1	28 AM	Infantry, General Discussion ----		Lecture.
TT 2	28 AM	Infantry, Offensive Combat -----		Conference.
FE 15	29 AM	Field Fortifications -----		Conference.
MO 21	29 AM	German Army -----		Lecture.
FE 16	29 PM	Tactical Ride No. 3. Field Fortifications -----		
TT 3	30 AM	Infantry Offensive Combat -----		Conference.
TT 4	30 AM	Musketry -----		Lecture.
FE 17	30 PM	Tactical Ride No. 4, Field Forti- fications -----		
	Oct.			
FE 18	3 AM	Sketching -----		Conference.
TT 5	3 AM	Musketry -----		Lecture.
FE 19	3 PM	Tactical Ride No. 5. Sketching		

SCHEDULE (October)

Serial Number	Dates Oct.	SUBJECT	Value of Problems, etc.	Remarks	
TT 6	4 AM	Infantry Offensive Combat -----	4	Conference.	
TT 7	4 AM	Musketry -----		Lecture.	
FE 20	4 PM	TERRAIN EXERCISE No. 3, Series I, Sketching -----		Conference.	
TT 8	5 AM	Musketry -----		Lecture.	
TT 9	5 AM	Artillery—Types of Guns and Ammunition -----		Conference.	
TT 10	5 AM	Infantry Defensive Combat -----		Conference.	
TT 11	6 AM	Infantry Defensive Combat -----		Conference.	
TT 12	6 AM	Artillery Ammunition and Fuses -----		Lecture.	
TT 13	6 AM	Infantry Marches and Special Operations -----		Conference.	
TT 14	7 AM	Infantry—Service of Security -----		Conference.	
TT 15	7 AM	Artillery Special Shells -----		Lecture.	
TT 16	7 PM	Tactical Ride No. 6, Infantry -----		4	Conference.
TT 17	10 AM	Artillery Firing -----			Lecture.
TT 18	10 AM	Artillery Firing -----	Conference.		
TT 19	10 PM	TERRAIN EXERCISE No. 4, Series I, Infantry -----	Lecture.		
TT 20	11 AM	Machine Guns -----	Conference.		
TT 21	11 AM	Artillery Firing -----	Lecture.		
TT 22	11 AM	Machine Guns -----	Conference.		
TT 23	12 AM	Machine Guns -----	Conference.		
TT 24	12 AM	Artillery Reconnaissance -----	Lecture.		
TT 25	12 PM	Tactical Ride No. 7, Musketry -----	Conference.		
TT 26	13 AM	Infantry Special Weapons -----	Lecture.		
TT 27	13 AM	Artillery Communications -----	Conference.		
TT 28	13 AM	General Principles Employment Artillery -----	Lecture.		
TT 29	14 AM	Tactical Employment of Battery -----	Conference.		
TT 30	14 AM	Infantry Special Weapons -----	Lecture.		
TT 31	14 PM	Tactical Ride No. 8, Infantry Special Weapons -----	Conference.		
TT 32	17 AM	Tactical Employment Artillery Battalion -----	Lecture.		
TT 33	17 AM	Machine Guns -----	Conference.		
TT 34	17 PM	Tactical Ride No. 9, Artillery -----	Lecture.		
TT 35	18 AM	Tactical Employment Artillery Regiment and Brigade -----	Conference.		
TT 36	18 AM	Machine Guns -----	Lecture.		
TT 37	18 PM	TERRAIN EXERCISE No. 5, Series I, Artillery -----	4	Conference.	
TT 38	19 AM	Tanks -----	Lecture.		
TT 39	19 AM	Artillery on March -----	Conference.		
TT 40	20 AM	Infantry Batteries and Accom- panying Guns -----	Lecture.		
TT 41	20 AM	Machine Guns -----	Conference.		
TT 42	20 PM	TERRAIN EXERCISE No. 6, Series I, Infantry -----	4	Conference.	
TT 43	21 AM	Division Artillery in Offense -----	Lecture.		
TT 44	21 AM	Tanks -----	4	Conference.	
TT 45	21 PM	TERRAIN EXERCISE No. 7, Series I, Infantry -----	Lecture.		

SCHEDULE (October-November)

Serial Number	Dates Oct.	SUBJECT	Value of Problems, etc.	Remarks
TT 46	24 AM	Artillery in Defense -----		Conference.
TT 47	24 AM	Role of Cavalry -----		Lecture.
TT 48	24 PM	Tactical Ride No. 10, Artillery -----		
FE 21	25 AM	Airplane Mapping -----		Conference.
TT 49	25 AM	Cavalry Formations -----		Lecture.
TT 50	25 PM	TERRAIN EXERCISE No. 8, Series I, Artillery -----	4	
TT 51	26 AM	Cavalry Reconnaissance -----		Conference.
TT 52	26 AM	Cavalry Marches -----		Lecture.
TT 53	26 PM	Tactical Ride No. 11, Artillery -----		
TT 54	27 AM	Cavalry Outposts, Advance and Rear Guards -----		Conference.
TT 55	27 AM	Organization of Headquarters -----		Lecture.
TT 56	27 PM	Tactical Ride No. 12, Infantry -----		
TT 57	28 AM	Cavalry Offensive Combat -----		Conference.
TT 58	28 AM	Infantry Signal Troops -----		Lecture.
TT 59	28 PM	TERRAIN EXERCISE No. 9, Series I, Artillery -----	4	
TT 60	31 AM	Cavalry Offensive Combat -----		Conference.
FE 22	31 AM	Map Reproduction -----		Lecture.
TT 61	31 PM	MAP PROBLEM No. 1, Series II Nov. -----	4	
TT 62	1 AM	Air Service -----		Conference.
TT 63	1 AM	Cavalry Defensive Combat -----		Lecture.
TT 64	1 PM	Tactical Ride No. 13, Cavalry -----		
TT 65	2 AM	Air Service -----		Conference.
TT 66	2 AM	Cavalry in Pursuit -----		Lecture.
TT 67	2 PM	TERRAIN EXERCISE No. 10, Series I, Cavalry -----	4	
TT 68	3 AM	Signal Troops -----		Conference.
CO 1	3 AM	Combat Orders -----		Lecture.
TT 69	3 PM	Tactical Ride No. 14, Cavalry -----		
CO 2	4 AM	Combat Orders -----		Conference.
TT 70	4 AM	Air Service -----		Lecture.
TT 71	4 PM	TERRAIN EXERCISE No. 11, Series I, Cavalry -----	4	
CO 3	7 AM	Combat Orders -----		Conference.
TT 72	7 AM	Air Service -----		Lecture.
FE 23	7 PM	MAP PROBLEM No. 2, Series II -----	4	
SP 1	8 AM	Solution of Problems -----		Conference.
TT 73	8 AM	Air Service -----		Lecture.
SP 2	8 AM	Solution of Problems -----		Conference.
SP 3	9 AM	Solution of Problems -----		Conference.
TT 74	9 AM	Signal Troops -----		Lecture.
CO 4	9 PM	MAP PROBLEM No. 3, Series II -----	4	
TT 75	10 AM	Artillery Combat Orders -----		Conference.
SP 4	10 AM	Solution of Problems -----		Lecture.
TT 76	10 AM	Signal Troops -----		Conference.
TT 77	11 AM	Engineers -----		Conference.
SP 5	11 AM	Solution of Problems -----		Lecture.
TT 78	11 PM	MAP PROBLEM No. 4, Series II -----	4	
TT 79	14 AM	Engineers -----		Conference.
TT 80	14 AM	Sanitary Units -----		Lecture.
TT 81	14 PM	MAP PROBLEM No. 5, Series II -----	4	

(SCHEDULE (November-December))

Serial Number	Dates Nov.	SUBJECT	Value of Problems, etc.	Remarks
LU 1	15 AM	Larger Units -----		Conference.
TT 82	15 AM	Engineers -----		Lecture.
TT 83	15 PM	MAP PROBLEM No. 6, Series II	4	
LU 2	16 AM	Larger Units -----		Conference.
TT 84	16 AM	Engineers -----		Lecture.
	16 AM			
TT 85	17 AM	Sanitary Units -----		Conference.
LU 3	17 AM	Larger Units -----		Lecture.
TT 86	17 PM	MAP PROBLEM No. 7, Series II	4	
TT 87	18 AM	Sanitary Units -----		Conference.
CO 5	18 AM	The Administrative Order -----		Lecture.
TT 88	18 PM	MAP PROBLEM No. 8, Series II	4	
LU 4	21 AM	Larger Units -----		Conference.
LU 5	21 AM	Larger Units -----		Lecture.
TT 89	21 AM	Employment of Chemicals in War		Conference.
TT 90	22 AM	Employment of Chemicals in War		Conference.
LU 6	22 AM	Larger Units -----		Lecture.
TT 91	22 PM	MAP PROBLEM No. 9, Series II	4	
LU 7	23 AM	Larger Units -----		Conference.
TT 92	23 AM	Employment of Chemicals in War		Lecture.
LU 8	23 AM	Larger Units -----		Conference.
LU 9	28 AM	Larger Units -----		Conference.
TT 93	28 AM	Employment of Chemicals in War		Lecture.
TT 94	28 PM	MAP PROBLEM No. 10, Series II	4	
LU 10	29 AM	Larger Units -----		Conference.
TT 95	29 AM	Corps and Army Artillery -----		Lecture.
LU 11	29 AM	Larger Units -----		Conference.
LU 12	30 AM	Larger Units -----		Conference.
TT 96	30 AM	Coast and Harbor Defense -----		Lecture.
CO 6	30 PM	MAP PROBLEM No. 11, Series II	4	
	Dec.			
LU 13	1 AM	Larger Units -----		Conference.
TP 1	1 AM	Marches -----		Lecture.
MM 1	1 PM	Map Maneuver -----		
TP 2	2 AM	Marches -----		Conference.
CO 7	2 AM	Verbal and Dictated Orders -----		Lecture.
CO 8	2 PM	Verbal and Dictated Orders -----		
TP 3	5 AM	Marches -----		Conference.
LU 14	5 AM	Larger Units -----		Lecture.
CO 9	5 PM	Verbal and Dictated Orders -----		
TP 4	6 AM	Marches -----		Conference.
LU 15	6 AM	Larger Units -----		Lecture.
TT 97	6 PM	MAP PROBLEM No. 12, Series II	4	
TP 5	7 AM	Halts -----		Conference.
LU 16	7 AM	Larger Units -----		Lecture.
CO 10	7 PM	Verbal and Dictated Orders -----		
TP 6	8 AM	Security and Reconnaissance on March -----		Conference.
TP 7	8 AM	Halts -----		Lecture.
CO 11	8 PM	Verbal and Dictated Orders -----		
TP 8	9 AM	Security and Reconnaissance on March -----		Conference.
DP 1	9 AM	Discussion of Map Problem 11, Series II -----		Lecture.

SCHEDULE (December-January)

Serial Number	Dates Dec.	SUBJECT	Value of Problems, etc.	Remarks
TT 98	9 FM	MAP PROBLEM No. 13, Series II	4	Conference.
TP 9	12 AM	Security and Reconnaissance on March -----		
TT 99	12 AM	Railway Artillery -----	4	Lecture.
CO 12	12 PM	Verbal and Dictated Orders -----		
TP 10	13 AM	Security and Reconnaissance on March -----		
TT 100	13 AM	Anti-Aircraft Defense -----		
LU 17	13 PM	MAP PROBLEM No. 14, Series II	4	Conference.
TP 11	14 AM	Security and Reconnaissance at Halt -----		
TT 101	14 AM	Submarine Mine Defense -----	4	Lecture.
CO 13	14 PM	Verbal and Dictated Orders -----		
TP 12	15 AM	Security and Reconnaissance at Halt -----	20	Conference.
TP 13	15 AM	Air Service Reconnaissance -----		
CO 14	15 PM	Verbal and Dictated Orders -----		
TP 14	16 AM	Security and Reconnaissance at Halt -----		
TP 15	16 AM	Air Service Bombing -----	20	Lecture.
TP 16	16 PM	MAP PROBLEM No. 1, Series III		
TP 17	19 AM	Security and Reconnaissance at Halt -----		
MH 1	19 AM	Mexican War -----	20	Conference.
CO 15	19 PM	Verbal and Dictated Orders -----		
TP 18	20 AM	Action of Covering Forces, Advance Guards -----		
DP 2	20 AM	Discussion of Map Problem No. 14, Series II -----	20	Conference.
CO 16	20 PM	Verbal and Dictated Orders -----		
TP 19	21 AM	Action of Covering Forces, Advance Guards -----		
MH 2	21 AM	Mexican War -----	20	Lecture.
TP 20	21 PM	MAP PROBLEM No. 2, Series III		
TP 21	22 AM	Action of Covering Forces, Advance Guards -----		
MH 3	22 AM	Mexican War -----	20	Conference.
MM 2	22 PM	Map Maneuver -----		
TP 22	23 AM	Action of Covering Forces, Flank Guards -----		
MH 4	23 AM	Mexican War -----	20	Lecture.
TP 23	23 AM	Mexican War -----		
TP 23	Jan. 2 AM	Action of Covering Forces, Rear Guards -----	20	Conference.
MH 5	2 AM	War of the Rebellion -----		
Log 1	2 AM	Marches, Camps and Billets -----	20	Conference.
TP 24	3 AM	General Discussion of the Offensive -----		
TP 25	3 AM	Action of Covering Forces, Rear Guards -----	20	Lecture.
Log 2	3 AM	Truck Movements -----		
TP 26	4 AM	General Discussion of the Offensive -----	20	Conference.

SCHEDULE (January)

Serial Number	Dates Jan.	SUBJECT	Value of Problems, etc.	Remarks
Log 3	4 AM	Truck Movements -----		Lecture.
MM 3	4 PM	Map Maneuver -----		
TP 27	5 AM	General Discussion of the Offensive -----		Conference.
DD 1	5 AM	Organization of Division Headquarters -----		Lecture.
TP 28	5 AM	March to Battle -----		Conference.
DD 2	6 AM	Division Commander and Chief of Staff -----		Conference.
MH 6	6 AM	War of the Rebellion -----		Lecture.
TP 29	6 AM	March to Battle -----		Conference.
DD 3	9 AM	Third Section, General Staff -----		Conference.
MH 7	9 AM	War of the Rebellion -----		Lecture.
TP 30	9 AM	Meeting Engagement -----		Conference.
DD 4	10 AM	Third Section, General Staff -----		Conference.
MH 8	10 AM	War of the Rebellion -----		Lecture.
MM 4	10 PM	Map Maneuver -----		
TP 31	11 AM	Meeting Engagement -----		Conference.
MH 9	11 AM	War of the Rebellion -----		Lecture.
DD 5	11 AM	Second Section, General Staff -----		Conference.
TP 32	12 AM	Meeting Engagement -----		Conference.
MI 1	12 AM	Military Intelligence -----		Lecture.
TP 33	12 AM	Attack Against Prepared Position -----		Conference.
MI 2	13 AM	Military Intelligence -----		Conference.
MH 10	13 AM	War of the Rebellion -----		Lecture.
MM 5	13 PM	Map Maneuver -----		
TP 34	16 AM	Attack Against Prepared Position -----		Conference.
MI 3	16 AM	Military Intelligence -----		Lecture.
Log 4	16 AM	Rail Movements -----		Conference.
TP 35	17 AM	Attack Against Prepared Position -----		Conference.
MH 11	17 AM	War of the Rebellion -----		Lecture.
TP 36	17 PM	MAP PROBLEM No. 3, Series III -----	20	
MI 4	18 AM	Military Intelligence -----		Conference.
Log 5	18 AM	Rail Movements -----		Lecture.
MI 5	19 AM	Military Intelligence -----		Conference.
MH 12	19 AM	War of the Rebellion -----		Lecture.
TP 37	19 AM	Attack Against Prepared Position -----		Conference.
TP 38	20 AM	Attack Against Defensive Zone -----		Conference.
MI 6	20 AM	Military Intelligence -----		Lecture.
MI 7	20 PM	MAP PROBLEM No. 1, Series V -----	10	
DD 6	23 AM	First Section, General Staff -----		Conference.
MH 13	23 AM	War of the Rebellion -----		Lecture.
Log 6	23 AM	Concentrations -----		Conference.
TP 39	24 AM	Attack Against Defensive Zone -----		Conference.
MH 14	24 AM	War of the Rebellion -----		Lecture.
TP 40	24 PM	MAP PROBLEM No. 4, Series III -----	20	
DD 7	25 AM	Fourth Section, General Staff -----		Conference.
Log 7	25 AM	Supply in Past Wars -----		Lecture.
TP 41	25 AM	Attack Against Defensive Zone -----		Conference.

SCHEDULE (January-February)

Serial Number	Dates Jan.	SUBJECT	Value of Problems, etc.	Remarks
TP 42	26 AM	Attack Against Defensive Zone		Lecture.
Log 8	26 AM	Home Supply in World War		Conference.
Log 9	26 AM	System of Supply in Theater of Operations		Conference.
TP 43	27 AM	Passage of Lines		Conference.
Log 10	27 AM	Procurement, Storage and Issue in Communications Zone		Lecture.
MH 15	27 PM	MAP PROBLEM No. 2, Series V	10	
DD 8	30 AM	The Administrative Staff		Conference.
Log 11	30 AM	Organization of Army Area for Supply		Lecture.
TP 44	30 AM	Passage of Lines		Conference.
TP 45	31 AM	Infantry Division in Corps Attack		Conference.
DP 3	31 AM	Discussion of Map Problem No. 4, Series III		Lecture.
TP 46	31 PM	MAP PROBLEM No. 5, Series III	20	
TP 47	1 AM	General Discussion of Defensive		Conference.
Log 12	1 AM	Utilization of local Resources of Army Area		Lecture.
DD 9	1 AM	The Supply and Technical Staff		Conference.
TP 48	2 AM	General Discussion of Defensive		Conference.
MH 16	2 AM	Russo-Japanese War		Lecture.
DD 10	2 AM	The Supply and Technical Staff		Conference.
TP 49	3 AM	General Discussion of Defensive		Conference.
MH 17	3 AM	Russo-Japanese War		Lecture.
Log 13	3 PM	MAP PROBLEM No. 1, Series IV	10	
TP 50	6 AM	Defense in Meeting Engagement		Conference.
MH 18	6 AM	Russo-Japanese War		Lecture.
DD 11	6 AM	The Supply and Technical Staff		Conference.
TP 51	7 AM	Defense in Meeting Engagement		Conference.
MH 19	7 AM	Russo-Japanese War		Lecture.
MM 6	7 PM	Map Maneuver		
TP 52	8 AM	Defensive Position		Conference.
TP 53	8 AM	Defensive Position		Lecture.
DD 12	8 AM	Division Surgeon		Conference.
TP 54	9 AM	Defensive Position		Conference.
MH 20	9 AM	Russo-Japanese War		Lecture.
DD 13	9 AM	Division Engineer		Conference.
TP 55	10 AM	Defensive Zone		Conference.
MH 21	10 AM	Russo-Japanese War		Lecture.
Log 14	10 PM	MAP PROBLEM No. 2, Series IV	10	
TP 56	13 AM	Defensive Zone		Conference.
MH 22	13 AM	Russo-Japanese War		Lecture.
TP 57	13 AM	Defensive Zone		Conference.
TP 58	14 AM	Defensive Zone		Conference.
MH 23	14 AM	Russo-Japanese War		Lecture.
MM 7	14 PM	Map Maneuver		
TP 59	15 AM	Defensive Zone		Conference.
TP 60	15 AM	Defensive Zone		Lecture.
DD 14	16 AM	Division Artillery Commander		Conference.

SCHEDULE (February-March)

Serial Number	Dates Feb.	SUBJECT	Value of Problems, etc.	Remarks
TP 61	16 AM	Infantry Division in Corps De- fense -----		Lecture.
TP 62	16 AM	Relief of Front Line Units -----		Conference.
DD 15	17 AM	Division Machine Gun Officer -----		Conference.
TP 63	17 AM	Relief of Front Line Units -----		Lecture.
TP 64	17 PM	MAP PROBLEM No. 6, Series III -----	20	
Log 15	20 AM	Relief of Front Line Units -----		Conference.
MH 24	20 AM	World War -----		Lecture.
Log 16	20 AM	Relief of Front Line Units -----		Conference.
TP 65	21 AM	Counter-Attack -----		Conference.
MH 25	21 AM	World War -----		Lecture.
TP 66	21 PM	MAP PROBLEM No. 7, Series III -----	20	
TP 67	23 AM	Delaying Action -----		Conference.
MH 26	23 AM	World War -----		Lecture.
TP 68	23 AM	Withdrawal from Action -----		Conference.
DD 16	24 AM	Division Air Service Officer -----		Conference.
DP 4	24 AM	Discussion of Map Problem No. 6, Series III -----		Lecture.
MM 8	24 PM	Map Maneuver -----		
TP 69	27 AM	Withdrawal from Action -----		Conference.
MH 27	27 AM	World War -----		Lecture.
DD 17	27 AM	Division Signal Officer -----		Conference.
DD 18	28 AM	Division Message Center -----		Conference.
DP 5	28 AM	Discussion of Map Problem No. 7, Series III -----		Lecture.
TP 70	28 PM	MAP PROBLEM No. 8, Series III -----	20	
TP 71	1 AM	Position in Readiness -----		Conference.
FE 24	1 AM	Field Fortifications -----		Lecture.
Log 17	1 AM	Organization of Corps Area for Supply -----		Conference.
TP 72	2 AM	Position in Readiness -----		Conference.
TP 73	2 AM	Position in Readiness -----		Lecture.
FE 25	2 AM	Field Fortifications -----		Conference.
Log 18	3 AM	Duties of Division Commander and Subordinate Commanders -----		Conference.
TP 74	3 AM	Raids -----		Lecture.
TP 75	3 AM	Convoys -----		Conference.
TP 76	6 AM	River Crossings -----		Conference.
TP 77	6 AM	River Crossings -----		Lecture.
Log 19	6 AM	Duties of G1 and G4 -----		Conference.
TP 78	7 AM	River Crossings -----		Conference.
FE 26	7 AM	Field Fortifications -----		Lecture.
TP 79	7 PM	MAP PROBLEM No. 9, Series III -----	20	
FE 27	8 AM	Field Fortifications -----		Conference.
MH 28	8 AM	World War -----		Lecture.
TP 80	8 AM	Retreat and Pursuit -----		Conference.
FE 28	9 AM	Field Fortifications -----		Conference.
TP 81	9 AM	Retreat and Pursuit -----		Lecture.
Log 20	9 AM	Duties of Administrative Staff; Traffic Control -----		Conference.
TP 82	10 AM	Retreat and Pursuit -----		Conference.
TP 83	10 AM	Retreat and Pursuit -----		Lecture.
FE 29	10 PM	MAP PROBLEM No. 3, Series IV -----	10	

SCHEDULE (March-April)

Serial Number	Dates March	SUBJECT	Value of Problems, etc.	Remarks
TP 84	13 AM	Retreat and Pursuit -----		Lecture.
TP 85	13 AM	Landing on Hostile Shores -----		Conference.
Log 21	13 AM	Duties of Supply and Technical Staff -----		Conference.
TP 86	14 AM	Landing on Hostile Shores -----		Conference.
MH 29	14 AM	World War -----		Lecture.
	14 AM			
TP 87	15 AM	Landing on Hostile Shores -----		Conference.
MH 30	15 AM	World War -----		Lecture.
TP 88	15 PM	MAP PROBLEM No. 10, Series III	20	
FE 30	16 AM	Field Fortifications -----		Conference.
MH 31	16 AM	World War -----		Lecture.
TP 89	16 AM	Defense of Coast Line -----		Conference.
Log 22	17 AM	Duties of Supply and Technical Staff -----		Conference.
FE 31	17 AM	Field Fortifications -----		Lecture.
TP 90	17 PM	MAP PROBLEM No. 11, Series III	20	
FE 32	20 AM	Field Fortifications -----		Conference.
MH 32	20 AM	World War -----		Lecture.
TP 91	20 AM	Domestic Disturbances -----		Conference.
TP 92	21 AM	Withdrawal of Landing Forces --		Conference.
MH 33	21 AM	World War -----		Lecture.
FE 33	21 PM	MAP PROBLEM No. 4, Series IV	10	
TP 93	22 AM	Domestic Disturbances -----		Conference.
MH 34	22 AM	World War -----		Lecture.
FE 34	22 AM	Field Fortifications -----		Conference.
Log 23	23 AM	Duties of Supply and Technical Staff; Ammunition Supply --		Conference.
MH 35	23 AM	World War -----		Lecture.
TP 94	23 AM	Domestic Disturbances -----		Conference.
TP 95	24 AM	Domestic Disturbances -----		Conference.
DP 6	24 AM	Discussion of Map Problem No. 11, Series III -----		Lecture.
Log 24	24 PM	Duties of Supply and Technical Staff -----		
Log 25	7 AM	Transportation of Infantry and Cavalry Divisions -----		Conference.
MH 36	27 AM	World War -----		Lecture.
TP 96	27 AM	Domestic Disturbances -----		Conference.
MM 9	28 AM	Map Maneuver -----		
MM 10	28 PM	Map Maneuver -----		
	April			
TP 97	3 AM	Cavalry Division—Strategic Reconnaissance -----		Conference.
Log 26	3 AM	Organization of Railhead -----		Lecture.
Log 27	3 AM	The Administrative Order -----		Conference.
TP 98	4 AM	Cavalry Division—Strategic Reconnaissance -----		Conference.
MH 37	4 AM	World War -----		Lecture.
TP 99	4 PM	MAP PROBLEM No. 12, Series III	20	
Log 28	5 AM	Supply of Division on March -----		Conference.
TP 100	5 AM	Cavalry Division—Screening -----		Lecture.
Log 29	5 AM	Supply of Division in Semi-stabilized Sector -----		Conference.

SCHEDULE (April)

Serial Number	Dates April	SUBJECT	Value of Problems, etc.	Remarks
TP 101	6 AM	Cavalry Division—Screening ----	10	Lecture.
MH 38	6 AM	AEF in World War -----		Conference.
Log 30	6 AM	Supply of Division in Attack ----		Conference.
TP 102	7 AM	Cavalry Division—Screening ----	10	Conference.
MH 39	7 AM	AEF in World War -----		Lecture.
Log 31	7 PM	MAP PROBLEM No. 5, Series IV		
TP 103	10 AM	Cavalry Division—Offensive Reserve -----	20	Conference.
MH 40	10 AM	AEF in World War -----		Lecture.
TP 104	10 PM	MAP PROBLEM No. 13, Series III		
TP 105	11 AM	Cavalry Division Offensive Reserve -----	10	Conference.
DP 7	11 AM	Discussion of Map Problem No. 12, Series III -----		Lecture.
Log 32	11 AM	Supply of Division in Retreat ----		Conference.
TP 106	12 AM	Cavalry Division in Attack -----	10	Conference.
MH 41	12 AM	AEF in World War -----		Lecture.
Log 33	12 PM	MAP PROBLEM No. 6, Series IV		
TP 107	13 AM	Cavalry Division in Defense -----	20	Conference.
MH 42	13 AM	AEF in World War -----		Lecture.
Log 34	13 AM	Movements Overseas -----		Conference.
TL 1	14 AM	Infantry Division in Attack -----	15	Conference.
MH 43	14 AM	AEF in World War -----		Lecture.
TP 108	14 PM	MAP PROBLEM No. 14, Series III		
Log 35	17 AM	Supply of Small Expeditionary Force -----	10	Conference.
MH 44	17 AM	AEF in World War -----		Lecture.
Log 36	17 PM	MAP PROBLEM No. 7, Series IV		
TL 2	18 AM	Infantry Division in Attack -----	10	Conference.
MH 45	18 AM	AEF in World War -----		Lecture.
TL 3	19 AM	Infantry Division in Attack -----		Conference.
TP 109	19 AM	Night Attacks -----	10	Lecture.
Log 37	19 PM	Map Maneuver -----		Conference.
TP 110	20 AM	Night Attacks -----		Lecture.
MH 46	20 AM	AEF in World War -----	10	Conference.
TL 4	20 AM	Infantry Division in Attack -----		Lecture.
TL 5	21 AM	Infantry Division in Attack -----		Conference.
DP 8	21 AM	Discussion of Map Problem No. 14, Series III -----	10	Conference.
Log 38	21 PM	MAP PROBLEM No. 8, Series IV		
TL 6	24 AM	Infantry Division in Attack -----		Lecture.
DP 9	24 AM	Discussion of Map Problem No. 7, Series IV -----	20	Conference.
Log 39	24 PM	Map Maneuver -----		Lecture.
TL 7	25 AM	Infantry Division in Attack -----		Conference.
MH 47	25 AM	AEF in World War -----	10	Lecture.
TL 8	25 AM	Infantry Division in Attack -----		Conference.
TL 9	26 AM	Infantry Division in Attack -----		Conference.
MH 48	26 AM	AEF in World War -----	20	Lecture.
TP 111	26 PM	MAP PROBLEM No. 15, Series III		
TL 10	27 AM	Infantry Division in Attack -----		Conference.
MH 49	27 AM	AEF in World War -----		Lecture.

SCHEDULE (April-May)

Serial Number	Date: April	SUBJECT	Value of Problems, etc.	Remarks
DD 19	27 AM	Duties of Division Commander and Staff -----		Lecture.
DD 20	28 AM	Map Maneuver -----		Conference.
DD 21	28 PM	Map Maneuver -----		
	May			
TL 11	1 AM	Infantry Division in Attack ----		
TL 12	1 AM	Infantry Division in Attack ----		Conference.
Log 40	1 PM	Tactical Ride No. 15, Logistics --		
TL 13	2 AM	Infantry Division in Attack ----		Conference.
MT 1	2 AM	Methods of Training -----		Lecture.
FE 35	2 AM	Field Fortifications -----		Conference.
TL 14	3 AM	Infantry Division in Attack ----		Conference.
DP 10	3 AM	Discussion of Map Problem No. 15, Series III -----		Lecture.
FE 36	3 PM	Tactical Ride No. 16, Field Fortifications -----		
TL 15	4 AM	Infantry Division in Attack ----		Conference.
MT 2	4 AM	Methods of Training -----		Lecture.
TL 16	4 AM	Infantry Division in Attack ----		Conference.
TL 17	5 AM	Infantry Division in Attack ----		Conference.
MT 3	5 AM	Methods of Training -----		Lecture.
FE 37	5 PM	Tactical Ride No. 17, Field Fortifications -----		
TL 18	8 AM	Infantry Division in Attack ----		Conference.
TL 19	8 AM	Infantry Division in Attack ----		Lecture.
TL 20	8 PM	MAP PROBLEM No. 1, Series VI	15	
TL 21	9 AM	Infantry Division in Attack ----		Conference.
MT 4	9 AM	Methods of Training -----		Lecture.
TL 22	9 AM	Infantry Division in Attack ----		Conference.
TL 23	10 AM	Infantry Division in Attack ----		Conference.
TL 24	10 AM	Infantry Division in Attack ----		Lecture.
FE 38	10 PM	Tactical Ride No. 18, Field Fortifications -----		
TL 25	11 AM	Infantry Division in Attack ----		Conference.
MT 5	1 AM	Methods of Training -----		Lecture.
TL 26	1 AM	Infantry Division in Attack ----		Conference.
DD 2	2 AM	MAP PROBLEM No. 9, Series IV	10	
DD 23	12 PM	MAP PROBLEM No. 10, Series IV	10	
TL 27	15 AM	Infantry Division in Defense ----		Conference.
MT 6	15 AM	Methods of Training -----		Lecture.
TL 28	15 PM	MAP PROBLEM No. 2, Series VI	15	
TL 29	16 AM	Infantry Division in Defense ----		Conference.
MT 7	16 AM	Methods of Training -----		Lecture.
TL 30	16 AM	Infantry Division in Defense ----		Conference.
TL 31	17 AM	Infantry Division in Defense ----		Conference.
MT 8	17 AM	Methods of Training -----		Lecture.
MI 8	17 PM	Tactical Ride No. 19, Military Intelligence -----		
TL 32	18 AM	Infantry Division in Defense ----		Conference.
MT 9	18 AM	Methods of Training -----		Lecture.
FE 39	18 AM	Field Fortifications -----		Conference.
TL 33	19 AM	Infantry Division in Defense ----		Conference.
LW 1	19 AM	Laws of War -----		Lecture.
TL 34	19 PM	MAP PROBLEM No. 3, Series VI	15	

SCHEDULE (May-June)

Serial Number	Dates May	SUBJECT	Value of Problems, etc.	Remarks
MT 10	22 AM	Methods of Training -----	15	Conference.
PL 1	22 AM	Psychology and Leadership -----		Lecture.
CO 17	22 PM	Tactical Ride No. 20, Combat Orders -----		
TL 35	23 AM	Infantry Division in Defense ----		Conference.
LW 2	23 AM	Laws of War -----		Lecture.
MT 11	23 AM	Methods of Training -----		Conference.
TL 36	24 AM	Infantry Division in Defense ----		Conference.
PL 2	24 AM	Psychology and Leadership -----		Lecture.
TL 37	24 PM	MAP PROBLEM No. 4, Series VI		
LW 3	25 AM	Methods of Training -----		Conference.
TL 38	25 AM	Laws of War -----		Lecture.
MT 12	25 AM	Infantry Division in Defense ----		Conference.
MT 13	26 AM	Methods of Training -----		Conference.
PL 3	26 AM	Psychology and Leadership -----		Lecture.
MT 14	26 PM	MAP PROBLEM No. 3, Series V		
TL 39	29 AM	Infantry Division in Defense ----	Conference.	
LW 4	29 AM	Laws of War -----	Lecture.	
TL 40	31 AM	Infantry Division in Defense ----	Conference.	
PL 4	31 AM	Psychology and Leadership -----	Lecture.	
MT 15	31 PM	MAP PROBLEM No. 4, Series V	10	
		June		
TL 41	1 AM	Infantry Division in Defense ----	Conference.	
CT 1	1 AM	Care of Troops -----	Lecture.	
TL 42	1 PM	MAP PROBLEM No. 5, Series VI	15	
TL 43	2 AM	Infantry Division in Defense ----	Conference.	
CT 2	2 AM	Care of Troops -----	Lecture.	
TL 44	2 PM	MAP PROBLEM No. 6, Series VI	15	
TL 45	5 AM	Infantry Division in Defense ----	Conference.	
CT 3	5 AM	Care of Troops -----	Lecture.	
TL 46	5 PM	MAP PROBLEM No. 7, Series VI	15	
TL 47	6 AM	Infantry Division in Defense ----	Conference.	
CT 4	6 AM	Care of Troops -----	Lecture.	
TL 48	6 PM	MAP PROBLEM No. 8, Series VI	15	
LW 5	7 AM	Laws of War -----	Conference.	
CT 5	7 AM	Care of Troops -----	Lecture.	
TL 49	7 PM	MAP PROBLEM No. 9, Series VI	15	
LW 6	8 AM	Laws of War -----	Conference.	
CT 6	8 AM	Care of Troops -----	Lecture.	
TL 50	8 PM	MAP PROBLEM No. 10, Series VI	15	
PL 5	9 AM	Psychology and Leadership -----	Conference.	
CT 7	9 AM	Care of Troops -----	Lecture.	
GTE 1	9 PM	GENERAL TERRAIN EXERCISE No. 1, Series VII -----	20	
PL 6	12 AM	Psychology and Leadership -----	Conference.	
CAT 1	12 AM	Care of Animals and Transportation -----	Lecture.	
CT 8	12 PM	MAP PROBLEM No. 5, Series V	10	
PL 7	13 AM	Psychology and Leadership -----	Conference.	
CAT 2	13 AM	Care of Animals and Transportation -----	Lecture.	
GTE 2	13 PM	GENERAL TERRAIN EXERCISE No. 2, Series VII -----	20	

SCHEDULE (June)

Serial Number	Dates June	SUBJECT	Value of Problems, etc.	Remarks
CAT 3	14 AM	Care of Animals and Transportation -----		Lecture.
	14 AM			
GTE 3	14 PM	GENERAL TERRAIN EXERCISE No. 3, Series VII -----	20	Conference.
CAT 4	15 AM	Care of Animals and Transportation -----		
	15 AM			
GTE 4	15 PM	GENERAL TERRAIN EXERCISE No. 4, Series VII -----	20	
GTE 5	16 AM	GENERAL TERRAIN EXERCISE No. 5, Series VII -----	20	
GTE 6	16 PM	GENERAL TERRAIN EXERCISE No. 6, Series VII -----	20	
	19 AM			
	19 AM			
GTE 7	19 PM	GENERAL TERRAIN EXERCISE No. 7, Series VII -----	20	
GTE 8	20 AM	GENERAL TERRAIN EXERCISE No. 8, Series VII -----	20	
GTE 9	20 PM	GENERAL TERRAIN EXERCISE No. 9, Series VII -----	20	
GTE 10	21 AM	GENERAL TERRAIN EXERCISE No. 10, Series VII -----	20	
GTE 11	21 PM	GENERAL TERRAIN EXERCISE No. 11, Series VII -----	20	
GTE 12	22 AM	GENERAL TERRAIN EXERCISE No. 12, Series VII -----	20	
GTE 13	22 PM	GENERAL TERRAIN EXERCISE No. 13, Series VII -----	20	
GTE 14	23 AM	GENERAL TERRAIN EXERCISE No. 14, Series VII -----	20	
GTE 15	23 PM	GENERAL TERRAIN EXERCISE No. 15, Series VII -----	20	

RESUME OF PROGRAM OF INSTRUCTION

The General Staff School

1921-1922

	Conferences	Lectures	Half days
1. AUXILIARY ARMS, CORPS AND ARMY.			
(a) Cavalry -----	10	4	3
(b) Artillery -----	16	4	8
(c) Tanks -----	1	2	2
(d) Chemicals in War -----	3	3	3
(e) Air Service -----	8	1	1
(f) Engineers -----	4	3	2
(g) Signal Corps -----	3	2	1
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Total Auxiliary Arms, Corps and Army -----	45	19	20
2. MILITARY ORGANIZATION -----	2	1	
3. TACTICAL AND STRATEGICAL STUDIES, CORPS AND ARMY -----	51	10	47
4. FIELD ENGINEERING -----	12	3	22
5. COMMAND AND GENERAL STAFF TECH- NIQUE -----	21	7	29
6. SUPPLY, ADMINISTRATION, HOSPITALI- ZATION AND TRANSPORTATION -----	32	12	10
7. SPECIAL APPLICATION OF PRINCIPLES TO MILITARY EXPEDITIONS -----	9	1	10
8. METHODS OF TRAINING -----	9		8
9. MILITARY HISTORY AND STRATEGY -----	37	17	16
10. MILITARY GEOGRAPHY AS APPLICABLE TO ARMY PLANS OF CAMPAIGN -----	13		6
11. PSYCHOLOGY AND LEADERSHIP -----		4	
12. LOGIC -----	4		1
13. LEGAL PRINCIPLES -----	2	4	1
14. REVIEW OF PROBLEMS -----		1	5
15. RESERVED LECTURE PERIODS AT 1 PER MONTH -----		10	
<hr/>			
Total for the course -----	237	89	175

DISPOSITION OF THE AVAILABLE TIME

237 C.	89 L.	175 HD.	192 AMs.	191 PMs.
178	89	0	89	89 (vacant)
2) 59	0	175	103	102
39.1 left over.		29	30	29
0		2) 146	73	73
		73	73	73
		0	0	0

DETAILED PROGRAM OF INSTRUCTION

The General Staff School

1921-1922

AA—AUXILIARY ARMS, CORPS AND ARMY.

1. CAVALRY.

- AA 1—Lecture. Organization, technique and tactics of army and corps cavalry.
- AA 2—Lecture. Organization and functions of the chief of cavalry, GHQ, and of the commander, army and corps cavalry.
- AA 3—Conference. Plan of, and instructions for, cavalry operations. Orders for the corps and army cavalry.
- AA 4—Conference. Cavalry marches. Endurance and conservation of the cavalry horse.
- AA 5—Tactical Ride. Cavalry screening including lateral extent of screening that can be efficiently performed by army cavalry. 1HD
- AA 6—Conference. Study of a problem. Covering the advance of an army. Strategic reconnaissance and screening, army air service assisting.
- AA 7—Conference. Study of a problem. Cavalry engagement. Cavalry divisions. Special consideration of artillery features.
- AA 8—Conference. Study of a problem. Cavalry on the flank of battle. Special consideration of artillery features.
- AA 9—Conference. Study of a problem. Filling a gap in the line of battle accompanied by infantry in trucks.
- AA 10—Conference. Study of a problem. Covering a retreat, tanks attached.
- AA 11—Map Problem. Engagement between cavalry divisions. 1HD
- AA 12—Lecture. Discussion of Map Problem AA 11.
- AA 13—Conference. Study of a problem. Exploiting a breakthrough, tanks attached.
- AA 14—Conference. Study of a problem. Parallel pursuit.
- AA 15—Map Problem. Cavalry on the flank of battle. Cavalry division. 1HD
- AA 16—Lecture. Discussion of Map Problem AA 15.
- AA 17—Conference. Supply and evacuation service of a cavalry division.

2. ARTILLERY.

- AA 18—Conference. Corps, army and tractor artillery. Types, characteristics, capabilities and limitations.
- AA 19—Conference. Railway artillery. Types, characteristics, capabilities and limitations.
- AA 20—Conference. Anti-aircraft artillery. Types, characteristics and technique of employment.
- AA 21—Conference. Mountain and trench artillery. Types, characteristics, organization, capabilities, limitations and technique of employment.

- AA 22—Lecture. Artillery ammunition, including kinds used, casualties and destruction to be expected.
- AA 23—Conference. The supply of artillery ammunition.
- AA 24—Conference. Artillery fire.
- AA 25—Conference. Organization, command and missions, corps and army artillery and GHQ reserve.
- AA 26—Conference. The preparation of artillery plans, maps and orders.
- AA 27—Conference. The artillery information service and counter-battery. Flash and sound ranging.
- AA 28—Conference. Corps and army artillery in operations. The general principles of marches and reconnaissance and occupation of positions.
- AA 29—Tactical Ride. Selection of artillery positions and observation stations, including reconnaissance of roads and bridges as limiting the movement of heavy artillery. 1HD
- AA 30—Terrain Exercise. Corps artillery in an attack with discussion of plans and orders. Changes of position with corps and army artillery. 1HD
- AA 31—Conference. Corps and army artillery on the offensive.
- AA 32—Conference. Corps and army artillery on the offensive.
- AA 33—Map Problem. Army artillery in an attack, including plan and orders. 1HD
- AA 34—Tactical Ride. Army and corps artillery combined in an offensive. 1HD
- AA 35—Terrain Exercise. Army and corps artillery combined in an offensive.
- AA 36—Lecture. Discussion of AA 33, 34 and 35.
- AA 37—Conference. Corps and army artillery in the defense.
- AA 38—Conference. Corps and army artillery in the defense.
- AA 39—Terrain Exercise. Corps artillery in the defense. 1HD
- AA 40—Map Problem. Army artillery in the defense, including artillery attached from GHQ reserve. 1HD
- AA 41—Lecture. Discussion of AA 39 and 40.
- AA 42—Conference. The general principles of anti-aircraft defense.
- AA 43—Map Problem. General artillery concentration for an offensive. 1HD
- AA 44—Lecture. Discussion of AA 43.
- AA 45—Conference. Artillery in coast defense.

3. TANKS.

- AA 46—Conference. Organization and functions, tank staff, corps and army. Tank plans and orders, corps and army.
- AA 47—Lecture. Tanks at the Battle of Hamel and at the Battle of Amiens.
- AA 48—Tactical Ride. Army and corps reconnaissance and allotment of tanks. 1HD
- AA 49—Map Problem. Corps attack with tanks. (Situation from TS.) 1HD
- AA 50—Lecture. Discussion of Map Problem AA 49.

4. CHEMICALS IN WAR.

- AA 51—Lecture. Principles of employment of chemicals in warfare.

- AA 52—Conference. Organization and functions of the chief chemical warfare officer, GHQ, army and corps.
- AA 53—Conference. Study of a problem. Employment of chemicals in an attack, open and stabilized situations.
- AA 54—Tactical Ride. Employment of chemicals in a corps attack. 1HD
- AA 55—Conference. Study of a problem. Employment of chemicals in a defensive situation.
- AA 56—Map Problem. Employment of chemicals in an attack. 1HD
- AA 57—Lecture. Discussion of Map Problem AA 56.
- AA 58—Map Problem. Employment of chemicals in the defense. 1HD
- AA 59—Lecture. Discussion of Map Problem AA 58.

5. AIR SERVICE.

- AA 60—Conference. Character and employment of the corps air service.
- AA 61—Conference. Character and employment of the army pursuit and attack air service.
- AA 62—Conference. Character and employment of the army reconnaissance and bombing air service.
- AA 63—Conference. Employment of the combined air service of an army.
- AA 64—Conference. Air service installations with special reference to the character, capacity and time required for the construction of landing fields and airdromes.
- AA 65—Conference. Organization and functions of the chief of air service, GHQ, army and corps.
- AA 66—Conference. Study of a problem. Air service plans and orders, corps and army.
- AA 67—Map Problem. Air service plans and orders. 1HD
- AA 68—Lecture. Discussion of Map Problem AA 67.
- AA 69—Conference. Study of a problem. Air service concentration for an offensive.

6. ENGINEERS.

- AA 70—Conference. Organization, equipment and principles of employment of corps and army engineer troops.
- AA 71—Conference. Organization and functions of the chief engineer officer, corps and army. Engineer staff officers.
- AA 72—Conference. Study of a problem. Operations of army engineer railway troops and corps and army engineer road troops.
- AA 73—Map Problem. Operations of engineer railway and road troops. 1HD
- AA 74—Lecture. Discussion of Map Problem AA 73.
- AA 75—Lecture. Engineer plans and orders.
- AA 76—Conference. Study of a problem. Engineer plans and orders.
- AA 77—Map Problems. Engineer plans and orders. 1HD
- AA 78—Lecture. Discussion of Map Problem AA 77.

7. SIGNAL CORPS.

- AA 79—Conference. Organization, equipment and duties of army and corps signal troops. Organization and functions of the chief signal officer, corps and army.

- AA 80—Conference. Plan of signal communications and its appendices.
- AA 81—Conference. Study of a problem. Army signal communications.
- AA 82—Map Problem. Army signal communications. 1HD
- AA 83—Lecture. Discussion of Map Problem AA 82.
- AA 84—Lecture. Demonstration of military codes and ciphers.

MO—MILITARY ORGANIZATION.

- MO 1—Conference. General principles of GHQ, army and corps organization.
- MO 2—Conference. General principles of GHQ, army and corps organization.
- MO 3—Lecture. Evolution of density, depth and frontages in tactical formations.

TS—TACTICAL AND STRATEGICAL STUDIES, CORPS AND ARMY.

- TS 1a—Conference. Strategical advance guard (infantry division and cavalry division) in an advance.
- TS 2a—Conference. Strategical advance guard (infantry division and cavalry division) in contact with the enemy. Strategical advance guard as a pivot of maneuver.
- TS 3a—Conference. Independent army corps in march.
- TS 4a—Conference. Independent army corps in a halt.
- TS 5a—Conference. Independent army corps in an attack against a prepared position.
- TS 6a—Conference. Independent army corps in an attack against a prepared position.
- TS 7a—Conference. Independent army corps in a delaying position.
- TS 8a—Conference. Independent army corps in defense. Selection and occupation of a defensive position for a corps.
- TS 9a—Map Problem. Independent corps. 2HD
- TS 10a—Map Problem. Independent corps. 2HD
- TS 11a—Lecture. Discussion of Map Problems TS 9a and TS 10a. 1HD
- TS 12a-13a—Map Maneuvers 1 and 2. Corps maneuvers. 2HD
- TS 14b—Map Problem. Selection and occupation of a defensive position for a corps. 1HD
- TS 15b—Lecture. Discussion of Map Problem TS 14b.
- TS 16b—Terrain Exercise. Reconnaissance, selection and occupation of a defensive position for a corps. 1HD
- TS 17b—Conference. Defense of a river line by a corps.
- TS 18b—Map Problem. Defense of a river line by a corps. 1HD
- TS 19b—Lecture. Discussion of Map Problem TS 18b.
- TS 20b—Conference. Selection and occupation of a corps bridgehead.
- TS 21b—Map Problem. Selection and occupation of a corps bridgehead. 1HD
- TS 22b—Lecture. Discussion of Map Problem TS 21b.
- TS 23b—Conference. Corps measures for the consolidation of a position after a successful attack.
- TS 24b—Map Problem. Local improvement of the general defensive line of a corps, involving questions of withdrawal and attack. 1HD

- TS 25b—Lecture. Discussion of Map Problem TS 24b.
TS 26b—Map Problem. The withdrawal of a corps to a new position from immediate contact with the enemy. 1HD
- TS 27c—Conference. Plan of army campaign.
TS 28c—Conference. Plan of army concentration.
TS 29c—Conference. Study of a problem. Army plan of campaign and concentration.
TS 30c—Conference. The army advances.
TS 31c—Conference. III Corps concentration.
TS 32c—Conference. III Corps advances.
TS 33c—Conference. III Corps meeting engagement.
TS 34c—Conference. 11th Division in a meeting engagement.
TS 35c—Conference. The army attacks.
TS 36c—Conference. The artillery in the army attack.
TS 37c—Conference. The intelligence service in the army concentration, advance and attack.
TS 38c—Conference. The I and II Corps in the army attack.
TS 39c—Map Problem. Army. 3HD
TS 40d—Conference. The III Corps withdraws.
TS 41d—Conference. The III Corps in defense and counter-attack.
TS 42d—Conference. The army defends.
TS 43d—Conference. The army counter-attacks.
TS 44d—Conference. The army withdrawal.
TS 45d—Conference. The II Corps in the withdrawal.
TS 46d—Conference. The army counter-offensive.
TS 47d—Conference. The army retires.
TS 48d—Conference. Movements and supply during the army retirement.
TS 49d—Map Problem. Army. 3HD
TS 50d—Lecture. Discussion of Map Problems TS 39c and 49d.
TS 51e—Conference. Selection and occupation of a defensive position for an army.
TS 52e—Map Problem. Selection and occupation of a defensive position for an army. 2HD
TS 53e—Lecture. Discussion of Map Problem TS 52e.
TS 54f—Conference. The army attacks—penetration.
TS 55f—Conference. The army attacks—penetration. Concentration and artillery plans.
TS 56f—Conference. The II Corps in the penetration.
TS 57f—Conference. The army pursues.
TS 58f—Conference. The IV Corps in the pursuit.
TS 59g—Conference. Defense of a communications zone.
TS 60g—Map Problem. Defense of a communications zone. 1HD
TS 61g—Conference. The positive system of coast defense.
TS 62g—Map Problem. An army in the defense of a coast line. 2HD
TS 63g—Lecture. Discussion of Map Problem TS 62g.
TS 64g-59g—Map Maneuvers 3 to 8, inclusive. The defense of the Pacific Coast 6HD
TS 70h—Conference. An army in march.
TS 71h—Conference. An army in march.
TS 72h—Conference. An army in a concentration on the battlefield.
TS 73h—Conference. An army in a meeting engagement.
TS 74h—Map Problem. Army.
TS 75h—Lecture. Discussion of TS 74h.
TS 76h-85h—Map Maneuvers 9 to 18, inclusive. Army maneuvers. 10HD

- TS 86i—Conference. The tactical organization of combat areas for attack and defense.
- TS 87i—Conference. A group of armies in defense.
- TS 88i—Conference. A group of armies in a counter-offensive.
- TS 89i—Conference. A group of armies in an offensive. Plans.
- TS 90i—Conference. A group of armies in an offensive concentration.
- TS 91i—Conference. A group of armies in an offensive. Artillery and air service.
- TS 92i—Conference. A group of armies in a pursuit.
- TS 93i—Map Problem. A group of armies. 4HD
- TS 94i—Lecture. Discussion of Map Problem TS 93i.

FE—FIELD ENGINEERING.

- FE 1—Conference. Panoramic sketching.
- FE 2—Tactical Walk. Panoramic sketching. 1HD
- FE 3—Terrain Exercise. Panoramic sketching. 1HD
- FE 4—Conference. Combined sketching.
- FE 5—Terrain Exercise. Combined sketching. HD
- FE 6—Conference. Roads and bridges—railway bridges.
- FE 7—Conference. Roads and bridges—roads.
- FE 8—Conference. Roads and bridges—field drawings of roads, railways and bridges, showing needed repairs.
- FE 9—Tactical Ride. Reconnaissance reports on roads, bridges, railways, sites for railheads, regulating stations, etc. 1HD
- FE 10—Terrain Exercise. Same subject as FE 9. 1HD
- FE 11—Lecture. The general principles of geology and their application to military operations; how and where commanders and staff officers can get this information; how to apply it to actual operations.
- FE 12—Demonstration. Map reproducing equipment. 1HD
- FE 13—Lecture. Interpretation of airplane photos including demonstration.
- FE 14—Lecture. Mapping large areas including the utilization of airplane photos in mapping.
- FE 15—Conference. Organization of a defensive position for a corps. Co-ordinate with TS 8a.
- FE 16—Map Problem. Organization of a defensive position for a corps. Co-ordinate with TS 14b. 1HD
- FE 17—Terrain Exercise. Organization of a defensive position for a corps. Co-ordinate with TS 16b. 2HD
- FE 18—Conference. Organization of the defense of a river line by a corps. Co-ordinate with TS 17b.
- FE 19—Terrain Exercise. Organization of the defense of a line by a corps. Co-ordinate with TS 18b. 2HD
- FE 20—Conference. The ground organization of a corps bridgehead. Co-ordinate with TS 20b.
- FE 21—Terrain Exercise. The ground organization of a corps bridgehead. Co-ordinate with TS 21b. 1HD
- FE 22—Conference. Consolidation of the ground of a position after a successful attack by a corps. Co-ordinate with TS 23b.
- FE 23—Terrain Exercise. Improvement of the strength of the general defensive line of a corps, involving questions of local withdrawal or local attack as determined by the ground. Ground organization of a new position for a corps after withdrawal from immediate contact with the enemy. Co-ordinate with TS 24b and TS 26b. 3HD

- FE 24—Conference. Organization of a defensive position for an army. Co-ordinate with TS 51e.
- FE 25—Map Problem. Organization of a defensive position for an army. Co-ordinate with TS 52e. 2HD
- FE 26—Terrain Exercise. Ground organization for the defense of a communications zone. Co-ordinate with TS 60g. 2HD
- FE 27—Conference. Study of a problem. Topographical organization of the defense of a coast line by an army. Co-ordinate with 61g.
- FE 28—Map Problem. Topographical organization of the defense of a coast line by an army. Co-ordinate with TS 62g. 2HD
- FE 29—Conference. Ground organization of combat areas for attack and defense. Co-ordinate with TS 86i.

CS—COMMAND AND GENERAL STAFF TECHNIQUE.

1. ORGANIZATION, RELATIONS AND FUNCTIONS.

- CS 1—Conference. The basic principles of command and staff organization.
- CS 2—Conference. Organization, relations and functions of headquarters and commander, GHQ, CZ, army and corps. Headquarters and commander, base, interior and advance sections. Headquarters commandant, GHQ, CZ, army and corps.
- CS 3—Conference. Organization, relations and functions of the chief of staff section, GHQ, CZ, army and corps.
- CS 4—Lecture. Organization and operations of the headquarters and staff of the First Army.
- CS 5—Conference. Organization, functions and operations of message centers.
- CS 6—Conference. Organization, relations and function of G1, GHQ, and CZ, including military police, postal express service, replacements and co-ordination of administrative offices. Applied to Problem E.
- CS 7—Conference. Organization, relations and functions of G1, corps and army, including traffic control and priority and the removal and feeding of civilian inhabitants of combat areas.
- CS 8—Conference. Intelligence in the theater of operations. Organization, relations and functions of G2, GHQ and CZ.
- CS 9—Conference. Intelligence within the field army. Organization, relations and functions of G2, corps and army.
- CS 10—Lecture. The army G2 in the St. Mihiel operation.
- CS 11—Lecture. The army G2 in the Meuse-Argonne operation.
- CS 12—Conference. Organization, relations and functions of G3, GHQ, CZ, army and corps.
- CS 13—Lecture. The duties of G3, corps and army, on the march.
- CS 14—Conference. Organization, relations and functions of G5, GHQ and army. The functions of G3 and G5 in training.
- CS 15—Lecture. Securing of data for, and the preparation of, operations maps.
- CS 16—Lecture. The army G3 in the St. Mihiel operation.
- CS 17—Lecture. The army G3 in the Meuse-Argonne operation.

- CS 18—Conference. Organization, relations and functions of G4, GHQ and CZ. Applied to Problem E.
- CS 19—Conference. Organization, relations and functions of G4, corps and army.
- CS 20—Conference. Organization, relations and functions of G4, corps and army.

2. GENERAL STAFF FIELD RECONNAISSANCE.

- CS 21—Conference. G3 reconnaissance.
- CS 22—Terrain Exercise. G3 reconnaissance. 2HD
- CS 23—Tactical Ride. G4 reconnaissance. Applied to Problem E. 1HD
- CS 24—Terrain Exercise. G4 reconnaissance. 2HD

3. ESTIMATES, PLANS AND ORDERS.

- CS 25—Conference. The general principles involved in the preparations of projects and plans of operations. Co-ordinate with TS and EF.
- CS 26—Conference. The general principles involved in the preparation of summaries of intelligence and intelligence estimates of the situation.
- CS 27—Conference. Study of a problem. Intelligence plans and annexes.
- CS 28—Map Problem. Intelligence estimate of the situation. Summary of intelligence. 2HD
- CS 29—Map Problem. Intelligence plan and annex. Situation from TS. 1HD
- CS 30—Conference. Study of a problem. G3 estimate of the situation.
- CS 31—Map Problem. G3 estimate of the situation. Situation from TS. 1HD
- CS 32—Conference. Study of a problem. Technique of the preparation of plans and orders by G3.
- CS 33—Conference. Administrative orders and annexes, including circulation plans and the preparation of circulation maps.
- CS 34—Map Problem. Administrative orders and annexes, including circulation plans and the preparation of circulation maps. Situation from TS. 1HD

4. INTERNAL DISORDERS.

- CS 35—Conference. Staff operations and functions involved in the suppression of internal disorders with troops including relations with civilians and the civil authorities, maintenance of industries, conservation and distribution of food supplies, control of lines of transportation and allied matters.
- CS 36—Map Problem. Staff operations and functions involved in the suppression of internal disorders with troops. 2HD

5. PRACTICAL STAFF OPERATION.

- CS 37—Map Problem. Practical staff operation. Problem with line class. 3HD
- CS 38—Organization of staffs. Preparation of preparatory orders by staffs for the staff ride. 4HD
- CS 39—Staff Ride. Situations in the field. 10HD

SAT—SUPPLY, ADMINISTRATION, HOSPITALIZATION AND TRANSPORTATION.

1. ORGANIZATION AND OPERATION.

- SAT 1—Conference. General principles of the organization and operation of a theater of operations.
- SAT 2—Conference. Study of Problem E. Theater of operations, aspect.
- SAT 3—Conference. Relations of theater of operations to its communications zone, of communications zone to its base, intermediate and advance sections, and of these sections to each other. Applied to Problem E.
- SAT 4—Conference. Organization and operation of a communications zone, a base section, an intermediate section and an advance section. Organization and operation of large supply depots. Applied to Problem E.
- SAT 5—Conference. Organization and operation of a combat zone for supply. Corps and army phases of supply. Applied to Problem E.
- SAT 6—Map Problem. Organization of a theater of operations. 1HD
- SAT 7—Lecture. Discussion of Map Problem SAT 6.
- SAT 8—Conference. Supply, hospitalization and transportation estimates required for a theater of operations, with special reference to demands on the zone of the interior.
- SAT 9—Conference. Personnel required to function communications and combat zones for supply, hospitalization and transportation, including classification of personnel and assignments to sections, areas, etc. Applied to Problem E.
- SAT 10—Map Problem. Organization and operations of a combat zone for supply. Corps and army phases of supply. 2HD
- SAT 11—Conference. Resources of the theater of operations and combat areas, including methods of exploitation. Applied to Problem E.
- SAT 12—Conference. Discussion of Map Problem SAT 10.
- SAT 13—Map Problem. Exploitation of resources of operations (including combat zone).
- SAT 14—Lecture. Discussion of Map Problem SAT 13.

2. STAFF TECHNIQUE.

- SAT 15—Conference. The general principles governing the relations and functioning of the supply and technical services in the CZ system with special reference to the staff work performed by each at the several headquarters and depots of the CZ.
- SAT 16—Conference. The relations of the chiefs of the supply and technical services, CZ, and their subordinates to the commanders, CZ, base, intermediate and advance sections.
- SAT 17—Conference. Organization, duties and operations of the chief QM, GHQ and CZ, including motor transport, remount service and salvage. Applied to Problem E.
- SAT 18—Conference. Organization, duties and operations of the chief QM, corps and army, including motor transport, remount service and salvage. Applied to Problem E.

- SAT 19—Conference. Organization, duties and operations of the chief ordnance officer, GHQ and CZ. Applied to Problem E.
- SAT 20—Conference. Organization, duties and operations of the chief ordnance officer and munitions officer, corps and army. Applied to Problem E.
- SAT 21—Lecture. Organization, duties and operations of the chief of the chemical warfare service, GHQ and CZ. Applied to Problem E.
- SAT 22—Conference. Organization, duties and operations of the Chief Engineer, GHQ and CZ. Applied to Problem E.
- SAT 23—Conference. Organization, duties and operations of the chief surgeon, GHQ and CZ, including the veterinary service. Applied to Problem E.
- SAT 24—Conference. Organization, duties and operations of the chief surgeon, corps and army, including the veterinary service. Applied to Problem E.
- SAT 25—Lecture. Organization, equipment and duties of the medical service, corps and army.
- SAT 26—Conference. Study of a problem. Hospitalization of a theater of operations, a communications zone and combat areas. Collection, evacuation and medical supply, corps and army. Problem E.
- SAT 27—Map Problem. Staff memorandum. Collection, evacuation and medical supply, corps and army. Situation from TS. 1HD
- SAT 28—Lecture. Discussion of Map Problem SAT 27.
- SAT 29—Conference. Organization, duties and operations chief signal officer, GHQ and CZ. Applied to Problem E.
- SAT 30—Conference. Organization, duties and operations of the chief of air service, CZ. Applied to Problem E.
- SAT 31—Conference—Organization, duties and operations of administrative officers, GHQ, CZ, army and corps. (Adjutant including central records office, inspector, judge-advocate, provost marshal, etc.) Principles governing the handling and disposition of secret and confidential military papers.

3. TRANSPORTATION.

- SAT 32—Conference. Selection of ships and ports. Tonnages, passenger and cargo capacities. Maritime law including the chartering of ships, the employment of officers and crews, damages, libels, etc.
- SAT 33—Conference. Organization and operation of ports of embarkation and debarkation.
- SAT 34—Conference. Organization and operation of embarkation and debarkation camps including technique and staff work involved in the assignment of troops and material to ships. (Co-ordinate with EF.)
- SAT 35—Conference. The general principles and technical considerations involved in the construction, operation and maintenance of railways.
- SAT 36—Conference. Construction and operation of military railways.
- SAT 37—Conference. Organization and operation of rail-heads and regulating stations. Applied to Problem E.

- SAT 38—Terrain Exercise. Organizing and laying out a regulating station. 1HD
SAT 39—Conference. Motor transport—technical considerations involved in its procurement, utilization and maintenance.
SAT 40—Lecture. Organization and functions of the motor transport corps.
SAT 41—Lecture. Animal replacement and the organization and functions of the remount service.
SAT 42—Lecture. The care of animal transport.

4. MOVEMENT OF TROOPS.

- SAT 43—Conference. The principles of army and corps movements and concentrations.
SAT 44—Conference. Movement of troops by rail. Technical considerations and staff work.
SAT 45—Map Problem. Same subject as SAT 44. 1HD
SAT 46—Lecture—Discussion of Map Problem SAT 45.
SAT 47—Conference. Movement of troops by truck. Technical considerations and staff work.
SAT 48—Map Problem. Same subject as SAT 47. 1HD
SAT 49—Lecture. Discussion of Map Problem SAT 48.
SAT 50—Conference. Movement of troops by marching—staff work.
SAT 51—Map Problem. Same subject as SAT 50. 1HD
SAT 52—Lecture. Discussion of Map Problem SAT 52.

EF—SPECIAL APPLICATIONS OF PRINCIPLES TO MILITARY EXPEDITIONS.

- EF 1—Conference. Study of a problem. Intelligence estimate of the situation in a selected foreign country—point of view of expedition commander.
EF 2—Conference. Overseas strategy—point of view of expedition commander.
EF 3—Conference. Study of a problem. Overseas strategy—point of view of expedition commander.
EF 4—Conference. Study of a problem. Plans of concentration, of overseas movement and of operations for the invasion of a selected country, plan of campaign assumed. Point of view of expedition commander.
EF 5—Conference. Study of a problem. Duties of G4 of an expeditionary force, including supplies and transportation required for a given expeditionary force, calculations of shipping spaces, shipping equivalents, etc.
EF 6—Conference. Study of a problem. Same as EF 5.
EF 7—Lecture. Duties of the chief engineer of an expeditionary force. Co-ordinate with EF 5.
EF 8—Conference. Study of a problem. Organization of the theater of operations and the supply of an expeditionary force overseas.
EF 9—Conference. Study of a problem. Establishment, operation and maintenance of land lines of communication for a small expeditionary force.
EF 10—Conference. Measures for the defense of land lines of communication and advanced bases in connection with a small expeditionary force.

- EF 11—Map Problem. Problem by committees— 10HD
- (a) Estimate of the situation and preparations of plans of concentration, of overseas movement and of operations, plan of campaign assumed, including selection of points of debarkation, operations projected after landing, etc.
 - (b) Movement of expeditionary force to ports of embarkation by rail. Assignment of expeditionary force, its supplies and transportation to ships.
 - (c) Organization of the theater of operations and lines of communication. Organization of supply from the home country.
 - (d) Measures for the defense of lines of communication and advanced bases.
 - (e) Measures and plans for the organization of military government and the suppression of guerilla warfare. Co-ordinate with L.P. 1-5

MT—METHODS OF TRAINING.

- MT 1—Conference. General principles of training methods.
MT 2—Conference. The preparation of a corps area training plan.
MT 3—Map Problem. The preparation of a corps area training plan. 4HD
MT 5—Conference. Preparation for, and conduct of, camps of instruction.
MT 6—Conference. Preparation for, and conduct of, maneuvers.
MT 7—Conference. Preparation for, and conduct of, maneuvers.
MT 8—Conference. Study of a continuous maneuver.
MT 9—Conference. Study of a continuous maneuver.
MT 10—Map Problem. Preparation of a continuous maneuver. 2HD
MT 11—Map Problem. Preparation of a continuous maneuver. 2HD
MT 12—Conference. Discussion of Map Problems MT 10 and 11.
MT 13—Conference. Umpiring field maneuvers.

MHS—MILITARY HISTORY AND STRATEGY.

1. STRATEGICAL PRINCIPLES.

- MHS 1—Conference. Nature of strategical operations. Strategical initial concentration. Strategical basis of operations.
MHS 2—Conference. Strategical offensive. Strategical defensive. Strategical combined offensive-defensive.
MHS 3—Conference. Strategical lines of advance. Strategical march formations. Strategical concentrations for battle. Strategical envelopment.
MHS 4—Conference. Strategical penetrations. Strategical interior lines. Strategical operations against hostile communications. Strategical flank positions.
MHS 5—Conference. Strategical attack and defense of obstacles and coast lines. Strategical pursuit and retreat. Strategical reserves. Strategical conceptions and plans.

2. METHODOLOGY AND HISTORICAL RESEARCH.

- MHS 6—Lecture. The selection and collection of data.
- MHS 7—Problem. The collection and arrangement of data. 1HD
- MHS 8—Conference. The historical method of research.
- MHS 9—Conference. The historical method of research.

3. HISTORICAL EXAMPLES—illustrating research methods, the application of strategical and tactical principles and the psychology of leaders and troops.

- MHS 10—Lecture. Explanation and illustration of the nature of Civil War infantry, cavalry and artillery tactics.
- MHS 11—Conference. The Henry and Donelson Campaign.
- MHS 12—Conference. The Henry and Donelson Campaign.
- MHS 13—Problem. The Henry and Donelson Campaign. 1HD
- MHS 14—Lecture. Discussion of Problem MHS 13.
- MHS 15—Conference. The Peninsular Campaign.
- MHS 16—Problem. The Peninsular Campaign. 2HD
- MHS 17—Lecture. Discussion of Problem MHS 16.
- MHS 18—Conference. The Peninsular Campaign.
- MHS 19—Conference. The Peninsular Campaign.
- MHS 20—Conference. The Peninsular Campaign.
- MHS 21—Problem. The Peninsular Campaign. 2HD
- MHS 22—Lecture. Discussion of Problem MHS 21.
- MHS 23—Conference. The Marengo Campaign.
- MHS 24—Conference. The Marengo Campaign.
- MHS 25—Conference. The Marengo Campaign.
- MHS 26—Conference. The Jena Campaign.
- MHS 27—Conference. The Jena Campaign.
- MHS 28—Conference. The Jena Campaign.
- MHS 29—Conference. The Waterloo Campaign.
- MHS 30—Conference. The Waterloo Campaign.
- MHS 31—Problem. Research on selected points of Napoleon's strategy. 2HD
- MHS 32—Lecture. Discussion of Problem MHS 31.
- MHS 33—Conference. Grant's 1864 Campaign.
- MHS 34—Conference. Grant's 1864 Campaign.
- MHS 35—Conference. Grant's 1864 Campaign.
- MHS 36—Conference. Grant's 1864 Campaign.
- MHS 37—Conference. Grant's 1864 Campaign.
- MHS 38—Conference. Grant's 1864 Campaign.
- MHS 39—Problem. Grant's 1864 Campaign. 2HD
- MHS 40—Lecture. Discussion of Problem MHS 39.
- MHS 41—Conference. The Franco-German War, 1870-71.
- MHS 42—Conference. The Franco-German War, 1870-71.
- MHS 43—Conference. The Franco-German War, 1870-71.
- MHS 44—Problem. The Franco-German War, 1870-71. 2HD
- MHS 45—Lecture. Discussion of Problem MHS 44.
- MHS 46—Conference. The World War, 1914 Campaign in France.
- MHS 47—Conference. The World War, 1914 Campaign in France.
- MHS 48—Conference. The World War, Verdun Campaign.
- MHS 49—Problem. The World War, Verdun Campaign. 2HD
- MHS 50—Lecture. Discussion of Problem MHS 49.
- MHS 51—Conference. The World War, Campaign of 1918.
- MHS 52—Conference. The World War, Campaign of 1918.
- MHS 53—Conference. The World War, Campaign of 1918.

MHS 54—Conference. The World War, Campaign of 1918.
MHS 55—Problem. The World War, Campaign of 1918. 2HD
MHS 56—Lecture. Discussion of Problem MHS 55.

4. MARITIME STRATEGY—as applicable to Army Plans of Campaign.

MHS 57—Lecture. Naval weapons and their employment.
MHS 58—Lecture. The principles of naval strategy.

5. ECONOMIC STRATEGY—as applicable to Army Plans of Campaign.

MHS 59—Lecture. The general principles of economics and their military applications.
MHS 60—Lecture. Production and supply of war materials, food and clothing, manufacturing.
MHS 61—Lecture. War finance.
MHS 62—Lecture. Population and labor.
MHS 63—Lecture. War industries.

MG—MILITARY GEOGRAPHY AS APPLICABLE TO ARMY PLANS OF CAMPAIGN.

- MG 1—Conference. Theater of operations—consideration of natural and artificial characteristics.
MG 2—Conference. Sensitive areas—methods of determination from statistics and other material.
MG 3—Conference. Sensitive areas—external and internal defense.
MG 4—Conference. The geographical aspects of lines of invasion.
MK 5—Conference. The military geography of a selected theater of operations.
MG 6—Conference. Discussion of the main features of the Great Lakes and Canadian frontiers and the Atlantic and Gulf seaboard of the United States—point of view of a field commander.
MK 7—Conference. Same of MG 6.
MG 8—Map Problem. Scientific determination of the sensitive areas of the Great Lakes and Canadian frontiers and the Atlantic and Gulf seaboard of the United States with plans for their internal and external defense. By committee. 4HD
MG 9—Conference. Discussion of the main features of the Pacific coast. Co-ordinate with TS 64g-69g.
MG 10—Conference. The military geography of the Pacific Islands.
MG 11—Conference. The military geography of a selected theater of operations.
MG 12—Conference. The military geography of a selected theater of operations.
MG 13—Conference. The military geography of a selected theater of operations.
MG 14—Conference. The military geography of a selected theater of operations.
MG 15—Map Problem. Geographical lines of invasion of a selected state or group of states. Co-ordinate with **EF.** 2HD

P—PSYCHOLOGY AND LEADERSHIP.

- P 1—Lecture. The general principles of psychology and their application to military conditions.
- P 2—Lecture. The general principles of psychology and their application to military conditions.
- P 3—Lecture. The general principles of the art of leadership.
- P 4—Lecture. The general principles of the art of leadership.

L—LOGIC.

- L 1—Conference. The general principles of logic.
- L 2—Conference. The general principles of logic.
- L 3—Conference. The application of the principles of logic to the processes of military reasoning.
- L 4—Conference. The application of the principles of logic to the processes of military reasoning.
- L 5—Problem. The application of the principles of logic to a military subject. 1HD

LP—LEGAL PRINCIPLES.

- LP 1—Lecture. The general principles of international law including an explanation of the position of the laws of war in international law and an exposition of the development of the laws of war.
- LP 2—Lecture. Military government.
- LP 3—Lecture. Military government.
- LP 4—Lecture. Military government.
- LP 5—Conference. Study of problems in military government.
- LP 6—Problem. Problem in military government. 1HD
- LP 7—Conference. Martial law and the legal phases of the suppression of internal disorders. Co-ordinate with CS 35 and 36.

RP—REVIEW OF PROBLEMS.

- RP 1—Lecture. Method of reviewing map problems.
- RP 2-6—Review of five Line Class map problems. 5HD

SCHEDULE OF THE COURSE

The General Staff School

1921-1922

(See the Detailed Program of Instruction)

NOTE.—The first morning period is habitually used for conferences and extends from 8:30 to 9:45. The second morning period is habitually used for lectures and extends from 10:00 to 10:45. The third morning period is habitually used for conferences and extends from 11:00 to 12:15. When the morning is completely filled in the manner just mentioned, the afternoon is left vacant for study. No conferences or lectures are scheduled in the afternoon. When an exercise is scheduled for an afternoon the time occupied is from 1:00 to 5:00. If conferences or lectures are scheduled in the morning of a day when the afternoon is occupied by an exercise, the first period is given to a conference and covers from 8:30 to 9:45; the second period may be given to a conference, in which case the time extends from 10:00 to 11:15; or the second period may be given to a lecture, in which case the time extends from 10:00 to 10:45; the remainder of the morning being left vacant. If a practical exercise is scheduled for the morning, it will begin at 8:00 or 8:30, as may be determined by the instructor in charge, and will end at 12:00.

The following abbreviations are herein used in addition to those employed to designate the exercise in the detailed program of instruction: C.—Conference; L.—Lecture; D.—Demonstration; P.—Problem; M.P.—Map Problem; T.W.—Tactical Walk; S.R.—Staff Ride; T.R.—Tactical Ride; T.Ex.—Terrain Exercise; M.M.—Map Maneuver. For assignment of general subjects to the sections and sub-sections of the teaching organization see last page of this paper.

SEPTEMBER

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
12	M.	AM 11:00	* MO 1	* C.	Opening exercises of the school. GHQ, army and corps organization.
13	Tu.	AM	MO 2	C.	GHQ, army and corps organization.
14	W.	AM	AA 1	L.	Army and corps cavalry.
		AM	AA 18	C.	Corps, army and tractor artillery.
		AM	FE 1	C.	Panoramic sketching.
		AM	AA 2	L.	Chief of cavalry, GHQ and commander, army and corps cavalry.
15	Th.	AM	AA 19	C.	Railway artillery.
		AM	AA 20	C.	Anti-aircraft artillery.
		AM	P 1	L.	Psychology.
16	F.	AM	AA 3	C.	Cavalry plans and orders.
		AM	AA 4	C.	Cavalry marches and the cavalry horse.
		AM	P 2	L.	Psychology.
		AM	SAT 1	C.	The theater of operations.

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SEPTEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
19 M.	AM	AA 6	C.	Cavalry covering the advance of an army.
	AM	P 3	L.	Leadership.
20 Tu.	AM	SAT 2	C.	The theater of operations.
	AM	AA 7	C.	The engagement of cavalry divisions.
	AM	AA 21	C.	Mountain and trench artillery.
	AM	SAT 3	C.	Communications zone and its sections.
21 W.	AM	FE 2	T.W.	Panoramic sketching.
	PM	FE 3	T.Ex.	Panoramic sketching.
22 Th.	AM	AA 8	C.	Cavalry on the flank of battle.
	AM	AA 22	L.	Artillery ammunition.
	AM	CS 1	C.	Basic principles of command and staff organization.
23 F.	AM	AA 9	C.	Cavalry filling a gap in the line of battle.
	AM	SAT 4	C.	Organization and operation of a communications zone.
	AM	AA 23	C.	The supply of artillery ammunition.
26 M.	AM	AA 10	C.	Cavalry covering a retreat.
	AM	P 4	L.	Leadership.
	AM	AA 24	C.	Artillery fire.
27 Tu.	AM	AA 11	M.P.	Engagement between cavalry divisions.
	PM	AA 5	T.R.	Cavalry screening.
28 W.	AM	FE 4	C.	Combined sketching.
	AM	*	L.	Reserved period.
	AM	CS 2	C.	Organization, relations and functions of headquarters and commanders.
29 Th.	AM-PM	FE 5	T.Ex.	Combined sketching.
30 F.	AM	AA 25	C.	Artillery organization, command and missions.
	AM	AA 12	L.	Discussion of Map Problem AA 11.
	AM	CS 3	C.	Organization, relations and functions, chief of staff sections.

OCTOBER

3 M.	AM	AA 26	C.	Artillery plans, maps and orders.
	AM	AA 51	L.	Employment of chemicals in warfare.
	AM	AA 13	C.	Cavalry exploiting a breakthrough.
4 Tu.	AM	AA 27	C.	Artillery information service and counter-battery.
	AM	CS 4	L.	The headquarters and staff of the 1st Army.
	AM	AA 14	C.	Parallel pursuit by cavalry.
5 W.	AM	AA 79	C.	Chief signal officer and signal troops.
	AM	*	L.	Reserved period.
	AM	FE 6	C.	Roads and bridges.

OCTOBER

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
6	Th.	AM	AA 28	C.	Artillery in operations.
		AM	SAT 5	C.	Combat zones; corps and army phases of supply.
7	F.	PM	AA 15	M.P.	Cavalry on the flank of battle.
		AM	AA 29	T.R.	Selection of artillery positions, etc.
10	M.	PM	AA 30	T.Ex.	Corps artillery in an attack.
		AM	AA 31	C.	Corps and army artillery on the offensive.
11	Tu.	AM	AA 16	L.	Discussion of Map Problem AA 15.
		PM	SAT 6	M.P.	Organization of the theater of operations.
12	W.	AM	AA 52	C.	Chief chemical warfare officer.
		AM	AA 32	C.	Corps and army artillery on the offensive.
13	Th.	PM	AA 33	M.P.	Army artillery in an attack.
		AM	AA 34	T.R.	Corps and army artillery in an offensive.
14	F.	PM	AA 35	T.Ex.	Corps and army artillery in an offensive.
		AM	AA 53	C.	Employment of chemicals in an attack.
17	M.	AM	SAT 7	L.	Discussion of Map Problem SAT 6.
		AM	AA 60	C.	The corps air service.
18	Tu.	AM	AA 55	C.	Employment of chemicals in defense.
		AM	AA 84	L.	Military codes and ciphers.
19	W.	AM	AA 80	C.	Plan of signal communications, etc.
		AM	AA 56	M.P.	Employment of chemicals in an attack.
20	Th.	PM	AA 54	T.R.	Employment of chemicals in a corps attack.
		AM	AA 81	C.	Army signal communications.
21	F.	AM	AA 37	C.	Corps and army artillery in the defense.
		PM	AA 82	M.P.	Army signal communications.
22	M.	AM	AA 38	C.	Corps and army artillery in the defense.
		AM	AA 36	L.	Discussion of AA 33, 34 and 35.
23	Tu.	AM	AA 17	C.	Supply and evacuation service, cavalry division.
		AM	AA 61	C.	Army pursuit and attack air service.
24	F.	AM	AA 57	L.	Discussion of Map Problem AA 56.
		AM	FE 7	C.	Roads and bridges.
25	M.	AM	AA 40	M.P.	Army artillery in the defense.
		PM	AA 39	T.Ex.	Corps artillery in the defense.
26	Th.	AM	CS 5	C.	Organization, functions and operation of message centers.
		AM	SAT 8	C.	Supply, hospitalization and transportation estimates.
27	F.	PM	AA 58	M.P.	Employment of chemicals in defense.
		AM	FE 8	C.	Roads and bridges.
28	M.	AM	AA 83	L.	Discussion of Map Problem AA 82.
		AM	CS 6	C.	G1, GHQ and CZ.

OCTOBER

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
26	W.	AM	SAT 9	C.	Estimates for supply, etc., personnel.
		AM	AA 41	L.	Discussion of AA 39 and 40.
		AM	CS 7	C.	G1, corps and army.
27	Th.	AM	FE 9	T.R.	Reconnaissance reports on roads, bridges, etc.
		PM	FE 10	T.Ex.	Reconnaissance reports on roads, bridges, etc.
28	F.	AM-PM	SAT 10	M.P.	Organization of combat zones; corps and army phases of supply.
31	M.	AM	CS 8	C.	G2, GHQ and CZ.
		AM	AA 59	L.	Discussion of Map Problem AA 58.
		AM	AA 62	C.	Army reconnaissance and bombing air service.

NOVEMBER

1	Tu.	AM	AA 42	C.	Anti-aircraft defense.
		AM	FE 11	L.	Geology.
		AM	AA 46	C.	Tank staff, corps and army. Tank plans and orders.
2	W.	AM	AA 63	C.	Employment of the combined air service, army.
		AM	CS 10	L.	The army G2 at St. Mihiel.
		AM	SAT 11	C.	Resources of the theater of operations, etc.
3	Th.	AM	AA 64	C.	Air service installations.
		AM	AA 47	L.	Tanks.
		AM	CS 9	C.	G2, corps and army.
4	F.	AM	AA 43	M.P.	General artillery concentration for an offensive.
		PM	AA 48	T.R.	Reconnaissance and allotment of tanks.
7	M.	AM	AA 65	C.	Chief of air service, GHQ, army and corps.
		AM	FE 13	L.	Interpretation of airplane photos.
		AM	AA 70	C.	Corps and army engineer troops.
8	Tu.	AM	CS 12	C.	G3, GHQ, CZ, army and corps.
		AM	CS 11	L.	The army G2 in the Meuse-Ar-gonne.
		PM	FE 12	D.	Map reproducing equipment.
9	W.	AM	AA 66	C.	Air service plans and orders.
		AM	AA 44	L.	Discussion of Map Problem AA 43.
		AM	AA 71	C.	Chief engineer officer, corps and army, etc.
10	Th.	AM-PM	SAT 12	M.P.	Exploitation of resources, theater of operations, etc.
11	F.	AM	AA 45	C.	Artillery in coast defense.
		AM	AA 75	L.	Engineer plans and orders.
		AM	CS 13	L.	Duties of G3 on the march.
14	M.	AM	AA 69	C.	Air service concentration for an offensive.
		AM	*	L.	Reserved period.
		AM	AA 72	C.	Operations of engineer railway and road troops.

NOVEMBER

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
15	Tu.	AM	SAT 13	C.	Discussion of Map Problem SAT 10.
		AM	TS 1a	C.	Strategical advance guard.
		PM	AA 67	M.P.	Air service plans and orders.
16	W.	AM	MHS 1	C.	Strategical principles.
		AM	FE 14	L.	Mapping large areas.
		AM	L 1	C.	Logic.
17	Th.	AM	MHS 2	C.	Strategical principles.
		AM	SAT 14	C.	Discussion of Map Problem SAT 12.
		AM	L 2	C.	Logic.
18	F.	AM	AA 76	C.	Engineer plans and orders.
		AM	AA 68	L.	Discussion of Map Problem AA 67.
		AM	SAT 15	C.	General principles governing supply and technical service in the CZ system.
21	M.	AM	AA 73	M.P.	Operations of engineer railway and road troops.
		PM	AA 77	M.P.	Engineer plans and orders.
22	Tu.	AM	SAT 16	C.	Relations of chiefs of supply to commanders.
		AM	MHS 6	L.	The selection and collection of data.
		AM	MHS 3	C.	Strategical principles.
23	W.	AM	SAT 17	C.	Chief QM, GHQ and CZ.
		AM	*	L.	Reserved period.
		AM	MHS 4	C.	Strategical principles.
28	M.	AM	L 3	C.	Application of logic to military reasoning.
		AM	AA 74	L.	Discussion of Map Problem AA 73.
		AM	TS 2a	C.	Strategical advance guard.
29	Tu.	AM	L 4	C.	Application of logic to military reasoning.
		AM	TS 3a	C.	Independent army corps in march.
		PM	L 5	P.	Application of logic to military reasoning.
30	W.	AM	MHS 5	C.	Strategical principles.
		AM	AA 78	L.	Discussion of Map Problem AA 77.
		AM	TS 4a	C.	Independent army corps in a halt.

DECEMBER

1	Th.	AM	TS 5a	C.	Independent army corps in an attack.
		AM	CS 15	L.	Operations maps.
		AM	SAT 18	C.	Chief QM, corps and army.
2	F.	AM	CS 14	C.	G5, GHQ and army. Functions G3 and G5 in training.
		AM	SAT 19	C.	Chief ordnance officer, GHQ and CZ.
		PM	AA 49	M.P.	Corps attack with tanks.
5	M.	AM	TS 6a	C.	Independent army corps in an attack.
		AM	FE 15	C.	Corps defensive position.
		PM	MHS 7	P.	The collection and arrangement of data.

DECEMBER

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
6	Tu.	AM	TS 7a	C.	Independent army corps in a delaying position.
		AM	AA 50	L.	Discussion of Map Problem AA 49.
		AM	SAT 20	C.	Chief ordnance officer, etc., corps and army.
7	W.	AM-PM	TS 12a-13a	M.M.	Map Maneuvers 1 and 2. Corps maneuvers.
8	Th.	AM	TS 8a	C.	Independent army corps in defense.
		AM	CS 16	L.	The army G3 at St. Mihiel.
9	F.	AM	MHS 8	C.	The historical method of research.
		AM-PM	TS 9a	M.P.	Independent corps.
		AM	MHS 9	C.	The historical method of research.
12	M.	AM	CS 17	L.	The army G3 at the Meuse-Ar-gonne.
		AM	SAT 22	C.	Chief engineer, GHQ and CZ.
13	Tu.	AM-PM	TS 10a	M.P.	Independent corps.
14	W.	AM	CS 18	C.	G4, GHQ and CZ.
		AM	MHS 10	L.	Civil War tactics.
15	Th.	AM	MG 1	C.	Theaters of operations.
		AM	MHS 11	C.	The Henry and Donelson Campaign.
16	F.	AM	TS 11a	L.	Discussion of Map Problems TS 9a and TS 10a.
		AM	CS 19	C.	G4, corps and army.
		AM	TS 14b	M.P.	Selection and occupation of defensive position for a corps.
19	M.	PM	FE 16	M.P.	Organization of a defensive position for a corps.
		AM	MHS 12	C.	The Henry and Donelson campaign.
20	Tu.	AM	CS 20	C.	G4, corps and army.
		PM	MHS 13	P.	The Henry and Donelson campaign.
21	W.	AM	MG 2	C.	Sensitive areas.
		AM	SAT 21	L.	Chief of the chemical warfare service, GHQ and CZ.
22	Th.	AM	SAT 23	C.	Chief surgeon, GHQ and CZ.
		AM	CS 25	C.	Projects and plans of operation.
		AM	*	L.	Reserved period.
23	F.	AM	MG 3	C.	Sensitive areas.
		AM	TS 27c	C.	Plan of army campaign.
23	F.	AM	MHS 14	L.	Discussion of Problem MHS 13.
		AM	SAT 24	C.	Chief surgeon, corps and army.
		AM	CS 26	C.	Summaries of intelligence and intelligence estimates.
		AM	TS 15b	L.	Discussion of Map Problem 14b.
		AM	MG 4	C.	The geographical aspects of lines of invasion.

JANUARY

2	M.	AM	MHS 15	C.	The Peninsular Campaign.
		AM	SAT 25	L.	Organization, equipment and duties of the medical service, corps and army.
		AM	TS 28c	C.	Plan of army concentration.

JANUARY

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
3	Tu.	AM-PM	MHS 16	P.	The Peninsular Campaign.
4	W.	AM	TS 29c	C.	Army plan of campaign and concentration.
		AM	*	L.	Reserved period.
		AM	CS 27	C.	Intelligence plans and annexes.
5	Th.	AM-PM	CS 28	M.P.	Intelligence estimate. Summary of intelligence.
6	F.	AM	SAT 26	C.	Hospitalization of a theater of operations, etc.
		AM	MHS 17	L.	Discussion of Problem MHS 16.
		AM	TS 30c	C.	The army advances.
9	M.	AM	CS 30	C.	G3 estimate of the situation.
		AM	MHS 57	L.	Naval weapons and their employment.
		AM	TS 31c	C.	III Corps concentration.
10	Tu.	AM	CS 29	M.P.	Intelligence plan and annex.
		PM	CS 31	M.P.	G3 estimate of the situation.
11	W.	AM	TS 32c	C.	III Corps advances.
		AM	MHS 58	L.	The principles of naval strategy.
		AM	MHS 18	C.	The Peninsular Campaign.
12	Th.	AM	MG 5	C.	The military geography of a selected theater.
		AM	RP 1	L.	Method of reviewing map problems.
		AM	MHS 19	C.	The Peninsular Campaign.
13	F.	AM	TS 33c	C.	III Corps meeting engagement.
		AM	MHS 59	L.	General principles of economics.
		AM	MHS 20	C.	The Peninsular Campaign.
16	M.	AM	TS 34c	C.	The 11th Division in a meeting engagement.
		AM	LP 1	L.	International law.
		AM	SAT 29	C.	Chief signal officer, GHQ and CZ.
17	Tu.	AM-PM	MHS 21	P.	The Peninsular Campaign.
18	W.	AM	TS 35c	C.	The army attacks.
		AM	MG 6	C.	Northern and eastern frontiers and seaboard of the United States.
		AM	RP 2	M.P.	Review of Line Class Map Problem.
19	Th.	AM	SAT 30	C.	Chief of air service, CZ.
		AM	LP 2	L.	Military government.
		AM	CS 32	C.	Technique of the preparation plans and orders by G3.
20	F.	AM	TS 36c	C.	The artillery in the army attack.
		AM	MHS 22	L.	Discussion of MHS 21.
		AM	CS 33	C.	Administrative orders and annexes.
23	M.	AM	TS 37c	C.	The intelligence service in the army concentration.
		AM	LP 3	L.	Military government.
		AM	MHS 23	C.	The Marengo Campaign.
24	Tu.	AM	SAT 31	C.	Organization, etc., of administrative offices.
		AM	LP 4	L.	Military government.
		AM	MHS 24	C.	The Marengo Campaign.
25	W.	AM	TS 38c	C.	The I and II Corps in the army attack.
		AM	SAT 32	C.	Selection of ships and ports, etc.
		PM	RP 3	M.P.	Review of Line Class Map Problem.

JANUARY

Date	Day	AM or PM	Designation	•Kind	Abbreviated Statement of Subject
26	Th.	AM	SAT 27	M.P.	Collection, evacuation and medical supply.
		PM	TS 39c	M.P.	Army.
27	F.	AM-PM	TS 39c	M.P.	Army.
30	M.	AM	MRS 25	C.	The Marengo Campaign.
		AM	SAT 28	L.	Discussion of Map Problem SAT 27.
		AM	MG 7	C.	Northern and eastern frontiers and seaboard of the United States.
31	Tu.	AM	SAT 33	C.	Ports of embarkation and debarkation.
		AM	MHS 26	C.	The Jena Campaign.
		PM	CS 34	M.P.	Administrative orders and annexes.

FEBRUARY

1	W.	AM	TS 40d	C.	The III Corps withdraws.
		AM	MHS 27	C.	The Jena Campaign.
		PM	RP 4	M.P.	Review of Line Class Map Problem.
2	Th.	AM	TS 41d	C.	The III Corps in defense and counter-attack.
		AM	MHS 60	L.	Production and supply of war materials, etc.
		AM	SAT 34	C.	Embarkation and debarkation camps, etc.
3	F.	AM	TS 42d	C.	The army defends.
		AM	*	L.	Reserved period.
6	M.	AM	MHS 28	C.	The Jena Campaign.
		AM	TS 43d	C.	The army counter-attacks.
		AM	MHS 61	L.	War finance.
		AM	SAT 35	C.	Railways.
7	Tu.	AM	TS 44d	C.	The army withdrawal.
		AM	SAT 40	L.	The motor transport corps.
		AM	TS 45d	C.	The II Corps in the withdrawal.
8	W.	AM	TS 46d	C.	The army counter-offensive.
		AM	MHS 62	L.	Population and labor.
		AM	TS 47d	C.	The army retires.
9	Th.	AM-PM	MG 8	M.P.	Scientific determination of sensitive areas, etc.
10	F.	AM-PM	MG 8	M.P.	Same.
13	M.	AM	MHS 29	C.	The Waterloo Campaign.
		AM	SAT 41	L.	Animal replacement and the remount service.
		AM	TS 48d	C.	Movements and supply during the army retirement.
14	Tu.	AM	MHS 30	C.	The Waterloo Campaign.
		AM	SAT 36	C.	Military railways.
		PM	MHS 31	P.	Napoleon's strategy.
15	W.	AM	MHS 31	P.	Napoleon's strategy.
		PM	TS 49d	M.P.	Army.
16	Th.	AM	TS 49d	M.P.	Army.
		PM	TS 49d	M.P.	Army.

FEBRUARY

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
17	F.	AM	SAT 37	C.	Railheads and regulating stations.
		AM	MHS 32	L.	Discussion of Map Problem MHS 31.
20	M.	AM	LP 5	C.	Military government.
		AM	MHS 33	C.	Grant's 1864 campaign.
		AM	SAT 42	L.	The care of animal transport.
		AM	SAT 39	C.	Motor transport—technical considerations, etc.
21	Tu.	AM	SAT 43	C.	Army and corps movements and concentrations.
		AM	TS 50d	L.	Discussion Map Problem TS 39c and 49d.
23	Th.	AM	MHS 34	C.	Grant's 1864 campaign.
		AM	TS 51e	C.	Defensive position for an army.
		AM	FE 24	C.	Defensive position for an army.
		PM	LP 6	P.	Military government.
24	F.	AM-PM	TS 52e	M.P.	Defensive position for an army.
27	M.	AM-PM	FE 25	M.P.	Defensive position for an army.
28	Tu.	AM	MHS 35	C.	Grant's 1864 campaign.
		AM	TS 53e	L.	Discussion of Map Problem TS 52e.
		AM	MHS 36	C.	Grant's 1864 campaign.

MARCH

1	W.	AM	MHS 37	C.	Grant's 1864 campaign.
		AM	MO 3	L.	Density, depth and frontages in tactical formations.
2	Th.	AM	TS 54f	C.	The army attacks—penetration.
		AM	TS 55f	C.	The army attacks—penetration.
		AM	*	L.	Reserved period.
3	F.	AM-PM	MHS 38	C.	Grant's 1864 campaign.
6	M.	AM	MHS 39	P.	Grant's 1864 campaign.
		AM	SAT 44	C.	Movement of troops by rail.
7	Tu.	AM	MHS 63	L.	War industries.
		AM	SAT 47	C.	Movement of troops by truck.
		AM	SAT 45	M.P.	Movement of troops by rail.
8	W.	PM	SAT 48	M.P.	Movement of troops by truck.
		AM	CS 35	C.	Suppression of internal disorders.
9	Th.	AM	MHS 40	L.	Discussion of Problem MHS 39.
		AM	TS 56f	C.	The II Corps in the penetration.
		AM	TS 57f	C.	The army pursues.
10	F.	AM	SAT 46	L.	Discussion of Map Problem SAT 45.
		AM	LP 7	C.	Martial law.
13	M.	AM-PM	CS 36	M.P.	Suppression of internal disorders.
		AM	TS 58f	C.	The IV Corps in the pursuit.
14	Tu.	AM	SAT 49	L.	Discussion of Map Problem SAT 48.
		AM	TS 61g	C.	The positive system of coast defense.
15	W.	AM-PM	TS 62g	M.P.	An army in the defense of a coast line.
15	W.	AM	FE 27	C.	Defense of a coast line by an army.
		AM	SAT 50	C.	Movement of troops by marching.
		AM	MHS 41	C.	The Franco-German War, 70-71.

MARCH

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
16	Th.	AM-PM	FE 28	M.P.	Defense of a coast line by an army.
17	F.	AM	MHS 42	C.	The Franco-German War, 70-71.
		AM	TS 63g	L.	Discussion of Map Problem 62g.
		AM	MHS 43	C.	The Franco-German War, 70-71.
20	M.	AM	TS 70h	C.	An army in march.
		AM	MG 9	C.	The Pacific coast.
		PM	RP 5	M.P.	Review of Line Class Map Problem.
21	Tu.	AM-PM	TS 64-65g	M.M.	The defense of the Pacific coast.
22	W.	AM-PM	TS 66-67g	M.M.	The defense of the Pacific coast.
23	Th.	AM-PM	TS 68-69g	M.M.	The defense of the Pacific coast.
24	F.	AM-PM	MHS 44	P.	The Franco-German War, 70-71.
27	M.	AM	MHS 46	C.	The 1914 campaign in France.
		AM	TS 71h	C.	An army in march.
		PM	SAT 51	M.P.	Movement of troops by marching.
28	Tu.	AM	MHS 47	C.	The 1914 campaign in France.
		AM	SAT 52	L.	Discussion of Map Problem SAT 52.
		AM	MHS 45	L.	Discussion of Problem MHS 44.

APRIL

3	M.	AM	TS 72h	C.	An army in a concentration on the battlefield.
		AM	EF 1	C.	Estimate of the situation in a foreign country.
4	Tu.	AM	MHS 48	C.	The Verdun campaign.
5	W.	AM-PM	MHS 49	P.	The Verdun campaign.
		AM	TS 73h	C.	The army in a meeting engagement.
		AM	EF 2	C.	Overseas strategy.
		AM	MG 10	C.	The Pacific Islands.
6	Th.	AM-PM	TS 74h	M.P.	Army.
7	F.	AM-PM	TS 74h	M.P.	Army.
10	M.	AM	TS 86i	C.	Tactical organization of combat areas for attack and defense.
		AM	MHS 50	L.	Discussion of Problem MHS 49.
		AM	FE 29	C.	Ground organization of combat areas for attack and defense.
11	Tu.	AM	TS 87i	C.	A group of armies in defense.
		AM	EF 3	C.	Overseas strategy.
		AM	MHS 51	C.	Campaign of 1918.
12	W.	AM	TS 88i	C.	A group of armies in a counter-offensive.
		AM	*	L.	Reserved period.
13	Th.	AM	MG 11	C.	Study of a selected theater.
		AM	MG 12	C.	Study of a selected theater.
		AM	TS 75h	L.	Discussion of Map Problem TS 74h.
14	F.	AM	MHS 52	C.	Campaign of 1918.
17	M.	AM-PM	TS 76-77h	M.M.	Army map maneuvers.
		AM	MHS 53	C.	Campaign of 1918.
		AM	TS 89i	C.	A group of armies in an offensive.
		PM	SAT 38	T.Ex.	Regulating stations.

APRIL

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
18	Tu.	AM	TS 90i	C.	A group of armies in an offensive concentration.
		AM	MG 13	C.	Study of a selected theater.
		AM	MHS 54	C.	Campaign of 1918.
19	W.	AM-PM	TS 78-79h	M.M.	Army map maneuvers.
20	Th.	AM-PM	MHS 55	P.	Campaign of 1918.
21	F.	AM-PM	TS 80-81h	M.M.	Army map maneuvers.
24	M.	AM	TS 91i	C.	A group of armies in an offensive.
		AM	MHS 56	L.	Discussion of Problem MHS 55.
		AM	TS 92i	C.	A group of armies in pursuit.
25	Tu.	AM-PM	TS 93i	M.P.	A group of armies.
26	W.	AM-PM	TS 93i	M.P.	A group of armies.
27	Th.	AM	MG 14	C.	Study of a selected theater.
		AM	TS 94i	L.	Discussion of Map Problem TS 93i.
		PM	RP 6	M.P.	Review of Line Class Map Problem.
28	F.	AM-PM	MG 15	M.P.	Geographical lines of invasion, etc.

MAY

1	M.	AM	MT 1	C.	General principles of training methods.
		AM	*	L.	Reserved period.
		AM	MT 2	C.	The preparation of a corps area training plan.
2	Tu.	AM-PM	TS 82-83h	M.M.	Army map maneuvers.
3	W.	AM-PM	MT 3	M.P.	Preparation of corps area training plan.
4	Th.	AM-PM	MT 3	M.P.	Preparation of corps area training plan.
5	F.	AM-PM	TS 84-85h	M.M.	Army map maneuvers.
8	M.	AM	EF 4	C.	Plans of concentration, etc.
		AM	EF 5	C.	Duties of G4, etc.
		PM	TS 16b	T.Ex.	Defensive position for a corps.
9	Tu.	AM-PM	FE 17	T.Ex.	Defensive position for a corps.
10	W.	AM	EF 6	C.	Duties of G4, etc.
		AM	EF 7	L.	Duties of the chief engineer officer, etc.
		AM	MT 5	C.	Camps of instruction.
11	Th.	AM	TS 17b	C.	Defense of a river line by a corps.
		AM	FE 18	C.	Defense of a river line by a corps.
		PM	CS 37	M.P.	Practical staff operation with the Line Class.
12	F.	AM-PM	CS 37	M.P.	Practical staff operation with the Line Class.
15	M.	AM	CS 21	C.	G3 reconnaissance.
		AM	MT 6	C.	Maneuvers.
		PM	TS 18b	M.P.	Defense of a river line by a corps.
16	Tu.	AM-PM	FE 19	T.Ex.	Defense of a river line by a corps.
17	W.	AM	MT 7	C.	Maneuvers.
		AM	TS 19b	L.	Discussion of Map Problem 18b.
		AM	MT 8	C.	Continuous maneuver.
18	Th.	AM-PM	CS 22	T.Ex.	G3 reconnaissance.

MAY

Date	Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
19	F.	AM	TS 20b	C.	Selection and occupation of a corps bridgehead.
		AM	FE 20	C.	Ground organization of a corps bridgehead.
		PM	CS 23	T.R.	G4 reconnaissance.
22	M.	AM	MT 9	C.	Continuous maneuver.
		AM	EF 8	C.	Organization of theater of operations and supply, etc.
		PM	TS 21b	M.P.	Selection and occupation of a corps bridgehead.
23	Tu.	AM	TS 23b	C.	Corps measures for the consolidation of a position, etc.
		AM	EF 9	C.	Land lines of communication, etc.
		PM	FE 21	T.Ex.	Ground organization of a corps bridgehead.
24	W.	AM-PM	CS 24	T.Ex.	G4 reconnaissance.
25	Th.	AM	FE 22	C.	Consolidation of the ground, etc.
		AM	TS 22b	L.	Discussion of Map Problem TS 21b.
		AM	EF 10	C.	Measures for the defense of lines of communication, etc.
26	F.	AM-PM	MT 10	M.P.	Continuous maneuver.
29	M.	AM-PM	MT 11	M.P.	Continuous maneuver.
31	W.	AM	MT 12	C.	Discussion of Map Problem MT 10 and 11.
		AM	MT 13	C.	Umpiring field maneuvers.
		PM	TS 24b	M.P.	Local improvement defensive line of a corps.

JUNE

1	Th.	AM-PM	CS 38	M.P.	Organization of staffs for the staff ride.
2	F.	AM-PM	CS 38	M.P.	Organization of staffs for the staff ride.
5	M.	AM-PM	CS 39	S.R.	Situations in the field.
6	Tu.	AM-PM	CS 39	S.R.	Situations in the field.
7	W.	AM-PM	CS 39	S.R.	Situations in the field.
8	Th.	AM-PM	CS 39	S.R.	Situations in the field.
9	F.	AM-PM	CS 39	S.R.	Situations in the field.
12	M.	AM-PM	EF 11	M.P.	Expeditionary forces.
13	Tu.	AM-PM	EF 11	M.P.	Expeditionary forces.
14	W.	AM-PM	EF 11	M.P.	Expeditionary forces.
15	Th.	AM-PM	EF 11	M.P.	Expeditionary forces.
16	F.	AM-PM	EF 11	M.P.	Expeditionary forces.
19	M.	AM	TS 25b	C.	Discussion of Map Problem TS 24b.
		AM	TS 59g	C.	Defense of a communications zone.
		PM	TS 26b	M.P.	The withdrawal of a corps, etc.
20	Tu.	AM	TS 60g	M.P.	Defense of a communications zone.
		PM	FE 23	T.Ex.	Improvement of strength of positions, etc.
21	W.	AM-PM	FE 23	T.Ex.	Improvement of strength of positions, etc.
22	Th.	AM-PM	FE 26	T.Ex.	Defense of a communications zone.
23	F.	AM-PM	*	*	Reserved.

ASSIGNMENT OF GENERAL SUBJECTS TO SECTIONS AND
SUB-SECTIONS

The following is the assignment of general subjects, constituting the General Staff School course for 1921-1922, to the sections and sub-sections of the school organization. Chiefs of sections and sub-sections will, under the supervision and co-ordination of the Director of the School, make the necessary assignments of conferences, lectures and other exercises to individual instructors so as to cover these general subjects, in conjunction, where necessary, with the chiefs of the other sections and sub-sections, in a manner best calculated to secure co-ordination and efficiency of instruction and conservation of effort.

<i>Section or Sub-section</i>	<i>Subjects</i>	<i>Date of First Exercise</i>
Command Section.	Military Organization.	Sept. 12, 1921.
	Tactical and Strategic Studies, Corps and Army.	Nov. 15, 1921.
G1-G4 Section.	Command and General Staff Technique 1, 2, 25.	Sept. 22, 1921.
	Special Applications of Principles to Military Expeditions.	April 3, 1922.
G2 Section.	Command and General Staff Technique 6, 7, 18, 19, 20, 23, 24, 33, 34.	Oct. 26, 1921.
	Supply, Administration, Hospitalization and Transportation.	Sept. 16, 1921.
G3 Section.	Command and General Staff Technique 8, 9, 10, 11, 26, 27, 28, 29, 35, 36.	Oct. 31, 1921.
	Military History and Strategy.	Nov. 16, 1921.
	Military Geography as applicable to army plans of campaign.	Dec. 14, 1921.
	Psychology and Leadership.	Sept. 15, 1921.
	Logic.	Nov. 16, 1921.
Cavalry Sub-section.	Legal Principles.	Jan. 16, 1922.
	Command and General Staff Technique 3, 4, 5, 12, 13, 14, 15, 16, 17, 21, 22, 30, 31, 32, 37, 38, 39.	Sept. 30, 1921.
	Methods of Training.	May 1, 1922.
Artillery Sub-section.	Review of Problems.	Jan. 12, 1922.
Infantry Sub-section.	Auxiliary Arms, Corps and Army Cavalry.	Sept. 13, 1921.
Chemical Warfare Service.	Auxiliary Arms, Corps and Army Artillery.	Sept. 13, 1921.
Air Service.	Auxiliary Arms, Corps and Army Tanks.	Nov. 1, 1921.
	Auxiliary Arms, Corps and Army Chemicals in War.	Oct. 3, 1921.
Engineers Sub-section.	Auxiliary Arms, Corps and Army Air Service.	Oct. 14, 1921.
	Auxiliary Arms, Corps and Army Engineers.	Nov. 7, 1921.
Signal Corps.	Field Engineering.	Sept. 13, 1921.
	Auxiliary Arms, Corps and Army Signal Corps.	Oct. 5, 1921.