

ANNUAL REPORT
OF
THE COMMANDANT
The General Service Schools
FORT LEAVENWORTH, KANSAS
1926-1927



THE GENERAL SERVICE SCHOOLS PRESS
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THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

July 15, 1927.

SUBJECT: Annual Report for school year 1926-1927.

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

In compliance with paragraph 3 c (2) (a), A.R. 350-110, the Annual Report for the school year 1926-1927 is submitted herewith.

THE GENERAL SERVICE SCHOOLS

1. During the school year 1926-1927, the school staff was as follows:

Brigadier General Edward L. King, Commandant.

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

Colonel Herbert J. Brees, Cavalry, Assistant Commandant.

Lieutenant Colonel J. H. Bryson, F.A., Secretary and Executive Officer.

Major Robert L. Eichelberger, A.G.D., Adjutant General.

Lieutenant Colonel Alfred Brandt, Infantry, Librarian.

Major Paul C. Paschal, Infantry, Assistant Secretary.

THE COMMAND AND GENERAL STAFF SCHOOL

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

Colonel George L. Byroade, Infantry, Director.

CHIEFS OF SECTIONS

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

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

G-2: Lieutenant Colonel O. P. Robinson, Infantry.

G-3: Lieutenant Colonel C. Lininger, Cavalry.

Major A. D. Chaffin, Infantry, Chief, Publication Section.

CHIEFS OF SUBSECTIONS

Infantry: Major J. M. Churchill, Infantry.
Cavalry: Lieutenant Colonel H. T. Bull, Cavalry.
Field Artillery: Major W. Bryden, Field Artillery.
Coast Artillery: Major B. H. L. Williams, Coast Artillery Corps.
Engineer: Major F. S. Besson, Corps of Engineers.
Signal Corps: Major J. C. Moore, Signal Corps.
Air Corps: Major W. C. Sherman, Air Corps.
Chemical Warfare Service: Major H. Shekerjian, Chemical Warfare Service.
Adjutant General: Major R. L. Eichelberger, A.G.D.
Judge Advocate: Major B. D. Edwards, Judge Advocate General's Department.
Medical Corps: Major T. E. Darby, M.C.
Ordnance: Major E. S. Hughes, Ordnance Department.
Quartermaster Corps: Major R. McG. Littlejohn, Q.M.C.

INSTRUCTORS

Major Simon B. Buckner, Jr., Infantry,
Major Charles M. Busbee, Field Artillery,
Major Thomas J. Camp, Infantry,
Major Robert M. Campbell, Cavalry,
Major William T. Carpenter, Coast Artillery Corps,
Major Andrew D. Chaffin, Infantry,
Major Guy W. Chipman, Cavalry,
Major Jesse C. Drain, Infantry,
Major Melvin G. Faris, Infantry,
Major Louis Farrell, Infantry,
Major Horace H. Fuller, Field Artillery,
Major William H. Gill, Infantry,
Major William R. Gruber, Field Artillery,
Major Russell P. Hartle, Infantry,
Major Roy O. Henry, Cavalry,
Major Coleman W. Jenkins, Coast Artillery Corps,
Major Pierre V. Kieffer, Field Artillery,
Major David McCoach, Jr., Corps of Engineers,
Major James P. Marley, Field Artillery,
Major John B. Maynard, Coast Artillery Corps,
Major Troy H. Middleton, Infantry,

INSTRUCTORS (*Continued*)

Major John Millikin, Cavalry,
Major James I. Muir, Infantry,
Major Vernon G. Olsmith, Infantry,
Major J. Garesche' Ord, Infantry,
Major Roger S. Parrott, Field Artillery,
Major Virgil L. Peterson, Corps of Engineers,
Major Herbert M. Pool, Infantry,
Major Waldo C. Potter, Field Artillery,
Major Walter M. Robertson, Infantry,
Major Clinton W. Russell, Air Corps,
Major Charles L. Sampson, Infantry,
Major Eugene Santschi, Jr., Infantry,
Major Franklin C. Sibert, Infantry,
Major Homer H. Slaughter, Infantry,
Major George W. Sliney, Field Artillery,
Major John P. Smith, Coast Artillery Corps,
Major Clarence L. Sturdevant, Corps of Engineers,
Major John H. Stutesman, Infantry,
Major Thomas F. Van Natta, Jr., Cavalry,
Major Arthur E. Wilbourn, Cavalry,
Major Forrest E. Williford, Coast Artillery Corps.

3. The Command and General Staff School opened on September 6, 1926, with two hundred and four (204) students, 199 from the Regular Army, 3 from the Marine Corps and two from the Irish Free State Army.

The list of graduates follows:

HONOR GRADUATES

Major Herbert H. Acheson, Coast Artillery Corps,
Major Harvey C. Allen, Coast Artillery Corps,
Major Roy S. Atwood, Coast Artillery Corps,
Major Edwin A. Bethel, Corps of Engineers,
Major James L. Bradley, Infantry,
Major Richard F. Cox, Coast Artillery Corps,
Major Roscoe C. Crawford, Corps of Engineers,
Major Sylvester D. Downs, Jr., Field Artillery,
Captain John R. Francis, Infantry,
Major Samuel A. Gibson, Infantry,
Major Charles P. Gross, Corps of Engineers,
Captain Thomas T. Handy, Field Artillery,
Captain Dale D. Hinman, Coast Artillery Corps,
Major Joseph M. Swing, Field Artillery,
Major Calvin P. Titus, Infantry,

HONOR GRADUATES (*Continued*)

Major Fred L. Walker, Infantry,
Major Charles F. Williams, Corps of Engineers,
Major Roscoe B. Woodruff, Infantry.

DISTINGUISHED GRADUATES

Major Kenneth T. Blood, Coast Artillery Corps,
Major Clifford Bluemel, Infantry,
Major Harry D. Chamberlin, Cavalry,
Major Henry B. Cheadle, Infantry,
Major Thomas J. J. Christian, Field Artillery,
Major John F. Conklin, Corps of Engineers,
Major John B. Coulter, Cavalry,
Major Raymond V. Cramer, Coast Artillery Corps,
Major William C. Crane, Jr., Field Artillery,
Major John E. Creed, Infantry,
Captain James C. Crockett, Infantry,
Major William H. Cureton, Field Artillery,
Major Joseph O. Daly, Field Artillery,
Major George W. Easterday, Coast Artillery Corps,
Major Howell M. Estes, Cavalry,
Captain Oscar L. Gruhn, Field Artillery,
Major Harry F. Hazlett, Infantry,
Major Ralph Hospital, Field Artillery,
Major Harry C. Ingles, Signal Corps,
Major Stafford LeR. Irwin, Field Artillery,
Major William H. Lanagan, Corps of Engineers,
Major John W. Lang, Infantry,
Lieutenant Colonel Aubrey Lippincott, Cavalry,
Major Edwin B. Lyon, Air Corps,
Major Bruce Magruder, Infantry,
Major Clyde H. Metcalf, United States Marine Corps,
Major Sherman Miles, Coast Artillery Corps,
Captain Lyle H. Miller, United States Marine Corps,
Major William N. Porter, Chemical Warfare Service,
Major Guy I. Rowe, Quartermaster Corps,
Major Martin C. Shallenberger, Infantry,
Major William E. Shedd, Jr., Coast Artillery Corps,
Major Robert L. Spragins, Infantry,
Major John F. Stevens, Cavalry,
Major Charles Thomas-Stahle, Coast Artillery Corps,
Major Frank Thorp, Jr., Field Artillery,
Major Floyd R. Waltz, Infantry.

GRADUATES

Major Clyde R. Abraham, Infantry,
Captain Walter F. Adams, Infantry,
Major George E. Arneman, Field Artillery,
Major Lester D. Baker, Infantry,
Major Alfred S. Balsam, Infantry,
Major Everett D. Barlow, Quartermaster Corps,
Captain James W. Barnett, Cavalry,
Major George G. Bartlett, Infantry,
Major James E. Baylis, Medical Corps,
Major Lindsley D. Beach, Cavalry,
Captain William H. Beers, Infantry,
Major Richard C. Birmingham, Infantry,
Captain Henry P. Blanks, Infantry,

GRADUATES (Continued)

Captain Oliver J. Bond, Jr., Coast Artillery Corps,
Major Allan S. Boyd, Jr., Infantry,
Captain Sereno E. Brett, Infantry,
Lieutenant Colonel Hugh S. Brown, Infantry,
Lieutenant Colonel Francis H. Burr, Infantry,
Major Charles S. Caffery, Infantry,
Captain Albert D. Chipman, Coast Artillery Corps,
Captain Joseph Church, Infantry,
Lieutenant Colonel Charles A. Clark, Quartermaster Corps,
Major Charles E. Coates, Infantry,
Major Fred H. Coleman, Air Corps,
Lieutenant Colonel George B. Comly, Cavalry,
Captain Michael Costello, Irish Free State Army,
Major William L. Culbertson, Infantry,
Major Joseph H. Davidson, Infantry,
Major Michael F. Davis, Air Corps,
Major Ernest J. Dawley, Field Artillery,
Major Benjamin F. Delamater, Jr., Infantry,
Major Howard Donnelly, Infantry,
Major Clyde L. Eastman, Signal Corps,
Lieutenant Colonel Francis C. Endicott, Infantry,
Major Sidney Erickson, Infantry,
Major Arthur C. Evans, Infantry,
Major d'Alary F'echet, Infantry,
Major Benjamin G. Ferris, Infantry,
Captain William Fisk, Infantry,
Captain Paul H. French, Coast Artillery Corps,
Major Andrew G. Gardner, Infantry,
Major Robert C. Garrett, Coast Artillery Corps,
Major George S. Gay, Field Artillery,
Major Robert A. Gilmore, Infantry,
Major Joseph J. Grace, Signal Corps,
Major Carl Halla, Finance Department,
Major Samuel F. Hawkins, Coast Artillery Corps,
Major Charles B. Hazeltine, Cavalry,
Major Leo G. Heffernan, Air Corps,
Major Donald Henley, Infantry,
Major Paul H. Herman, Coast Artillery Corps,
Major Louis E. Hibbs, Field Artillery,
Major Horace M. Hickam, Air Corps,
Major James R. Hill, Cavalry,
Major Carl E. Hocker, Coast Artillery Corps,
Major Samuel R. Hopkins, Field Artillery,
Major Eustis L. Hubbard, Cavalry,
Major Dean Hudnutt, Field Artillery,
Major Thruston Hughes, Adjutant General's Department,
Captain Robert Joerg, Jr., Infantry,
Major Byron Q. Jones, Air Corps,
Major Ralph E. Jones, Infantry,
Lieutenant Colonel Harry B. Jordan, Ordnance Department,
Major Hugh B. Keen, Infantry,
Major William P. Kelleher, Infantry,
Lieutenant Colonel John R. Kelly, Infantry,
Captain George C. Kenney, Air Corps,
Major Allen Kimberly, Coast Artillery Corps,
Major Manning M. Kimmel, Jr., Coast Artillery Corps,
Major Hugh J. Knerr, Air Corps,
Major Joseph J. Koch, Infantry,

GRADUATES (Continued)

Major George H. Koon, Veterinary Corps,
Major Oscar O. Kuentz, Corps of Engineers,
Captain Otto F. Lange, Infantry,
Major James A. Lester, Field Artillery,
Captain Elmer G. Lindroth, Infantry,
Captain Howard J. Liston, Infantry,
Major Charles B. Lyman, Infantry,
Colonel Hugh MacNeill, Irish Free State Army,
Captain Frank U. McCoskrie, Infantry,
Major James A. McGrath, Infantry,
Major Edward C. McGuire, Cavalry,
Major Torrey B. Maghee, Infantry,
Major Lloyd B. Magruder, Coast Artillery Corps,
Lieutenant Colonel Herbert E. Mann, Cavalry,
Major Harold E. Marr, Field Artillery,
Major Thomas L. Martin, Infantry,
Major Clifford J. Mathews, Infantry,
Major Berkeley T. Merchant, Cavalry,
Major Thomas DeW. Milling, Air Corps,
Lieutenant Colonel Henry E. Mitchell, Cavalry,
Major Welton M. Modisette, Cavalry,
Captain James G. Monihan, Cavalry,
Major Norman P. Morrow, Field Artillery,
Major Gunnar J. Mortenson, Infantry,
Lieutenant Colonel Albert H. Mueller, Cavalry,
Major Daniel E. Murphy, Cavalry,
Major Charles K. Nulsen, Infantry,
Major Edwin O'Connor, Cavalry,
Major Louis A. O'Donnell, Cavalry,
Lieutenant Colonel Hans O. Olson, Infantry,
Major John T. H. O'Rear, Coast Artillery Corps,
Major Harold L. Parsons, United States Marine Corps,
Major Joseph B. Pate, Infantry,
Major William A. Pendleton, Field Artillery,
Major Thomas G. Peyton, Cavalry,
Captain Robert E. Phillips, Coast Artillery Corps,
Lieutenant Colonel William R. Pope, Cavalry,
Major Augustin M. Prentiss, Chemical Warfare Service,
Major Harry H. Pritchett, Infantry,
Major Norman F. Ramsey, Ordnance Department,
Major Norman Randolph, Infantry,
Major Metcalfe Reed, Infantry,
Major George Ruhlen, Jr., Coast Artillery Corps,
Major William O. Ryan, Field Artillery,
Captain William P. Schwatel, Infantry,
Major Clyde A. Selleck, Field Artillery,
Major Bethel W. Simpson, Ordnance Department,
Major Frank A. Sloan, Infantry,
Major Estil V. Smith, Infantry,
Lieutenant Colonel George R. Somerville, Cavalry,
Major Leonard C. Sparks, Field Artillery,
Major Stewart W. Stanley, Signal Corps,
Captain Adelbert B. Stewart, Infantry,
Major Henry H. Stickney, Jr., Corps of Engineers,
Captain Nicholas Szilagyi, Infantry,
Major Thomas A. Terry, Coast Artillery Corps,
Major John McD. Thompson, Cavalry,
Major Daniel H. Torrey, Adjutant General's Department,

GRADUATES (Continued)

Captain Thomas G. Tousey, Medical Corps,
Major William A. Turnbull, Judge Advocate General's Department,
Major James deB. Walbach, Coast Artillery Corps,
Major Albert H. Warren, Coast Artillery Corps,
Major Edwin M. Watson, Field Artillery,
Major William W. West, Jr., Cavalry,
Major Raymond A. Wheeler, Corps of Engineers,
Major Andrew J. White, Adjutant General's Department,
Major Glenn P. Wilhelm, Ordnance Department,
Colonel George Williams, Cavalry,
Major Arthur H. Wilson, Cavalry,
Major Durward S. Wilson, Infantry,
Major Oliver S. Wood, Infantry,
Major Edward N. Woodbury, Coast Artillery Corps,
Major Gordon R. Young, Corps of Engineers,
Major Laurence W. Young, Infantry.

4. The policy of making no changes in revision of texts during the year has been carried out. Suggestions for revisions deemed necessary are filed and when a re-print is necessary, decision is then made as to the necessity for revision.

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

6. Tactical Functions of Larger Units was re-introduced into the course this year with beneficial results. By offering the student a larger view of military operations, he is enabled to more readily visualize the work of lesser units.

7. The tutorial method of instruction was continued with much better results than last year. Regular times and places for meeting of committees were prescribed. By the first of January it was found that this system of instruction was no longer necessary and it was then discontinued, except as asked for by a few students.

8. A system of marking students "S" (Satisfactory) and "U" (Unsatisfactory) with necessary comments on the problems to indicate important errors was continued, with highly beneficial results.

9. During the summer two officers were sent to summer school at the University of Michigan for the purpose of investigating the systems used there as to methods of instruction. These officers voluntarily gave up their time

and upon their return to the schools here their experience was utilized. The net result was a decided improvement in methods of instruction with a corresponding beneficial result to the students. Another officer is to take this same course at the University of Michigan this year.

10. I am convinced that more care should be taken in the selection of officers to become students at this school. Officers coming here should be, where practicable, graduates from the advanced course of some special service school, or with an equal instruction received by some other method. In this way time could be saved here by shortening the refresher and review course we now maintain at these schools at the beginning of the course.

11. I further believe that a board of General officers similar to the one which now passes upon the eligibility of graduates for the General Staff Eligible List should meet prior to the detail of officers as students and only such officers should be sent here as, from their record, would certainly be placed upon the General Staff Eligible List upon graduation. It is a waste of time and money to send officers here whose efficiency records show they are not suitable material for General Staff duty.

12. The physical condition of officers coming here should be carefully determined before they are detailed. Emphasis is placed here upon regular and systematic exercise on the part of the students during the course and, due to the facilities offered by the Post and to the splendid cooperation of the Army Y.M.C.A., a noticeable increase in the amount of physical exercise taken by officers was noted last year.

13. The decision of the War Department to do away with the rating of Honor and Distinguished graduates will be of assistance. I am firmly convinced that some of the time previously spent by students in trying out methods by which they will get a better mark will now be spent by these officers in absorbing more fully the principles which are taught.

14. In last year's report I recommended that the great percentage of instructors be taken from officers who have been graduated from this school for one or more years and

who are, preferably, Army War College graduates. In detailing officers this year the War Department was very liberal in complying with this request.

SPECIAL COMMAND AND GENERAL STAFF SCHOOL

15. With one exception the officers composing the Special Command and General Staff School were well qualified to carry on the work here. I recommend that this class be increased in size, provided funds are available.

The list of graduates is as follows:

GRADUATES

Colonel James H. A. Baker, 153d Infantry, Arkansas National Guard,
Lieutenant Colonel Wilbur S. Barker, FA-Res.,
Major Ralph C. Bishop, FA-Res.,
Lieutenant Colonel Robert L. Cole, Inf-Res.,
Major George C. Cox, Sig-Res.,
Colonel Albert L. Cubertson, 130th Infantry, Illinois National Guard,
Lieutenant Colonel Martin H. Deffenbaugh, Med-Res.,
Colonel Henry Dickinson, 109th Cavalry, Tennessee National Guard,
Major Herbert H. Glidden, Inf-Res.,
Major Samuel L. Gordon, Inf-Res.,
Lieutenant Colonel Franklin P. Haller, Jr., Ordnance Dept., Pennsylvania National Guard,
Colonel Ewell L. Head, 180th Infantry, Oklahoma National Guard,
Lieutenant Colonel Walter C. Hinman, Inf-Res.,
Lieutenant Colonel Haroll M. Howe, Inf-Res.,
Major Orlando Hughes, FA-Res.,
Major Robin C. Keene, AG-Res.,
Lieutenant Colonel Charles E. Lockhart, Inf-Res.,
Lieutenant Colonel Julian I. Marks, QM-Res.,
Lieutenant Colonel James L. Mitchell, Inf-Res.,
Lieutenant Colonel Walter E. Palmer, Sig-Res.,
Brigadier General Morris B. Payne, Connecticut National Guard,
Major Francis H. Phipps, CW-Res.,
Lieutenant Colonel George H. Russ, Jr., Inf-Res.,
Lieutenant Colonel Joseph M. Scammell, 40th Division, California National Guard,
Lieutenant Colonel John B. Seymour, Inf-Res.,
Lieutenant Colonel John S. Shetler, 37th Division, Ohio National Guard,
Lieutenant Colonel Walter C. Smith, Inf-Res.,
Major Giddings Stone, Cav-Res.,
Lieutenant Colonel Arthur C. Turner, MI-Res.,
Brigadier General Paul H. Weyrauch, Washington National Guard,
Colonel William M. Wilder, Inf-Res.

THE COMMAND AND GENERAL STAFF CORRESPONDENCE
SCHOOL

Director: LIEUTENANT COLONEL H. A. WELLS, Infantry.

Chief: LIEUTENANT COLONEL J. SCOTT, Infantry.

16. The total number enrolled for the Correspondence Course is about eight hundred (800). Under the present scheme the exercises and problems are prepared here and sent out to various corps area commanders who are charged with the duty of enrolling and instructing and of distributing and marking problems. The Director of the Correspondence School recommends that the preparation, distribution, and marking of problems be centralized in this school, thereby reducing the total overhead. To do this would necessitate an appreciable addition to our instructor personnel of some twenty officers. In view of the fact that the Corps Area Commanders are responsible for the training of officers within their corps area I believe that the present system is the better, in that there is control as to type of exercises and problems, with a decentralization through corps area commanders of methods of instruction. There should be now available in every corps area a sufficient number of officers who are thoroughly capable of marking these problems.

17. Each year the War Department calls upon The General Service Schools to prepare one or more Training Regulations. I believe this is an error. This institution is a school of instruction wherein doctrines are taught which are promulgated by the War Department. Therefore, Training Regulations, which promulgate War Department doctrines, should be prepared by the War Department. It seems to be a good scheme to send these Training Regulations to the schools for review but the main work of preparing should, in my opinion, be handled by the War Department.

18. TRANSLATION: During the year there has been a marked increase in German translations.

19. I again desire to express my grateful acknowledgment for the splendid backing received by the schools from the War Department.

It is also my pleasure to acknowledge the efficient, loyal, capable and conscientious support given me by the Assistant Commandant, Directors and Faculty, as well as from the members of the permanent garrison and student body.

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