

ANNUAL REPORT

OF

BRIGADIER GENERAL H. E. ELY
UNITED STATES ARMY

COMMANDANT
THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

1922



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THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

July 1, 1922.

Subject: Annual Report for school year 1921-1922.

To: The Adjutant General of the Army, Washington, D. C.

1. During the past school year the office of Commandant of these schools and of Fort Leavenworth, Kansas, was filled from July 17, 1921, to June 30, 1922, by Brigadier General H. E. Ely, U. S. Army.

Personal Staff { First Lieutenant M. L. Stockton, Cavalry.
First Lieutenant L. B. Ely, Field Artillery.

Executive Officer—Colonel F. L. Munson, Infantry.

2. The organization of the schools prior to July 1, 1922 (including the Post of Fort Leavenworth), is shown by the Organization Chart of the General Service Schools (Appendix "A"). The instructional organization is shown by "Instruction Chart of the General Service Schools" (Appendix "B").

3. At the opening of the school year September 1, 1921, the school staff and faculty was as follows:

Colonel H. A. Drum, Infantry, Assistant Commandant,
Colonel F. L. Munson, Infantry, Executive Officer,
Colonel W. Howell, Infantry, Director, The General
Staff School,
Colonel H. J. Brees, Cavalry, Director, The School of
the Line,
Lieutenant Colonel A. M. Ferguson, U. S. Army, Re-
tired, Secretary,
Major H. W. Fleet, Infantry, Assistant Secretary,
Lieutenant Colonel A. J. Booth, Infantry, Adjutant,
Colonel Ezra B. Fuller, U. S. Army, Retired, Librarian.

INSTRUCTORS

Major Owen S. Albright, Signal Corps,
Colonel Robert H. Allen, Infantry,
Major Mark Brooke, Engineers,
Colonel Lytle Brown, Engineers,
Colonel Charles M. Bundel, Field Artillery,

Lieutenant Colonel William H. Burt, Field Artillery,
Major Thomas B. Catron, Infantry,
Major Avery J. Cooper, Coast Artillery Corps,
Colonel Edward Croft, Infantry,
Colonel Herbert B. Crosby, Cavalry,
Colonel Thomas W. Darrah, Infantry,
Lieutenant Colonel Clarence Deems, Jr., Field Artillery,
Major Cassius M. Dowell, J. A. G. Department,
Major Victor S. Foster, Cavalry,
Major Pelham D. Glassford, Field Artillery,
Lieutenant Colonel Walter S. Grant, Cavalry,
Major Warren T. Hannum, Engineers,
Major Lawrence E. Hohl, Infantry,
Colonel Charles R. Howland, Infantry,
Colonel John H. Hughes, Infantry,
Major Henry S. Kilbourne, Field Artillery,
Colonel Conrad H. Lanza, Field Artillery,
Colonel James M. Love, Jr., Infantry,
Major Joseph A. McAndrew, Infantry,
Major Condon C. McCornack, Medical Corps,
Colonel Perry L. Miles, Infantry,
Colonel Claude H. Miller, Infantry,
Major William A. Mitchell, Engineers,
Major Richard C. Moore, Engineers,
Colonel John M. Morgan, Cavalry,
Lieutenant Colonel Ernest Van D. Murphy, Infantry,
Lieutenant Colonel Edgar A. Myer, Infantry,
Major Earl L. Naiden, Air Service,
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,
Major John W. N. Schulz, Engineers,
Lieutenant Colonel M. A. W. Shockley, Medical Corps,
Colonel James D. Taylor, Infantry,
Colonel Robert O. Van Horn, Infantry,
Lieutenant Colonel Alvin C. Voris, Signal Corps,
Colonel Philip R. Ward, Coast Artillery Corps,
Major Lewis H. Watkins, Engineers,
Major Philip H. Worcester, Coast Artillery Corps.

Major J. J. Fulmer, Infantry, was on temporary duty as instructor from September 14, 1921, to September 29, 1921.

Colonel James M. Love Jr., Infantry, was relieved as instructor June 27, 1922.

Lieutenant Colonel A. J. Booth, Infantry, was relieved as Post Adjutant April 5, 1922, having been transferred to the

Adjutant General's Department and ordered to duty in the Adjutant General's Office, Washington, D. C. His duties were taken over by Captain N. M. Landrum, E. and R. Officer.

4. On September 12, 1921, the General Staff School opened with 75 officers and the School of the Line with 195 officers.

5. Quarters were adequate during the year, 275 student officers being the maximum capacity. The personnel ordered to the schools for the next year is in excess of the available quarters unless the three Marine officers are quartered in Leavenworth.

6. MESSES.—Two large general officers' messes were operated during the past year and heavily patronized. One mess was operated under contract with civilian caterer, the other by the Quartermaster Department. From July 1, 1922, both messes will be operated by the Quartermaster Department.

7. CONSTRUCTION.—The most important and pressing need is the construction of an additional wing to the college building on the west. The personnel undergoing instruction during the past year, about two hundred and seventy, severely taxed the accommodations of the building. Space is insufficient in assembly rooms and lecture rooms for combined classes. When the 275 student officers are in one class this wing will be greatly needed. Shops and offices are now overcrowded.

HEATING PLANTS.—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 non-commissioned 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.

8. ADMINISTRATION.—Prior to June 30, 1922, post administrative matters were handled by the Executive Officer while similar duties pertaining to the schools were performed by the Secretary.

Beginning July 1, 1922, these two offices will be combined, as in every sense post and schools are one activity, giving better administration, elimination of overhead and an additional set of quarters.

The duties of Librarian were also taken over by this office. The retiring Librarian, Colonel Ezra B. Fuller, has for many years rendered excellent service in that capacity.

9. THE PUBLIC SCHOOL.—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 handle properly 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 expense 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 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 for the War Department to provide adequate school facilities, both as regards school building and sufficient, competent teachers.

10. The 3d Battalion, 49th Infantry, was relieved from duty as this post August 15, 1921, and replaced by the Service Company, General Service Schools, of 150 men. This number is inadequate and should be increased to 200 as originally requested. There is not enough available labor to care properly for the upkeep of the post. Roads are deteriorating and demurrage on cars would have been large had not Federal prisoners been borrowed from the Federal Penitentiary under charge of the Department of Justice.

On account of the many activities of the Disciplinary Barracks, it has been impracticable to obtain enough prisoners to help properly in the upkeep of the post. It is recommended that the Commandant, U. S. Disciplinary Barracks, be authorized

to drop the "Farm Colony," raising of pigs, cattle, chickens, puppies and flowers, etc., so enough prisoners can be furnished and avoid the borrowing of labor from the Department of Justice. If this is not deemed advisable, the stationing of an engineer company here would furnish relief.

11. The Quartermaster, Medical Department, Finance Department and School Detachments have rendered satisfactory service.

12. The Mailing List now numbers about 8,000 members consisting of officers of the Regular Army, National Guard, Reserve Corps, and a few civilians. 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.

13. The annual allotment for these schools for the past year from the appropriation "U. S. Service Schools" was \$35,000. Owing to increased requirements of the Correspondence Course, material and personnel, this should be \$45,000. Clerical services for the schools, formerly paid for by the Quartermaster Department, are now paid from this allotment and amount to \$7,200 a year.

14. The Publication Division was established December 23, 1921, for the purpose of:—

- a. Drafting the manuscript of all publications the War Department directs these schools to prepare.
- b. Supervising and preparing documents for Mailing List.
- c. Publishing of all school text or reference books.
- d. Translation and publication of foreign literature of military value to these schools.
- e. Monthly publication of the titles and a brief synopsis of leading news items of military value to instructors of these schools.
- f. Preparation and conduct of any Correspondence School course prescribed.

Colonel E. E. Booth was put in charge with a corps of assistants (see his report annexed).

15. FIELD SERVICE REGULATIONS.—Under date of December 7, 1920, the Commandant, The General Service Schools, Fort Leavenworth, was directed to prepare the manuscript for a revision of the Field Service Regulations. Colonel E. E. Booth was relieved as Assistant Commandant and ordered to report to the Commandant for this duty. A Field Service Regulations Board, consisting of:

Colonel E. E. Booth, Cavalry, President,
Colonel R. H. Allen, Infantry,
Colonel W. Howell, Infantry,
Major Thomas B. Catron, Infantry,
Major C. C. McCornack, Medical Corps, Recorder,

was appointed. A few officers, including the Assistant Commandant, Directors, Chiefs of Sections and Sub-sections, prepared drafts of the various subjects. These were reviewed and revised by the Board, and again by the Assistant Commandant and Commandant, and mailed to the War Department on June 17, 1922.

16. POLICIES.—The policy of detailing instructors for a full four-year detail, relieving 25% each year, in order to maintain a continuity of policy in the running of the schools, has worked out most satisfactorily, and this policy should be pursued with as few exceptions as possible.

In the past, those officers of the School of the Line who were not successful in making the Staff Class had a feeling of failure, which was entirely unjustified. Under the present policy, only good field officers are sent to the school and whether or not they are selected for the Staff Class, their efficiency as field officers is greatly improved, probably in most cases at least 20% and this should be recognized. In order to take away this undesirable feeling of failure, I recommended to the War Department that a policy be announced governing the assignment to duty of graduates of the School of the Line who, for various reasons, were not detailed to succeeding General Staff Schools. Under date of November 10, 1921, such policy was announced as follows:

“WAR DEPARTMENT
“THE ADJUTANT GENERAL’S OFFICE,

“WASHINGTON, November 10, 1921.

“SUBJECT: *Policy to govern assignment to duty of graduates School of the Line, who, for various reasons, are not detailed to succeeding General Staff School.*

“TO: *The Commandant, The General Staff School, Fort Leavenworth, Kansas.*

“1. Graduation from the School of the Line is, in time of peace, one of the most certain assurances the War Department has that an officer is qualified in the theory of command and prepared to apply tactical principles to concrete situations, through approved and coordinated staff agencies.

“2. To the end, therefore, that the services of such officers may be utilized to the fullest, without respect to whether they have or have

not been recommended for immediate instruction in staff duties, the War Department, Corps Area Commanders and Chiefs of Branches will, other considerations being equal, give preference to graduates of the School of the Line in assignment to the following classes of duty:

“(a). In time of peace:

1. Assignments to command,
2. Details as Acting General Staff Officers and Assistants to General Staff Officers,
3. Training of the National Guard,
4. Command and training of the Organized Reserves,
5. Details to the General Staff Schools as provided in paragraph 12, General Orders No. 56, War Department, 1920.

“(b) In time of war or emergency:

1. Assignment to higher commands,
2. Assignment to General Staff duty.

“BY ORDER OF THE SECRETARY OF WAR:

“ROBERT N. DUNLOP,

Adjutant General.”

The announcement of this policy has had a very happy effect in taking away the bitterness and feeling of disappointment on the part of those very good officers who had not been retained for the General Staff School.

It was found that some field officers were being sent here who were improperly prepared or who were below average in their efficiency reports. To overcome this, the matter was taken up with the War Department and the following policy governing selection of student officers for the General Service Schools was adopted. The portion referring to the General Service Schools, Fort Leavenworth, is quoted below:

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE

WASHINGTON, *January 5, 1922.*

FROM: *The Adjutant General of the Army.*

TO:

SUBJECT: *Policy governing selection of student officers for the General Service Schools.*

1. The following policies governing the selection of student officers for the General Service Schools are announced: The students for the School of the Line will be selected by the Personnel Bureau, Office of The Adjutant General, and for the General Staff School and the Army War College by the Assistant Chief of Staff, G1:

(a) *The School of the Line.* (Combatant branches.)

(1) All candidates shall be graduates of the Special Service School of their arm or shall have had an "equivalent training," this "equivalent training" in each case to be determined by the *chief of branch concerned*:

(2) All candidates shall be of field grade.

(3) The class shall consist of:

60% thirty-eight (inclusive) years of age and under.

40% thirty-eight (exclusive) to forty-eight (inclusive).

(4) Officers between the ages of 45 and 48, both inclusive, shall have an efficiency rating of at least "above average." All others to have a rating of at least "average." All to be recommended by the chief of branch concerned as possessing the necessary qualifications for entry into the school.

* * * * *

The School of the Line. (Non-combatant branches.)

On the recommendation of the chiefs of branches concerned, officers qualified as in (a) above, in numbers not exceeding those indicated in table below, shall be detailed annually from the non-combatant branches to attend the School of the Line:

Quartermaster Corps.....	4
The Judge Advocate General's Department....	2
The Finance Department.....	2
The Medical Department.....	4
The Ordnance Department.....	4
The Chemical Warfare Service.....	2
Total.....	18

For the year 1922-1923, due to strength of the present class in the School of the Line, the allotment of the non-combatant branches will not exceed:

Quartermaster Corps.....	2
The Judge Advocate General's Department....	1
The Medical Department.....	2
The Ordnance Department.....	2
The Chemical Warfare Service.....	1
Total.....	8

(b) *The General Staff School.* (Combatant and non-combatant branches.)

Students for the General Staff Class other than graduates of the current Line Class shall not exceed ten in number and shall be detailed:

First—From graduates of previous classes, School of the Line, recommended by their Chief of Branch, and who have been specifically recommended for such detail at the time of graduation by the Commandant, but who were not permitted to attend the General Staff School at that time because of inadequate accommodations.

Second—From graduates of previous classes, School of the Line, who, while not having been specifically recommended for such detail by the Commandant, have, since graduation, clearly demonstrated by their

records that they are fully qualified for further instruction in command and general staff duties and who are for that reason recommended by their Chief of Branch.

(c) *The Army War College.* (Combatant branches.)

All candidates shall be graduates of the General Staff School who have been recommended for this detail by the Commandant, the General Service Schools, Fort Leavenworth, Kansas; officers on the "Initial General Staff Eligible List;" and other officers whose suitability for higher training in command duty has been fully established by their work in the Army, and who are not over 52 years of age.

* * * * *

2. GENERAL INSTRUCTIONS:

(a) The School of the Line and the General Staff School:

The Commandant will include in his report the names of all students who are recommended for further instruction. The recommendations will be based on the merits of individual students and should not be influenced by efforts to keep the number at any particular percentage of the graduating classes. If the number exceeds 50%, that percentage will be the minimum actually detailed from the current class. The question as to whether more than 50% shall be detailed for further instruction will be decided by the War Department after a survey of the situation each year and with due regard for the interests of the service.

(b) All concerned in making recommendations and selections of officers to attend any of the General Service Schools, or for advancement from one school to another, should be guided by the principle that details to these institutions are to be considered purely in the nature of an investment on the part of the Government. Such a detail or advancement is not in any sense a reward for past efficiency, or to give an officer a variety of service. The question is entirely one whether the officer is young enough and has shown enough professional interest, activity, and capacity in his past service to make it worth while for the Government to further educate him.

(c) When called for by a Commandant of a General Service School, the efficiency records, or digest thereof, of all student officers, will be taken to the particular school by a representative of the Personnel Division, War Department General Staff, for consideration in connection with the reports and recommendations to be submitted at the close of the school work, and as respects the School of the Line, for consideration by the school authorities in conjunction with class standing to determine which officers are best qualified for advancement to the General Staff School.

* * * * *

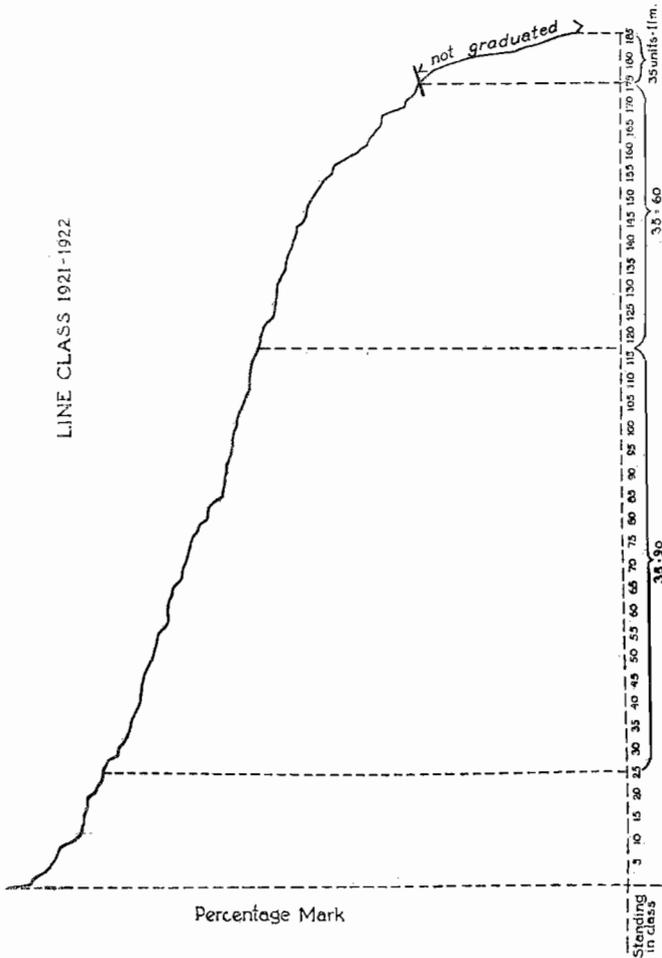
BY ORDER OF THE SECRETARY OF WAR:

ROBERT H. DUNLOP,
Adjutant General.

The carrying out of the above policy will greatly increase the value to the service of the output of these schools. It is recommended, however, that the detail of eight officers from the non-combatant branches announced in this policy for the year 1922 and 1923 (due to strength of the present class in the School of the Line) be continued, and only eight per year of this class of officers be detailed to the School of the Line, owing to the great need of the field officers of the combatant arms for this instruction.

17. MARKING SYSTEM.—The question of the marking system of these schools has been carefully studied by successive Commandants for the last twenty years. Some system is recognized as necessary. The marking system of late years has been done in so automatic a manner, the various papers being marked by different committees without knowledge of whose paper is being marked, that there has been no intimation of any injustice under this system. The main question has been as to what announcement should be made from time to time to the student officers with regard to marks attained. The announcement of the exact percentages after each problem or series of problems seemed to disturb the student officers and cause so keen a personal competition as to be undesirable. However, it is undoubtedly desirable that a student officer should have a pretty fair knowledge of his relative standing. After a conference with the War Plans Division representative, a system was devised and approved of marking problems, etc., with an "A," which showed the student to be within the highest 25% of the class. A "B" showed him within the next highest 25%. A "C" showed him in the lowest half of the class, with probabilities of not making the Staff Class. A "CU" showed him to be unsatisfactory, with a possibility, if a number of these were received, of not being graduated. This method seems most satisfactory of all those considered or used in past years at these schools, as it gives the student a very fair idea of his standing in the class but does not give the minute percentages that would cause too much mental agitation or personal competition. Unless directed otherwise, this system will be continued. It seems especially desirable now, under the policy enunciated above, if the efficiency reports of an officer's entire service are used, to some extent, in determining whether or not he should be given the advantages of further instruction.

18. STUDENT OFFICERS NOT GRADUATED.—The graph below represents the relative standing of student officers in the Line Class of 1921-22:



A study of this graph will show, after the first 12 members, a very steady and uniform decrease to about No. 155; a steady, uniform, but much more rapid decrease from No. 155 to No. 175, and a great drop from 175 to 186. It seemed necessary, in order to have the certain uniformity of product among the graduates of the School of the Line that they may be given the preference indicated in the policy announced above to graduate only those whom the Faculty Board recommend for the ad-

vantages of this policy to the War Department. Therefore, the lowest 11 officers in the class, by unanimous vote of the Faculty Board, were not graduated.

The non-graduation of these 11 officers, however, should not be taken to mark them as failures or to affect injuriously their efficiency reports. All these officers studied hard and improved their efficiency by their attendance at this school for the year by a large percentage, in my belief at least 20%. Some of them had unfortunately been on sick report or had trouble with their eyes.

19. USE OF EFFICIENCY REPORTS.—As shown in the above announced policy, efficiency reports were authorized to be used in conjunction with class standing as the Faculty Board could more accurately determine which of the student officers were most entitled to take the course at the War College or General Staff School. These reports were brought by an officer of G1 Section. This officer, with two officers of these schools, were appointed a Board for analyzing the efficiency reports of the student officers of the School of the Line and General Staff School. The report of this board was utilized by the Faculty Board in arriving at its recommendations. The efficiency reports were used very conservatively and only affected a change of a few officers of approximately equal class standing. Full report has been made by letter concerning the details of their use. It was found in analyzing the efficiency reports that it was necessary to go into the reports themselves, as the card accompanying them did not always sufficiently accurately reflect the contents of the reports for the purpose for which they were used. It is therefore recommended that the full reports always be sent and not a digest thereof. It is believed that their use in conjunction with the class standing is of great importance not only in justice to the individual but for the benefit of the service and the reputation of the schools.

20. RIDING.—Of late years all officers of the School of the Line have been required to ride under instruction. This has been the cause of some discontent on the part of some officers who were among the best riders in the United States Army. Therefore, instead of requiring all to be instructed in riding, a test was held to determine those officers who were sufficiently proficient. Those desiring to take the test were put over hurdles and across country with obstacles and time limits and judged by a Board. Those who successfully passed the test

were excused from instruction in riding but required to take athletic exercise during the hour those not excused were being instructed. It is believed this has had a happy effect.

21. CHANGES IN THE COURSE.—Few changes have been made in the course during the past year. It has been recognized that there was some over-lapping and a little so-called padding, and as fast as practicable certain eliminations and consolidations have been made to remedy this. It is believed a few more can be made during the coming year.

22. PUBLICATION OF TEXT BOOKS.—As shown in detail in the reports of the Assistant Commandant and Director of the Publication Division, there were many text books published during the past year and others are in process of review and publication. In these text books are recorded the lessons of the war, methods and principles evolved. These having been approved by the War Department, are issued not only for use at these schools but for the guidance and instruction in the entire Army. Hence, no matter at how many different schools the matter is taught, the teaching will be from a common source, the principles and doctrines identical.

23. LIAISON WITH OTHER SCHOOLS.—Intimate liaison has been maintained with other schools which are in any way connected with these by interchange of visits of instructors and a careful study of the courses of study and publications of such schools. Instructors have been asked for by the Commandants of the Infantry, Cavalry, Artillery, and Engineer Schools, who are graduates of the schools here. The application for such instructors has been granted by the War Department and during the coming year the schools enumerated will be furnished these graduates of the General Service Schools, Fort Leavenworth, Kansas. It is believed this action will prevent either overlapping of courses or hiatus between the same. The detail of these instructors also affords the Special Service Schools facilities for giving instruction not only in their own arm, but such instruction as will enable a field officer to command properly such units of the other arms as will at least occasionally be attached to his brigade, regiment or smaller unit. A properly instructed field officer of infantry or cavalry can efficiently command attached artillery, engineers, tanks, etc. It is estimated that it will take some eight years for these schools to instruct the large number of field officers needing the instruction before the normal flow of some 143 per year is

reached. A considerable number of field officers therefore on account of lack of accommodation here or the policy as regards age and rating adopted for entrance will never attend these schools. These officers should, however, receive instruction in the powers and limitations of auxiliary arms which may be attached to their commands. Such instruction therefore would seem necessary in a field officers' course at the Special Service Schools.

24. **COMMAND EMPHASIZED.**—As shown in detailed reports of the Assistant Commandant and Director of the Staff School, the command phase of instruction here has been strongly emphasized. The officers under instruction have been carefully instructed, to understand fully the general functions of technical staff officers whose work is to be coordinated by them on the one hand and the difference between the functions of the commander and those of a general staff officer on the other hand. Much time has been given to the study of the functions of command, realizing that all commanders to be fully efficient must have detailed knowledge of staff work and that all staff officers to be fully efficient must have intimate knowledge of the commanding officer's viewpoint. The remarks contained in the report of the Assistant Commandant filed herewith concerning tactical and combat leadership being the main criterion for the judgments of an officer's ability are heartily concurred in.

25. **INSTRUCTORS SENT TO CORPS AREAS.**—Teams of instructors and graduates of the schools have been sent to each corps area to assist in the instruction of officers in the summer camps. Complete courses have been framed for the use of corps area headquarters in this instruction. The following of these courses have insured uniformity of doctrine, teaching and progress.

26. **ATHLETICS.**—The intense mental application of officers detailed to these schools make healthy, outdoor exercise of extreme importance. An 18-hole golf course, a polo field, 12 tennis courts, 3 bowling alleys and a swimming pool furnish the means for keeping officers physically fit at all seasons of the year in all kinds of weather. The Kansas State Amateur Golf Championship Tournament will be played on the Fort Leavenworth course during July of 1922. This will bring officers in intimate contact with civilians of the State, which is considered very desirable in a broadening sense and also as

making friends for the Army. With funds subscribed by officers, a club annex with a dance hall, lunch-room, professional shop and other features of a country club have been erected on the golf course and have added much to the enjoyment and recreation of all concerned. An excellent polo team has been organized and has inter-changed games with Kansas City. It will play during July in a tournament at Colorado Springs and one at Denver.

27. SPIRIT OF OFFICERS UNDER INSTRUCTION.—The spirit of the officers under instruction here in both classes has been uniformly excellent. Under such keen competition, it is but natural that individual officers are at times disappointed, but it is believed that every officer appreciates that he has gained tremendously in professional ability by his course here. To Colonel Isaac C. Jenks, President of the Line Class, is due considerable credit for his tact and judgment in acting as a buffer between the Line Class and the Faculty and making explanations and taking up with the Faculty matters that seemed to need adjustment.

28. APPRECIATION OF ASSISTANCE.—On arrival here, I found a smooth working, efficient organization. The instruction force, Secretary, and all officers in authority were competent to perform their work and performing it in a most efficient manner. Few changes have been necessary and most of those had already been initiated. To Colonel H. A. Drum, Infantry, who served during the last three years here successively as Director of the Line School, Commandant and Assistant Commandant, is due more than to any one person credit for building up this excellent organization, publishing many excellent text books which are of great use not only to the schools but to the Army at large and establishing a curriculum so comprehensive that it will need few changes in the coming years.

To Colonel E. E. Booth, who was relieved as Assistant Commandant to take up the work of the Director of the Publication Division and the revision of the Field Service Regulations, is due great credit for his hard work, intense application, and intelligent direction of his subordinates in their most important duties.

The work of the Directors, Section Chiefs and Instructors has been most confining, but has been most efficiently carried out. I wish to express my high appreciation of their most

earnest and industrious efforts and their unswerving loyalty to the interests of the schools.

29. Attention is invited to extract of the reports of the Assistant Commandant, the Director of the Publication Division, the Director of the General Staff School, the Director of the School of the Line, the Librarian, the Secretary, The General Service Schools, and the schedules of instruction of the General Staff School and the Command and General Staff School for 1922-1923, appended.

H. E. ELY,
Commandant.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1922.

SUBJECT: *Annual Report for school year 1921-1922.*

TO: *The Commandant, The General Service Schools.*

1. Transmitted herewith are the Annual Reports of the Directors of the General Staff School, The School of the Line and Publication Division for the school year 1921-1922 and school schedules for the 1922-1923 term.

2. In preparing this report the undersigned has endeavored to set forth certain conclusions reached after three years' experience as Director, School of the Line, Commandant and Assistant Commandant of these schools. During this experience the undersigned has directed the preparation of the courses and subject matter thereof for each school and the instruction associated therewith.

3. The organization of the instruction force which was instituted last year has continued in force with the addition of the Publication Division. This organizational scheme has worked very successfully and has facilitated the expansion of the schools. This year's success may be attributed in a large measure to the soundness and flexibility of this organization as well as to the energy and efficiency of the Directors, Section and Sub-section Chiefs. The responsible heads in the instructional organization have been:

ASSISTANT COMMANDANT

Colonel H. A. Drum, Inf., D. O. L.

ASSISTANT SECRETARY

Major H. W. Fleet, Infantry.

DIRECTORS

The General Staff School—Colonel Willey Howell, Infantry.
The School of the Line—Colonel Herbert J. Brees, Cavalry.
Publication Division—Colonel Ewing E. Booth, Cavalry.

SECTION CHIEFS

Command—Colonel Robert H. Allen, Infantry.
G1-G4 —Colonel Thomas A. Roberts, Cavalry.
G3 —Colonel John M. Morgan, Cavalry.
G2 —Colonel Thomas W. Darrah, Infantry.

SUB-SECTION CHIEFS

Infantry—Colonel John F. Preston, Infantry.
Artillery—Colonel Philip R. Ward, Coast Artillery
Corps.
Cavalry—Colonel Herbert B. Crosby, Cavalry.
Engineers—Colonel Lytle Brown, Engineers.
Signal—Lieutenant Colonel Alvin C. Voris, Signal
Corps.
Medical Corps—Lieutenant Colonel M. A. W. Shockley,
Medical Corps.
Air Service—Major Earl L. Naiden, Air Service.
Chemical Warfare Service—Major John W. N. Schulz,
Engineers.

4. In addition to the officers mentioned in paragraph 3, the following have been on duty as instructors during the year:

Major Owen S. Albright, Signal Corps,
Major Mark Brooke, Engineers,
Lieutenant Colonel Thomas W. Brown, Infantry,
Colonel Charles M. Bundel, Field Artillery,
Lieutenant Colonel William H. Burt, Field Artillery,
Major Thomas B. Catron, Infantry,
Major Avery J. Cooper, Coast Artillery Corps,
Colonel Edward Croft, Infantry,
Major Donald C. Cubbison, Field Artillery,
Lieutenant Colonel Clarence Deems, Jr., Field
Artillery,
Major Cassius M. Dowell, J. A. G. Department,
Major Victor S. Foster, Cavalry,
Major Pelham D. Glassford, Field Artillery,
Lieutenant Colonel Walter S. Grant, Cavalry,
Major Warren T. Hannum, Engineers,
Major Lawrence H. Hohl, Infantry,
Colonel Charles R. Howland, Infantry,
Colonel John H. Hughes, Infantry,
Colonel Evan H. Humphrey, Cavalry,
Major Henry S. Kilbourne, Field Artillery,
Colonel Conrad H. Lanza, Field Artillery,
Colonel James M. Love, Jr., Infantry,
Major Joseph A. McAndrew, Infantry,
Major Condon C. McCornack, Medical Corps,
Major Samuel T. Mackall, Infantry,

Colonel Perry L. Miles, Infantry,
Colonel Claude H. Miller, Infantry,
Major William A. Mitchell, Engineers,
Major Richard C. Moore, Engineers,
Major Edward J. Moran, Infantry,
Lieutenant Colonel Ernest Van D. Murphy, Infantry,
Lieutenant Colonel Edgar A. Myer, Infantry,
Colonel Isaac Newell, Infantry,
Lieutenant Colonel Willis G. Peace, Coast Artillery
Corps,
Lieutenant Colonel Raymond S. Pratt, Field Artillery,
Major Robert R. Ralston, Corps of Engineers,
Major Ned B. Rehkopf, Field Artillery,
Colonel James D. Taylor, Infantry,
Major Karl Truesdell, Signal Corps,
Colonel Robert O. Van Horn, Infantry,
Major Lewis H. Watkins, Engineers,
Major Philip H. Worcester, Coast Artillery Corps,
Lieutenant Colonel E. Kearsley Sterling, Cavalry.

* * * * *

6. The student body of these schools was increased last term to the following:

The School of the Line.....197
The General Staff School..... 75.

This expansion was readily and efficiently met. However, it is felt that any further large increase will be made at the sacrifice of efficient instruction unless the school accommodations are materially increased.

* * * * *

7. The main effort of the undersigned in the last three years has been to direct the instruction at these schools so as to produce a standard American military doctrine and to insure stability thereof by placing the same in permanent text books. In the past, the American Army has had to look to European military writers and authorities for its military doctrines and literature. While these sources have been excellent and greatly assisted us, our experience in the World War clearly convinced me of a vital weakness in this system. Human elements, especially racial characteristics, and not mechanical devices, are the predominant factors in war. The application of the fundamental principles of war and the methods of executing these

principles should harmonize with and take advantage of the vital peculiarities of the race. However, in the past we have endeavored to mould and fit American characteristics to foreign teachings and methods. The converse must be our policy, as American traits and characteristics are too distinctive, too enduring, too decisive and too valuable to be sacrificed or to be subordinated to the teachings and methods of races not so blessed. It has been my ambition to overcome this weakness in our military educational system by producing a military doctrine so fundamentally American that when war again comes upon us, the guiding military thoughts will accord with the dominant traits and characteristics of the great American race. With literature, based on such a sound foundation, available to the citizen army as well as to the permanent establishment, we should not have to repeat our recent war experience, i. e., combatting foreign influences and pressure which all but forced us to sacrifice the advantages of our national spirit to European methods.

It is with considerable satisfaction that my departure from these schools finds the above realized. To accomplish this task, encouragement and able assistance has been bountifully given. The instruction force of these schools have by exceedingly hard and long hours produced in the last three years all the text books now utilized at these schools. These books were planned and used in manuscript form in 1919-1920, revised and used in mimeograph form in 1920-1921 and, after another revision, were printed for the 1921-1922 course. They include the following completed text books:

1. Tactics and Technique of Cavalry,
2. Tactics and Technique of Artillery (Division),
3. Tactics and Technique of Artillery (Corps, Army and G. H. Q. Reserve),
4. Tactics and Technique of Engineers (Division),
5. Tactics and Technique of Engineers (Corps, Army and G. H. Q. Reserve),
6. Tactics and Technique of Chemical Troops,
7. Tactics and Technique of Air Service (Division),
8. Tactics and Technique of Air Service (Corps, Army and G. H. Q. Reserve),
9. Tactics and Technique of Infantry (Tanks),
10. Tactics and Technique of Infantry (Machine Guns),
11. Tactics and Technique of Infantry (Special Arms),

12. Tactics and Technique of Medical Troops,
13. Signal Communications for All Arms,
14. Combat Orders,
15. Solution of Tactical Problems,
16. Topography,
17. Field Fortifications,
18. Tactical Principles and Decisions (applied to divisions),
19. Division Command, Staff and Logistics,
20. Troop Leading (2 Volumes Infantry Division),
21. Principles of Strategy,
22. General Tactical Functions of Larger Units,
23. Command and General Staff Technique in Large Units,
24. Logistics of Larger Units (Corps, Armies and theater of operations),
25. Tactical and Strategical Principles, Corps and Armies,
26. Military History Source Books:
 Peninsular Campaign, 1862,
 Marengo Campaign, 1800,
 Jena Campaign, 1806,
 Franco-German War, 1870,
 Civil War, General.

While changes in organization and advances in mechanical science will necessitate revisions of these books, it is believed that future authorities of these schools will adhere to the underlying principle contained therein, "American teachings suitable to Americans," and thereby avoid a reversion to any system which will again subordinate American characteristics to foreign methods.

8. The missions of these schools have remained unchanged since reopening after the World War, i. e., to train the field officers of the Army to be efficient commanders and general staff officers of higher units. This has included:

- a. In the School of the Line, (1) Commanders of reinforced brigades and infantry and cavalry divisions, and (2) General staff officers of divisions.
- b. In the General Staff School—(1) Commanders of corps areas, corps, armies, groups of armies, communications zones and sections thereof, and (2) General staff officers of the same units and organizations.

The impression seems to exist that these schools are primarily intended for training officers in general staff duties.

This conception does not accord with the missions assigned nor with the instructional policy of these schools. The command phase of the mission has a far greater weight in the instruction. However, the guiding policy has been "officers suitable for either high command or for general staff should be trained in the same school of tactical and supply doctrines. It is our conviction that the efficient commander must know general staff work and the efficient general staff officer must know and have the commander's viewpoint. From the training viewpoint, the two should be trained in the same school. Wherein, then, is the distinction between the commander and the general staff officer? Our distinction does not rest on theoretical knowledge or training, but, rather, on personal qualities and mainly on the factors of experience, judgment, personality, leadership, determination and aggressiveness. However, the fundamental training should be the same for both classes of officers." With such a guiding policy, there has been little or no line of demarcation between command and general staff subjects. However, an analysis of the courses of the two schools shows the following proportion:

- a.* Purely command instruction approximately 65%.
- b.* Purely general staff instruction approximately 35%.

With the revision of the General Staff School course made by me in 1921, the courses of the two schools paralleled each other in most subjects, the Line School being elementary while the Staff School reached the broader and higher phases. The general subjects included in the two schools are:

(1) Basic subjects:

- (a)* Military Organization,
- (b)* Tactics and Technique of the Arms, separate and auxiliary,
- (c)* Strategical and Tactical Principles, applicable to divisions, corps, armies, and groups of armies.
- (d)* Command and General Staff Technique, organization and functions,
- (e)* Organization and Functioning of Territorial Commands in the Theater of Operations, including the communications zones, combat areas, etc.
- (f)* Supply, Administration, Hospitalization, Transportation, and Logistics in the Theater of Operations,
- (g)* Field Engineering and Fortifications,

- (h) Methods of Training,
 - (i) Troop Leading.
- (2) Development subjects:
- (a) Logic and Estimates of Situations,
 - (b) Technique of Combat Orders,
 - (c) Military Geography,
 - (d) Methodology and Historical Research,
 - (e) Military History, analytical study of following campaigns:
 - American:
 - Mexican War,
 - Henry and Donelson,
 - Perinsular, 1862,
 - Grant's, 1864,
 - St. Mihiel and Meuse-Argonne.
 - Russo-Japanese War,
 - Franco-German War,
 - Marengo,
 - Jena,
 - Waterloo,
 - World War, general viewpoint and certain critical battles.
 - (f) Psychology and Leadership,
 - (g) Oversea Expeditions,
 - (h) Domestic Disorders,
 - (i) Legal Principles,
 - (j) Solution of Map and Terrain Problems.

* * * * *

The courses in Psychology and Leadership have been gradually developed along new lines. Heretofore, these subjects have been studied from an abstract and theoretical viewpoint. The radical change has been an effort to make them more practical and pertinent to American characteristics. While the basic abstract principles are taught, the existing course presents individual and collective American characteristics from the viewpoint of utilizing these to best advantage in an American war army. At present, the course includes historical studies from a general viewpoint, and several specific studies of leading American military leaders, i. e., Grant, Lee, Sheridan and Sherman. As soon as historical data is available the course should largely comprise incidents relating to Americans in the World War. It is recommended that the War Department Historical Section prepare data along these lines for use of these schools.

9. In the past three years, in addition to those in the faculty, the following numbers and grades of officers have come under my observation at these schools.

Colonels.....	61
Lieutenant colonels	145
Majors.....	212
Captains.....	8
First lieutenants	1
<hr/>	
Total.....	427

This opportunity to observe a large group of officers, coupled with my experience as Chief of Staff of the First American Army in France, leads me to believe that in some respects military training of officers, considered as a whole, should be greatly improved tactically to maintain the high standard required of professional soldiers. In reaching this conclusion, I have weighed the standard of the commissioned personnel under the following heads:

- a. Physical Qualifications,
- b. General Leadership and Executive Qualifications,
- c. Professional Qualifications {
 - (1) Administrative,
 - (2) Technical,
 - (3) Tactical,
 - (4) Combat Leadership.

In the first and second qualifications the standard is high. In the professional qualifications, we find the army officer a leader in administration which includes organization and the smooth functioning of an orderly machine. In technical qualifications he excels insofar as the mechanical device and equipment of his own arm are concerned. However, this standard hardly covers a general knowledge of the technique of other arms. Tactical and combat leadership qualifications are the weakest link in the chain. This is especially true as regards tactical knowledge without which combat leadership has a value derived only from personal magnetism. However, this excellent quality is often wasted or misdirected, due to tactical inexperience.

The weaknesses indicated are due to four main causes:

- (1) The peace time life and routine of the Army place a premium on proficiency in administrative and technical functions. The whole tendency of the

Army is and has been to judge older officers mainly by their administrative qualities, tactical and combat leadership being considered less important.

- (2) The older officers, while excelling in administrative duties, are seldom the leaders in the tactical phases of the profession. This results in an avoidance of their highest professional functions, i. e., tactical instructors of their juniors. Aside from the various special schools, one seldom finds senior officers giving tactical training to commands.
- (3) The tactical training of junior officers is too restricted, limited in most cases to the unit of their grade. Few realize that the team employment of all arms essential to success in battle can hardly be secured until all leaders are acquainted with the whole team and the part each element plays therein.
- (4) The initial training of junior officers is seldom based on a sound and a comprehensive foundation. In most cases the basic principles of war, strategy and tactics, are not taught to but are acquired by officers, and then only after many years of misdirected and sometimes injurious self-inspired efforts.

It is believed that the foregoing weaknesses in our system can be overcome only by a reversal of the existing standards of proficiency. Tactical and combat leadership qualifications must be given a premium over administrative and technical qualifications. All proficiency tests, ratings and elimination proceedings should be based primarily on demonstrated tactical and combat leadership qualifications. Inspections by superior commanders should be tactical tests, the administrative phase being of secondary importance. The value of a line officer should be judged primarily by his demonstrated tactical and combat leadership qualifications. With such a system in force, we will find our senior officers occupying their true functions, i. e., the tactical leaders and the tactical instructors of their commands.

10. Competition at these schools has been a subject of some discussion. While there are some disadvantages in a marking system, no other equitable "yard stick" has been devised by which to determine the relative value of a student's work. After seven years' close association with this institu-

tion, I am convinced that the main opposition to this system springs from one or two sources, i. e., failures of officers who fear competition with brother officers.

Competition is the finest and healthiest trait in the American race. In all walks of American life, competition, in one form or another, is a daily incident. From boyhood to mature manhood Americans foster and practice healthy competition. Why should the Army be an exception to this national characteristic? Competition is the life of these schools. Once it is removed, I believe the present high standard will be greatly reduced.

11. The next development of these schools should provide for closer cooperation with the National Guard and Organized Reserves. With our "Mailing List," Correspondence School Course D, and summer training work, completed this year, considerable advancement has been made.

* * * * *

The present regulations requiring National Guard and Reserve officers desiring to attend these schools to devote nine months thereto seems hardly practicable. It is believed that good results may be secured by an abbreviated special course of three months conducted in the spring and that some National Guard and Reserve officers would be willing to devote that amount of time thereto.

12. I desire to express my sincere thanks and appreciation for the loyal and inspiring support given me by the Commandant. The Directors, Section Chiefs and Instructors have fulfilled their duties in a manner which assured the school a most successful year. Their painstaking efforts and loyal support are keenly appreciated and cherished.

H. A. DRUM,
Assistant Commandant.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

The Publication Division

June 30, 1922.

SUBJECT: *Annual Report.*

TO: *The Assistant Commandant, The General Service Schools.*

1. The following report is submitted of the operations of the Publication Division, General Service Schools, to cover the period from the organization of the Publication Division, in December, 1921, to the end of the school year 1921-1922.

2. ESTABLISHMENT OF PUBLICATION DIVISION.—The Publication Division was established by par. 2, G. O. No. 92, General Service Schools, Dec. 23, 1921, which stated its functions to be the following:

- a. Drafting the manuscripts of all publications the War Department directs these schools to prepare.
- b. Supervision and preparation of all documents for the "Mailing List."
- c. Publication of all school text or reference books.
- d. Translation and publication of foreign literature of military value to these schools.
- e. Publication monthly of the titles and a brief synopsis of leading news items of military value to the instructors of these schools.
- f. Preparation and conduct of any correspondence school course that may hereafter be prescribed.

3. PERSONNEL.—a. The undersigned was announced as Director of the Publication Division by par. 4, G. O. No. 82, these schools, Dec. 23, 1921.

b. The following instructors were assigned to duty with the Publication Division at the time of its organization, in addition to their other duties, by memorandum from the Assistant Commandant, dated Dec. 27, 1921:

Colonel Charles M. Bundel, Field Artillery, D.O.L.,
Assistant Director,
Lieutenant Colonel Thomas W. Brown, Infantry,
D.O.L.,

Major Pelham D. Glassford, Field Artillery, D.O.L.,
Major Henry S. Kilbourne, Field Artillery, D.O.L.,
Major Condon C. McCornack, Medical Corps, D.O.L.,
Major John W. N. Schulz, Corps of Engineers, D.O.L.,
Major Karl Truesdell, Signal Corps, D.O.L.

c. The following additional instructors were subsequently assigned to duty with the Publication Division, in addition to other duties:

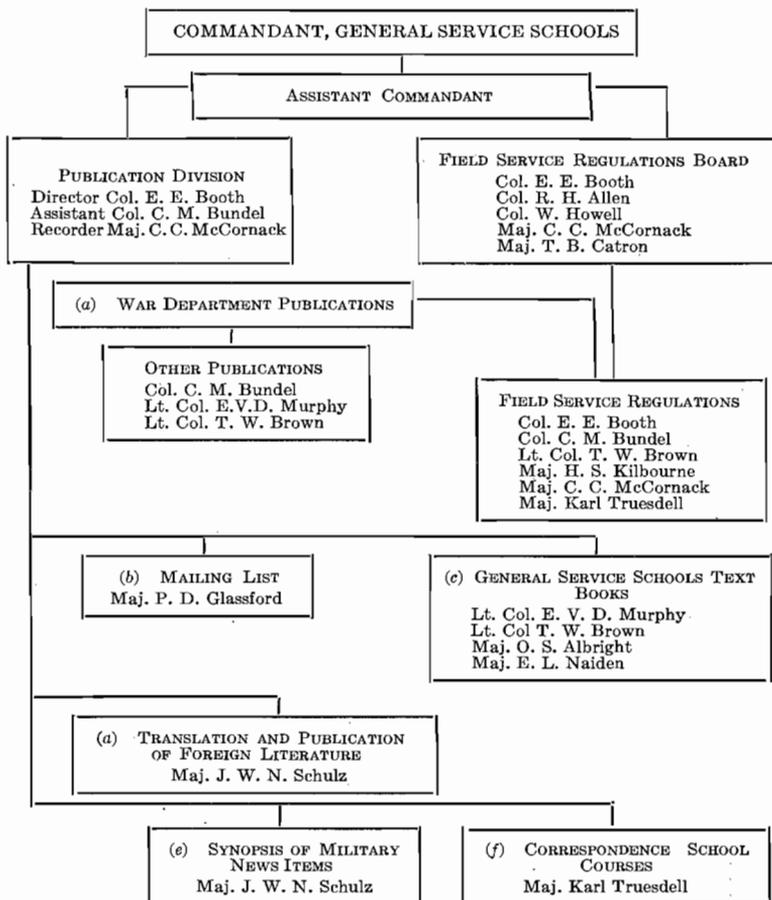
Lieutenant Colonel Ernest Van D. Murphy, Infantry,
D.O.L., March 7, 1922.
Major Earl L. Naiden, Air Service, D.O.L., March 21,
1922.
Major Owen S. Albright, Signal, Corps, D.O.L., March
22, 1922.

d. The assignment of personnel to this division for the coming school year, 1922-23, has been announced to be as follows, effective June 30, 1922:

Colonel Ewing E. Booth, Cavalry, D.O.L., Director,
Lieutenant Colonel Thomas W. Brown, Infantry,
D.O.L.,
Major Pelham D. Glassford, Field Artillery, D.O.L.,
Major Lawrence E. Hohl, Infantry, D.O.L.,
Lieutenant Colonel Roy C. Kirtland, Air Service,
D.O.L.,
Lieutenant Colonel Ernest Van D. Murphy, Infantry,
D.O.L.,
Major John W. N. Schulz, Corps of Engineers, D.O.L.,
Major Matthew H. Thomlinson, Infantry, D.O.L.,
Major Karl Truesdell, Signal Corps, D.O.L.,
Lieutenant Colonel Alvin C. Voris, Signal Corps,
D.O.L.,
Major Clement H. Wright, Infantry, D.O.L.

4. ORGANIZATION.—To carry out its assigned duties, the organization of the Publication Division has been as shown in the following chart:

ORGANIZATION OF THE PUBLICATION DIVISION, 1921-1922



5. RELATIONS WITH SCHOOL SECTIONS AND SUB-SECTIONS.—The Publication Division is assisted in its work by the various sections and sub-sections of the schools in matters pertaining to such sections and sub-sections.

6. WAR DEPARTMENT PUBLICATIONS.—*a.* The War Department during the past school year assigned to the General Service Schools the preparation of the new Field Service Regulations, and a number of other text, all pertaining to the new Training Regulations series. The preparation of the original draft of the manuscripts for the various text was undertaken within the Publication Division, or assigned to the

various sections and sub-sections of the schools and to specially selected instructors, as was most suitable in the particular case. The final editing, revision, and coordination is done by the Publication Division.

b. FIELD SERVICE REGULATIONS.—(1) The preparation of the manuscript for this publication was begun early in 1921 under the charge of a Field Service Regulations Board convened at these schools for the purpose. The work was taken over by the Publication Division upon its organization in December, 1921. The Field Service Regulations Board, however, has continued to act in an advisory and supervisory capacity, and its decisions have governed the work of the Publication Division with respect to this publication.

(2) The preparation of the complete manuscript of the Field Service Regulations, as Training Regulations No. 15, has now been completed and the manuscript was forwarded by the Commandant to the War Department on June 17, 1922.

c. OTHER TRAINING REGULATIONS.—The following additional text of the Training Regulations series have been assigned to the Publication Division for preparation. Their status is as shown below:

<i>TR No.</i>	<i>Title</i>	<i>Officer in Charge</i>	<i>Status</i>
215.	Military Police.	Lt. Col. E. V. D. Murphy	Awaiting further information from the War Department.
215-10.	The Company.	Lt. Col. E. V. D. Murphy	
215-20.	The Battalion.		Covered in Field Service Regulations.
3t 0.	Transportation.		
3f 0-25.	Field Trains.	Lt. Col. E. V. D. Murphy	Covered in Field Service Regulations.
3f 0-30.	Combat Trains.	Lt. Col. E. V. D. Murphy	
3f 0-?	Convoys (by troops).	Lt. Col. E. V. D. Murphy	Dropped.
3f 0-35.	Commander of Trains.	Lt. Col. E. V. D. Murphy	
500.	Field Training.		
500-5.	Map Problems.	Lt. Col. T. W. Brown.	To be prepared.
500-10.	Map Maneuvers.	Lt. Col. T. W. Brown.	To be prepared.
500-15.	Map Exercises.	Lt. Col. T. W. Brown.	To be prepared.
500-20.	Terrain Exercises.	Lt. Col. T. W. Brown.	To be prepared.
500-25.	Tactical Rides.	Lt. Col. T. W. Brown.	To be prepared.
500-30.	Staff Rides.	Lt. Col. T. W. Brown.	To be prepared.
500-35.	Historical Rides.	Lt. Col. T. W. Brown.	To be prepared.
500-40.	Field Exercises.	Lt. Col. T. W. Brown.	To be prepared.
500-45.	Field Maneuvers.	Lt. Col. T. W. Brown.	To be prepared.
550-5.	A Staff Manual for Combat Troops.	Col. C. M. Bundel.	In preparation.
550-10.	A Note Book for the General Staff Officer.	Col. C. M. Bundel.	In preparation.

7. MAILING LIST.—a. Major Glassford has had charge of the preparation and publication of the Mailing List.

b. The object of the Mailing List, as in former years, is to keep the Mailing List subscribers, numbering this year about 8,000, in close and intimate touch with the work of the School of the Line, by the issue of selected problems and pamphlets

from the course of instruction. Special care has been exercised this year in the selection of the subject matter and its arrangement for presentation to the readers. Also a change was inaugurated at the beginning of the 1921-22 school year, as to the form of the publication. Whereas, previously, Mailing List matter was issued to the subscribers from time to time as separate problems and pamphlets, this year the subject matter of each series has been combined and published in pamphlet form. The subscription price was set at \$1.50. The change of form proved itself to be a marked improvement, and has resulted, it is believed, in greatly increasing the value and convenience of the Mailing List.

c. During the school year 1921-22 four issues of the Mailing List were published, comprising Volume I of the publication in its new form:

- No. 1, December, 1921.
- No. 2, February, 1922.
- No. 3, March, 1922.
- No. 4, June, 1922.

8. TEXT AND REFERENCE BOOKS.—a. The following policy was announced by the Assistant Commandant on March 6 with reference to printed text and reference books for the General Service Schools: The Directors of the schools are responsible for the preparation of the manuscript for text and reference books required by their respective schools. When these books are to be printed, the Publication Division is responsible for the coordination of subject matter between the two schools and the War Department, and for the final editing and publication of the books.

b. Since the organization of the Publication Division, the following text and reference books have been referred to it for review and edit in accordance with the foregoing policy:

<i>School of the Line</i>	<i>Remarks</i>
General Tactical Functions of Larger Units.	Printing completed.
Signal Communication.	Printing completed.
Tactics and Technique, Artillery, Vol. I.	Being printed.
Tactical Principles and Decisions, Vol. I.	Being edited.
Tactical Principles and Decisions, Vol. II.	Being edited.
Tactical Principles and Decisions, Vol. III.	Being reviewed.
Combat Orders.	Being printed.
Troop Leading, Vol. I.	Being reviewed.
Troop Leading, Vol. II.	Being reviewed.
Tactics and Technique, Machine Guns.	Being reviewed.

<i>General Staff School</i>	<i>Remarks</i>
Tactics and Technique, Artillery, Vol. II. Tactical and Strategical Studies, Corps and Army. Strategical Advance Guards. Independent Corps.	Printing completed. Being printed. Being reviewed. Being reviewed.

c. The following additional books for the next school year were sent to the printer prior to the taking over of the work of review by the Publication Division:

<i>School of the Line</i>	<i>Remarks</i>
Topography. Field Fortification. Tables of Organization, Infantry and Cavalry Divisions.	Printing completed. Printed and issued. Being printed.

9. TRANSLATIONS.—*a.* The work of translation and publication of foreign literature of military value to these schools has been carried out in close connection with the preparation of the Instructors' Summary of Military Articles (see paragraph 10 below), and, with that work, has been under the charge of Major John W. N. Schulz, Corps of Engineers, D.O.L.

b. The following German books have been translated during the year:

*Development of Tactics, World War.—Balck.
Printed and for sale by the Book Department,
General Service Schools.

*Tactics (Based on the World War).—Rohrbeck.
Typewritten translation placed on file in the
G. S. S. Library.

The German Cavalry in Belgium and France, 1914.
—Von Poseck. Typewritten translation placed
on file in the G. S. S. Library.

†New German Field Service Regulations, 1921
(Command and Combat Use of Combined Arms).
Mimeographed and issued to instructors.

Tactical Problems for Reinforced Infantry Regiments.
Typewritten translation placed on file in In-
structors' File Room.

Tactical Instruction on the Maneuver Ground.—
Stollberger. Typewritten translation placed on
file in Instructors' File Room.

*Translated prior to organization of the Publication Division.

†Translated prior to organization of the Publication Division; edited and revised by the Publication Division.

c. Since the organization of the Publication Division, translations have been made of some fourteen articles from French military magazines, as well as of one Italian pamphlet (The 332d U. S. Infantry at the Italian Front). All these translations have been placed on file in the Instructors' File Room. In addition, some French articles have been digested for publication in the monthly Summary (see paragraph 10 hereafter).

d. The actual work of translation has been done by the following:

- (1) German translations have been made by Harry Bell, a retired non-commissioned officer of the Army, who was formerly on duty at these schools.
- (2) French translations have been made by Mrs. R. F. Cherry, who is employed as translator-stenographer.
- (3) In addition, the Publication Division is indebted to the following instructors of the General Service Schools for translation work:
Colonel Conrad H. Lanza, Field Artillery, D.O.L., French and Italian text.
Major Ned B. Rehkopf, Field Artillery, D.O.L., French text.
Majors Pelham D. Glassford, Field Artillery, D.O.L., and Thomas B. Catron, Infantry, D.O.L., French digests.

e. Although some progress has been made in translations, as indicated by the foregoing, attention is invited to the need at these schools of a well qualified military translator, with a thorough knowledge of the French and German languages, of English composition, and of military matters. An effort should be made to secure a suitable officer who can be assigned solely to this duty.

10. SUMMARY OF MILITARY ARTICLES.—*a.* In order to meet the need of the instructor personnel for a brief review of current literature and documents on military matters, the Publication Division has undertaken the monthly publication of an "Instructors' Summary of Military Articles." This document is printed to uniform size, 6 by 9 inches, prepared for convenient filing, and each issue contains the following sections:

- Digests of selected articles and documents;
- Review of new books received in the library;
- Documents received in instructors' file room;

Magazines received in library during month;
Index to selected magazine articles, documents and
books.

b. Five issues have been made of this document during the year just closed, for the months January to May, inclusive. The publication of the Summary will be suspended during the summer months due to the closing of the schools and the absence of the instructor personnel. It is contemplated to publish the next number early in September, covering the months of June, July and August. In the meanwhile, a combined index of the first five numbers, January to May, inclusive, will be compiled and published.

c. The publication of the Summary has been under the charge of Major John W. N. Schulz, Corps of Engineers, D.O.L. The work has been subdivided as far as possible among the various school sections and sub-sections. The complete co-operation and interest of the instructor personnel as a whole is essential for the successful publication of this document.

11. CORRESPONDENCE SCHOOL.—a. Pursuant to instructions from the War Department, these schools are charged with the preparation of Correspondence Course D. The purpose of this course is to provide for the further military training and education in command and higher staff functions, by correspondence school methods, of commissioned personnel of the National Guard, Organized Reserves, and selected civilians, authorized to take such courses. This course constitutes one of a series of correspondence courses provided for by the Regulations for Army Correspondence Courses, War Department, 17 December, 1921. Under the provisions of these instructions, the Publication Division prepares for the Commandant of the General Service Schools all subject matter, assignment sheets, exercises, and problems for Correspondence Course D; the actual conduct of the course being undertaken by the respective corps area commanders.

b. In order to carry on the work of preparation of the course, a separate section of the Publication Division has been designated, consisting of Major Karl Truesdell, Signal Corps, D.O.L. For the coming year the duties of this section will be much greater and it is estimated that two additional officers will be required for this work.

c. *General Scope of the Course.* It is contemplated that Correspondence Course D will include instruction necessary to

insure a knowledge of the technique of each separate branch, together with the combined tactical employment of the various arms. In general, the course will be tactical. It will extend over three years and will cover principally the subjects now taught in the School of the Line, with obvious limitations as to extent and details. The instruction for the first two years of the course will deal with the infantry division; the third year will continue the preceding instruction, but will introduce the consideration of corps, army, and general headquarters functions, staffs, troops and tactics.

d. Eligibility to pursue the course is limited to approved voluntary applicants from:

- (1) Officers now on the initial General Staff eligible list, other than those in the Regular Army.
- (2) Officers of the National Guard and the Organized Reserves who have satisfactorily completed Correspondence Course C (special service schools).
- (3) Officers of the National Guard and the Organized Reserves above the grade of major, and civilians who served during the World War in grades above that of major.

e. *Program of Instruction.* The following program of instruction has been approved by the War Department:

(1) First Year, 1922-23.

(a) Subcourse I, a total of 13 periods, includes:

Subject	Symbol	Hours
Military Organization.....	MO	9
Tactics and Technique.....	TT	18
Field Engineering.....	FE	9
Solution of Problems.....	SP	9
Combat Orders.....	OO	9
General Examination on Above.....		4½

(b) Subcourse II, a total of 13 periods, includes:

Subject	Symbol	Hours
Tactical Principles.....	TP	58½

(c) Subcourse III, a total of 12 periods, includes:

Subject	Symbol	Hours
Tactical Principles (continued).....	TP	54

(2) Second Year, 1923-24.

(a) Subcourse IV, a total of 13 periods, includes:

Subject	Symbol	Hours
Command, Staff, and Logistics.....	CSL	58½

(b) Subcourse V, a total of 12 periods, includes:

Subject	Symbol	Hours
Military Intelligence.....	MI	9
Troop Leading.....	TL	22½
Methods of Training.....	MT	13½
Leadership.....	L	4½
General Examination on Above.....		4½

(c) Subcourse VI, a total of 13 periods, includes:

Subject	Symbol	Hours
General Review.....	GR	58½

(3) Third Year, 1924-25.

(a) Subcourse VII, a total of 13 periods, includes:

Subject	Symbol	Hours
Military Organization of Larger Units.....	MO	13½
Tactics and Technique, Corps and Army.....	TT	18
Command and General Staff Technique.....	CS	22½
General Examination on Above.....		4½

(b) Subcourse VIII, a total of 13 periods, includes:

Subject	Symbol	Hours
Logistics.....	Log	27
Tactical Studies, Corps.....	TS	31½

(c) Subcourse IX, a total of 12 periods, includes:

Subject	Symbol	Hours
Tactical Studies, Armies.....	TS	22½
Methods of Training.....	MT	9
General Review.....	GR	22½

(4) Based on this program, the following table summarizes the complete course:

(a) First Year, 1922-23:

Subcourse	Subjects	Periods	Exercises	Problems	Weight
I	MO	2	1		
	TT	4	2		
	FE	2	2		
	SP	2	1		
	CO	2	1		
II & III	Exam	1		1	100
	TP	25		9	900
Total		38	7	10	1000

(b) Second Year, 1923-24.

Subcourse	Subjects	Periods	Exercises	Problems	Weight
IV	CSL	13	1	1	100
V	MI	2	1		
	TL	5			
	MT	3	1		
	L	1			
VI	Exam	1		1	100
	GR	13		13	1300
Total		38	3	15	1500

(c) Third Year, 1924-25.

Subcourse	Subjects	Periods	Exercises	Problems	Weight
VII	MO	3	1		
	TT	4	2		
	OS	5	2		
VIII	Exam	1		1	100
	Log	6	1	1	100
	TS	7	6	1	100
IX	TS (Con)	5	4	1	100
	MT	2	1	1	100
	GR	5		5	500
Total		38	17	10	1000
Aggregate		114	27	35	3500

f. *Progress.* Additional to the above program, the following material necessary for the course has been prepared:

- (1) A general instruction circular,
- (2) The schedule of assignments for 1922-23,
- (3) A list of text books, maps, and material required,
- (4) Assignment sheets and exercises for Subcourse I,
- (5) The general examination for Subcourse I,
- (6) New text material on military organization and the tactics and technique of the separate arms, appropriate to the officers taking the course.

12. ACKNOWLEDGMENTS.—*a.* I desire to express appreciation for the excellent work done by the entire personnel of the Publication Division. The activities of the division have been such, especially during this formative period of its existence, as to require much constructive work on the part of the officers of the division.

b. I also desire to express appreciation to the Directors of the Staff and Line Schools, the Secretary, the Assistant Secretary, the chiefs of the various sections and sub-sections, and the instructor personnel generally for the cooperation given and the assistance rendered. As has been brought out previously in this report, much of the work assigned the Publication Division is of such a nature that it can be successfully carried out only with the assistance and cordial cooperation and interest of the instructor personnel as a whole.

E. E. BOOTH,
Director.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

The General Staff School

June 30, 1922.

SUBJECT: *Annual Report of the Director of The General Staff School for 1921-1922.*

To: *The Assistant Commandant, The General Service Schools.*

1. The following report of the operations of The General Staff School for the school year beginning September 1, 1921, and ending June 30, 1922, is submitted.

2. The course started with 75 officers as members of the class, of whom all were graduated, as follows:

Major Olan C. Aleshire, Cavalry,
Major Charles R. Alley, Coast Artillery Corps,
Major Jarvis J. Bain, Engineers,
Major Charles S. Blakely, Field Artillery,
Major Alfred W. Bloor, Infantry,
Major James Blyth, Infantry,
Major Walter O. Boswell, Infantry,
Major Gerald C. Brant, Air Service,
Lieutenant Colonel Thomas W. Brown, Infantry,
Major Otto L. Brunzell, Field Artillery,
Major Henry T. Burgin, Coast Artillery Corps,
Major John J. Burleigh, Infantry,
Major John D. Burnett, Infantry,
Lieutenant Colonel Clifford C. Carson, Coast Artillery Corps,
Lieutenant Colonel John Cocke, Cavalry,
Lieutenant Colonel Robert W. Collins, Coast Artillery Corps,
Lieutenant Colonel William M. Connell, Cavalry,
Colonel Francis N. Cooke, Coast Artillery Corps,
Major Hiram M. Cooper, Infantry,
Major Donald C. Cubbison, Field Artillery,
Major Joseph R. Davis, Field Artillery,
Lieutenant Colonel Frederick L. Dengler, Coast Artillery Corps,
Lieutenant Colonel Robert C. Foy, Field Artillery,

Lieutenant Colonel Ira F. Fravel, Air Service,
Lieutenant Colonel Herman Glade, Infantry,
Major Harry S. Grier, Infantry,
Major Edward L. Hooper, Infantry,
Colonel Charles F. Humphrey, Jr., Infantry,
Colonel Evan H. Humphrey, Cavalry,
Major Charles A. Hunt, Infantry,
Lieutenant Colonel Henry C. Jewett, Engineers,
Lieutenant Colonel Walter H. Johnson, Infantry,
Major Charles Keller, Infantry,
Lieutenant Colonel Frank Keller, Cavalry,
Lieutenant Colonel Guy Kent, Cavalry,
Colonel Edward Kimmel, Coast Artillery Corps,
Lieutenant Colonel Roy C. Kirtland, Air Service,
Major Arthur W. Lane, Infantry,
Major Converse R. Lewis, Infantry,
Major Lowe A. McClure, Infantry,
Major Girard L. McEntee, Infantry,
Major Samuel T. Mackall, Infantry,
Colonel John F. Madden, Infantry,
Major Ellis B. Miller, United States Marine Corps,
Major Edward J. Moran, Infantry,
Major William F. Morrison, Field Artillery,
Major Ellery W. Niles, Coast Artillery Corps,
Lieutenant Colonel Edward M. Offley, Cavalry,
Major Thomas D. Osborne, Field Artillery,
Lieutenant Colonel Hugh A. Parker, Infantry,
Major Robert T. Phinney, Infantry,
Lieutenant Colonel Jerome G. Pillow, Cavalry,
Major William C. Powers, United States Marine
Corps,
Major Walter E. Prosser, Signal Corps,
Lieutenant Colonel Leonard W. Prunty, Cavalry,
Major Robert R. Ralston, Engineers,
Lieutenant Colonel Walter L. Reed, Infantry,
Major Albert L. Rhoades, Coast Artillery Corps,
Major William F. Robinson, Jr., Infantry,
Colonel Alfred T. Smith, Infantry,
Lieutenant Colonel E. Kearsley Sterling, Cavalry,
Lieutenant Colonel Charles B. Stone, Jr., Infantry,
Lieutenant Colonel Edward R. Stone, Infantry,
Major Robert S. Thomas, Engineers,
Major Matthew H. Thomlinson, Infantry,
Lieutenant Colonel Charles W. Tillotson, Infantry,
Major Karl Truesdell, Signal Corps,
Major Lewis Turtle, Coast Artillery Corps,
Major John S. Upham, Infantry,
Lieutenant Colonel Louis J. Van Shaick, Infantry,
Lieutenant Colonel Richard Wetherill, Infantry,
Lieutenant Colonel Harry C. Williams, Field Artillery,

Major Martin C. Wise, Infantry,
Major Clement H. Wright, Infantry,
Major Jacob W. S. Wuest, Air Service.

3. The following named officers, in addition to their duties as members of The General Staff School, were detailed as acting instructors by G. O. 92, The General Service Schools, Fort Leavenworth, Kansas, December 23, 1921:

Lieutenant Colonel Thomas W. Brown, Infantry,
Major Donald C. Cubbison, Field Artillery,
Colonel Evan H. Humphrey, Cavalry,
Major Samuel T. Mackall, Infantry,
Major Edward J. Moran, Infantry,
Major Robert R. Ralston, Engineers,
Major Karl Truesdell, Infantry.

A number of additional members of the class were detailed from time to time along with the regular instructors on boards to mark solutions of the Line Class problems. The primary object of this expedient was to afford the members of the Staff Class so detailed a certain amount of instructor experience as well as a partial review of tactical principles, contact with which had been gained by them as members of the Line Class during the preceding year. This duty was likewise performed in addition to their regular work as members of the Staff School.

4. Certain members of the class have been detailed as regular instructors, the detail to take effect at the close of the present school year, by S. O. 49-0, War Department, March 1, 1922. A list of these officers is given below:

Lieutenant Colonel Thomas W. Brown, Infantry,
Major John D. Burnett, Infantry,
Colonel Francis N. Cooke, Coast Artillery Corps,
Major Donald C. Cubbison, Field Artillery,
Major Joseph R. Davis, Field Artillery,
Colonel Evan H. Humphrey, Cavalry,
Major Charles A. Hunt, Infantry,
Lieutenant Colonel Guy Kent, Cavalry,
Lieutenant Colonel Roy C. Kirtland, Air Service,
Major Samuel T. Mackall, Infantry,
Major Edward J. Moran, Infantry,
Lieutenant Colonel Jerome G. Pillow, Cavalry,
Major Albert L. Rhoades, Coast Artillery Corps,
Major Robert R. Ralston, Engineers,
Major Matthew H. Thomlinson, Infantry,

Major Karl Truesdell, Signal Corps,
Major Martin C. Wise, Infantry,
Major Clement H. Wright, Infantry.

Other members of the class were later detailed as instructors, as follows:

By paragraph 56, Special Orders No. 120-0, War Department, May 23, 1922:

Major Harry S. Grier, Infantry,
Lieutenant Colonel E. Kearsley Sterling, Cavalry.

By paragraph 22, Special Orders 143, War Department, June 20, 1922:

Major Otto L. Brunzell, Field Artillery.

By radiogram, The Adjutant General's Office, Washington, D. C., June 23, 1922:

Lieutenant Colonel Louis J. Van Schaick, Infantry.

5. The spirit of the class has been excellent throughout the course. Their interest and enthusiasm has been manifested in many ways on many occasions. These factors, together with the cooperation of the members of the class and their visible desire to get the most out of their studies, have contributed in a notable manner to what may be recorded as a very successful school year.

The officers who acted as instructors and as members of Line School marking boards performed these additional duties in a highly satisfactory and effective manner as is evidenced by the retention of as many of them as was needed for regular instructors during the coming year.

6. Due to the peculiar nature of The General Service Schools and their courses of instruction, it has not been possible to use, in scarcely any case, text books prepared elsewhere or by others, even if the same were satisfactorily obtainable. In consequence, a considerable part of the fund of energy of the corps of instructors has, since the war, been dedicated to the preparation of text books for the use of instructors and members of the classes at these schools.

The series projected for The General Staff School has not yet been completed. Of those books that have been completed, the work of preparation was largely done by the instructors under high pressure and with extraordinary effort during the

summer of 1921 in order to get them into the hands of the class in time for the present year's course. The printing of these books being impossible in the disposable time, even if advisable, the decision was made to issue most of them in mimeograph form with the hope of gaining the necessary data by practical use for their improvement before finally committing them to print.

These text books have been framed with the idea, first, of setting forth the principles involved in the subject covered; and, second, of so illustrating the use of those principles that a learner may have no difficulty in grasping their practical application to other situations than those actually mentioned. The system of instruction in vogue at The General Service Schools has been relied upon to a certain extent in connection with the preparation of text books, namely: such additional information as may be used is to be imparted by means of lectures; all theoretical instruction is to be accompanied by an appropriate amount of practical work, both indoors and outdoors, to assure the student's ability to apply all that he knows; all practical work is to be discussed with the class by the instructor as soon as the latter has had the opportunity to examine the results obtained by the class.

The following is a list and brief description of the text books so produced and issued to the class for use during the school year, 1921-1922, with a statement of the form in which issued:

Subject	Form in which Issued	Nature of Contents
1. Cavalry Studies.	Mimeograph (bound)	A series of studies based on practical situations and covering the several activities of a cavalry division acting as army cavalry.
2. Tactics and Technique of Artillery, Vol. II.	Mimeograph (bound)	A non-technical work covering the capacities, limitations, uses, etc., of the several types of corps and GHQ reserve artillery, including the tactical uses of the several kinds of artillery likely to fall into the hands of corps and army commanders; treating in a special manner of anti-aircraft artillery and setting forth the more modern ideas of coast defense and railroad artillery.
3. Text Book on the Chemical Service.	Printed	Same book as is used by the Line School.
4. Corps and Army Air Service.	Mimeograph (bound)	Character and employment of the corps air service and of the several types of the army air service. The use of the air service in combined action. Air service installations.
5. Corps and Army Engineers.	Mimeograph (bound)	Non-technical consideration of railroads and roads. Data concerning the organization and utilization of engineer troops. Data required for general inspection purposes in connection with roads, railroads, bridges, regulating stations, railheads, etc.
6. Signal Communication for All Arms.	Printed	Same book as is used by the Line School.
7. The Strategical Advance Guard.	Mimeographs	A series of two studies illustrating the utilization of a strategical advance guard.
8. The Independent Army Corps.	Mimeographs	A series of tactical studies based on practical situations and illustrating in concrete fashion the command and operation of an independent corps.
9. Tactical and Strategical Studies, Army Corps and Army.	Mimeograph (bound)	A series of strategical and tactical studies based on practical situations and illustrating the command and operation of an army in the field, including the command and operation of the division and the corps in the army and covering the essential supply features.

Subject	Form in which Issued	Nature of Contents
10. Supplemental Army Studies.	Mimeographs	A series of the same general nature as the preceding but illustrating other phases of the command and operation of an army.
11. Tactical and Strategical Studies, Group of Armies.	Mimeograph (bound)	A series of strategical and tactical studies illustrating the group of armies in the defensive, the counter-offensive, in an offensive and in the pursuit; of the same general nature as the preceding books.
12. Command and General Staff Technique.	Mimeograph (bound)	This book sets forth, first, the general technical principles of command; second, the principles that govern the organization, relations and functions of the several general staff sections; third, the details of the performance of the several classes of general staff duties, general staff reconnaissance being an important feature. The principles are specially applied during the yearly staff ride.
13. Supply, Administration, Hospitalization and Transportation.	Mimeograph (bound)	The principles of the organization of a theater of operations, communications zone, army and corps areas. Requisitions for material and personnel. Utilization of local resources. Technical functions of the services and their installations; also of the administrative agencies. Marine transportation, railways and regulating stations as agents of movement and supply. Motor and animal transport. Movements and concentrations. The principles of logistics involved in the movement of troops by rail, truck and marching.
14. Strategical Principles.	Mimeograph (bound)	Consideration of the principles of strategy likely to be utilized in a single theater of operations with illustrations from the campaigns of history.
15. The Peninsular Campaign Source Book.	Printed	Containing in one volume much of the source material needed for a critical study of the Peninsular Campaign.
16. The Marengo Campaign Source Book.	Printed	A book of the same character as the preceding, specially adapted for the use of the Staff Class.
17. The Jena Campaign Source Book.	Printed	A book of the same character as the preceding.
18. The Franco-German Campaign Source Book.	Printed	A book of the same general character as the preceding ones.

Of the above listed books, Numbers 2, 7, 8 and 9 have been ordered printed in time for the coming year.

Too much cannot be said of the energy, loyalty and devotion of those members of the corps of instructors who were engaged in the production of the works above listed. The effectiveness of the results accomplished by them has been measured by the unusual success which has attended the use of these books in the class room. In addition, a long step has been taken towards making available to the service at large a library of fundamental military works.

7. General Orders No. 56, War Department, 1920, having set forth the general mission of the three general service schools, has the following to prescribe concerning The General Staff School:

Each of these schools has a special mission, which may be briefly stated as follows:

* * * * *

b. The General Staff School:

To train officers in the—

- (1) Strategy and tactics of large units,
- (2) Functions of commanders of divisions, army corps and armies,
- (3) Functions of general staff officers of the higher combat units.

NOTE.—In this school, even more than in The School of the Line, great care must be exercised to make certain that the students understand fully the general functions of technical staff officers whose work is to be coordinated by them, on the one hand, and the difference between the functions of the commander and those of a general staff officer, on the other hand. Much of the time in this school should be given to the study of the functions of commanders.

At the same time, the special mission of The School of the Line is stated to be to train officers in the combined use of all arms in the division, in the proper functions of commanders of divisions and in the proper functions of general staff officers of divisions; and the special mission of The General Staff College (now The Army War College) is set forth as the training of officers for high command and for War Department General Staff duty.

It is seen from the above that The General Staff School occupies a middle ground between The School of the Line and The Army War College in that, aside from the general func-

tions of technical staff officers whose work is to be coordinated, it covers the functions of the commanders of divisions (in the corps), army corps and armies, in fact all command work in a single theater of operations except that of GHQ and of the division within itself; and all general staff functions except those of the division and those of the War Department General Staff.

In practical effect, the above enumerated requirements, with certain exceptions, cover all the functions and activities that take place within a single theater of operations together with the relations that exist with the zone of the interior from the point of view of the theater of operations.

As stated in the annual report of the Director, The General Staff School, dated June 30, 1921, the mission referred to and the objectives to be accomplished were held carefully in mind in connection with the preparations which were being made about a year ago for the school year now just brought to a close. Many of the details connected with the course as then planned and projected and which have now been executed were set forth in the report mentioned. It would be mere repetition to duplicate.

However, it may be appropriate to note here the relationship that exists in The General Staff School course, as now organized, between command work and general staff work—a matter which is understood to have caused confusion in some minds.

The ability to command is held to be constituted of three main groups of elements, namely, (1) Physical; (2) Psychological; and (3) Professional. Some of these may be acquired in a school; some may not. Some are founded in the character of the man himself; others are purely mental and may be acquired by the study of books and the solution of problems. Some seem to have to be born in a man; others come to him through labor along properly directed lines. Many may be acquired; all may be developed and strengthened. But so far as any school can be concerned in the development and furtherance of the growth of military leadership, there can be no practical difference between the training required for command and that required for general staff duty, since the fundamental difference between the two is not one of professional qualification but one of personality and there is little that a school is able to do in respect to the development of

personality in mature men other than to set before them the qualifications required and the methods by which they may be developed.

The following is an analysis of The General Staff School course just completed made as nearly as possible along the lines indicated:

Subject	Command Instruction			General Staff Instruction		
	Conf.	Lect.	Half-days of of Prac. Work	Conf.	Lect.	Half-days of Prac. Work
Auxiliary Arms.....	38	14	17	7	5	3
Military Organization.....	2	1				
Tactical and Strategical Studies.....	51	10	47			
Field Engineering.....	7		15	5	3	7
Command and General Staff Technique.....	3		9	18	7	20
Supply, Administration, etc.....	13	5	8	19	7	2
Military Expeditions.....	9	1	10			
Methods of Training.....	9		8			
Military History and Strategy.....	26	13	10	11	4	4
Military Geography.....	7		3	6		3
Psychology and Leader- ship.....	4					
Logic.....	4		1			
Legal Principles.....	6		1			
Review of Problems.....		1	5			
Total.....	179	45	134	66	26	39

Using the above as the basis for an approximate calculation, solely for the purpose of giving a general but definite idea, the time actually spent on The General Staff School course is divided between command and general staff work roughly as follows:

Command work.....about 75%
 General staff work.....about 25%

8. The program of instruction for the school year 1922-1923 has been prepared and is set forth in resume below:

Subject	Conferences	Lectures.	Discussions.	Practical Work	
				AM's	PM's
Military Organization.....	2				
Auxiliary Arms, Cavalry.....	10	3	2	2	2
Auxiliary Arms, Artillery.....	12	0	4	6	7
Auxiliary Arms, Tanks.....	1	1	1	0	1
Auxiliary Arms, Chemicals in War.....	4	1	2	0	3
Auxiliary Arms, Air Service.....	9	0	1	1	1
Auxiliary Arms, Engineers.....	6	0	2	2	2
Auxiliary Arms, Signal Corps.....	2	3	2	0	2
Command and General Staff Technique.....	10	15	3	13	16
Logistics of Larger Units.....	24	2	5	8	9
Legal Principles.....	5	7	2	1	2
Strategy.....	9	0	0	0	0
Tactical and Strategical Principles.....	52	0	15	25	29
Field Engineering.....	10	1	0	5	7
Military History.....	42	2	9	6	9
Methods of Training.....	3	0	0	0	0
Review of Problems.....	0	0	0	0	0
Minor Expeditionary Forces.....	1	3	2	5	6
Total.....	209	38	51	77	104

9. Fundamentally, the course for the coming year will be the same as the one for the year just past. Advantage has been taken of the opportunity, however, to make certain changes and consolidations in the nature of improvements.

Auxiliary Arms, Cavalry, is practically a new course. The operation of the cavalry division which formed the basis of last year's course in cavalry has now been transferred to the Line School and the Staff Class course expanded so as to permit the consideration of the cavalry divisions of an army in combined action as a provisional cavalry corps and to assure that the point of view of the corps and army commander with reference to his cavalry shall have greater attention.

Auxiliary Arms, Artillery, is the same in substance but has been revised and readjusted as to form.

Auxiliary Arms, Air Service, has been increased to include a brief survey of the lighter than air service.

The construction, repair and reconnaissance of roads, railroads and bridges which, this year, belonged to the course in Field Engineering has now been transferred to Auxiliary Arms, Engineers, where the subjects more properly belong

as being essentially connected with engineer troops, a part of whose work they constitute.

The course in Command and General Staff Technique has been revised. Psychology and Leadership have been reconstituted into Command Technique and made more practical and interesting by the insertion of the study of the lives and work of a few of America's more important military leaders at the expense of lectures on more abstract matters. The duties of the General Staff sections are treated in a less formal manner, the object being to avoid too much repetition of the same principles that have already been considered in the Line School in connection with the study of the Division General Staff and to augment the study of those practical problems which confront the several General Staff sections in active operations—all of which means less theory and more practice.

The old course entitled, Supply, Administration, Hospitalization and Transportation has been re-named, Logistics of Larger Units. Having proved satisfactory during the current year, it has not been necessary to remodel it except in a few minor particulars.

The course in Legal Principles has been somewhat increased along lines of illustration of principles with concrete cases.

Strategy has been separated from Military History and an effort made to concentrate the entire course in Strategy except where it is treated in connection with other matters as in the course in Military History and Tactical and Strategical Principles.

The course in Tactical and Strategical Principles, Corps and Army, regarded as the most important of the whole year, has not been materially altered.

The Military History course, due to a shortening of the school year, has been somewhat curtailed by the withdrawal of the Jena Campaign. It has been increased, however, by the transfer of the course in Logic, the object being to combine the consideration of Logic with Historical Research, the latter being a part of the former. In general, though these subjects have the appearance of being purely academic in character, it has been found very beneficial to give the Staff Class, as prospective General Staff officers, a thorough training in the nature and use of facts which, of course, involves a knowledge of the methods of reasoning about facts.

Methods of Training has been materially shortened by the transfer of most of the material to the Line Class course where it more properly belongs.

Military Geography has been materially revised and re-adjusted and the method of approaching the subject considerably changed.

The remainder of the course is contemplated to be practically the same as for the current year.

9. The completion of the large number of text books, before referred to, even though in temporary form, has removed their preparation as a factor in the scheduling of the work for the coming year and has permitted this to be done in a more scientific manner.

Military Organization comes at the very beginning in order to give the class a "bird's-eye" view of corps and army organization.

The Auxiliary Arms are next considered and the class does nothing but study the Auxiliary Arms until toward the end of November.

The next block of the course consists of Logistics of Larger Units, Command and General Staff Technique and Legal Principles which subjects are very nearly completed by the end of December.

Thus the first four months of the year are dedicated to the laying of a clear cut foundation for the remainder of the work by familiarizing the class with organization in general, with the Auxiliary Arms and with the principles of all the various phases of staff work likely to be needed.

The formal principles of Strategy are introduced during the latter part of December as also a necessary prelude to the subjects immediately following.

The major subject of the course, Tactical and Strategical Principles, is scheduled to begin early in January, to be accompanied by Field Engineering and Military History, the latter largely for illustrative purposes; these three subjects to continue, practically without interruption, until fairly completed in the early part of April.

Military Geography is introduced in April followed by allied subjects such as the defense of coast lines and communications zones, maritime strategy, etc., the object being to lay the foundation for the work on Minor Expeditionary Forces, the problem of which course is the last exercise of the year.

There is a gap between the preparatory work for this problem and the problem itself which is unavoidable due to the demands of outdoor work, but this gap is made as small as possible.

When the outdoor season opens in May, there is a reversion to corps tactics, it being impracticable to take up corps tactics on the ground at an earlier period.

The staff ride, which includes practical command and staff operation in the field, comes the first week of June, followed immediately on return by the map problem on a minor military expedition, this, as stated above, being the last exercise of the year. The position of this problem in the schedule is rather determined by matters of expediency connected with the fact that the Line School takes the field for the last week's work of the year. There is insufficient equipment to put both classes in camp during the same week.

The lines are not always drawn in the schedule as clearly between subjects and groups of subjects as would actually be desirable but the arrangement has been effected as well as possible. It is thought that the concentration of subjects involved will result in improving the quality if not the character of the instruction and yet that there is a sufficient variety of subjects under consideration at any one time to avoid tiring the student body.

10. As Director of The General Staff School, I have received throughout the year loyal support from the chiefs of the sections and sub-sections of the instructional organization and from the instructors. My school superiors, aside from the performance of their normal functions, have given me their informal advice and assistance under many needful circumstances.

In concluding this report, I feel it appropriate to express my thanks and appreciation.

WILLEY HOWELL,
Director.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

The School of the Line

June 30, 1922.

SUBJECT: *Annual Report for 1921-1922.*

To: *The Assistant Commandant, The General Service Schools.*

1. The following report of the operations of this school for the school year 1921-1922 is submitted.

2. The school opened on September 12, 1921, with a class of 194 officers. Of this number 179 were graduated on June 23, 1922. Four failed to complete the course for various reasons and 11 were not graduated.

3. In its general aspects the course was the same as for the preceding year, the principal difference being minor rearrangements in the manner and sequence of presentation of the various subjects based on the experiences of the previous year. The basic ideas on which the course is formulated are contained in my report of last year. The following is a summary of this year's course:

SUMMARY OF SCHOOL OF THE LINE COURSE, 1921-1922

	SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Periods
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	5	6		33
5	Combat Orders.....	2	3	2		1		14
6	Solution of Problems.....	3	2					3
7	General Tactical Functions 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 Commander and Staff.....	13	1	2			2	22
12	Logistics.....	25	8	6		1	2	32
13	Military History.....		43	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 Leadership.....	3	4					3
19	Care of Troops.....		9	1				1
20	Care of Animals and Transportation.....	1	3					1
21	General Terrain Exercises				15			15
22	Vacant Periods.....	10						10
	Total.....	261	183	54	26	20	23	384

Equitation: 60 exercises from November to March, inclusive.

4. As stated in my report of last year a new system of reviewing and marking problems was inaugurated this year. Every problem was subjected to a careful and painstaking review by from two to three committees before presentation to the class with the result that there was greater coordination, fewer inconsistencies, and the problems as a whole were much better than in previous years. This system of reviews entails considerable additional work of instructors but it is thought the results make it worth while.

5. Heretofore solutions of problems have been marked by individual instructors. This year, due largely to the size of the class, a new system became necessary to save time and labor. A scheme of committee marking was put into effect. Every solution was marked and returned to its solver within two weeks. The committee system too, results in greater uniformity of marking and in a more accurate determination of the relative standing of the members of the class. Because of the results attained it is proposed to continue the committee system of review and marking next year.

6. Some revision and re-arrangement has been made in the course for next year. Some subjects which properly belong in the special service schools have been eliminated and the time thus gained has been used to expand along other lines more in keeping with the purpose and scope of this school. A considerable amount of work relating to the cavalry division has been added. There is submitted herewith the schedule for next year.

7. It was again found necessary to call upon the Staff Class for instructors. Staff Class officers were also utilized on the marking committees. While such duties take the Staff Class officer away from his class work for the time being it is felt that the system is one which can well be continued. It gives to the Staff Class officer a new insight into the school and its workings, it gives training along the lines in which a large proportion of our future work will fall, and it enables the school authorities to gradually develop a capable and competent corps of instructors. It is recommended that this practice continue.

* * * * *

9. During my three years' tour here as instructor and Director I have been struck with the lack of broad tactical education on the part of a considerable number of our officers.

Most officers are quite familiar with the technical duties, so to speak, of their own arms but even in their own arms there is a lack of tactical education and training. A very great number of officers arriving here are woefully ignorant of the arms of the service other than their own. As a result we have found it necessary to incorporate in our course and take up considerable amount of time in the study of the tactics and technique and the powers and limitations of the separate arms. This will always be necessary unless officers detailed to this school are given this instruction in the Special Service Schools or are required to prepare themselves along such lines as a prerequisite for admission here. It is believed that a brief refresher course along these lines will always be necessary as a preliminary to the real work of this school but it is hoped that as our school system becomes more stabilized this course can be materially reduced.

10. During the school years 1919-1920 and 1920-1921 a number of text books had been prepared and printed for use at these schools. These were all based on the old Tables of Organization. With the advent of the new organization a revision of these texts became necessary and the work was undertaken this year. This entailed a vast amount of extra work on the part of instructors but due to their diligence and efforts all revisions have been effected and revised text books will be ready for issue next year.

11. I feel it only just to invite attention to the great amount of excellent work done by instructors this year and to here make acknowledgment of my appreciation of their earnest efforts and loyal support.

12. During the year 10 periods were set aside to allow of a certain flexibility in the course and it was also hoped some of these periods might be utilized to have outside lecturers of prominence give talks on matters which would tend to broaden the course. These periods have been set aside for the coming year and it is recommended that effort be made to secure lecturers from the outside.

13. The following officers were graduated on June 23, 1922:

HONOR GRADUATES

Major Leo J. Ahern, Field Artillery,
Lieutenant Colonel Joseph A. Baer, Cavalry,
Colonel George L. Byroade, Infantry,

Lieutenant Colonel W. Goff Caples, Engineers,
Major Andrew D. Chaffin, Infantry,
Major Joseph M. Cummins, Infantry,
Major Jesse C. Drain, Infantry,
Major Herbert C. Gibner, Medical Corps,
Major Charles L. Hall, Engineers,
Colonel Guy V. Henry, Cavalry,
Major John H. Hester, Infantry,
Major Pierre V. Kieffer, Field Artillery,
Major Robert G. Kirkwood, Field Artillery,
Major David McCoach, Jr., Engineers,
Major James P. Marley, Field Artillery,
Major John R. D. Matheson, Engineers,
Major Lucian B. Moody, Ordnance Department,
Major Irving J. Phillipson, Infantry,
Colonel Otho B. Rosenbaum, Infantry,
Major Francis B. Wilby, Engineers.

DISTINGUISHED GRADUATES

Major George R. Allin, Field Artillery,
Major Frederick F. Black, Infantry,
Lieutenant Colonel John R. Brewer, Infantry,
Major George Dillman, Cavalry,
Major Franz A. Doniat, Field Artillery,
Major Laurence V. Frazier, Engineers,
Major Frederick Gilbreath, Quartermaster Corps,
Major Lawrence H. Hedrick, J. A. G. Department,
Major Roy C. Hefebower, Medical Corps,
Major Richard J. Herman, Infantry,
Major Sam P. Herren, Infantry,
Lieutenant Colonel George M. Holley, Infantry,
Major Leon W. Hoyt, U. S. Marine Corps,
Major Harold W. Huntley, Field Artillery,
Major Franc LeCocq, Coast Artillery Corps,
Lieutenant Colonel Francis H. Lincoln, Coast Artillery
Corps,
Major William W. Overton, Cavalry,
Major George H. Paine, Field Artillery,
Major John C. Pegram, Cavalry,
Major Richard R. Pickering, Infantry,
Lieutenant Colonel Shephard L. Pike, Infantry,
Major Henry C. Pratt, Air Service,
Major John B. Richardson, Infantry,
Major Francis A. Ruggles, Field Artillery,
Lieutenant Colonel Walter D. Smith, Field Artillery,
Major Charles J. Taylor, Field Artillery,
Major John G. Tyndall, Field Artillery.

GRADUATES

Major William A. Alfonte, Infantry,
Lieutenant Colonel Gilbert M. Allen, Infantry,
Colonel George D. Arrowsmith, Infantry,
Major Benjamin M. Bailey, Field Artillery,
Major Fred H. Baird, Infantry,
Lieutenant Colonel George H. Baird, Cavalry,
Lieutenant Colonel Leonard T. Baker, Infantry,
Lieutenant Colonel Marion S. Battle, Coast Artillery
Corps,
Major Orva E. Beezley, Finance Department,
Major C. Stockmar Bendel, Infantry,
Lieutenant Colonel Lucius C. Bennett, Infantry,
Major Phillip W. Booker, Field Artillery,
Major Jesse W. Boyd, Infantry,
Major Russell H. Brennan, J. A. G. Department,
Lieutenant Colonel Alden F. Brewster, Field Artillery,
Major Hugh H. Broadhurst, Cavalry,
Lieutenant Colonel Fred R. Brown, Infantry,
Major John P. Bubb, Infantry,
Lieutenant Colonel Frederick L. Buck, Coast Artillery
Corps,
Lieutenant Colonel Arthur L. Bump, Infantry,
Lieutenant Colonel Frank C. Burnett, Infantry,
Major Robert M. Campbell, Cavalry,
Lieutenant Colonel Fred V. S. Chamberlain, Infantry,
Major James M. Churchill, Infantry,
Major John B. Corbly, Infantry,
Lieutenant Colonel William A. Covington, Coast Ar-
tillery Corps,
Colonel G. Maury Cralle, Infantry,
Major John A. Crane, Field Artillery,
Major Taylor Edwin Darby, Medical Corps,
Lieutenant Colonel Frederick R. DeFuniak, Jr.,
Infantry,
Major Eley P. Denson, Infantry,
Major Charles C. Drake, Quartermaster Corps,
Major Leonard H. Brennan, Air Service,
Lieutenant Colonel John M. Dunn, Coast Artillery
Corps,
Major Kinzie B. Edmunds, Cavalry,
Lieutenant Colonel Lynn S. Edwards, Coast Artillery
Corps,
Major Charles B. Elliott, Infantry,
Lieutenant Colonel Milton A. Elliott, Jr., Infantry,
Major Oscar Foley, Cavalry,
Major John C. French, Infantry,
Major Jesse Gaston, Infantry,
Major William D. Geary, Field Artillery,
Major Paul W. Gibson, Medical Corps,

Colonel John F. Gohn, Infantry,
Major Walton Goodwin, Jr., Cavalry,
Lieutenant Colonel Homer B. Grant, Coast Artillery
Corps,
Lieutenant Colonel LaVergne L. Gregg, Infantry,
Lieutenant Colonel Alexander Greig, Coast Artillery
Corps,
Major DeWitt C. T. Grubbs, Infantry,
Major Alvin G. Gutensohn, Signal Corps,
Major Dean Halford, Infantry,
Lieutenant Colonel Peter J. Hennessey, Cavalry,
Major William N. Hensley, Jr., Air Service,
Major Arthur G. Hixon, Cavalry,
Major Walker E. Hobson, Infantry,
Major Everett S. Hughes, Field Artillery,
Major Elvid Hunt, Infantry,
Major John L. Jenkins, Infantry,
Colonel Isaac C. Jenks, Infantry,
Major Thomas J. Johnson, Field Artillery,
Colonel Frederick E. Johnston, Coast Artillery Corps,
Major Harry L. Jordan, Infantry,
Major Reginald H. Kelley, Infantry,
Colonel James B. Kemper, Infantry,
Major Edward A. Keyes, Cavalry,
Lieutenant Colonel Robert S. Knox, Infantry,
Major Louis A. Kunzig, Infantry,
Major Elbe A. Lathrop, Air Service,
Lieutenant Colonel Ben Lear, Jr., Cavalry,
Major Rowan P. Lemly, Infantry,
Major Bernard Lentz, Infantry,
Major Leon M. Logan, Quartermaster Corps,
Major Thomas H. Lowe, Infantry,
Major James E. McDonald, Infantry,
Lieutenant Colonel Wallace McNamara, Infantry,
Major Nelson E. Margetts, Field Artillery,
Lieutenant Colonel Joseph A. Marmon, Infantry,
Lieutenant Colonel Henry C. Merriam, Coast Artil-
lery Corps,
Major Walter W. Merrill, Coast Artillery Corps,
Major William C. Miller, Infantry,
Lieutenant Colonel William H. Monroe, Coast Artil-
lery Corps,
Major John C. Moore, Signal Corps,
Major Aristides Moreno, Infantry,
Major John E. Mort, Field Artillery,
Major Thomas C. Musgrave, Infantry,
Lieutenant Colonel Daniel A. Nolan, Infantry,
Major William J. O'Loughlin, Infantry,
Lieutenant Colonel Godwin Ordway, Coast Artillery
Corps,
Major Forrest E. Overholser, Infantry,

Major Matthew A. Palen, Infantry,
Major Cortlandt Parker, Field Artillery,
Colonel Earle D'A. Pearce, Coast Artillery Corps,
Major Ernest L. Pell, Infantry,
Lieutenant Colonel Harris Pendleton, Infantry,
Major Kenneth S. Perkins, Field Artillery,
Major Frederick C. Phelps, Infantry,
Lieutenant Colonel Will H. Point, Quartermaster
Corps,
Major Paul C. Potter, Infantry,
Lieutenant Colonel Douglas Potts, Infantry,
Major Homer N. Preston, Infantry,
Major Walter E. Pridgen, Infantry,
Major John McE. Pruyn, Infantry,
Lieutenant Colonel John Randolph, Infantry,
Lieutenant Colonel Henry A. Ripley, Infantry,
Major Dorsey R. Rodney, Cavalry,
Major William H. Rucker, Field Artillery,
Lieutenant Colonel James A. Ruggles, Coast Artillery
Corps,
Major Alfred L. P. Sands, Field Artillery,
Captain Adrian St. John, Chemical Warfare Service,
Lieutenant Colonel Walter J. Scott, Cavalry,
Major William F. Sharp, Field Artillery,
Lieutenant Colonel Thomas L. Sherburne, Cavalry,
Major Dwight K. Shurtleff, Ordnance Department,
Major William M. Small, U. S. Marine Corps,
Lieutenant Colonel William R. Standiford, Infantry,
Major John R. Starkey, Field Artillery,
Lieutenant Colonel Pat M. Stevens, Infantry,
Major Walter S. Sturgill, Field Artillery,
Major Frederick C. Test, Infantry,
Lieutenant Colonel James A. Thomas, Coast Artillery
Corps,
Lieutenant Colonel Albert C. Thompson, Coast
Artillery Corps,
Major Charles A. Thuis, Infantry,
Lieutenant Colonel Fred H. Turner, Infantry,
Major Hugh L. Walthall, Infantry,
Lieutenant Colonel Harry J. Watson, Coast Artillery
Corps,
Lieutenant Colonel Harry A. Wells, Infantry,
Major George L. Wertenbaker, Coast Artillery Corps,
Major Charles E. Wheatley, Coast Artillery Corps,
Lieutenant Colonel George W. White, Infantry,
Major George W. C. Whiting, Infantry,
Lieutenant Colonel George A. Wieczorek, Coast Ar-
tillery Corps,
Major James C. Williams, Infantry.

H. J. BREES,
Director.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1922.

SUBJECT: *Annual Report.*

To: *The Commandant, The General Service Schools.*

The following report is submitted for the year 1921-1922:

1. ANNUAL ALLOTMENT.—The annual allotment of \$35,000.00 has been disbursed as follows:

Purchase of office furniture, stationery, apparatus and various supplies for the blue-printing, photographic, and laboratory purposes; purchase and repair of instruments; office, library and lecture room equipment; printing-shop equipment, and other miscellaneous supplies.....	\$34,248.70
Purchase of books and periodicals.....	751.30
TOTAL.....	\$35,000.00

2. SCHOOL DEPARTMENTS.—The operating departments of the school consist of:

- a. Printing Shop,
- b. File Room and Mimeograph Shop,
- c. Book Bindery Shop,
- d. Lithograph, Drafting and Photographic Department,
- e. Stenographic and Typing Room,
- f. Book Department.

Each shop or department has a warrant officer or master sergeant as foreman in direct charge. The volume of matter turned out by the operating departments will always be large as text books must be revised, standardized and printed; conferences, lectures, map problems, map maneuvers, terrain exercises and tactical rides must be prepared. Expenses are kept to a minimum by careful supervision and a monthly report is required of the material used in the various shops and departments. Rigid economy consistent with efficiency in the use of materials is required of all instructors.

OPERATING DEPARTMENTS

3. PRINTING.—For purposes of economy, text books are used for at least a year in mimeograph form and only after standing the test of instruction are they printed in sufficient quantities to supply the schools' demands for five years. Standardized printed text books published during the past year are enumerated in the report of the Chief of Publication Division; they comprise about five thousand pages. In addition to text books there has been printed during the past year four installments of the mailing list comprising about six hundred pages. These are published in the form of a pamphlet in four editions and comprise a carefully edited summary of the entire course of the School of the Line. They are mailed to about ten thousand subscribers from officers and former officers of the Regular Army, National Guard and Organized Reserves. Map problems, terrain exercises and tactical rides are printed for the sake of efficiency and economy.

4. MIMEOGRAPHING.—Books which have not received sufficient careful revision to justify printing have been mimeographed in limited quantities during the past year. These are bound in book form or issued as conferences and lectures. They comprise the following and consist of about nine thousand mimeographed pages:

Tactics and Technique of Artillery, Vol. I and II,
Tactics and Technique of Cavalry,
Tactics and Technique of Air Service, Vol. I and II,
Tactics and Technique of Medical Service,
Division Engineers,
Duties of Division Commander and Staff,
Division Logistics,
Corps and Army Engineers,
The Strategical Advance Guard,
The Independent Army Corps,
Tactical and Strategical Studies, Army Corps and
Army,
Supplemental Army Studies,
The Group of Armies,
Command and General Staff Technique,
Supply Administration, Hospitalization and Transportation,
Campaign of 1918,
Tactical Principles and Decisions (Revised), Vol.
I and II,
Troop Leading (Revised), Vol. I and II.

5. MISCELLANEOUS.—As text books become standardized it will be possible to reduce the amount of typing, mimeograph and map reproduction work, but there will always be a considerable volume necessary. During the past year, the Map Reproduction Department has received and filled a thousand orders for drafting, photograph and lithograph work. The stenographic room in addition to stencils enumerated in paragraph 2 has prepared about twenty thousand typewritten pages. About a thousand pages of French and German text have been translated and distributed to instructors.

6. PRINTING PLANT.—Last October the school printing plant was transferred to the Quartermaster Department, but operation remains under general control of the Secretary of the schools. The change has not been an improvement. As the school printing plant is operated for purely school purposes and the dissemination of the school teachings to the services, it is believed that better results will be obtained if the school plant be exempted from all outside supervision.

* * * * *

A. M. FERGUSON,
Secretary.

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

June 30, 1922.

FROM: *The Librarian, General Service Schools, Fort Leavenworth, Kansas.*

TO: *The Secretary, General Service Schools, Fort Leavenworth, Kansas.*

SUBJECT: *Annual Report.*

1. The following table gives the number of books that were on hand July 1, 1921, the number received during the year, and the number on hand this date:

Books on hand July 1, 1921.....	43,026
Books purchased during the year.....	128
Books received from the bindery (magazines, etc.).....	528
Books donated.....	70
Public documents.....	536
Books on hand June 30, 1922.....	44,348

DONATIONS:

Major J. A. McAndrew.....	1
Dr. R. L. Sutton.....	1
Colonel E. B. Fuller.....	2
Colonel W. F. Hose.....	2
Lieutenant Colonel T. W. Brown.....	2
Book Department, G. S. S.....	12
Major E. Addis.....	2
Colonel A. D. Cummins.....	1
Marshal F. Foch, French Army.....	1
Italian Military Attache.....	2
Mrs. W. E. Hardwick.....	1
Colonel M. H. Barnum.....	1
Dr. T. T. Smith.....	1
Colonel G. Peron, French Army.....	16
Chief of Ordnance.....	3
Chief of Engineers.....	1
Mr. F. L. Huidekoper.....	1
Mr. J. L. Dodge.....	20
Total.....	70
Books loaned out during the fiscal year.....	8,923

The use made of the Library by the student officers and instructors is not indicated by the number of books loaned out during the year as a large percentage of the books used by them are never taken from the Library but are kept on the reserved shelves and in the staff class room.

2. As reported last year we have had the usual hard luck in procuring a translator for the Library. The enlisted man that we had did not prove a success and since he was discharged we have had none. The appropriation for a translator is far too small and the Library will never have a competent man until the pay is increased to at least double the present appropriation.

3. The present assistants in the Library are Technical Sergeant Silas Glickstein and Private Joseph R. Miller. The former has been the principal assistant since September 14, 1921, and has proved himself an excellent man for the place. He learned where the books are located very quickly and has acquired a knowledge of cataloging with equal rapidity. Private Miller has only been in the Library since May last and not sufficient time has elapsed to speak of his qualifications as a library assistant, although his work so far has been satisfactory.

4. Since the course in the Law Department and the Language Department have been abolished at the schools a great many of the books in use in these departments have become worthless as text books, as room was badly needed in the Library, such of these surplus books as were not needed for reference have been boxed and will be stored in the Quartermaster storehouse at the post.

EZRA B. FULLER,
Librarian.

THE GENERAL SERVICE SCHOOLS
The General Staff School
1922-1923

Program of Instruction and Schedule of the Course

This pamphlet includes the following matter pertaining to The General Staff School course for the school year, 1922-1923:

1. Resume of Program of Instruction showing number of exercises and time occupied by each subject.
2. The detailed Program of Instruction.
3. The Schedule of the Course.
4. The assignment of general subjects to the several sections and sub-sections of the faculty organization.

The ground to be covered by each exercise is set forth in the detailed Program of Instruction. Instructors, in the preparation of conferences and other exercises, will be guided thereby. The abbreviated statement of the subject as the same appears in the schedule is not intended as an index to the ground to be covered at the several conferences, lectures, etc.

Each subject is provided with a symbol abbreviation for convenience of reference and each exercise is provided with an appropriate number. The same system of abbreviation is followed throughout the pamphlet so that there should be no difficulty in finding a particular exercise by the symbol and number. This will be readily understood by reference to the Schedule and the detailed Program of Instruction.

In the detailed Program of Instruction each exercise is set down, first, according to its character as a conference, lecture, map problem, etc.; the subject of the exercise is then stated; followed, if the exercise is to last an entire AM or PM by the number of half-days (abbreviated HD) allotted thereto. Preparatory reading or study is required of the class in connection with all conferences. No preparatory work is required of the class for discussions or lectures. Solutions are turned in to the instructor for all map problems and terrain exercises. At tactical rides instruction is imparted by discussion with the class on the ground and papers are not generally required to be submitted. At other forms of exercises, papers may or may not be required according to special directions.

The "normal" day is divided into four periods, as follows:

- 1st period—8:30 AM to 9:30 AM.
- 2d period—9:45 AM to 10:45 AM.
- 3d period—11:00 AM to 12:00 M.
- 4th period—1:00 PM to 5:00 PM.

When the entire AM is assigned as one half-day period, the period begins at 8:00 AM or at 8:30 AM, as may be announced, and ends at 12:00 noon.

No conferences, lectures or discussions are scheduled in the afternoon. When the third morning period is occupied, the instructor in charge will dismiss the class at 11:45 AM if the members thereof are required to return to the school building by 1:00 PM for the next exercise; otherwise the class will be dismissed at 12:00 noon. On no account will the class be held at any exercise longer than the time scheduled therefor.

Unless otherwise directed, solutions to map problems may be prepared by the members of the class at home or at any other convenient place at their option and may be worked on, after issue of the problem, without regard to the hours scheduled provided the solution is turned in promptly at the designated time. The solutions to terrain exercises are prepared on the ground and turned in at the conclusion of the exercise, or as may otherwise be directed by the instructor in charge of the exercise.

The following abbreviations are used in this pamphlet in addition to those already referred to:

C.—Conference; D.—Discussion; L.—Lecture; Dem.—Demonstration;
MP.—Map Problem; P.—Problem; TR.—Tactical Ride; TE.—
Terrain Exercise; SR.—Staff Ride; MM.—Map Maneuver.

With reference to the assignment of general subjects to the several sections and sub-sections, the chiefs thereof, after conferring with each other, 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 a manner best calculated to secure co-ordination and efficiency of instruction and conservation of effort.

RESUME, PROGRAM OF INSTRUCTION

1922-1923

	Class Conference	Room Lecture	Work Discussion	Practical AM's	Work PM's
1. MILITARY ORGANIZATION.....	2				
2. AUXILIARY ARMS:					
(a) Cavalry.....	10	3	2	2	2
(b) Artillery.....	12		4	6	7
(c) Tanks.....	1	1	1		1
(d) Chemicals in War.....	4	1	2		3
(e) Air Service.....	9		1	1	1
(f) Engineers.....	6		2	2	2
(g) Signal Corps.....	2	3	2		2
3. COMMAND AND GENERAL STAFF					
TECHNIQUE.....	10	15	3	13	16
4. LOGISTICS OF LARGER UNITS.....	24	2	5	8	9
5. LEGAL PRINCIPLES.....	5	7	2	1	2
6. STRATEGY.....	9				
7. TACTICAL AND STRATEGICAL					
PRINCIPLES.....	52		15	25	29
8. FIELD ENGINEERING.....	10	1		5	7
9. MILITARY HISTORY.....	42	2	9	6	9
10. METHODS OF TRAINING.....	3				
11. REVIEW OF PROBLEMS.....					5
12. MILITARY GEOGRAPHY.....	7		1	3	3
13. MINOR EXPEDITIONARY FORCES.....	1	3	2	5	6
Totals for the course.....	209	38	51	77	104

PROGRAM OF INSTRUCTION 1922-1923

MO—MILITARY ORGANIZATION.

MO 1—Conference. The general principles of army and corps organization.

MO 2—Conference. The general principles of army and corps organization.

AA—AUXILIARY ARMS, CORPS AND ARMY.

1. CAVALRY.

AA 1—Lecture. The organization of a cavalry division. The role of a cavalry regiment as corps cavalry and of a cavalry division as army cavalry, points of view of cavalry commanders and of corps and army commanders.

AA 2—Lecture. The cavalry divisions of an army in combined action as a provisional cavalry corps—organization and tactical employment, points of view of the cavalry commander and the army commander.

AA 3—Lecture. Relations and functions of the chief of cavalry, GHQ, and of the commander, army cavalry.

AA 4—Conference. Army plans and orders for the cavalry.

AA 5—Conference. Study of a problem. A cavalry division filling a gap in a line of battle, points of view of the cavalry commander and the army commander.

AA 6—Conference. Study of a problem. A cavalry division covering a retreat, points of view of the division commander and the army commander.

AA 7—Map Problem. The preparation of a plan for the use of army cavalry. 2HD

AA 8—Discussion. Map Problem AA 7.

AA 9—Conference. Study of a problem. A cavalry division as an offensive reserve. Exploiting a break-through. Point of view of the division commander and of the army commander.

AA 10—Conference. Study of a problem. Parallel pursuit by a cavalry division. Point of view of the division commander and of the army commander.

AA 11—Conference. The supply and evacuation service of a cavalry division.

AA 12—Conference. Study of a problem. The cavalry division of an army in combined action as a provisional cavalry corps covering the army in the initial stages of an operation. Powers and limitations of the cavalry for strategic reconnaissance and for screening. Points of view of the cavalry commander and army commander.

AA 13—Conference. Study of a problem. The cavalry divisions of an army in combined action as a provisional cavalry corps covering the exposed flank of the army during battle. Points of view of the cavalry commander and the army commander.

- AA 14—Conference. Study of a problem. The cavalry divisions of an army in combined action as a provisional cavalry corps in cooperation with the army in a frontal attack. Points of view of the cavalry commander and the army commander.
- AA 15—Conference. Study of a problem. The conduct of the cavalry divisions of an army in combined action as a provisional cavalry corps during occupation of a gap in the line of battle.
- AA 16—Map Problem. The cavalry divisions of an army in combined action as a provisional cavalry corps. 2HD
- AA 17—Discussion. Map Problem AA 16.

2. ARTILLERY.

- AA 18—Conference. Organization of corps, army and GHQ reserve artillery. Materiel and technique of portee and motorized artillery.
- AA 19—Conference. Materiel and technique of pack artillery, trench mortars and railway artillery.
- AA 20—Conference. Materiel and technique of anti-aircraft artillery.
- AA 21—Conference. Artillery fire.
- AA 22—Conference. Missions of corps, army and GHQ reserve artillery. Review of glossary of artillery terms. Artillery information and counter battery. Flash and sound ranging.
- AA 23—Conference. Tactical employment of corps and army artillery. General discussion, marches, reconnaissance and occupation of positions, offensive preparations, meeting engagements.
- AA 24—Conference. Tactical employment of corps and army artillery. Attacks, advances, pursuits and sieges.
- AA 25—Tactical Ride. Employment of corps and army artillery in an offensive. 2HD
- AA 26—Conference. Tactical employment of corps and army artillery in defensive engagements.
- AA 27—Tactical Ride. Employment of corps and army artillery on the defensive. 2HD
- AA 28—Conference. Command and staff work pertaining to the artillery, corps, army and GHQ. Road spaces of corps and army artillery. Artillery plans, orders and annexes. Subparagraphs of combat orders pertaining to corps and army artillery.
- AA 29—Terrain Exercise. Selection of positions and routes to positions for corps artillery in a planned attack. 2HD
- AA 30—Discussion. Terrain Exercise AA 29.
- AA 31—Conference. Artillery ammunition supply.
- AA 32—Map Problem. Development of corps artillery on the offensive (meeting engagement). 2HD
- AA 33—Discussion. Map Problem AA 32.
- AA 34—Conference. Anti-aircraft defense.
- AA 35—Map Problem. Development of corps artillery on the defensive (meeting engagement). 2HD
- AA 36—Discussion. Map Problem AA 35.
- AA 37—Tactical Ride. Organization of Anti-Aircraft defense. 1HD
- AA 38—Conference. Tactical employment of railway artillery.
- AA 39—Map Problem. Army artillery in an offensive including the attachment of GHQ reserve artillery. 2HD
- AA 40—Discussion. Map Problem AA 39.

3. TANKS.

- AA 41—Conference. Study of a problem. Allotment of tanks, GHQ reserve, army and corps.
AA 42—Lecture. Employment of tanks in the World War.
AA 43—Map Problem. Allotment of tanks. 1HD
AA 44—Discussion. Map Problem AA 43.

4. CHEMICALS IN WAR.

- AA 45—Lecture. Principles of employment of chemicals in war.
AA 46—Conference. Principles of employment of chemicals in war. Relations and functions of the chief of chemical warfare service, GHQ, and of army and corps chemical officers.
AA 47—Conference. Study of problem. Employment of chemicals in an army attack.
AA 48—Conference. Study of a problem. Employment of chemicals in a corps attack.
AA 49—Tactical Ride. Employment of chemicals in a corps attack. 1HD
AA 50—Map Problem. Employment of chemicals in an attack. 1HD
AA 51.—Discussion. Map Problem AA 50.
AA 52.—Conference. Employment of chemicals in a defensive situation.
AA 53.—Map Problem. Employment of chemicals in a defensive. 1HD
AA 54.—Discussion. Map Problem AA 53.

5. AIR SERVICE.

- AA 55—Conference. Character and employment of the corps air service.
AA 56—Conference. Character and employment of the army pursuit and attack air service.
AA 57—Conference. Character and employment of the army reconnaissance and bombing air service.
AA 58—Conference. Character and employment of the lighter than air service with the corps and army.
AA 59—Conference. Employment of the combined air service of an army.
AA 60—Conference. Heavier and lighter than air service installations with special reference to mobility, road space and the character, capacity and time required for the construction of landing fields, airdromes, etc.
AA 61—Conference. Relations and functions of the chief of air service, corps, army and GHQ, including duties of subordinates.
AA 62—Conference. Study of a problem. Air service plans and orders, corps and army.
AA 63—Conference. Study of a problem. Air service concentration for an offensive.
AA 64—Map Problem. Air Service. 2HD
AA 65—Discussion. Map Problem AA 64.

6. ENGINEERS.

- AA 66—Conference. The construction, repair and military utilization of roads and highway bridges.
AA 67—Conference. The construction, repair and military utilization of field, narrow gauge and standard gauge railways, bridges, yards and terminals. Coordinate with LOG 28, 29, 30, 31.

- AA 68—Conference. Reconnaissance reports on roads, railroads, bridges, sites for railheads, etc.
- AA 69—Terrain Exercise. Reconnaissance reports on roads, railroads, bridges, sites for railheads, etc. 2HD
- AA 70—Discussion. Terrain Exercise AA 69.
- AA 71—Conference. Organization, equipment and employment of corps and army engineer troops.
- AA 72—Conference. Relations and functions of engineer staff officers, corps and army. Coordinate with FE 10.
- AA 73—Conference. Study of a problem. Operations of engineer troops with corps and armies.
- AA 74—Map Problem. Operations of engineer troops in an advance. Plan of engineer operations and orders for its execution. 2HD
- AA 75—Discussion. Map Problem AA 74.

7. SIGNAL CORPS.

- AA 76—Conference. Organization, equipment and duties of army and corps signal troops. Relations and functions of signal officers, corps and army.
- AA 77—Lecture. Signal plans and orders.
- AA 78—Conference. Study of a problem. Signal communication in army and corps areas.
- AA 79—Map Problem. Signal communication in army and corps areas. 1HD
- AA 80—Discussion. Map Problem AA 79.
- AA 81—Lecture. Military codes and ciphers.
- AA 82—Lecture. Military codes and ciphers.
- AA 83—Problem. Coding and decoding. 1HD
- AA 84—Discussion. Problem AA 83.

CS—COMMAND AND GENERAL STAFF TECHNIQUE.

1. COMMAND TECHNIQUE.

- CS 1. Lecture. The general principles of good leadership. The mental characteristics of good leaders.
- CS 2—Lecture. Troop psychology on the battlefield including the management of the crowd mind.
- CS 3—Lecture. Notes on the life and leadership of General McClellan.
- CS 4—Lecture. Notes on the life and leadership of General Grant.
- CS 5—Lecture. Notes on the life and leadership of General Sherman.
- CS 6—Lecture. Notes on the life and leadership of General Sheridan.
- CS 7—Lecture. Leadership and morale in the Army of the Potomac during the Wilderness Campaign.

2. ORGANIZATION AND FUNCTIONS OF HEADQUARTERS AND GENERAL STAFF SECTIONS.

- CS 8—Conference. Headquarters of corps, army, GHQ and communications zone. Organization (including diagrams of organization) and functions.
- CS 9—Conference. The general nature of war plans, plans of operation, plans of campaign. Their preparation and utilization.
- CS 10—Lecture. Illustration of a war plan.
- CS 11—Lecture. Organization and operation of the headquarters and staff of the First American Army.

- CS 12—Conference. The chief of staff and the chief of staff sections, corps, army, GHQ and communications zone, including the deputy chief of staff, the secretary of the general staff, the headquarters commandant and the message center. Organization (including diagrams of organization), functions and duties.
- CS 13—Conference. The assistant chief of staff, G1, and the G1 sections, corps, army, GHQ and communications zone. Organization (including diagrams of organization), functions and duties.
- CS 14—Lecture. Practical illustration and discussion of problems likely to be presented to G1 and to G1 sections for solution during active operations.
- CS 15—Conference. The assistant chief of staff, G2, and the G2 section, corps, army, GHQ and communications zone. Organization (including diagrams of organization), functions and duties.
- CS 16—Conference. Intelligence in the theater of operations and intelligence within the army.
- CS 17—Lecture. Brief review of summaries of intelligence, intelligence estimates of the situation and intelligence annexes. Explanation of books and other material in habitual use by a G2 section.
- CS 18—Map Problem. The preparation of an intelligence estimate of the situation by the assistant chief of staff, G2, of an army. 1HD
- CS 19—Map Problem. The preparation of a summary of intelligence by the G2 section of an army. 3HD
- CS 20—Discussion. Map Problems CS 18 and 19.
- CS 21—Conference. The assistant chief of staff, G3, and the G3 section, corps, army, GHQ and communications zone including the Military Police and their utilization. Organization (including diagrams of organization), functions and duties.
- CS 22—Lecture. Practical illustration, with concrete examples, and discussion of the important functions of G3 sections in active operations.
- CS 23—Conference. Study of a problem. G3 estimate of the situation and the preparation of plans and orders by the G3 section including relations with the chief of staff, G2 and G4 of the same staff.
- CS 24—Lecture. Operations maps and situation maps.
- CS 25—Map Problem. The preparation of a G3 estimate of the situation by the assistant chief of staff, G3, of an army. 2HD
- CS 26—Discussion. Map Problem CS 25.
- CS 27—Conference. The assistant chief of staff, G4, and the G4 section, corps, army, GHQ and communications zone. Organization (including diagrams of organization), functions and duties.
- CS 28—Lecture. Practical illustration, with concrete examples, and discussion of the important functions of G4 sections in active operations.
- CS 29—Lecture. Practical illustration, with concrete examples, and discussion of the important functions of G4 sections in active operations.
- CS 30—Conference. Corps and army administrative orders and annexes.
- CS 31—Map Problem. Corps and army administrative orders and annexes. 2HD
- CS 32—Discussion Map Problem CS 31.

3. GENERAL STAFF FIELD RECONNAISSANCE.

- CS 33—Tactical Ride. G3 reconnaissance. 2HD
CS 34—Tactical Ride. G4 reconnaissance. Coordinate with
AA 69 and LOG 31. 2HD

4. PRACTICAL COMMAND AND STAFF OPERATION.

- CS 35—Map Problem. Practical staff operation with the Line
School. 3HD
CS 36—Staff Ride. Organization of staffs. Preparation of
orders. 4HD
CS 37—Staff Ride. Command and staff operation in the field.
10HD

LOG—LOGISTICS OF LARGER UNITS.

1. THE THEATER OF OPERATIONS.

- LOG 1—Conference. General principles of the organization of
a theater of operations. Application to a problem.
LOG 2—Lecture. Relations between the theater of operations
and the zone of the interior with outline of the organi-
zation for supply of the zone of the interior.
LOG 3—Map Problem. Organization of a theater of opera-
tions. 4HD
LOG 4—Discussion. Map Problem LOG 3.
LOG 5—Conference. The communications zone—its organiza-
tion, sub-divisions and operation. Application to a
problem.
LOG 6—Conference. Relations of chiefs of supply and techni-
cal services to their several commanders. Special
reference to the communications zone and its sections.
LOG 7—Conference. The combat zone—its organization and
operation for supply.
LOG 8—Map Problem. Organization of an army area for sup-
ply. 4HD
LOG 9—Discussion. Map Problem LOG 8.
LOG 10—Conference. Resources of a theater of operations.
Methods of exploitation. Application to a problem.
LOG 11—Map Problem. Exploitation of local resources. 2HD
LOG 12—Discussion. Map Problem LOG 11.
LOG 13—Lecture. Estimates for personnel and material for a
theater of operations.

2. THE SUPPLY, TECHNICAL AND ADMINISTRATIVE BRANCHES.

- LOG 14—Conference. The organization, operation and duties of
the Quartermaster Corps in the theater of operations
and the communications zone. Application to a
problem.
LOG 15—Conference. The organization, operation and duties of
the Quartermaster Corps with the corps and army.
Application to a problem.
LOG 16—Conference. The organization, operation and duties of
the Ordnance Department, theater of operations, com-
munications zone, army and corps. Application to a
problem.
LOG 17—Conference. The organization, operation and duties of
the Corps of Engineers, theater of operations and com-
munications zone. Application to a problem.
LOG 18—Conference. The organization, operation and duties of
the Medical Department, theater of operations, com-
munications zone, army and corps.

- LOG 19—Conference. Study of a problem. The duties of the Medical Department during the concentration of an army.
- LOG 20—Conference. Study of a problem. The duties of the Medical Department, corps and army, in a march to, and occupation of, a battle position.
- LOG 21—Map Problem. The hospitalization of an army and its evacuation service. 2HD
- LOG 22—Discussion. Map Problem LOG 21.
- LOG 23—Conference. The organization, operation and duties of the Signal Corps, theater of operations, communications zone, army and corps.
- LOG 24—Conference. The organization, operation and duties of the Chemical Warfare Service and the Air Service, theater of operations and communications zone.
- LOG 25—Conference. The organization, operation and duties of the administrative branches, theater of operations, communications zone, army and corps (adjutant, inspector, judge-advocate, postal service, records office, provost marshal, etc.).

3. MEANS OF TRANSPORTATION.

- LOG 26—Conference. Marine transportation and military ports. Selection of ships. Cargoes. Pertinent principles of maritime law.
- LOG 27—Conference. The organization and functioning of ports and camps of embarkation and debarkation.
- LOG 28—Conference. General considerations involved in the organization, operation and maintenance of railroads. Coordinate with AA Engrs.
- LOG 29—Conference. The organization and operation of military railroads. Coordinate with AA Engrs.
- LOG 30—Conference. The organization and operation of regulating stations and railheads. Coordinate with AA Engineers.
- LOG 31—Tactical Ride. Laying out and organizing a regulating station. 1HD

4. TROOP MOVEMENTS.

- LOG 32—Conference. Movements and concentrations.
- LOG 33—Conference. Marches.
- LOG 34—Conference. Rail movements.
- LOG 35—Conference. Motor transport movements.
- LOG 36—Map Problem. Movements by rail, motor transport and marching. 4HD
- LOG 37—Discussion. Map Problem LOG 36.

LP—LEGAL PRINCIPLES.

1. INTERNATIONAL LAW.

- LP 1—Lecture. The general principles of international law including the position of the laws of war in international law and the development of the laws of war.

2. MILITARY GOVERNMENT.

- LP 2—Lecture. Military government where the conquered territory is to be retained by the conqueror.
- LP 3—Lecture. Military government where the conquered territory is to be given its independence.
- LP 4—Lecture. Military government where the conquered territory is to be returned to its original possessor.

- LP 5—Lecture. Illustrations of the practical application of the principles of military government.
- LP 6—Lecture. Illustrations of the practical application of the principles of military government.
- LP 7—Conference. Problems connected with the details of the establishment of military government.
- LP 8—Conference. Problems connected with the details of the administration of military government after its establishment.
- LP 9—Map Problem. Military government. 1HD
- LP 10—Discussion. Map Problem LP 9.

3. MARTIAL LAW.

- LP 11—Lecture. Martial law and the legal phases of the suppression of internal disorders.

4. SUPPRESSION OF INTERNAL DISORDERS.

- LP 12—Conference. Staff functions and operations involved in the employment of Federal troops to aid State civil authorities.
- LP 13—Conference. Staff functions and operations involved in the employment of Federal troops to aid United States civil authorities.
- LP 14—Conference. Staff functions and operations involved in martial law situations.
- LP 15—Map Problem. Staff functions and operations involved in the use of Federal troops in the suppression of internal disorders. 2HD
- LP 16—Discussion. Map Problem LP 15.

ST—STRATEGY.

- ST 1—Conference. The positive nature of war. Methods of waging war. The leading principles of strategy. Preparations for war.
- ST 2—Conference. War and Finance. The offensive. The defensive.
- ST 3—Conference. Change from the offensive to the defensive and reverse. Operations. Base of operations. Lines of communications and retreat.
- ST 4—Conference. Strategic concentrations and methods of advance. Special forms of strategic offensive operations.
- ST 5—Conference. Strategical defensive operations with special forms. Special types of warfare.
- ST 6—Conference. The general principles of maritime strategy.
- ST 7—Conference. The general principles of maritime strategy.
- ST 8—Conference. The strategy of the north Atlantic.
- ST 9—Conference. The strategy of the north Pacific.

TP—TACTICAL AND STRATEGICAL PRINCIPLES, CORPS AND ARMY.

1. THE STRATEGICAL ADVANCE GUARD.

- TP 1—Conference. The strategical advance guard in an advance.
- TP 2—Conference. The strategical advance guard in contact with the enemy. The strategical advance guard as a pivot of maneuver.

2. THE INDEPENDENT CORPS, PART I.

- TP 3—Conference. An independent corps in march.
TP 4—Conference. An independent corps in a halt.
TP 5—Conference. An independent corps in an attack against a prepared position.
TP 6—Conference. An independent corps in an attack against a prepared position.
TP 7—Conference. An independent corps in a delaying position.
TP 8—Conference. An independent corps in defense. The tactical selection and occupation of a defensive position for a corps.
TP 9—Map Problem. Independent corps. 2HD
TP 10—Discussion. Map Problem TP 9.
TP 11—Map Problem. Independent corps. 2HD
TP 12—Discussion. Map Problem TP 11.
TP 13—Map Problem. Independent corps in defense. 1HD
TP 14—Discussion. Map Problem TP 13.
TP 15—Map Maneuver. Corps maneuver. 2HD

3. THE INDEPENDENT CORPS, PART II.

- TP 16—Terrain Exercise. The reconnaissance, tactical selection and occupation of a corps defensive position. 2HD
TP 17—Discussion. Terrain Exercise TP 16.
TP 18—Conference. The corps in defense of river lines.
TP 19—Map Problem. The corps in defense of river lines. 1HD
TP 20—Discussion. Map Problem TP 19.
TP 21—Conference. The corps in defense of special topographical features—passage of rivers, entrances and exits to defiles, etc.
TP 22—Map Problem. The corps in defense of special topographical features. 1HD
TP 23—Discussion. Map Problem TP 22.
TP 24—Conference. Corps measures for the consolidation of a position after a successful limited objectives attack. Local improvement of the general defensive line of a corps.
TP 25—Conference. The withdrawal of a corps from immediate contact with the enemy.
TP 26—Terrain Exercise. The tactical inspection of a corps position at the conclusion of a successful limited objectives attack with measures for consolidation and improvement. 2HD
TP 27—Discussion. Terrain Exercise TP 26.

4. TACTICAL AND STRATEGICAL STUDIES, CORPS AND ARMY.

- TP 28—Conference. Plan of army campaign.
TP 29—Conference. Plan of army concentration.
TP 30—Conference. Study of a problem. Army plan of campaign and concentration.
TP 31—Conference. The army advances.
TP 32—Conference. III Corps concentration.
TP 33—Conference. III Corps advances.
TP 34—Conference. III Corps meeting engagement.
TP 35—Conference. 11th Division in the meeting engagement.
TP 36—Conference. The Army attacks.
TP 37—Conference. The artillery in the army attack.
TP 38—Conference. The intelligence service in the army concentration, the advance and the attack.
TP 39—Conference. The I and II Corps in the army attack.
TP 40—Map Problem. Army. 4HD

- TP 41—Discussion. Map Problem TP 40.
TP 42—Conference. The III Corps withdraws.
TP 43—Conference. The III Corps in defense and counter-attack.
TP 44. Conference. The Army defends.
TP 45—Conference. The Army counter-attacks.
TP 46—Conference. The Army withdrawal.
TP 47—Conference. The II Corps in the withdrawal.
TP 48—Conference. The Army counter-offensive.
TP 49—Conference. The Army retires.
TP 50—Conference. Movements and supply during the army retirement.
TP 51—Map Problem. Army. 4HD
TP 52—Discussion. Map Problem TP 51.
TP 53—Conference. The tactical selection and occupation of a defensive position for an army.
TP 54—Map Problem. The tactical selection and occupation of a defensive position for an army. 2HD
TP 55—Discussion. Map Problem TP 54.
TP 56—Conference. The Army attacks—penetration.
TP 57—Conference. The Army attacks—penetration. Concentration and artillery plans.
TP 58—Conference. The II Corps in the penetration.
TP 59—Conference. The Army pursues.
TP 60—Conference. The IV Corps in the pursuit.
5. SUPPLEMENTAL ARMY STUDIES.
- TP 61—Conference. An army in march.
TP 62—Conference. An army in march.
TP 63—Conference. An army in a concentration on the battlefield.
TP 64—Conference. An army in a meeting engagement.
TP 65—Map Problem. Army. 4HD
TP 66—Discussion. Map Problem TP 65.
6. ARMY MAP MANEUVERS.
- TP 67—Map Maneuver. Army. 10HD
TP 68—Map Maneuver. Critique. 1HD
7. THE GROUP OF ARMIES.
- TP 69—Conference. A group of armies in defense.
TP 70—Conference. The tactical principles involved in the defense of large areas.
TP 71—Conference. A group of armies in a counter-offensive.
TP 72—Conference. A group of armies in an offensive. Plans.
TP 73—Conference. A group of armies in an offensive. Concentration.
TP 74—Conference. A group of armies in an offensive. Artillery and air service.
TP 75—Conference. A group of armies in a pursuit.
TP 76—Map Problem. A group of armies. 4HD
TP 77—Discussion. Map Problem TP 76.
8. SPECIAL OPERATIONS.
- TP 78—Conference. The positive system of coast defense.
TP 79—Map Problem. An army in defense of a coast line. 2HD
TP 80—Discussion. Map Problem TP 79.
TP 81—Map Maneuvers. The defense of the Pacific Coast. 8HD
TP 82—Discussion. Critique of TP 81.

- TP 83—Conference. The defense of a communications zone, minor expeditionary force.
TP 84—Map Problem. The defense of a communications zone, minor expeditionary force. 2HD
TP 85—Discussion. Map Problem TP 84.

FE—FIELD ENGINEERING.

1. MAPS AND SKETCHING.

- FE 1—Conference. Panoramic sketching.
FE 2—Tactical Ride. Panoramic sketching. 1HD
FE 3—Terrain Exercise. Panoramic sketching. 1HD
FE 4—Conference. Combined sketching.
FE 5—Tactical Ride. Combined sketching. 2HD
FE 6—Conference. Mapping large areas—means, methods including the utilization of airplane photos, time and personnel.
FE 7—Demonstration. Map reproducing equipment. 1HD

2. GEOLOGY.

- FE 8—Lecture. The general principles of geology and their application to military operations with illustrations of practical utilization of these principles. Sources of geological information.

3. GROUND ORGANIZATION, CORPS AND ARMY.

- FE 9—Conference. The general principles of ground organization, corps and army, and their relations to the active defense, the passive defense and the delaying action. Organization of the ground annexes, corps and army.
FE 10—Conference. The duties of engineer officers, corps and army, in relation to ground organization. Relations to G3, corps and army. The details of ground organization—material, means, methods, calculations of time and labor.
FE 11—Conference. Ground organization of a defensive position for a corps. Coordinate with TP 8.
FE 12—Map Problem. Ground organization of a defensive position for a corps. Coordinate with TP 13. Discuss at TP 14. 1HD
FE 13—Terrain Exercise. Ground organization of a defensive position for a corps. Coordinate with TP 16. Discuss at TP 17. 2HD
FE 14—Conference. Ground organization of a corps position after a successful limited objectives attack. Coordinate with TP 24.
FE 15—Conference. Ground organization of a defensive position for an army. Coordinate with TP 53.
FE 16—Map Problem. Ground organization of a defensive position for an army. Coordinate with TP 54. Discuss at TP 55. 2HD
FE 17—Conference. Ground organization point of view of group of armies. Coordinate with TP 70.
FE 18—Conference. Study of a problem. Ground organization of a sector of the defense of a coast line. Coordinate with TP 78.
FE 19—Map Problem. Ground organization of a sector of the defense of a coast line. Coordinate with TP 79. Discuss at TP 80. 2HD

MH—MILITARY HISTORY.

1. LOGIC AND HISTORICAL RESEARCH.

- MH 1—Conference. Introduction to Logic. Ideas and terms.
MH 2—Conference. Judgments and propositions.
MH 3—Conference. Reasoning and argument.
MH 4—Conference. The truth of premises.
MH 5—Conference. Method.
MH 6—Problem. Logic. 1HD
MH 7—Discussion. Problem MH 6.
MH 8—Conference. Introduction to Epistemology. Evidence and truth.
MH 9—Conference. Certitude and imagination. Standards of judgment, and error. Testimony and belief.
MH 10—Conference. Historical research. Sources and external criticism.
MH 11—Conference. Historical research. Internal criticism.
MH 12—Conference. Historical research. Internal criticism. The determination of facts. Synthesis.
MH 13—Problem. Epistemology. 1HD
MH 14—Discussion. Problem MH 13.

2. THE HENRY AND DONELSON CAMPAIGN.

- MH 15—Lecture. Civil War infantry, cavalry and artillery tactics.
MH 16—Conference. The preparation for the attack of Fort Henry. The defense of Fort Henry.
MH 17—Conference. The capture of Fort Henry.
MH 18—Conference. The investment of Fort Donelson.
MH 19—Conference. The battle of Fort Donelson, February 14th, 1862.
MH 20—Problem. Henry and Donelson. 1HD
MH 21—Discussion. Problem MH 20.

3. THE PENINSULAR CAMPAIGN.

- MH 22—Conference. The engagement of Lee's Mill, April 16th, 1862.
MH 23—Conference. The battle of Williamsburg.
MH 24—Conference. The battle of Seven Pines, May 31st.
MH 25—Conference. The battle of Seven Pines, June 1st.
MH 26—Problem. On a selected phase of the Peninsular Campaign. 2HD
MH 27—Discussion. Problem MH 26.
MH 28—Conference. The events of June 26-27, 1862.
MH 29—Conference. The events of June 28-29, 1862.
MH 30—Conference. The events of June 30, 1862.
MH 31—Conference. The events of July 1, 1862.
MH 32—Problem. On a selected phase of the Peninsular Campaign. 2HD
MH 33—Discussion. Problem MH 32.

4. THE MARENGO CAMPAIGN.

- MH 34—Conference. The preparation for the campaign.
MH 35—Conference. The passage of the Alps.
MH 36—Conference. The battle of Montebello.
MH 37—Conference. The battle of Marengo.
MH 38—Problem. The Marengo Campaign. 2HD
MH 39—Discussion. Problem MH 38.

5. GENERAL GRANT'S 1864 CAMPAIGN.

- MH 40—Lecture. The strategy of the 1864 campaign.
MH 41—Conference. The movement from Culpeper C. H. and the battle of the Wilderness.
MH 42—Conference. The movement from the Wilderness to Spottsylvania. The operations of May 8, 10 and 12.
MH 43—Conference. The movement from Spottsylvania to the North Anna and events to include May 24.
MH 44—Conference. The movement from the North Anna, the passage of the Pamunkey and events to include the deployment of May 30.
MH 45—Conference. Events from May 30 to include the battle of Cold Harbor on June 3d.
MH 46—Conference. The James River crossing including from June 11th to June 17th.
MH 47—Problem. Selected phase of Grant's 1864 campaign. 2HD
MH 48—Discussion. Problem MH 47.

6. THE FRANCO-GERMAN CAMPAIGN OF 1870-1871.

- MH 49—Conference. The commencement of the war.
MH 50—Conference. Initial plans and deployments.
MH 51—Conference. Spicheren and the advance to the Moselle.
MH 52—Conference. Events from August 11 to August 15.
MH 53—Conference. Events on August 16 and 17.
MH 54—Conference. Events on August 18.
MH 55—Problem. On a selected phase of the Franco-German campaign. 2HD
MH 56—Discussion. Problem MH 55.

7. THE 1918 CAMPAIGN IN FRANCE.

- MH 57—Conference. The Marne offensive of July.
MH 58—Conference. Operations of the V Corps and the 5th Division in the Argonne-Meuse.
MH 59—Conference. The operations of the II Corps in September and October.
MH 60—Conference. Blanc Mont and Soissons.
MH 61—Problem. On a selected phase of the 1918 Campaign. 2HD
MH 62—Discussion. Problem MH 71.

MT—METHODS OF TRAINING.

- MT 1—Conference. Preparation of a corps area training order.
MT 2—Conference. Preparation for a continuous maneuver.
MT 3—Conference. Conduct of a continuous maneuver.

RP—REVIEW OF PROBLEMS.

- RP 1—Map Problem. Review of Line Class solutions. 1HD
RP 2—Map Problem. Review of Line Class solutions. 1HD
RP 3—Map Problem. Review of Line Class solutions. 1HD
RP 4—Map Problem. Review of Line Class solutions. 1HD
RP 5—Map Problem. Review of Line Class solutions. 1HD

MG—MILITARY GEOGRAPHY.

- MG 1—Conference. The scope and purpose of Military Geography.

- MG 2—Conference. The sea. Trade routes, harbors, naval bases, ports of embarkation and debarkation. Sea power. Illustrated with historical examples.
- MG 3—Conference. Land lines of communications, railways, inland water ways. Mountain barriers. Illustrated with historical examples.
- MG 4—Conference. Climate, tides and weather; their influence. Illustrated with historical examples.
- MG 5—Conference. National resources, population, industrial development, culture and arts. Illustrated with historical examples.
- MG 6—Conference. Political geography. Frontiers and boundaries. Spheres of influence.
- MG 7—Conference. Sources of geographical information, maps, charts and statistics.
- MG 8—Map Problem. Study of a selected theater of operations. 6HD
- MG 9—Discussion. Map Problem MG 8.

EF—MINOR EXPEDITIONARY FORCES.

1. GENERAL.

- EF 1—Map Problem. Joint army and navy operations. Landing on hostile shores—corps point of view. 1HD
- EF 2—Discussion. Map Problem EF 1.
- EF 3—Conference. A minor overseas expedition to a selected area.

2. DISCUSSION OF PROBLEM.

- EF 4—Lecture. Issue and general explanation of problem. Issue and discussion of G2 data.
- EF 5—Lecture. Issue and discussion of G1 and G4 data.
- EF 6—Lecture. Issue and discussion of Engineer data.

3. SOLUTION OF PROBLEM.

- EF 7—Map Problem. A minor military expedition. 10HD

SCHEDULE OF EXERCISES

1922-1923

SEPTEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
11 M.	AM	*	*	Opening exercises of the school.
	11:00 AM	MO 1	C	Army and corps organization.
12 Tu.	AM	AA 18	C	Corps, army and GHQ reserve artillery, etc.
	AM	AA 1	L.	Corps and army cavalry.
	AM	MO 2	C.	Army and corps organization.
13 W.	AM	AA 19	C.	Pack and railway artillery. Trench Mortars.
	AM	AA 2	L.	The cavalry divisions as a provisional corps.
	AM	AA 20	C.	Anti-aircraft artillery.
14 Th.	AM	AA 21	C.	Artillery fire.
	AM	AA 3	L.	Chief of cavalry, GHQ, and army cavalry commander.
	AM	AA 22	C.	Missions of the artillery, etc.
15 F.	AM	AA 4	C.	Army plans and orders for the cavalry.
	AM	AA 45	L.	Employment of chemicals in war.
	AM	FE 1	C.	Panoramic sketching.
18 M.	AM	AA 23	C.	Tactical employment of artillery, etc.
	AM	AA 5	C.	Cavalry division filling a gap in line of battle.
19 Tu.	AM	FE 2	T.R.	Panoramic sketching.
	PM	FE 3	T.Ex.	Panoramic sketching.
20 W.	AM	AA 24	C.	Tactical employment of artillery, etc.
	AM	AA 41	C.	Allotment of tanks, etc.
	AM	FE 8	L.	Geology.
21 Th.	AM	AA 46	C.	Employment of chemicals in war, etc.
	AM	AA 42	L.	Employment of tanks in the World War.
	AM	AA 6	C.	Cavalry division covering a retreat, etc.
22 F.	AM-PM	AA 7	M.P.	Plan for the use of army cavalry.
25 M.	AM	AA 9	C.	Cavalry division as an offensive reserve, etc.
	AM	AA 47	C.	Employment of chemicals in army attack.
	PM	AA 43	M.P.	Allotment of tanks.
26 Tu.	AM-PM	AA 25	T.R.	Employment of artillery in an offensive.
27 W.	AM	AA 26	C.	Employment of artillery in the defensive.

SEPTEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
28 Th.	AM	AA 10	C.	Parallel pursuit by cavalry division, etc.
	AM	FE 7	Dem.	Map reproducing equipment.
	PM	FE 7	Dem.	Map reproducing equipment.
29 F.	AM-PM	AA 27	T.R.	Employment of artillery in the defensive.
	AM	AA 55	C.	Corps air service.
	AM	AA 11	C.	Supply and evacuation service of a cavalry division.
	AM	AA 8	D.	Map Problem AA7.

OCTOBER

2 M.	AM	AA 48	C.	Employment of chemicals in a corps attack.
	AM	AA 28	C.	Artillery command and staff work, etc.
3 Tu.	AM	AA 44	D.	Map Problem AA43.
	AM-PM	AA 29	T.Ex.	Selection of positions, etc., for corps artillery.
4 W.	AM	AA 66	C.	Roads and highway bridges.
	AM	AA 76	C.	Army and corps signal troops, etc.
5 Th.	PM	AA 49	T.R.	Employment of chemicals in a corps attack.
	AM	AA 77	L.	Signal plans and orders.
	AM	AA 56	C.	Army pursuit and attack air service.
6 F.	AM	AA 12	C.	Cavalry in the initial stages of an operation, etc.
	AM	AA 31	C.	Artillery ammunition supply.
9 M.	AM	FE 4	C.	Combined sketching.
	AM	AA 67	C.	Railways and railway bridges.
10 Tu.	AM	AA 78	C.	Signal communication in army and corps area.
	AM-PM	AA 30	D.	Terrain Exercise AA29.
	AM	FE 5	T.R.	Combined sketching.
11 W.	AM	AA 13	C.	Cavalry covering exposed flank, etc.
	AM	AA 57	C.	Army reconnaissance and bombing air service.
12 Th.	PM	AA 50	M.P.	Employment of chemicals in an attack.
	AM-PM	AA 32	M.P.	Employment of corps artillery, etc.
13 F.	AM	AA 34	C.	Anti-aircraft defense.
	AM	AA 68	C.	Reconnaissance reports, etc.
	PM	AA 79	M.P.	Signal communication in army and corps areas.
16 M.	AM	AA 14	C.	Cavalry in cooperation in a frontal attack, etc.
	AM	AA 58	C.	The lighter than air service, corps and army.
17 Tu.	AM	AA 80	D.	Map Problem AA 79.
	AM-PM	AA 69	T.Ex.	Reconnaissance reports, etc.

OCTOBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
18 W.	AM	AA 52	C.	Employment of chemicals in defense.
	AM	AA 59	C.	Employment of combined air service of an army.
19 Th.	AM	AA 51	D.	Map Problem AA 50.
	AM-PM	AA 35	M.P.	Corps artillery on the defensive.
20 F.	AM	AA 15	C.	Cavalry during occupation of a gap in the line, etc.
	AM	AA 60	C.	Air service installations, etc.
23 M.	AM	AA 33	D.	Map Problem AA 32.
	AM	AA 38	C.	Tactical employment of railway artillery.
	AM	AA 71	C.	Corps and army engineer troops.
24 Tu.	AM	AA 36	D.	Map Problem AA 35.
	PM	AA 53	M.P.	Employment of chemicals in a defensive.
	AM	AA 61	C.	Chief of Air Service, corps, army and GHQ.
25 W.	AM	AA 72	C.	Engineer staff officers.
	AM	AA 37	T.R.	Organization of anti-aircraft defense.
	PM	AA 37	T.R.	Organization of anti-aircraft defense.
26 Th.	AM	AA 62	C.	Air service plans and orders.
	AM	AA 81	L.	Military codes and ciphers.
	AM	AA 73	C.	Operations of engineer troops.
27 F.	AM-PM	AA 16	M.P.	The cavalry divisions in combined action.
	AM	AA 63	C.	Air service concentration for an offensive.
30 M.	AM	AA 82	L.	Military codes and ciphers.
	AM	AA 70	D.	Terrain Exercise AA 69.
	PM	AA 83	P.	Coding and decoding.
	AM	Log 1	C.	Organization of a theater of operations.
31 Tu.	AM	FE 6	C.	Mapping large areas.
	AM	AA 54	D.	Map Problem AA 53.
	AM-PM	AA 39	M.P.	Army artillery in an offensive, etc.

NOVEMBER

1 W.	AM	Log 5	C.	The communications zone.
	AM	Log 2	L.	Relations theater of operations and zone of interior.
2 Th.	AM	CS 8	C.	Headquarters of corps, army GHQ, etc.
	AM-PM	AA 74	M.P.	Operations of engineer troops.
3 F.	AM	CS 9	C.	War plans, plans of operation, etc.
	AM	Log 6	C.	Relations chiefs of services to commanders.
	AM	AA 17	D.	Map Problem AA 16.

NOVEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
6 M.	AM	Log 7	C.	The combat zone.
	AM	CS 10	L.	Illustrations of a war plan.
	AM	AA 84	D.	Problem AA 83.
7 Tu.	AM-PM	AA 64	M.P.	Air service.
8 W.	AM	Log 30	C.	Regulating stations and rail-heads.
	AM	CS 11	L.	Headquarters and staff, First Army.
9 Th.	AM	AA 40	D.	Map Problem AA 39.
	PM	Log 31	T.R.	Regulating station.
	AM	CS 12	C.	The chief of staff and the chief of staff section.
10 F.	AM	CS 13	C.	G1 and the G1 section.
	AM	AA 75	D.	Map Problem AA 74.
	AM	CS 14	L.	G1 problems.
	AM	Log 10	C.	Resources of a theater of operations.
13 M.	AM	CS 15	C.	G2 and the G2 section.
14 Tu.	AM-PM	Log 11	M.P.	Exploitation of local resources.
	AM	CS 16	C.	Intelligence within the theater of operations, etc.
15 W.	AM	Log 13	L.	Estimates for personnel and material.
	AM	CS 17	L.	Summaries of intelligence, etc.
	AM	Log 14	C.	The Quartermaster Corps.
	AM	Log 15	C.	The Quartermaster Corps.
	AM	AA 65	D.	Map Problem AA 64.
16 Th.	PM	CS 18	M.P.	Intelligence estimate of the situation.
	AM	CS 21	C.	G3 and the G3 section.
	AM	Log 16	C.	The Ordnance Department.
	AM	LP 1	L.	International Law.
17 F.	PM	CS 19	M.P.	Preparation of summary of intelligence.
	AM-PM	CS 19	M.P.	Preparation of summary of intelligence.
20 M.	AM	Log 17	C.	The Corps of Engineers.
	AM	Log 23	C.	Organization, operation, maintenance of railroads.
21 Tu.	AM	Log 12	D.	Map Problem Log 11.
	AM	Log 29	C.	Organization and operation of military railroads.
	AM	CS 22	L.	Functions of G3 section, active operations.
	AM	CS 23	C.	G3 estimate of the situation, etc.
22 W.	AM	Log 18	C.	The Medical Department.
	AM	CS 24	L.	Operations maps and situation maps.
23 Th.	AM	LP 2	L.	Military government.
	AM-PM	CS 25	M.P.	Preparation of a G3 estimate.
24 F.	AM	Log 19	C.	The duties of the Medical Department, etc.
	AM	CS 27	C.	G4 and the G4 section.
	AM	CS 20	D.	Map Problems CS 18 and CS 19.

NOVEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
27 M.	AM	Log 20	C.	The duties of the Medical Department, etc.
	AM	LP 3	L.	Military government.
	AM	CS 28	L.	G4 problems in active operations.
28 Tu.	AM-PM	Log 21	M.P.	The hospitalization of an army, etc.
29 W.	AM	Log 23	C.	The Signal Corps.
	AM	Log 24	C.	The Chemical Warfare Service and the Air Service.
	AM	CS 26	D.	Map Problem CS 25.

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4 M.	AM	CS 29	L.	Functions of G4 sections in active operations.
	AM	CS 30	C.	Administrative orders and annexes.
5 Tu.	AM	Log 25	C.	The administrative branches.
	AM-PM	Log 3	M.P.	Organization of a theater of operations.
6 W.	AM-PM	Log 3	M.P.	Organization of a theater of operations.
7 Th.	AM	Log 32	C.	Movements and concentrations.
	AM	Log 33	C.	Marches.
8 F.	AM	Log 22	D.	Map Problem Log 21.
	AM	ST 1	C.	War and the leading principles of strategy, etc.
	AM	LP 4	L.	Military government.
11 M.	AM	MH 1	C.	Introduction to Logic.
	AM	ST 2	C.	War and finance. The offensive. The defensive.
	AM	LP 5	L.	Practical application of principles, etc.
12 Tu.	AM	MH 2	C.	Judgments and propositions. Logic.
	AM-PM	Log 8	M.P.	Organization of army area for supply.
13 W.	AM-PM	Log 8	M.P.	Organization of army area for supply.
14 Th.	AM	Log 34	C.	Rail movements.
	AM	Log 35	C.	Motor transport movements.
	AM	Log 4	D.	Map Problem Log 3.
15 F.	AM-PM	CS 31	M.P.	Administrative orders and annexes.
18 M.	AM	ST 3	C.	Changes from offensive to defensive, etc.
	AM	LP 6	L.	Practical applications of principles, etc.
	AM	LP 7	C.	Problems connected with military government.
19 Tu.	AM-PM	Log 36	M.P.	Movements by rail, etc.
20 W.	AM-PM	Log 36	M.P.	Movements by rail, etc.

DECEMBER

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
21 Th.	AM	LP 8	C.	Problems connected with military government.
	AM	ST 4	C.	Strategic concentrations, etc.
	AM	Log 9	D.	Map Problem Log 8.
22 F.	PM	LP 9	M.P.	Military government.
	AM	ST 5	C.	Strategic defensive operations, etc.
	AM	MH 3	C.	Reasoning and argument. Logic.
	AM	CS 32	D.	Map Problem CS 31.

JANUARY

2 Tu.	AM	LP 11	L.	Marital law, etc.
	AM	MH 4	C.	The truth of premises. Logic.
	AM	LP 12	C.	Employment of Federal troops, etc.
3 W.	AM	TP 1	C.	The strategical advance guard.
	AM	LP 13	C.	Employment of Federal troops, etc.
4 Th.	AM	Log 37	D.	Map Problem Log 36.
	AM	MH 5	C.	Method. Logic.
	AM	LP 14	C.	Marital law situations.
	AM	LP 10	D.	Map Problem LP 9.
	PM	MH 6	P.	Logic.
5 F.	AM-PM	LP 15	M.P.	Use of Federal troops, etc.
8 M.	AM	TP 2	C.	The strategical advance guard.
	AM	MT 1	C.	Preparation of a corps area training order.
9 Tu.	AM	MH 8	C.	Introduction to Epistemology, etc.
	AM	TP 3	C.	An independent corps in march.
	AM	MT 2	C.	Preparation for a continuous maneuver.
10 W.	AM	MH 9	C.	Certitude and imagination, etc.
	AM	TP 4	C.	An independent corps in a halt.
	AM	MH 10	C.	Historical research.
	AM	MH 7	D.	Problem MH 6.
11 Th.	AM	TP 5	C.	An independent corps in an attack.
	AM	MT 3	C.	Conduct of a continuous maneuver.
12 F.	AM	MH 11	C.	Historical research.
	AM	TP 6	C.	An independent corps in an attack.
	AM	MH 12	C.	Historical research.
15 M.	AM	LP 16	D.	Map Problem LP 15.
	PM	MH 13	P.	Epistemology.
	AM	FE 9	C.	General principles of ground organization, etc.
	AM	FE 10	C.	The duties of engineer officers, etc.
	AM	TP 7	C.	An independent corps in a delaying position.

JANUARY

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
16 Tu.	AM	TP 8	C.	An independent corps in defense, etc.
	AM	FE 11	C.	Ground organization, defensive position for corps.
17 W.	AM	MH 15	L.	Civil war tactics.
	AM-PM	TP 9	M.P.	Independent corps.
18 Th.	AM	TP 28	C.	Plan of army campaign.
	AM	MH 16	C.	The attack of Fort Henry.
19 F.	AM	MH 14	D.	Problem MH 13.
	AM-PM	TP 11	M.P.	Independent corps.
22 M.	AM	TP 29	C.	Plan of army concentration.
	AM	MH 17	C.	The capture of Fort Henry.
	AM	CS 1	L.	The general principles of good leadership, etc.
	PM	RP 1	M.P.	Review Line School M.P. 1, Series III.
23 Tu.	AM	TP 30	C.	Army plan of campaign and concentration.
	AM	MH 18	C.	The investment of Fort Donelson.
24 W.	AM	CS 2	L.	Troop psychology, etc.
	PM	TP 13	M.P.	Independent corps in defense.
	AM	TP 31	C.	The army advances.
	AM	MH 19	C.	The battle of Fort Donelson.
25 Th.	AM	TP 10	D.	Map Problem TP 9.
	AM	TP 32	C.	III Corps concentration.
	AM	TP 33	C.	III Corps advances.
	AM	TP 12	D.	Map Problem TP 11.
26 F.	PM	FE 12	M.P.	Defensive position for a corps.
	AM-PM	TP 15	M.M.	Corps maneuver.
29 M.	AM	TP 34	C.	III Corps meeting engagement.
	AM	MH 22	C.	The engagement of Lee's Mill.
	AM	CS 3	L.	The life and leadership of General McClellan.
	PM	RP 2	M.P.	Review Line School M.P. 3, Series III.
30 Tu.	AM	TP 35	C.	The 11th Division in the meeting engagement.
	AM	MH 23	C.	The battle of Williamsburg.
31 W.	PM	MH 20	P.	Henry and Donelson.
	AM	TP 36	C.	The army attacks.
	AM	MH 24	C.	The battle of Seven Pines, May 31st, 1862.
	AM	TP 14	D.	Map Problems TP 13 and FE 12.

FEBRUARY

1 Th.	AM	TP 37	C.	The artillery in the army attack.
	AM	MH 25	C.	The battle of Seven Pines, June 1st, 1862.
2 F.	AM-PM	MH 26	P.	Selected phase of the Peninsular Campaign.

FEBRUARY

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
5 M.	AM	TP 38	C.	The intelligence service, etc.
	AM	MH 28	C.	The events of June 26-27, 1862.
	AM	MH 21	D.	Problem MH 20.
6 Tu.	AM	TP 39	C.	The I and II Corps in the army attack.
	AM	MH 29	C.	The events of June 28-29, 1862.
7 W.	AM	MH 27	D.	Problem MH 26.
	PM	TP 40	M.P.	Army.
	AM	TP 40	M.P.	Army.
8 Th.	AM	TP 42	C.	The III Corps withdraws.
	AM	MH 30	C.	The events of June 30, 1862.
9 F.	PM	TP 40	M.P.	Army.
	AM	TP 43	C.	The III Corps in defense and counter-attack.
12 M.	AM	MH 31	C.	The events of July 1, 1862.
	PM	TP 40	M.P.	Army.
	AM	TP 44	C.	The army defends.
	AM	MH 34	C.	The preparation for the Marengo Campaign.
13 Tu.	AM-PM	MH 32	P.	Selected phase of the Penin-sular Campaign.
14 W.	AM	TP 45	C.	The army counter-attacks.
	AM	MH 35	C.	The passage of the Alps.
15 Th.	AM	TP 46	C.	The army withdrawal.
	AM	MH 36	C.	The battle of Montebello.
	AM	MH 40	L.	The strategy of the 1864 cam-paign.
16 F.	AM	TP 47	C.	The II Corps in the withdrawal.
	AM	MH 37	C.	The battle of Marengo.
	AM	TP 41	D.	Map Problem TP 40.
19 M.	AM	TP 48	C.	The army counter offensive.
	AM	MH 41	C.	The movement from Culpeper, etc.
	AM PM	MH 33 RP 3	D. M.P.	Problem MH 32. Review Line School M.P. 7, Series III.
20 Tu.	AM-PM	MH 38	P.	The Marengo campaign.
21 W.	AM	TP 49	C.	The army retires.
	AM	MH 42	C.	The movement from the Wild-erness, etc.
23 F.	AM	CS 4	L.	The life and leadership of Gen-eral Grant.
	AM	TP 50	C.	Movements and supply, etc.
	AM	MH 43	C.	The movement from Spottsyl-vania, etc.
	AM	CS 5	L.	The life and leadership of Gen-eral Sherman.
26 M.	AM-PM	TP 51	M.P.	Army.
27 Tu.	AM-PM	TP 51	M.P.	Army.
28 W.	AM	TP 53	C.	Defensive position for an army.
	AM	FE 15	C.	Ground organization defensive position for army.
	AM	MH 39	D.	Problem MH 38.

MARCH

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
1 Th.	AM-PM	TP 54	M.P.	Defensive position for an army.
2 F.	AM-PM	FE 16	M.P.	Ground organization defensive position for army.
5 M.	AM	MH 44	C.	The movement from the North Anna, etc.
	AM	TP 56	C.	The army attacks: penetration.
	AM	CS 6	L.	The life and leadership of General Sheridan.
6 Tu.	AM	TP 57	C.	The army attacks: penetration.
	AM	MH 45	C.	Events from May 30, 1864, etc.
7 W.	AM	TP 52	D.	Map Problem TP 51.
	AM	TP 58	C.	The II Corps in the penetration.
	AM	MH 46	C.	The James River crossing, etc.
	AM	CS 7	L.	Leadership and Morale in the Army of the Potomac.
8 Th.	AM	TP 59	C.	The army pursues.
	AM	TP 60	C.	The IV Corps in the pursuit.
	AM	TP 55	D.	Map Problem TP 54 and FE 16.
	PM	RP 4	M.P.	Review Line School M.P. 10, Series III.
9 F.	AM-PM	MH 47	P.	Selected phase of Grant's 1864 campaign.
12 M.	AM	TP 61	C.	An army in march.
	AM	MH 49	C.	The commencement of the Franco-German campaign.
13 Tu.	AM	TP 62	C.	An army in march.
	AM	MH 50	C.	Initial plans and deployments.
14 W.	AM	TP 63	C.	An army in a concentration, etc.
	AM	MH 51	C.	Spichern and the advance to the Moselle.
15 Th.	AM	TP 64	C.	An army in a meeting engagement.
	AM	MH 52	C.	Events from August 11 to 15, 1870.
16 F.	AM	MH 53	C.	Events on August 16 and 17, 1870.
	AM	MH 54	C.	Events on August 18, 1870.
	AM	MH 48	D.	Problem MH 47.
19 M.	AM-PM	TP 65	M.P.	Army.
20 Tu.	AM-PM	TP 65	M.P.	Army.
21 W.	AM-PM	*	*	Preparation for TP 67, Army Map Maneuver.
22 Th.	AM-PM	MH 55	P.	Selected phase of the Franco-German campaign.
23 F.	AM	TP 69	C.	A group of armies in defense.
	AM	MH 57	C.	The Marne offensive of July, 1918.
	PM	*	*	Preparation for Map Problem CS 35 with Line Class.
26 M.	AM-PM	TP 67	M.M.	Army map maneuver.
27 Tu.	AM-PM	TP 67	M.M.	Army map maneuver.
28 W.	AM-PM	TP 67	M.M.	Army map maneuver.
29 Th.	AM-PM	TP 67	M.M.	Army map maneuver.
30 F.	AM-PM	TP 67	M.M.	Army map maneuver.

APRIL

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
9 M.	AM	TP 70	C.	Tactical principles, defense of large areas.
	AM	MH 58	C.	Operations of the V Corps and the 5th Division.
10 Tu.	AM	TP 66	D.	Map Problem TP 65.
	AM	FE 17	C.	Ground organization, group of armies.
	AM	MH 59	C.	Operations of the II Corps.
11 W.	AM	MH 56	D.	Problem MH 55.
	AM	EF 1	M.P.	Landing on hostile shores: corps point of view.
	AM	TP 71	C.	Group of armies in a counter offensive.
12 Th.	AM	MH 60	C.	Blanc Mont and Soissons.
	PM	TP 68	M.M.	Critique Army Map Maneuver.
13 F.	AM-PM	MH 61	P.	Selected phase of the 1918 campaign.
	AM	EF 3	C.	A minor overseas expedition.
16 M.	AM-PM	*	*	Preparation for Map Problem CS 35 with Line Class.
	AM	TP 72	C.	Group of armies in an offensive.
17 Tu.	AM	MG 1	C.	Scope and purpose of Military Geography.
	AM	EF 2	D.	Map Problem EF 1.
	AM	TP 73	C.	Group of armies in an offensive.
	AM	MG 2	C.	The sea. Trade routes, harbors, etc.
18 W.	AM	EF 4	L.	Explanation of Map Problem EF 7, etc.
	AM	TP 74	C.	Group of armies in an offensive.
	AM	MG 3	C.	Land lines of communications, etc.
19 Th.	AM	EF 5	L.	Issue and discussion of G1 and G4 data, EF 7.
	AM	TP 75	C.	A group of armies in a pursuit.
	AM	MG 4	C.	Climate, tides and weather; their influence.
20 F.	AM	MH 62	D.	Problem MH 61.
	PM	CS 35	M.P.	Practical staff operation with the Line School.
23 M.	AM-PM	CS 35	M.P.	Practical staff operation with the Line School.
	AM-PM	TP 76	M.P.	A group of armies.
24 Tu.	AM-PM	TP 76	M.P.	A group of armies.
25 W.	AM	MG 5	C.	National resources, population, industrial development, etc.
	AM	TP 78	C.	The positive system of coast defense.
26 Th.	AM	EF 6	L.	Issue and discussion of engineer data for EF 7.
	AM	MG 6	C.	Political geography, etc.
	AM	FE 18	C.	Ground organization, sector of defense, coast line.
	PM	RP 5	M.P.	Review of Line School M.P. 16, Series III.

APRIL

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
27 F.	AM	MG 7	C.	Sources of geographical information, etc.
	AM	TP 83	C.	Defense of a communications zone, etc.
30 M.	AM	TP 77	D.	Map Problem TP 76.
	AM-PM	MG 8	M.P.	Study of a selected theater of operations.

MAY

1 Tu.	AM-PM	MG 8	M.P.	Study of a selected theater of operations.
2 W.	AM-PM	MG 8	M.P.	Study of a selected theater of operations.
3 Th.	AM-PM	TP 79	M.P.	An army in defense of a coast line.
4 F.	AM-PM	FE 19	M.P.	Ground organization of sector coast line defense.
7 M.	AM	MG 9	D.	Map Problem MG 8.
	AM-PM	*	*	Preparation for TP 81, Defense of Pacific Coast.
8 Tu.	AM-PM	TP 81	M.M.	Defense of the Pacific Coast.
9 W.	AM-PM	TP 81	M.M.	Defense of the Pacific Coast.
10 Th.	AM-PM	TP 81	M.M.	Defense of the Pacific Coast.
11 F.	AM-PM	TP 81	M.M.	Defense of the Pacific Coast.
14 M.	AM	TP 18	C.	The corps in defense of a river line.
	AM	TP 21	C.	The corps in defense of special features, etc.
	AM PM	TP 80 TP 19	D. M.P.	Map Problem TP 79. The corps in defense of a river line.
15 Tu.	AM-PM	TP 16	T.Ex.	Corps defensive position.
16 W.	AM-PM	FE 13	T.Ex.	Ground organization, defensive position for corps.
17 Th.	AM	TP 24	C.	Corps measures for consolidation of position.
	AM	FE 14	C.	Ground organization of a corps position, etc.
	AM	TP 82	D.	Critique of Map Maneuver TP 81.
	PM	TP 22	M.P.	The corps in defense of special features, etc.
18 F.	AM-PM	TP 84	M.P.	Defense of a communications zone, etc.
21 M.	AM	ST 6	C.	General principles of maritime strategy.
	AM	TP 25	C.	Corps withdrawal, etc.
	AM	TP 17	D.	Terrain Exercises TP 16 and FE 13.
22 Tu.	AM-PM	TP 26	T.Ex.	Tactical inspection of corps position, etc.
23 W.	AM	ST 7	C.	General principles of maritime strategy.

MAY

Date Day	AM or PM	Designation	Kind	Abbreviated Statement of Subject
	AM	Log 26	C.	Marine transportation and military ports, etc.
24 Th.	AM	TP 20	D.	Map Problem TP 19.
	AM	ST 8	C.	Strategy of the north Atlantic.
	AM	Log 27	C.	Ports and camps of embarkation and debarkation.
25 F.	AM	TP 23	D.	Map Problem TP 22.
	AM	ST 9	C.	Strategy of the north Pacific.
	AM	TP 85	D.	Map Problem TP 84.
28 M.	AM	TP 27	D.	Map Problems TP 26.
28 M.	AM-PM	CS 33	T.R.	G 3 reconnaissance.
29 Tu.	AM-PM	CS 34	T.R.	G 4 reconnaissance.
31 Th.	AM-PM	CS 36	S.R.	Organization of staffs, etc.

JUNE

1 F.	AM-PM	CS 36	S.R.	Organization of staffs, etc.
4 M.	AM-PM	CS 37	S.R.	Command and staff operation in the field.
5 Tu.	AM-PM	CS 37	S.R.	Command and staff operation in the field.
6 W.	AM-PM	CS 37	S.R.	Command and staff operation in the field.
7 Th.	AM-PM	CS 37	S.R.	Command and staff operation in the field.
8 F.	AM-PM	CS 37	S.R.	Command and staff operation in the field.
11 M.	AM-PM	EF 7	M.P.	A minor military expedition.
12 Tu.	AM-PM	EF 7	M.P.	A minor military expedition.
13 W.	AM-PM	EF 7	M.P.	A minor military expedition.
14 Th.	AM-PM	EF 7	M.P.	A minor military expedition.
15 F.	AM-PM	EF 7	M.P.	A minor military expedition.

ASSIGNMENT OF GENERAL SUBJECTS TO SECTIONS AND SUB-SECTIONS

1922-1923

<i>Section or Sub-section</i>	<i>Subjects</i>	<i>Date of Earliest Exercise.</i>
Command Section.	Military Organization. Command Technique: CS 1-11 Tactical and Strategic Principles	Sept. 11, 1922. Nov. 1, 1922. Jan. 3, 1923.
G1-G4 Section.	Minor Expeditionary Forces General Staff Technique, G1-G4: CS 13, 14, 27-32, 34.	Apr. 10, 1923. Nov. 9, 1922.
G2 Section.	Logistics of Larger Units. General Staff Technique, G2: CS 15-20.	Oct. 30, 1922. Nov. 10, 1922.
G3 Section.	Strategy. Military History. General Staff Technique, Chief of Staff and G3: CS 12, 21-26, 33.	Dec. 8, 1922. Dec. 8, 1922. Nov. 9, 1922.
	Practical command and staff opera- tion: CS 35, 36, 37. Methods of Training. Review of Problems.	Apr. 19, 1923. Jan. 8, 1923. Jan. 22, 1923.
Cavalry Sub- section.	Auxiliary Arms, Cavalry	Sept. 12, 1922.
Artillery Sub- section.	Auxiliary Arms, Artillery	Sept. 12, 1922.
Infantry Sub- section.	Auxiliary Arms, Tanks.	Sept. 20, 1922.
Chemical War- fare Sub-section.	Auxiliary Arms, Chemicals in War.	Sept. 15, 1922.
Air Service Sub- section.	Auxiliary Arms, Air Service.	Sept. 29, 1922.
Engineer Sub- section.	Auxiliary Arms, Engineers. Field Engineering. Military Geography.	Oct. 4, 1922. Sept. 15, 1922. April 16, 1922.
Signal Corps Sub-section.	Auxiliary Arms, Signal Corps.	Oct. 4, 1922.
Judge-Advocate Sub-section.	Legal Principles.	Nov. 16, 1922.

NOTE: Subsequent to the date of approval of this report by the War Department, instructions have been received, consolidating the work of the General Staff School and The School of the Line into a one year course. The new school will be known as The Command and General Staff School.

THE GENERAL SERVICE SCHOOLS
The Command and General Staff School
1922-1923

SCHEDULE FOR 1922-1923

Conferences and Lectures begin at 8:30 AM, 9:45 AM and 11:00 AM; map problems, terrain exercises, tactical rides, map maneuvers and exercises at 8:00 AM and 1:00 PM.

Other necessary details will appear in the weekly schedules.

ABBREVIATIONS:

- MO—Military Organization.
- CO—Combat Orders.
- SP—Solution of Problems.
- TT—Tactics and Technique.
- FE—Field Engineering.
- LU—General Tactical Functions of Larger Units.
- TP—Tactical Principles and Decisions.
- ST—Strategy.
- DP—Discussion of Problems.
- MM—Map Maneuvers.
- CSL—Command, Staff and Logistics.
- MH—Military History.
- MI—Military Intelligence.
- TL—Troop Leading.
- MT—Methods of Training.
- LP—Legal Principles.
- PL—Psychology and Leadership.
- GTE—General Terrain Exercises.

SUMMARY OF THE COMMAND AND GENERAL STAFF SCHOOL COURSE, 1922-23

	SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
1	Opening Exercises.....	3	3
2	Military Organization.....	4	4	8
3	Combat Orders.....	3	1	3	4*	13
4	Solution of Problems.....	2	2	1	5
5	Tactics and Technique.....	56	8	4	4	3	75
6	Field Engineering.....	18	1	4	5	28
7	General Tactical Functions of Larger Units.....	16	16
8	Tactical Principles and Decisions.....	130	2	18	150
9	Strategy.....	6	4	10
10	Discussion of Problems.....	10	10
11	Map Maneuvers.....	9*	11
12	Command, Staff and Logistics.....	38	5	7*	3†	61
13	Military History.....	4	37	2	43
14	Military Intelligence.....	6	1	7
15	Troop Leading—Infantry	35	3	10	48
16	Troop Leading—Cavalry..	10	2	12
17	Methods of Training.....	14	1	15
18	Legal Principles.....	6	3	9
19	Psychology and Leadership.....	5	5
20	General Terrain Exercises.....	18	24
	Total.....	351	85	52	22	8	17	553

Equitation: 60 exercises from November to March, inclusive.

* 1 all day.

† 3 all day.

MILITARY ORGANIZATION

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods
General Principles of Organization of Combat Units.....		1					
General Principles of Organization of Staffs.....		1					
Infantry Division.....	1						
Cavalry Division.....	1						
General Principles of Corps and Army Organization.....		1					
Corps and Army.....	2						
Theater of Operations.....		1					
Total.....	4	4					8

COMBAT ORDERS

Field Orders.....	2						
Administrative Orders.....	1						
Verbal and Dictated Orders.....		1				4*	
Total.....	3	1	3			4*	13

* 1 all day.

SOLUTION OF PROBLEMS

Estimate of Situation.....	1						
Mechanics of Solving Problems..	1						
Illustrative Problem.....		1					
Solution of Map Problem.....						1	
Discussion of Solutions.....		1					
Total.....	2	2				1	5

TACTICS AND TECHNIQUE OF INFANTRY UNITS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods
General Discussion of the Role, Capabilities and Limitations.....		1					
Infantry Drill Regulations.....	4						
Machine Guns.....							
Tanks.....							
Special Weapons ..	6				1		
Signal Troops.....							
Organization of Headquarters.....	1						
Total.....	11	1	1	2	1		16

TACTICS AND TECHNIQUE OF ARTILLERY UNITS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Organization and Command.....							
Artillery Weapons and Ammunition.....							
Artillery Special Shells.....	1						
Ammunition Supply.....							
Artillery Firing.....	1						
Reconnaissance } Communications }	1						
General Principles Governing Tactical Employment.....	1						
Tactical and Technical Employment of Battery.....							
Tactical Employment of Battalion.....	1						
Tactical Employment of Regiment and Brigade.....							
Artillery on March and Entry into Action.....	1						
Accompanying Batteries and Accompanying Guns.....	1						
Division Artillery in Offensive.....	1						
Division Artillery in Defensive.....	1						
Artillery Combat Orders.....	1						
Anti-aircraft Defense.....	1						
Coast and Harbor Defense.....		1					
Total.....	11	1	1	1	2		16

TACTICS AND TECHNIQUE OF CAVALRY UNITS.

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods
Role of Cavalry.....							
Cavalry Formations Marching.....		1					
Reconnaissance.....							
Outposts, Advance and Rear Guards.....	1						
Offensive Combat.....	1						
Defensive Combat Pursuit.....	1						
Total.....	3	1	1	1			6

TACTICS AND TECHNIQUE OF—

Air Service.....	3						
Signal Troops.....	1						
Engineers.....	2						
Chemical Warfare.....	2	1					
Medical Service.....	2						
Total.....	10	1	1				12

TACTICS AND TECHNIQUE, AUXILIARY ARMS, CORPS, ARMY AND GHQ
RESERVE

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods
Cavalry.....	2						
Artillery.....	7	1					
Tanks.....		1					
Air Service.....	5	1					
Engineers.....	4	1					
Signal Corps.....	3						
Total.....	21	4					25
Grand Total, Tactics and Technique.....	56	8	4	4	3		75

FIELD ENGINEERING

Aerial Photography.....	3						
Field Fortifications.....	15	1	4		5		
Total.....	18	1	4		5		28

GENERAL TACTICAL FUNCTIONS OF LARGER UNITS

Chapter I.....	3						
Chapter II.....	2						
Chapter III.....	4						
Chapter IV.....	3						
Chapter V.....	4						
Total.....	16						16

TACTICAL PRINCIPLES AND DECISIONS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Marches.....	2	1					
Halts.....	1						
Security and Reconnaissance.....	9	1					
General Discussion of Offensive.....	4						
Development for Combat.....	2						
Attack in Meeting Engagement.....	2						
Attack Against Prepared Position.....	4						
Attack Against Defensive Zone.....	4						
Passage of Lines.....	2						
Employment of Division Engineers.....	1						
Holding Attack.....	1						
General Discussion of Defensive.....	4						
Defense in Meeting Engagement.....	2						
A Defensive Position.....	3						
A Defensive Zone.....	8						
Counter Attack.....	1						
Relief of Front Line Units.....	2						
Raids.....	1						
Delaying Action.....	1						
Position in Readiness.....	2						
Withdrawal from Action.....	2						
Retreat and Pursuit.....	5						
River Crossings.....	3						
Convoys.....	1						
Night Attacks.....	2						

TACTICAL PRINCIPLES AND DECISIONS (*Continued*)

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Manuevers, etc.	Total Periods
Oversea Expeditions.....	4						
Defense of a Coast Line.....	1						
Domestic Disturbances.....	5						
Air Service: Reconnaissance and Bombing	2						
Cavalry Division: Strategical Reconnaissance ...	2						
March.....	1						
Combat of Cavalry Division..	1						
Security at Halt.....	1						
Screening.....	2						
Attack of Locality.....	1						
Flank of Battle.....	1						
Seizing and Holding Position..	1						
Exploiting Break Through ...	1						
Covering a Retreat.....	1						
Delaying Action.....	1						
Defense.....	1						
Pursuit.....	1						
The Independent Corps.....	9						
Tactical and Strategical Studies, Corps and Army.....	25						
Total.....	130	2	18				150

DISCUSSION OF PROBLEMS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Discussion MP 2 Series I.....		1					
Discussion MP 4 Series I.....		1					
Discussion MP 1 Series II.....		1					
Discussion MP 2 Series II.....		1					
Discussion MP 4 Series III.....		1					
Discussion MP 8 Series II.....		1					
Discussion MP 9 Series II.....		1					
Discussion MP 11 Series II.....		1					
Discussion MP 12 Series II.....		1					
Discussion Map Maneuver CSL 50.....		1					
Total.....		10					10

COMMAND, STAFF AND LOGISTICS

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Theater of Operations.....	2						
Division Commander and General Staff.....	5						
Division, Technical and Administrative Staff.....	5						
Mobilization.....	1						
Division Transportation.....	1						
Movements by Motor Transport.....	2						
Movements by Rail.....	2						
Duties in Rest Area.....	2						
Division on March.....	3						
Division in Relief.....	2						
Division in Attack and Pursuit.....	3						
Division in Withdrawal.....	1						
Expeditionary Force.....	1						
Supply in Past Wars.....		1					
Supply of Cavalry Division.....	3						
Explanation of Map Maneuver.....		1					
Corps Commander and General Staff.....	3	1					
Corps Logistics.....	2	2					
Total.....	38	5	7			3†	61

†3 all day.

MILITARY HISTORY

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
World War.....		14					
AEF in World War.....		12					
Logic.....	2	5					
Historical Research.....	2	6					
Total.....	4	37	2				43

TROOP LEADING

Infantry Division in Attack.....	24						
Infantry Division in Defense.....	14						
Cavalry Division.....	10						
Total.....	48		12				60

METHODS OF TRAINING

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Periods
General Principles.....	1						
Forces Subject to and Classification.....	1						
Division Training Order and Programs.....	1						
Brigade, Regimental, Battalion and Company Training Orders.....	1						
Vocational Training.....	1						
Methods of Imparting Instruction.....	1						
Preparation of Map Problems....	1						
Preparation and Conduct of Terrain Exercises and Tactical Rides.....	1						
Preparation and Conduct of Field Exercises.....	1						
Preparation and Conduct of Camps of Instruction.....	1						
Preparation and Conduct of Maneuvers.....	1						
Continuous Maneuvers.....	1						
Umpiring Field Maneuvers.....	1						
Preparation of Corps Area Training Order.....	1						
Total.....	14		1				15
Strategy.....	6	4					
Map Maneuvers.....							9*
Military Intelligence.....	6						
Legal Principles.....	6	3					
Psychology and Leadership.....		5					
General Terrain Exercises.....				18			
Total.....	18	12	1	18		9*	66

* 1 all day.

SUMMARY OF PROBLEMS

Series	SUBJECT	No. of Problems	Value of Problems	Total Values
Series I	Combat Orders.....	3
	Tactics and Technique.....	8
	Field Engineering.....	1
	Total.....	12	4	48
Series II	Tactical Principles and Decisions.....	18	16	288
Series III	Command, Staff and Logistics.....	7
	Military History.....	2
	Military Intelligence.....	1
	Field Fortifications.....	3
	Methods of Training.....	1
	Total.....	14	14	196
Series IV	Troop Leading.....	12	15	180
Series V	General Terrain Exercises.....	18	16	288
	Grand Total.....	74	1000

MONTHLY SUMMARY

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
September.....	29	8			1	5	45
October.....	44	8	6	4	4		66
November.....	42	16	2			2	62
December.....	30	8	4			2	44
January.....	44	12	7			3	66
February.....	38	9	9			1	57
March.....	36	12	7			3	66
April.....	32	9	4			1	48
May.....	44	3	10	6	3		66
June.....	12		3	12			33
Total.....	351	85	52	22	8	17	553

September

Opening Exercises.....	3						3
Combat Orders.....	3	1				4*	10
Military Organization.....	4	4					8
Solution of Problems.....	2	2				1	5
Tactics and Technique— Infantry.....	11	1			1		13
Tactics and Technique— Artillery.....	5						5
Field Engineering.....	1						1
Total.....	29	8			1	5*	45

(*) 1 all day.

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Combat Orders.....			2				2
Tactics and Technique— Infantry.....			1	2			3
Tactics and Technique— Artillery.....	6	1	1	1	2		11
Tactics and Technique— Cavalry.....	3	1		1			5
Tactics and Technique— Air Service.....	3						3
Tactics and Technique— Signal Troops.....	1		1				2
Tactics and Technique— Engineers.....	2						2
Tactics and Technique— Chemical Warfare.....	2	1					3
Tactics and Technique— Medical Service.....	2						2
Tactics and Technique— Auxiliary Arms.....	20	4					24
Field Engineering.....	4		1		2		7
Larger Units.....	1						1
Discussion of Problems.....		1					1
Total.....	44	8	6	4	4	66

November

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Tactics and Technique— Cavalry.....	1		1				2
Larger Units.....	15						15
Combat Orders.....			1				1
Discussion of Problems.....		1					1
Tactical Principles and Decisions.....	26	2					28
Military History.....		13					13
Map Maneuvers.....						2	2
Total.....	42	16	2			2	62

December

Tactical Principles and Decisions.....	17		3				20
Military History.....		6	1				7
Command, Staff and Logistics ..	7	1					8
Map Maneuvers.....						2	2
Military Intelligence.....	6						6
Discussion of Problems.....		1					1
Total.....	30	8	4			2	44

January

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers, etc.	Total Periods
Tactical Principles and Decisions.....	21		3				24
Military History.....		7					7
Command, Staff and Logistics ..	21		3				24
Map Maneuvers.....						3	3
Military Intelligence.....			1				1
Discussion of Problems.....		1					1
Strategy.....	2	4					6
Total.....	44	12	7			3	66

February

Tactical Principles and Decisions.....	22		4				26
Military History.....	3	7					10
Command, Staff and Logistics.....	2		3				5
Map Maneuvers.....						1	1
Discussion of Problems.....		2					2
Strategy.....	4						4
Field Engineering.....	7		2				9
Total.....	38	9	9			1	57

March

Tactical Principles and Decisions.....	26		5				31
Military History.....	1	4	1				6
Command, Staff and Logistics ..	8	4	1*			3*	24
Discussion of Problems.....		4					4
Field Engineering.....	1						1
Total.....	36	12	7			3	66

(*) All day.

April

SUBJECT	Conferences	Lectures	Map Problems	Terrain Exercises	Tactical Rides	Map Maneuvers	Total Periods
Tactical Principles and Decisions.....	16		3				19
Field Engineering.....	5	1	1				7
Map Maneuvers.....						1*	3
Troop Leading.....	11	3					14
Psychology and Leadership.....		5					5
Total.....	32	9	4			1	48

(*) All day.

May

Tactical Principles and Decisions.....	2						2
Field Engineering.....					3		3
Troop Leading.....	28		9				37
Methods of Training.....	14		1				15
Legal Principles.....		3					3
General Terrain Exercises.....				6			6
Total.....	44	3	10	6	3		66

June

Troop Leading.....	6		3				9
Legal Principles.....	6						6
General Terrain Exercises.....				12			18
Total.....	12		3	12			33

SCHEDULE (September-October)

Serial Number	Dates Sept.	SUBJECT	Value of Problems	Remarks
CO 1	11 AM	Opening Exercises.....		
MO 1	12 AM	Combat Orders.....		Conference.
MO 1	12 AM	Principles of Organization of Combat Units.....		Lecture.
SP 1	12 AM	Solution of Problems.....		Conference.
CO 2	13 AM	Combat Orders.....		Conference.
MO 2	13 AM	Principles of Organization of Staffs.....		Lecture.
SP 2	13 AM	Solution of Problems.....		Conference.
CO 3	14 AM	Combat Orders.....		Conference.
SP 3	14 AM	Solution of Problems.....		Lecture.
MO 3	14 AM	Infantry Division.....		Conference.
MO 4	15 AM	Cavalry Division.....		Conference.
TT 1	15 AM	Infantry, General Discussion.....		Lecture.
TT 2	15 AM	Infantry.....		Conference.
TT 3	18 AM	Infantry.....		Conference.
MO 5	18 AM	Principles Corps and Army Organization.....		Lecture.
TT 4	18 AM	Infantry.....		Conference.
MO 6	19 AM	Corps and Army.....		Conference.
MO 7	19 AM	Theater of Operations.....		Lecture.
TT 5	19 AM	Infantry.....		Conference.
TT 6	20 AM	Infantry.....		Conference.
MO 8	20 AM	Corps and Army.....		Conference.
SP 4	20 PM	Solution of Problems.....		
TT 7	21 AM	Infantry.....		Conference.
CO 4	21 AM	Verbal and Dictated Orders.....		Lecture.
TT 8	21 AM	Infantry.....		Conference.
TT 9	22 AM	Infantry.....		Conference.
TT 10	22 AM	Artillery.....		Conference.
CO 5	22 PM	Verbal and Dictated Orders.....		
TT 11	25 AM	Infantry.....		Conference.
TT 12	25 AM	Artillery.....		Conference.
CO 6	25 PM	Verbal and Dictated Orders.....		
TT 13	26 AM	Infantry.....		Conference.
TT 14	26 AM	Artillery.....		Conference.
CO 7	26 PM	Verbal and Dictated Orders.....		
TT 15	27 AM	Infantry.....		Conference.
TT 16	27 AM	Artillery.....		Conference.
TT 17	27 PM	Tactical Ride No. 1, Infantry.....		
TT 18	28 AM	Artillery.....		Conference.
SP 5	28 AM	Solution of Problems.....		Lecture.
FE 1	28 AM	Aerial Photography.....		Conference.
CO 8	29 AM	Verbal and Dictated Orders.....		All day.
	Oct.			
TT 19	2 AM	Artillery.....		Conference.
FE 2	2 AM	Aerial Photography.....		Conference.
TT 20	2 PM	Tactical Ride No. 2, Artillery.....		
TT 21	3 AM	Artillery.....		Conference.
FE 3	3 AM	Aerial Photography.....		Conference.
CO 9	3 PM	MAP PROBLEM No. 1, Series I.....	4	
TT 22	4 AM	Artillery.....		Conference.
TT 23	4 AM	Cavalry.....		Lecture.
TT 24	4 AM	Artillery.....		Conference.

SCHEDULE (October)

Serial Number	Dates Oct.	SUBJECT	Value of Problem	Remarks
FE 4	5 AM	Field Fortifications.....	4	Conference.
TT 25	5 AM	Artillery.....		Conference.
TT 26	5 PM	Tactical Ride No. 3, Artillery.....		
FE 5	6 AM	Field Fortifications.....		Conference.
TT 27	6 AM	Cavalry.....		Conference.
TT 28	6 PM	TERRAIN EXERCISE No. 1, Series I.....		
TT 29	9 AM	Artillery.....		Conference.
TT 30	9 AM	Cavalry.....		Conference.
FE 6	9 PM	Tactical Ride No. 4, Field Fortifications.....		
TT 31	10 AM	Cavalry.....		Conference.
TT 32	10 AM	Air Service.....	Conference.	
FE 7	10 PM	Tactical Ride No. 5, Field Fortifications.....		
TT 33	11 AM	Air Service.....	Conference.	
TT 34	11 AM	Artillery.....	Lecture.	
TT 35	11 AM	Signal Troops.....	Conference.	
TT 36	12 AM	Air Service.....	Conference.	
TT 37	12 AM	Engineers.....	Conference.	
TT 38	12 PM	TERRAIN EXERCISE No. 2, Series I.....	4	Conference.
TT 39	13 AM	Engineers.....		Lecture.
TT 40	13 AM	Chemical Warfare.....		Conference.
TT 41	13 AM	Medical Service.....		Conference.
TT 42	16 AM	Chemical Warfare.....		Conference.
TT 43	16 AM	Medical Service.....		Conference.
TT 44	16 PM	TERRAIN EXERCISE No. 3, Series I.....		
TT 45	17 AM	Chemical Warfare.....		Conference.
TT 46	17 AM	Corps Auxiliary Arms—Cavalry.....		Conference.
TT 47	17 AM	Corps Auxiliary Arms—Artillery.....		Lecture.
TT 48	18 AM	Corps Auxiliary Arms—Cavalry.....	Conference.	
TT 49	18 AM	Corps Auxiliary Arms—Artillery.....	Conference.	
TT 50	18 PM	TERRAIN EXERCISE No. 4, Series I.....	4	Conference.
TT 51	19 AM	Corps Auxiliary Troops—Artillery.....		Lecture.
TT 52	19 AM	Corps Auxiliary Troops—Tanks.....		Conference.
TT 53	19 AM	Corps Auxiliary Troops—Air Service.....		Conference.
TT 54	20 AM	Corps Auxiliary Troops—Artillery.....		Conference.
TT 55	20 AM	Corps Auxiliary Troops—Air Service.....		Conference.
CO 10	20 PM	MAP PROBLEM No. 2, Series I.....		Conference.
TT 56	23 AM	Corps Auxiliary Troops—Artillery.....		Conference.
TT 57	23 AM	Corps Auxiliary Troops—Air Service.....		Conference.
FE 8	23 PM	MAP PROBLEM No. 3, Series I.....		4
TT 58	24 AM	Corps Auxiliary Troops—Artillery.....	Conference.	
TT 59	24 AM	Corps Auxiliary Troops—Air Service.....	Lecture.	
TT 60	24 AM	Corps Auxiliary Troops—Artillery.....	Conference.	
TT 61	25 AM	Corps Auxiliary Troops—Artillery.....	Conference.	

SCHEDULE (October-November)

Serial Number	Dates Oct.	SUBJECT	Value of Problems	Remarks
TT 62	25 AM	Corps Auxiliary Troops— Air Service.....		Conference.
TT 63	25 PM	MAP PROBLEM No. 4, Series I..	4	
TT 64	26 AM	Corps Auxiliary Troops— Air Service.....		Conference.
TT 65	26 AM	Corps Auxiliary Troops—Engineers		Lecture.
TT 66	26 AM	Corps Auxiliary Troops—Signal.....		Conference.
TT 67	27 AM	Corps Auxiliary Troops—Engineers		Conference.
TT 68	27 AM	Corps Auxiliary Troops—Signal.....		Conference.
TT 69	27 PM	MAP PROBLEM No. 5, Series I..	4	
TT 70	30 AM	Corps Auxiliary Troops—Engineers		Conference.
TT 71	30 AM	Corps Auxiliary Troops—Signal.....		Conference.
TT 72	30 PM	MAP PROBLEM No. 6, Series I..	4	
TT 73	31 AM	Corps Auxiliary Troops—Engineers		Conference.
DP 1	31 AM	Discussion of Map Problem No. 2, Series I.....		Lecture.
LU 1	31 AM Nov.	Larger Units.....		Conference.
TT 74	1 AM	Corps Auxiliary Troops—Engineers		Conference.
LU 2	1 AM	Larger Units.....		Conference.
TT 75	1 PM	MAP PROBLEM No. 7, Series I..	4	
LU 3	2 AM	Larger Units.....		Conference.
DP 2	2 AM	Discussion of Map Problem No. 4, Series I.....		Lecture.
LU 3	2 AM	Larger Units.....		Conference.
LU 4	3 AM	Larger Units.....		Conference.
LU 5	3 AM	Larger Units.....		Conference.
CO 11	3 PM	MAP PROBLEM No. 8, Series I..	4	
LU 6	6 AM	Larger Units.....		Conference.
TP 1	6 AM	Marches.....		Lecture.
LU 7	6 AM	Larger Units.....		Conference.
LU 8	7 AM	Larger Units.....		Conference.
MH 1	7 AM	World War.....		Lecture.
TP 2	7 AM	Marches.....		Conference.
TP 3	8 AM	Marches.....		Conference.
MH 2	8 AM	World War.....		Lecture.
LU 9	8 AM	Larger Units.....		Conference.
LU 10	9 AM	Larger Units.....		Conference.
MH 3	9 AM	World War.....		Lecture.
TP 4	9 AM	Halts.....		Conference.
LU 11	10 AM	Larger Units.....		Conference.
TP 5	10 AM	Security and Reconnaissance.....		Lecture.
LU 12	10 AM	Larger Units.....		Conference.
LU 14	13 AM	Larger Units.....		Conference.
MH 4	13 AM	World War.....		Lecture.
TP 6	13 AM	Security and Reconnaissance.....		Conference.
TP 7	14 AM	Security and Reconnaissance.....		Conference.
MH 5	14 AM	World War.....		Lecture.
LU 15	14 AM	Larger Units.....		Conference.
LU 16	15 AM	Larger Units.....		Conference.
MH 6	15 AM	World War.....		Lecture.
TP 8	15 AM	Security and Reconnaissance.....		Conference.
TP 9	16 AM	Security and Reconnaissance.....		Conference.

SCHEDULE (November-December)

Serial Number	Dates Nov.	SUBJECT	Value of Problems	Remarks
MH 7	16 AM	World War.....		Lecture.
TP 10	16 AM	Security and Reconnaissance.....		Conference.
TP 11	17 AM	Security and Reconnaissance.....		Conference.
MH 8	17 AM	World War.....		Lecture.
TP 12	17 AM	Security and Reconnaissance.....		Conference.
TP 13	20 AM	Security and Reconnaissance.....		Conference.
MH 9	20 AM	World War.....		Lecture.
TP 14	20 AM	General Discussion of Offensive.....		Conference.
TP 15	21 AM	Security and Reconnaissance.....		Conference.
TP 16	21 AM	General Discussion of Offensive.....		Conference.
MM 1	21 PM	Map Maneuver.....		
TP 17	22 AM	General Discussion of Offensive.....		Conference.
MH 10	22 AM	World War.....		Lecture.
TP 18	22 AM	General Discussion of Offensive.....		Conference.
TP 19	23 AM	Air Service Reconnaissance.....		Conference.
MH 11	23 AM	World War.....		Lecture.
TP 20	23 AM	Development for Combat.....		Conference.
TP 21	24 AM	Air Service Bombing.....		Conference.
TP 22	24 AM	Development for Combat.....		Conference.
MM 2	24 PM	Map Maneuver.....		
TP 23	27 AM	Attack in Meeting Engagement.....		Conference.
MH 12	27 AM	World War.....		Lecture.
TP 24	27 AM	Attack in Meeting Engagement.....		Conference.
TP 25	28 AM	Attack Against Prepared Position.....		Conference.
MH 13	28 AM	World War.....		Lecture.
TP 26	28 AM	Attack Against Prepared Position.....		Conference.
TP 27	29 AM	Attack Against Prepared Position.....		Conference.
TP 28	29 AM	Attack Against Prepared Position.....		Conference.
	Dec.			
TP 29	4 AM	Attack Against Defensive Zone.....		Conference.
MH 14	4 AM	World War.....		Lecture.
TP 30	4 AM	Attack Against Defensive Zone.....		Conference.
TP 31	5 AM	Attack Against Defensive Zone.....		Conference.
MH 15	5 AM	AEF in World War.....		Lecture.
TP 32	5 AM	Attack Against Defensive Zone.....		Conference.
TP 33	6 AM	Passage of Lines.....		Conference.
MH 16	6 AM	AEF in World War.....		Lecture.
TP 34	6 AM	Passage of Lines.....		Conference.
TP 35	7 AM	Employment of Division Engineers.....		Conference.
MH 17	7 AM	AEF in World War.....		Lecture.
CSL 1	7 AM	Theater of Operations.....		Conference.
TP 36	8 AM	Holding Attack.....		Conference.
CSL 2	8 AM	Theater of Operations.....		Conference.
MM 3	8 PM	Map Maneuver.....		
TP 37	11 AM	General Discussion of Defensive.....		Conference.
CSL 3	11 AM	Supply in Past Wars.....		Lecture.
TP 38	11 AM	General Discussion of Defensive.....		Conference.
CSL 4	12 AM	Division Commander and General Staff.....		Conference.
TP 39	12 AM	General Discussion of Defensive.....		Conference.
TP 40	12 PM	MAP PROBLEM No. 1, Series II.....	16	
TP 41	13 AM	General Discussion of Defensive.....		Conference.

SCHEDULE (December-January)

Serial Number	Dates Dec.	SUBJECT	Value of Problems	Remarks
CSL 5	13 AM	Division Commander and General Staff		Conference.
MH 18	13 PM	MAP PROBLEM No. 1, Series III.	14	
CSL 6	14 AM	Division Commander and General Staff		Conference.
MH 19	14 AM	AEF in World War		Lecture.
CSL 7	14 AM	Division Commander and General Staff		Conference.
CSL 8	15 AM	Division Commander and General Staff		Conference.
MI 1	15 AM	Military Intelligence		Conference.
MM 4	15 PM	Map Maneuver		
MI 2	18 AM	Military Intelligence		Conference.
TP 42	18 AM	Defense in Meeting Engagement		Conference.
TP 43	18 PM	MAP PROBLEM No. 2, Series II.	16	
MI 3	19 AM	Military Intelligence		Conference.
DP 3	19 AM	Discussion of Map Problem No. 1, Series II		Lecture.
TP 44	19 AM	Defense in Meeting Engagement		Conference.
TP 45	20 AM	A Defensive Position		Conference.
MI 4	20 AM	Military Intelligence		Conference.
TP 46	20 PM	MAP PROBLEM No. 3, Series II.	16	
MI 5	21 AM	Military Intelligence		Conference.
MH 20	21 AM	AEF in World War		Lecture.
TP 47	21 AM	A Defensive Position		Conference.
MI 6	22 AM	Military Intelligence		Conference.
TP 48	22 AM	A Defensive Position		Conference.
	Jan.			
CSL 9	2 AM	Administrative and Technical Staff		Conference.
DP 4	2 AM	Discussion of Map Problem No. 2, Series II		Lecture.
CSL 10	2 AM	Administrative and Technical Staff		Conference.
CSL 11	3 AM	Administrative and Technical Staff		Conference.
MH 21	3 AM	AEF in World War		Lecture.
CSL 12	3 AM	Administrative and Technical Staff		Conference.
CSL 13	4 AM	Administrative and Technical Staff		Conference.
MH 22	4 AM	AEF in World War		Lecture.
TP 49	4 AM	A Defensive Zone		Conference.
TP 50	5 AM	A Defensive Zone		Conference.
CSL 14	5 AM	Mobilization		Conference.
MI 7	5 PM	MAP PROBLEM No. 2, Series III.	14	
TP 51	8 AM	A Defensive Zone		Conference.
MH 23	8 AM	AEF in World War		Lecture.
TP 52	8 AM	A Defensive Zone		Conference.
CSL 15	9 AM	Division Transportation		Conference.
MH 24	9 AM	AEF in World War		Lecture.
CSL 16	9 AM	Movements by Motor Transport		Conference.
CSL 17	10 AM	Movements by Motor Transport		Conference.
TP 53	10 AM	A Defensive Zone		Conference.
MM 5	10 PM	Map Maneuver		
TP 54	11 AM	A Defensive Zone		Conference.
MH 25	11 AM	AEF in World War		Lecture.
CSL 18	11 AM	Movements by Rail		Conference.

SCHEDULE (January-February)

Serial Number	Dates Jan.	SUBJECT	Value of Problems	Remarks
CSL 19	12 AM	Movements by Rail.....		Conference.
MH 26	12 AM	AEF in World War.....		Lecture.
TP 55	12 AM	A Defensive Zone.....		Conference.
TP 56	15 AM	A Defensive Zone.....		Conference.
MH 27	15 AM	AEF in World War.....		Lecture.
CSL 20	15 AM	Duties in Rest Area.....		Conference.
CSL 21	16 AM	Duties in Rest Area.....		Conference.
TP 57	16 AM	Counter Attack.....		Conference.
MM 6	16 PM	Map Maneuver.....		
CSL 22	17 AM	Division on March.....		Conference.
TP 58	17 AM	Relief of Front Line Units.....		Conference.
TP 59	17 PM	MAP PROBLEMS No. 4, Series II	16	
CSL 23	18 AM	Division on March.....		Conference.
ST 1	18 AM	Strategy.....		Lecture.
CSL 24	18 AM	Division on March.....		Conference.
TP 60	19 AM	Relief of Front Line Units.....		Conference.
CSL 25	19 AM	Division in Relief.....		Conference.
TP 61	19 PM	MAP PROBLEM No. 5, Series II..	16	
CSL 26	22 AM	Division in Relief.....		Conference.
TP 62	22 AM	Raids.....		Conference.
CSL 27	22 PM	MAP PROBLEM No. 3, Series III..	14	
TP 63	23 AM	Delaying Action.....		Conference.
ST 2	23 AM	Strategy.....		Lecture.
TP 64	23 AM	Position in Readiness.....		Conference.
TP 65	24 AM	Position in Readiness.....		Conference.
ST 3	24 AM	Strategy.....		Conference.
MM 7	24 PM	Map Maneuver.....		
TP 66	25 AM	Withdrawal from Action.....		Conference.
ST 4	25 AM	Strategy.....		Conference.
CSL 28	25 PM	MAP PROBLEM No. 4, Series III..	14	
TP 67	26 AM	Withdrawal from Action.....		Conference.
ST 5	26 AM	Strategy.....		Lecture.
TP 68	26 AM	Retreat and Pursuit.....		Conference.
TP 69	29 AM	Retreat and Pursuit.....		Conference.
CSL 29	29 AM	Division in Attack and Pursuit.....		Conference.
TP 70	29 PM	MAP PROBLEM No. 6, Series II..	16	
CSL 30	30 AM	Division in Attack and Pursuit.....		Conference.
ST 6	30 AM	Strategy.....		Lecture.
TP 71	30 AM	Retreat and Pursuit.....		Conference.
CSL 31	31 AM	Division in Attack and Pursuit.....		Conference.
TP 72	31 AM	Retreat and Pursuit.....		Conference.
CSL 32	31 AM	MAP PROBLEM No. 5, Series III..	14	
	Feb.			
TP 73	1 AM	Retreat and Pursuit.....		Conference.
DP 5	1 AM	Discussion of Map Problem No. 4, Series III.....		Lecture.
ST 7	1 AM	Strategy.....		Conference.
ST 8	2 AM	Strategy.....		Conference.
TP 74	2 AM	River Crossings.....		Conference.
MM 8	2 PM	Map Maneuver.....		
TP 75	5 AM	River Crossings.....		Conference.
ST 9	5 AM	Strategy.....		Conference.
CSL 33	5 PM	MAP PROBLEM No. 6, Series III..	14	

SCHEDULE (February-March)

Serial Number	Dates Feb.	SUBJECT	Value of Problems	Remarks
ST 10	6 AM	Strategy.....		Conference.
MH 28	6 AM	Logic.....		Lecture.
FE 9	6 AM	Field Fortifications.....		Conference.
CSL 34	7 AM	Division in Withdrawal.....		Conference.
TP 76	7 AM	River Crossings.....		Conference.
TP 77	7 PM	MAP PROBLEM No. 7, Series II.	16	
FE 10	8 AM	Field Fortifications.....		Conference.
MH 29	8 AM	Logic.....		Lecture.
TP 78	8 AM	Convoys.....		Conference.
TP 79	9 AM	Night Attacks.....		Conference.
FE 11	9 AM	Field Fortifications.....		Conference.
TP 80	9 PM	MAP PROBLEM No. 8, Series II.	16	
TP 81	12 AM	Night Attacks.....		Conference.
FE 12	12 AM	Field Fortifications.....		Conference.
CSL 35	12 PM	MAP PROBLEM No. 7, Series III.	14	
FE 13	13 AM	Field Fortifications.....		Conference.
MH 30	13 AM	Logic.....		Lecture.
TP 82	13 AM	Oversea Expeditions.....		Conference.
TP 83	14 AM	Oversea Expeditions.....		Conference.
FE 14	14 AM	Field Fortifications.....		Conference.
CSL 36	14 PM	MAP PROBLEM No. 8, Series III	14	
FE 15	15 AM	Field Fortifications.....		Conference.
DP 6	15 AM	Discussion of Map Problem No. 8, Series II		Lecture.
TP 84	15 AM	Overseas Expeditions.....		Conference.
TP 85	16 AM	Overseas Expeditions.....		Conference.
MH 31	16 AM	Logic.....		Conference.
FE 16	16 PM	MAP PROBLEM No. 9, Series III.	14	
TP 86	19 AM	Defense of Coast Line.....		Conference.
MH 32	19 AM	Logic.....		Lecture.
CSL 37	19 AM	Expeditionary Force.....		Conference.
TP 87	20 AM	Domestic Disturbances.....		Conference.
MH 33	20 AM	Logic.....		Lecture.
TP 88	20 AM	Domestic Disturbances.....		Conference.
TP 89	21 AM	Domestic Disturbances.....		Conference.
MH 34	21 AM	Logic.....		Conference.
FE 17	21 PM	MAP PROBLEM No. 10, Series III	14	
TP 90	23 AM	Domestic Disturbances.....		Conference.
MH 35	23 AM	Historical Research.....		Lecture.
TP 91	23 AM	Domestic Disturbances.....		Conference.
TP 92	26 AM	Strategical Reconnaissance.....		Conference.
MH 36	26 AM	Historical Research.....		Conference.
TP 93	26 PM	MAP PROBLEM No. 9, Series II.	16	
TP 94	27 AM	Strategical Reconnaissance.....		Conference.
MH 37	27 AM	Historical Research.....		Lecture.
TP 95	27 AM	Cavalry March.....		Conference.
TP 96	28 AM	Combat of Cavalry Division.....		Conference.
TP 97	28 AM	Security at Halt.....		Conference.
TP 98	28 PM	MAP PROBLEM No. 10, Series III	16	
	March			
TP 99	1 AM	Screening.....		Conference.
MH 38	1 AM	Historical Research.....		Lecture.
TP 100	1 AM	Screening.....		Conference.

SCHEDULE (March)

Serial Number	Dates March	SUBJECT	Value of Problems	Remarks	
TP 101	2 AM	Attack of Locality.....	16	Conference.	
MH 39	2 AM	Historical Research.....		Conference.	
TP 102	2 PM	MAP PROBLEM No. 11, Series II.....		16	Conference.
TP 103	5 AM	Flank of Battle.....			
DP 7	5 AM	Discussion of Map Problem No. 9, Series II.....			
TP 104	5 AM	Seizing and Holding Position.....			
TP 105	6 AM	Exploiting Break Through.....			
MH 40	6 AM	Historical Research.....			
TP 106	6 AM	Covering a Retreat.....			
CSL 38	7 AM	Map Maneuver.....			
TP 107	8 AM	Delaying Action.....			
MH 41	8 AM	Historical Research.....			
TP 108	8 AM	Cavalry Defense.....	16	Conference.	
TP 109	9 AM	Cavalry Pursuit.....			
DP 8	9 AM	Discussion of Map Problem No. 11, Series II.....			
CSL 39	9 AM	Corps Commander and General Staff.....			
CSL 40	12 AM	Corps Commander and General Staff.....			
TP 110	12 AM	The Independent Corps.....			
TP 111	12 PM	MAP PROBLEM No. 12, Series II.....			
CSL 41	13 AM	Corps Commander and General Staff.....			
MH 42	13 AM	Historical Research.....			
TP 112	13 AM	The Independent Corps.....			
CSL 42	14 AM	Map Maneuver.....	16	Conference.	
TP 113	15 AM	The Independent Corps.....			
CSL 43	15 AM	Corps Commander and General Staff.....			
TP 114	15 AM	The Independent Corps.....			
TP 115	16 AM	The Independent Corps.....			
CSL 44	16 AM	Supply of Cavalry Division.....			
TP 116	16 PM	MAP PROBLEM No. 13, Series II.....			
TP 117	19 AM	The Independent Corps.....			
DP 9	19 AM	Discussion of Map Problem No. 12, Series II.....			
CSL 45	19 AM	Supply of Cavalry Division.....			
CSL 46	20 AM	Supply of Cavalry Division.....	16	Conference.	
TP 118	20 AM	The Independent Corps.....			
TP 119	20 PM	MAP PROBLEM No. 14, Series II.....			
TP 120	21 AM	The Independent Corps.....			
CSL 47	21 AM	Corps Logistics.....			
TP 121	21 AM	The Independent Corps.....			
CSL 48	22 AM	Corps Logistics.....			
TP 122	22 AM	Tactical and Strategical Studies.....			
CSL 49	22 AM	Corps Logistics.....			
TP 123	23 AM	Tactical and Strategical Studies.....			
CSL 50	23 AM	Corps Logistics.....	14	Conference.	
MH 43	23 PM	MAP PROBLEM No. 11, Series III.....			
TP 124	26 AM	Tactical and Strategical Studies.....			
FE 18	26 AM	Ground Organization, Corps.....			

SCHEDULE (March-April)

Serial Number	Dates March	SUBJECT	Value of Problems	Remarks
TP 125	26 PM	MAP PROBLEM No. 15, Series II	16	
TP 126	27 AM	Tactical and Strategical Studies.....		Conference.
FE 19	27 AM	Ground Organization, Corps.....		Conference.
TP 127	27 AM	Tactical and Strategical Studies.....		Conference.
TP 128	28 AM	Tactical and Strategical Studies.....		Conference.
FE 20	28 AM	Ground Organization, Corps.....		Conference.
TP 129	28 AM	Tactical and Strategical Studies.....		Conference.
TP 130	29 AM	Tactical and Strategical Studies.....		Conference.
FE 21	29 AM	Ground Organization, Corps.....		Conference.
TP 131	29 PM	MAP PROBLEM No. 16, Series II	16	
TP 132	30 AM	Tactical and Strategical Studies.....		Conference.
FE 22	30 AM	Ground Organization, Corps.....		Conference.
TP 133	30 AM	Tactical and Strategical Studies.....		Conference.
	April			
TP 134	9 AM	Tactical and Strategical Studies.....		Conference.
TL 1	9 AM	Infantry Division in Attack.....		Lecture.
TP 135	9 AM	Tactical and Strategical Studies.....		Conference.
TP 136	10 AM	Tactical and Strategical Studies.....		Conference.
TL 2	10 AM	Infantry Division in Attack.....		Conference.
TP 137	10 PM	MAP PROBLEM No. 17, Series II	16	
TP 138	11 AM	Tactical and Strategical Studies.....		Conference.
TL 3	11 AM	Infantry Division in Attack.....		Conference.
TP 139	11 AM	Tactical and Strategical Studies.....		Conference.
TP 140	12 AM	Tactical and Strategical Studies.....		Conference.
TL 4	12 AM	Infantry Division in Attack.....		Conference.
CSL 51	12 AM	Explanation of Map Maneuver.....		Lecture.
CSL 52	13 PM	Map Maneuver.....		All day.
TP 141	16 AM	Tactical and Strategical Studies.....		Conference.
TL 5	16 AM	Infantry Division in Attack.....		Conference.
TP 142	16 PM	MAP PROBLEM No. 18, Series II	16	
TL 6	17 AM	Infantry Division in Attack.....		Conference.
PL 1	17 AM	Psychology and Leadership.....		Lecture.
TL 7	17 AM	Infantry Division in Attack.....		Conference.
TP 143	18 AM	Tactical and Strategical Studies.....		Conference.
TL 8	18 AM	Infantry Division in Attack.....		Conference.
FE 23	18 PM	MAP PROBLEM No. 12, Series III	14	
TL 9	19 AM	Infantry Division in Attack.....		Conference.
DP 10	19 AM	Discussion of Map Maneuver CSL 52.....		Lecture.
TL 10	19 AM	Infantry Division in Attack.....		Conference.
CSL 53	20 AM	MAP PROBLEM No. 13, Series III	14	
TP 144	23 AM	Tactical and Strategical Studies.....		All day.
PL 2	23 AM	Psychology and Leadership.....		Conference.
TL 11	23 AM	Infantry Division in Attack.....		Lecture.
TL 12	24 AM	Infantry Division in Attack.....		Conference.
PL 3	24 AM	Psychology and Leadership.....		Conference.
TP 145	24 AM	Tactical and Strategical Studies.....		Lecture.
MM 9	25 AM	Corps Maneuver.....		Conference.
TP 146	26 AM	Tactical and Strategical Studies.....		All day.
PL 4	26 AM	Psychology and Leadership.....		Conference.
TL 13	26 AM	Infantry Division in Attack.....		Lecture.
TP 147	27 AM	Tactical and Strategical Studies.....		Conference.
FE 24	27 AM	Field Fortifications.....		Conference.

SCHEDULE (April-May)

Serial Number	Dates April	SUBJECT	Value of Problems	Remarks
TL 14	27 AM	Infantry Division in Attack.....		Conference.
TP 148	30 AM	Tactical and Strategical Studies.....		Conference.
PL 5	30 AM	Psychology and Leadership.....		Lecture.
FE 25	30 AM	Field Fortifications.....		Conference.
	May			
TP 149	1 AM	Tactical and Strategical Studies.....		Conference.
TL 15	1 AM	Infantry Division in Attack.....		Conference.
FE 26	1 PM	Tactical Ride No. 6, Field Fortifications.....		
TP 150	2 AM	Tactical and Strategical Studies.....		Conference.
TL 16	2 AM	Infantry Division in Attack.....		Conference.
FE 27	2 PM	Tactical Ride No. 7, Field Fortifications.....		
TL 17	3 AM	Infantry Division in Attack.....		Conference.
TL 18	3 AM	Infantry Division in Attack.....		Conference.
FE 28	3 PM	Tactical Ride No. 8, Field Fortifications.....		
TL 19	4 AM	Infantry Division in Attack.....		Conference.
MT 1	4 AM	Methods of Training.....		Conference.
TL 20	4 PM	MAP PROBLEM No. 1, Series IV.....	15	
MT 2	7 AM	Methods of Training.....		Conference.
TL 21	7 AM	Infantry Division in Attack.....		Conference.
TL 22	7 PM	MAP PROBLEM No. 2, Series IV.....	15	
TL 23	8 AM	Infantry Division in Attack.....		Conference.
MT 3	8 AM	Methods of Training.....		Conference.
TL 24	8 PM	MAP PROBLEM No. 3, Series IV.....	15	
TL 25	9 AM	Infantry Division in Attack.....		Conference.
LP 1	9 AM	Military Government.....		Lecture.
MT 4	9 AM	Methods of Training.....		Conference.
TL 26	10 AM	Infantry Division in Attack.....		Conference.
MT 5	10 AM	Methods of Training.....		Conference.
TL 27	10 AM	MAP PROBLEM No. 4, Series IV.....	15	
TL 28	11 AM	Infantry Division in Attack.....		Conference.
MT 6	11 AM	Methods of Training.....		Conference.
TL 29	11 PM	MAP PROBLEM No. 5, Series IV.....	15	
TL 30	14 AM	Infantry Division in Defense.....		Conference.
MT 7	14 AM	Methods of Training.....		Conference.
TL 31	14 PM	MAP PROBLEM No. 6, Series IV.....	15	
TL 32	15 AM	Infantry Division in Defense.....		Conference.
MT 8	15 AM	Methods of Training.....		Conference.
GTE 1	15 PM	GENERAL TERRAIN EXERCISE No. 1, Series V.....	16	
MT 9	16 AM	Methods of Training.....		Conference.
LP 2	16 AM	Military Government.....		Lecture.
TL 33	16 AM	Infantry Division in Defense.....		Conference.
TL 34	17 AM	Infantry Division in Defense.....		Conference.
MT 10	17 AM	Methods of Training.....		Conference.
GTE 2	17 PM	GENERAL TERRAIN EXERCISE No. 2, Series V.....	16	
TL 35	18 AM	Infantry Division in Defense.....		Conference.
MT 11	18 AM	Methods of Training.....		Conference.
GTE 3	18 PM	GENERAL TERRAIN EXERCISE No. 3, Series V.....	16	

SCHEDULE (May-June)

Serial Number	Dates May	SUBJECT	Value of Problems	Remarks
TL 36	21 AM	Infantry Division in Defense.....	16	Conference.
MT 12	21 AM	Methods of Training.....		Conference.
GTE 4	21 PM	GENERAL TERRAIN EXERCISE No. 4, Series V.....		
TL 37	22 AM	Infantry Division in Defense.....	16	Conference.
MT 13	22 AM	Methods of Training.....		Conference.
GTE 5	22 PM	GENERAL TERRAIN EXERCISE No. 5, Series V.....		
TL 38	23 AM	Infantry Division in Defense.....	15	Conference.
LP 3	23 AM	Military Government.....		Lecture.
MT 14	23 AM	Methods of Training.....		Conference.
TL 39	24 AM	Infantry Division in Defense.....	15	Conference.
TL 40	24 AM	Cavalry Division.....		Conference.
TL 41	24 PM	MAP PROBLEM No. 7, Series IV.....		
TL 42	25 AM	Infantry Division in Defense.....	15	Conference.
TL 43	25 AM	Cavalry Division.....		Conference.
TL 44	25 PM	MAP PROBLEM No. 8, Series IV.....		
TL 45	28 AM	Infantry Division in Defense.....	14	Conference.
TL 46	28 AM	Cavalry Division.....		Conference.
MT 15	28 PM	MAP PROBLEM No. 14, Series III.....		
TL 47	29 AM	Infantry Division in Defense.....	15	Conference.
TL 48	29 AM	Cavalry Division.....		Conference.
TL 49	29 PM	MAP PROBLEM No. 9, Series IV.....		
TL 50	31 AM	Infantry Division in Defense.....	16	Conference.
TL 51	31 AM	Cavalry Division.....		Conference.
GTE 6	31 PM	GENERAL TERRAIN EXERCISE No. 6, Series V.....		
	June			
TL 52	1 AM	Infantry Division in Defense.....	16	Conference.
LP 4	1 AM	Military Government.....		Conference.
GTE 7	1 PM	GENERAL TERRAIN EXERCISE No. 7, Series V.....		
TL 53	4 AM	Cavalry Division.....	15	Conference.
LP 5	4 AM	Military Government.....		Conference.
TL 54	4 PM	MAP PROBLEM No. 10, Series IV.....		
TL 55	5 AM	Cavalry Division.....	16	Conference.
LP 6	5 AM	Military Government.....		Conference.
GTE 8	5 PM	GENERAL TERRAIN EXERCISE No. 8, Series V.....		
TL 56	6 AM	Cavalry Division.....	15	Conference.
LP 7	6 AM	Military Government.....		Conference.
TL 57	6 PM	MAP PROBLEM No. 11, Series IV.....		
TL 58	7 AM	Cavalry Division.....	16	Conference.
LP 8	7 AM	Military Government.....		Conference.
GTE 9	7 PM	GENERAL TERRAIN EXERCISE No. 9, Series V.....		
TL 59	8 AM	Cavalry Division.....	15	Conference.
LP 9	8 AM	Military Government.....		Conference.
TL 60	8 PM	MAP PROBLEM No. 12, Series IV.....		
GTE 10	11 AM	GENERAL TERRAIN EXERCISE No. 10, Series V.....	16	
GTE 11	12 AM	GENERAL TERRAIN EXERCISE No. 11, Series V.....		

SCHEDULE (June)

Serial Number	Dates June	SUBJECT	Value of Problems	Remarks
GTE 12	12 PM	GENERAL TERRAIN EXER- CISE No. 12, Series V.....	16	
GTE 13	13 AM	GENERAL TERRAIN EXER- CISE No. 13, Series V.....	16	
GTE 14	13 PM	GENERAL TERRAIN EXER- CISE No. 14, Series V.....	16	
GTE 15	14 AM	GENERAL TERRAIN EXER- CISE No. 15, Series V.....	16	
GTE 16	14 PM	GENERAL TERRAIN EXER- CISE No. 16, Series V.....	16	
GTE 17	15 AM	GENERAL TERRAIN EXER- CISE No. 17, Series V.....	16	
GTE 18	15 PM	GENERAL TERRAIN EXER- CISE No. 18, Series V.....	16	