

# The FIELD ARTILLERY JOURNAL



JAN. - FEB. 1947



*With the Big **A** in Europe . . . page 16*

*By Ned Vergason*

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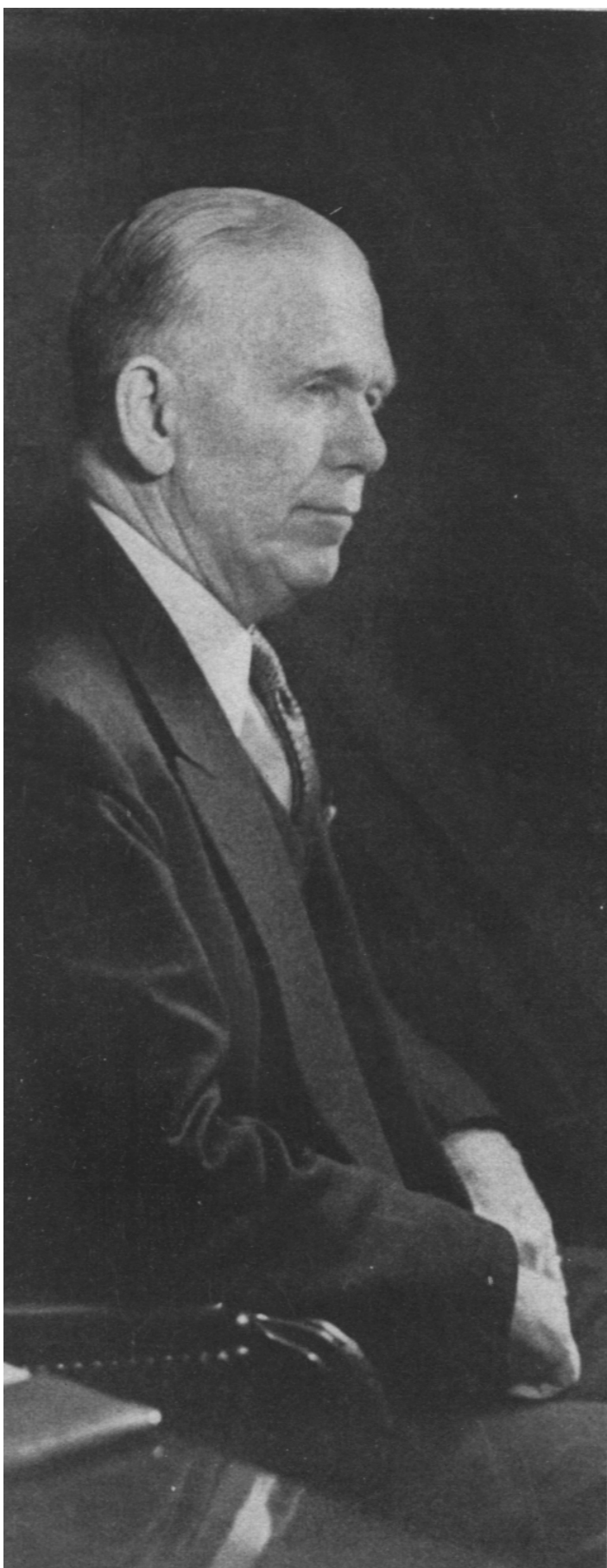
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*The  
Secretary  
of  
State*

**I**N WISHING him health and good cheer in what was then thought to be his retirement from public service, this JOURNAL noted a year ago that General of the Army George Catlett Marshall merited well the faith and trust of common democrats—that, in framing a mighty instrument of victory, he never transgressed the nebulous but nonetheless firm limitations which a free people refuse to accede to the Military, war or no war.

Deeply appreciative of his uncommon talents, it followed logically for our people to be warmly comforted, and not disturbed, by citizen-soldier Marshall's recent appointment as Secretary of State. He is the first American soldier so honored.

Signal though this honor be to General Marshall as an individual, all soldiers realize with satisfaction that this unprecedented circumstance reflects the highest credit on their chosen life's work—the honorable profession of arms.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★



# THE STRANGE ALLIANCE

By JOHN R. DEANE

Major General. U. S. A.—Ret.



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# The FIELD ARTILLERY JOURNAL



*"Contributes to the Good of Our Country"*

**VOL. 37**

**JANUARY-FEBRUARY 1947**

**NO. 1**

- Cover: A 155mm gun of Battery C. 981st Field Artillery Battalion, supports the 83rd Infantry Division during the decisive Battle of the Bulge, fought and won two years ago this winter. Photo by US Army Signal Corps.
- Frontispiece: The Secretary of State.

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The Field Artillery Journal is not a medium for the dissemination of War Department doctrine or administrative directives. Contributors alone are responsible for opinions expressed and conclusions reached in published articles. Consistent with the objects of our Association, however. The Field Artillery Journal seeks to provide a meeting ground for the free expression of artillery ideas in the changing present.

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# *"Pass the Ammunition"—*

**In the near future, the Congress of the United States will either accept or reject the principle of Universal Military Training.**

**The soundness of this decision is vital to the Nation.**

**Necessarily and naturally, the legislative enactments of Congress tend to reflect the will of articulate groups within the electorate.**

**Apathetic inarticulateness by a jellyfish majority will kill UMT!**

**Of general benefit to all and specific benefit to few, mere belief in UMT isn't enough—because, though in a minority, its opponents will be active.**

**Digested from a recent War Department release, the following will serve as ammunition in answer to the major objections that have been raised from time to time by the critics of UMT.**

**It is the duty of every American citizen to make known his stand on the vital question of UMT to his representatives on Capitol Hill.**

## **COST**

The cost will be considerable both in individual sacrifice and in dollars, but it is small compared to the cost of unpreparedness in war and nothing compared to the *cost of defeat*.

The cost of only 3 days of World War II, at its peak, equaled the estimated yearly outlay for UMT.

War expenditures in 1945 were 90 billion dollars. If we could have shortened the war by 6 months, the saving would have been 45 billion dollars. The interest alone on such a sum would support UMT in perpetuity.

## **ATOM BOMB A CURE-ALL?**

The atom bomb will bring profound changes in warfare. This fact is certainly not minimized by the United States Army, its first successful user.

The Army and Navy are working hand-in-hand with the most advanced atomic scientists. Certainly, no group is better qualified to judge the potentialities

of atomic warfare than the military-civilian scientist teams now engaged in research and development. These responsible authorities are in agreement that the destructive power of the atomic bomb makes organized, disciplined and trained manpower more important than ever before. They tell us that UMT is a *must* in any realistic approach to the potentialities of future warfare.

## **MILITARISM?**

No general or admiral ever requested Congress to declare war, nor does the Army have the power to mobilize the nation's reserves. Only the President and the Congress can do these things.

The war veterans—and there are many millions of them—are the most sincere advocates of peace. They are not militarists, and they *know* the horrors of war that the pacifist *talks* about. Veterans' organizations stand unanimous in support of UMT.

Throughout our life as a nation we have had what

is known as the *militia*, in which every male citizen capable of bearing arms is charged with so doing in time of need. UMT vitalizes this doctrine. Such training has not made militaristic states of Sweden, Denmark, Norway, Holland, France, or Switzerland.

Our jurisprudence does not rest on a voluntary jury system. Our taxes are not based on a voluntary taxpaying system. Our educational system is compulsory. UMT would simply be compulsory education in self-defense and in the defense of home and country.

### **HARMFUL TO CAREERS?**

After lengthy interruption in their education, the GI's of World War II are back in schools with renewed determination to learn. They are demonstrating an earnestness and performance well above the peacetime average.

Men trained under a UMT system would contribute to civic consciousness and civic discipline—essential bulwarks to the debilitating and irresponsible influences in our democratic way of life. Those who return to school at the end of their period of training would also be more mature and more eager for and appreciative of knowledge.

In the business of military training, the field of leadership is wide open, and the boy who demonstrates leadership capacity is soon advanced. There are, in fact, few comparable opportunities in civil life. Like the armed forces, business and industry and the professions are all on the lookout constantly for rising leaders.

### **MORALS?**

Morals have no bearing, as such, on problem of peacetime training. There was no such question in CCC training.

Some 15,000,000 men have been in the Army. What is the estimate of their moral deterioration? Or gain? Will anyone say that the men who won the war are worse than those who stayed at home? In any case, UMT is another story entirely. The civilian trainee or cadet would not be in the Army nor would he be sent overseas. Moreover, his code of conduct and discipline would be prescribed by Congress and supervised by a civilian commission.

### **UMT VS. UNO**

Whether we like it or not—and most people do not like it—we must face the fact that military power is still the most powerful argument at the peace table. *Military power* plus a *will to peace* can achieve peace and maintain it. The lack of either makes for instability and uncertainty. This, in the past, has led to war. It can do so again.

UMT is complementary rather than contrary to our national objectives as a stalwart supporter of the United Nations Organization. As Secretary of State, Mr. James Byrnes strongly urged the passage by the Congress of UMT legislation as a measure to promote the peace and security of the world and to advance the good work of the United Nations.

### **WHOM DO WE EXPECT TO FIGHT?**

Glibly put forward, this shallow question may be answered by an equally glib rejoinder—*Remember Pearl Harbor!*

But there is a deeper answer in the social evolution of an increasingly crowded world. Japan had been our ally only a few short years before Pearl Harbor. Italy was also our one-time ally. But their war leaders mobilized their peoples and led them to attack us.

The United States has no plan or thought of aggression anywhere. We dare not forget, however, that our nation and its resources are the world's richest prize—hence, its most tempting target.

### **CIVILIAN COMPONENTS**

The civilian components of the armed forces cannot be made effective without UMT.

Today we have no National Guard in being. Now in the process of being reorganized, state authorities find themselves unable to meet even 25 per cent of planned strength, and are proceeding on a 10 per cent basis. UMT would enable National Guard units to attain their required strength in perhaps 4 or 5 years. It would make a similar contribution to the Organized Reserves by steadily expanding its strength and effectiveness.

Basic training is *never* obsolete.

### **DELAY?**

Delay is the device of those who are doubtful of the validity of their own arguments.

Even with UMT it would take at least 5 years to build an adequate reserve of trained men. In 5 years our present pool of war-experienced veterans will have dried up by reason of age, family obligations, or physical incapacity. Every year that UMT is delayed means a year's extension of the obligation of a World War II veteran for the benefit of a younger man, who has not yet done his part nor been fitted to do his part when needed.

If we postpone action now, who can say when we should reconsider? Having lived in relative security 1 year, why not 2? We were caught last time with a situation in the Pacific that was so sensitive that when prudent men saw the danger, it was decided that we *should not aggravate it* by adopting UMT! Delay will invite a repetition of this experience.

# *It Happened in Coblenz*

By M. Hoyle

ONCE UPON A TIME, SOME twenty-five years ago, while the world was being made "safe" for the first time, there was stationed in the American Army of Occupation in Germany a young, handsome and gallant officer. We shall call him Captain Kelly because that was not his name. It was a good old Irish name something like that, however. And like many good Irishmen, Kelly was a "wolf" in very smart clothing indeed.

In those almost forgotten days it was quite dreadfully *verboten* for a member of the AEF to be seen exchanging even so much as a mild pleasantry with a member of the town's civilian population. It was called "fraternizing" and it was distinctly "out." Any lonely doughboy or venturesome and romantic officer who dared to ignore or otherwise flout the general orders regarding such things was promptly and severely sat upon, and hard. So it was the custom, when one yearned for the feminine touch, to proceed in the following manner:

You strolled casually past her place of employment at the time best suited to an accidental encounter. Having conveyed the idea by means of fulsome eye-work that a more secluded and personal interview would be desirable—she then preceded you along the street by a distance of perhaps fifty paces, vanishing suddenly into a doorway.

Behold our gallant Captain then, upon a dark afternoon in early autumn, thus engaged in trailing a most delectable bit of pleasurable pulchritude who, after a

soft and bewitching backward glance, darted swiftly into a doorway and up a steep stairway.

The Captain sauntered slowly to the corner and then, whilst the broad back of the M.P. was turned for a moment, darted into the same stone-paved entrance and up the stairs. She was waiting for him at the top of the flight, and, with many fetching smiles, conducted our clever fugitive along a passage and into a pleasant apartment overlooking the street.

She spoke no English and he no German, but if love laughs at locksmiths it certainly must have hysterics at people who fancy that language is necessary to a flirtation. She brought out some excellent Chablis and some little cakes which they consumed with many giggles and much clinking of glasses, after which she signed him to a seat beside her on a low sofa and, picking up a guitar, she sang some old *leider* in her sweet though uncultivated voice.

The evening being sultry, the good Captain soon sign-language permission to remove his Sam Browne belt, side-arms and various and sundry other harness with which a doting government had seen fit to adorn his lanky person. In fact, developments were entirely favorable for the amorous Kelly—so favorable, indeed, that our bit of pulchritude soon stopped playing the guitar!

\* \* \* \* \*

Time passed, as it will under such circumstances, and it was well along in

the evening when steps were heard— heavy, deliberate masculine ones— ascending the stairs and advancing along the passage toward the Fraulein's door.

English or no english, there was no misunderstanding the urgent whispered commands, and, in much less time than it takes to tell about it, the Captain found himself thrust unceremoniously out upon the balcony just beneath the window, followed by a hastily collected assortment of gear.

A low murmur of voices now became audible within; a rumble of masculine complaint and a series of placating protests in low musical tones. The words, however, were indistinguishable to Kelly, crouched miserably against the wall under the window. He longed for a smoke. Worse, if possible, it began to rain—a mean, slow drizzle, cold and penetrating.

Presently a match flared within, followed by the tantalizing aroma of a cigarette as the smoke snaked itself out the window in the draught. The murmur of voices continued and suddenly an arm appeared over the window ledge and a masculine hand at the end of a military sleeve flicked an ash almost into Kelly's face. It was a gesture superbly contemptuous and our hero's feelings at the moment may be better imagined than described. Much better. He had *recognized* the sleeve and the hand!

\* \* \* \* \*

The rain, which was now descending very wetly indeed, was insufficient to

quench the burning thirst for reprisal which now consumed our brave Captain. But its penetrating sogginess soon convinced him of the need for an advance or retreat of some sort, for his present position was becoming momentarily more untenable.

The houses of that quaint old town march shoulder to shoulder down the crooked cobbled streets, their roofs forming a series of steep inverted V's, so that the skyline resembles a large saw-blade with more or less evenly pointed teeth. Between two of these sharp roofs, in the narrow and uncomfortable declivity formed by their junction, Captain Kelly made his difficult way to the rear of the building and down some steep steps to the highwalled garden at the back.

Dirty gray streaks in the eastern sky announced an imminent dawn and urged upon our hero the necessity of locating an exit before the inmates of the house should be astir and discover him.

See now, how nothing one learns is ever lost. For wall-scaling, being a part of every soldier's training, now became a practical mode of escape for Kelly, who flung his long legs over the wall coping and dropped upon the other side—directly on top of a large German female who was doing a bit of early morning gardening. She at once let out a most magnificent yell, which resulted in the immediate arrival of two stalwart M.P.'s with drawn service automatics.

Captain Kelly then proceeded to describe a midnight pursuit of suspicious looking marauders and his final loss of the trail in the back garden just over the wall. The M.P.'s, be it said to their credit, refrained from smirking at each other, and proceeded forthwith to execute the Captain's precise orders to post a fulsome guard at both ends of the street and in various positions commanding entrances and exits to the adjacent back gardens. His duty done, our gallant Captain sought the safe haven of his quarters and bunk.

\* \* \* \* \*

As he bathed and dressed some two hours later, Kelly listened with close

interest to the account retailed breathlessly by his orderly. The Regimental Commander was missing! Hq was by the ears . . . a "Kraut" had probably done him in during the night . . . search parties were out in every direction!

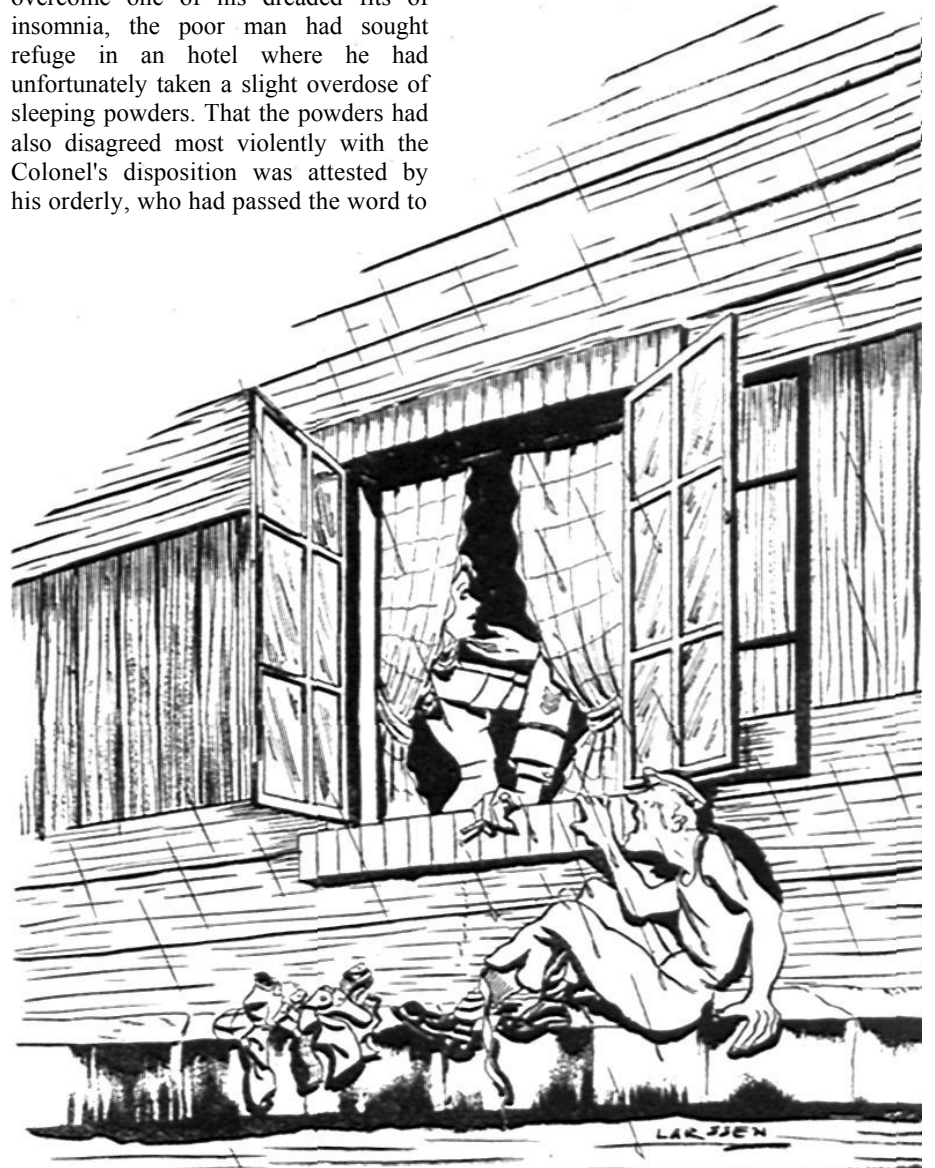
Upon reaching his office, after a rather sketchy inspection, our Captain withdrew the guards he had posted so carefully in the early morning hours, and flung them headlong and sleepless into the frantic search for their Commander.

Late in the morning, word reached Captain Kelly that the Colonel had returned. It seems that in an attempt to overcome one of his dreaded fits of insomnia, the poor man had sought refuge in an hotel where he had unfortunately taken a slight overdose of sleeping powders. That the powders had also disagreed most violently with the Colonel's disposition was attested by his orderly, who had passed the word to

Kelly's orderly who now told Kelly—adding, further, that the Colonel desired the Captain's presence at Headquarters without delay.

The atmosphere at Hq was chilly in the extreme as our hero stepped inside and saluted his superior officer in his smartest manner. Kelly and the Colonel eyed each other steadily for a moment and then the Colonel held out a small glittering object and said in a shaking voice, "I believe, Sir, that this is your property!"

The sickly rays of the sun which filtered through the dirty window glinted upon the object in the Colonel's hand—it was Kelly's wrist-watch.







# Leading the American Soldier

By Major General Maxwell D. Taylor

Superintendent, U. S. Military Academy

*A fresh restatement by a veteran commander and military scholar of the immutable principles of leadership, with pointed emphasis on the character and reactions of the American citizen soldier.\**



SINCE NO EXPERIENCE IS broad enough and no wisdom is deep enough to provide the final word on leading the American soldier, it is a subject to be approached with due modesty. It is a subject particularly difficult to treat without falling into abstractions which are meaningless without the illumination of some past experience. Like so many other elements in our professional growth, perhaps it is possible to appreciate fully the principles of leadership only after having bungled some of our early efforts.

## THE MEN WE LEAD

The proper beginning for a discussion of the leadership of the American soldier is to consider what sort of fellow we have to deal with, and to determine the characteristics that condition his use in war.

We must distinguish, at the outset, between two types of American soldiers, even at the risk of overstating the contrast. The first is the Regular Army volunteer we met between World War I and World War II. His type has

usually been present in our volunteer peacetime Army. The second type has been in recent years, and still continues to be, our primary concern—the drafted citizen who comes to arms, sometimes willingly and sometimes unwillingly, to meet the essential needs of national security.

*The "Old" Army.* No one can say positively whether the peacetime Regular Army will ever exist again as my contemporaries knew it. It is well to point out, however, just what sort of soldiers composed it. They were generally of two kinds: the old time NCOs and the perennial privates. Each group merits a word.

The typical NCO was as much a professional soldier as the Regular officers themselves. He was a man of great simplicity of character, devoted to his officers and to the outfit in which he was spending his life. These men were the guides and counselors of the young lieutenants reporting to their first assignments. They watched over the professional development of their young officers whose subsequent careers they followed with interest and pride. They themselves were extremely competent in the details of the military profession. They knew company

administration, stable management, and Army regulations better than most officers. They relieved the unit commanders of the administrative burdens of their command and of the routine problems of housekeeping. When the war came, however, many of these men lacked the adaptability necessary to cope with the unusual circumstances of unprecedented expansion. Moreover, as a group they were too old for field service; therefore most of them stayed in the Zone of the Interior as temporary officers in the military police or in one of the supply services. Loyal and experienced soldiers though they were, they had to yield to the younger, hardier, and more vigorous soldiers required by our combat units.

As for the enlisted men of this peacetime Army, those who did not become NCOs were usually not of a very high type. Without either the ability or the desire to become non-commissioned officers, they seldom spent more than one or two enlistments in the Army. Their willingness to serve for little pay and no promotion is a measure, in itself, of their ambition and energy. From the point of view of leadership, these soldiers

\*The idea content of this article follows closely that contained in a lecture delivered by General Taylor to the Class of 1946 at the Military Academy, just prior to graduation.—  
Editor

were docile and presented no particular difficulty beyond the need for occasional disciplinary action. Unimaginative and unenthusiastic, they added little to the national military potential.

**A National Army.** Such Regular Army peacetime soldiers were in marked contrast to the type which we received when with the advent of war the Army was permitted to draw upon the entire nation for military manpower. The best and the worst, the intelligent and the stupid, the loyal and the subversive—all found their way into the olive-drab uniform of the Army and eventually stood before the officers of the Army as a challenge to their ability to produce effective leadership for the nation in arms. Obviously, a similar challenge will confront us if the Congress adopts Universal Military Training. And even if UMT should not be adopted and the selective service principle should be abandoned, our greatly expanded post-war Army and its increased pay scales will combine, I think, to attract enlistees more typically a cross-cut of the American people than was the case in pre-war days.

Citizen soldiers, suddenly transplanted from civil life into the military service, are generally completely ignorant of the Army and are pretty sure that they will not like its ways. Many have grown up in areas traditionally hostile to the armed services; many come from families with pacifistic tendencies where they have been taught to view the Army, and Army officers in particular, with considerable suspicion. Almost to a man, they will bring the national characteristic of resentment to discipline and authority which, in my opinion, presents the greatest obstacle which we have to face in the creation of good troops from the American selectees.

One has only to read the daily papers or listen to the talk which goes on around him or in the halls of Congress to realize that Americans as a nation are innately critical of constituted authority. The average citizen is accustomed to freedom of speech and exercises it to the limit. He is accustomed to attacking his political leaders and sees no reason why the same methods should not be carried over to criticism of military leaders.

Nor is his attitude surprising. Our pioneer forefathers who pushed the frontiers of the nation to the west were deeply individualistic, and they resisted restraint to the point of lawlessness. Their spirit of "rugged individualism" — to use a trite phrase — remains deeply rooted in our society even today, despite some evidences of a drift toward cooperative effort. We soldiers must understand this fundamental characteristic of our people, for it is a source, paradoxically, at one and the same time of both national strength and national weakness. It explains our unequalled capacity to do things. But it likewise accounts for the distressing manifestations—of which current examples are legion—of our individual and collective disregard for the orderly processes of law. The result is that few of our public or private enterprises escape this American attitude, this love of giving authority the "Bronx cheer." Certainly, the Army cannot expect or claim any immunity. As officers, we must recognize and expect this attitude in our soldiers, for it is the natural attitude of the American people we serve.

Although their insubordinate impulses create difficulties for the officers, our soldiers have compensating qualities of initiative, enthusiasm, and dash which more than make up for the headaches which result from their less desirable traits. But the critical attitude of the men puts the officers to the test; the latter cannot expect the blind and uncritical obedience of the German or the Jap; they cannot expect to develop a respectful military attitude by reading from a manual. No institution is sacrosanct to American soldiers; they will criticize all, and it behooves the officers to be on sound ground and to "know their stuff" if they wish to carry conviction. They must show the soldiers the why of things if they would have the latter display the enthusiasm and the eagerness to learn of which they are capable. Remember the words which Von Steuben wrote back to Europe. "The genius of this American nation is not the least to be compared with that of the Prussians, Austrians or French. You say to your soldier, 'Do this' and he doeth it. But I am obliged

to say, 'This is the reason why you ought to do that,' and then he does it."

### QUALITIES OF LEADERSHIP

With this rough picture of the American soldiers, I now turn to some of the qualities which I believe an officer must develop if he is to lead such men successfully. I will say in advance that there is no unanimity of opinion as to what characteristics are most important in the formation of leaders. The classification which I shall use is my own and is open to criticism. Nonetheless, I submit that all the great leaders of the past and the present have been conspicuous for the following three qualities. First, they have been devoted to the welfare of their troops. Next, they have been richly endowed with human understanding. And finally, they have stood out by their professional competence and ability. Now let me expand briefly each one of these statements.

**The Welfare of the Troops.** The citizen soldier finds himself suddenly in a strange environment. He is torn from his family and friends and thrown among strangers. Introduced to new institutions and customs, he feels vaguely threatened by the unfamiliar present and, even more, by the uncertain future. His conception of the Army has been distorted by false literature and movies which have given him a "What Price Glory" idea of military life. He suffers from the absence of a standard of values to guide him in the new world in which he finds himself. At such a time, the soldier needs to look to someone in whom he has confidence, someone who will build up in him the feeling that he is a protected human entity. That someone must be his commanding officer. We find in the GI gripes the recurring note that certain officers did not look after their men, that they thought of themselves first and placed the requirements of their troops in the background. In the great wartime officer corps of 900,000 doubtless there were many who failed in their responsibility to their men. Such officers were the antithesis of what an officer and gentleman should be, and they were responsible for the regrettable repercussions which, following the war,

grew out of our officer-soldier relationships. A reflective reading of history will show that no man ever rose to military greatness who did not succeed in convincing his troops that he put them first, above all else.

Few leaders in all history have had the wholehearted support of their men to the extent that Robert E. Lee held the devotion of the Army of Northern Virginia. While much of Lee's greatness was due to his professional qualities, a large measure of his success was due to the fact that the Army of Northern Virginia knew that General Lee did his best to provide for their welfare. He was loyal to them, and they were loyal to him. When he ordered them to dig entrenchments, a work which they always hated, they knew that the work was necessary and was done to protect their lives. They knew that when he ordered them into battle he had planned with wisdom so that they could succeed with minimum losses. Soldiers were not considered cannon fodder by General Lee; they were comrades associated in the common enterprise of defeating the enemy and serving a cause to which they were all devoted. Furthermore, his soldiers saw that this comradeship was no mere lip service, for General Lee lived just as simply as they did; his table was no better than theirs, and often worse. When friends sent him chickens, eggs, and other delicacies, General Lee would send them to the hospital, feeling that the wounded, more than he and his staff, deserved these small luxuries.

Washington was like Lee in his devotion to his men. He, the aristocrat accustomed to a life of relative luxury, set a personal example in bearing the privations and hardships at Valley Forge, an example which won to him a loyal group of followers. Later this little band formed the nucleus of the force that made the gallant fight at Trenton and changed the whole trend of the war in our favor. His constant effort to better the condition of his troops was known to them and was an important factor in developing the Army into a potent military weapon.

The work of impressing upon the soldier the fact that his officers are

interested in his welfare should start from the first day when he joins his unit and be continuous thereafter. The recruit is particularly responsive to the right sort of treatment. He usually arrives through the replacement system after a very unhappy period of weeks or months. He has been exposed to many inconveniences and annoyances; and in wartime, has come from what the soldiers contemptuously called the "repple depples" where he has often been commanded by officers assigned to the replacement service because of lack of ability to command in combat. By the time he reaches his first regiment, he is likely to be disgruntled by the treatment he has received along the line. That is the moment which the alert commander will seize to convince the recruit that all has been changed, that he now has a home in the unit which he has just joined. He must be taught the history of that unit and must be shown that it is one with a distinguished record of service to which it is an honor to belong. The keynote should be, "You are joining a proved outfit that is glad to have you. It will look after you, but you must look after the reputation of the outfit. Its past history has been paid for by the blood of the killed and wounded; it is up to you to live up to the record which these men have made at such a price." But this talk will not be convincing unless, when the recruit reaches his company or battery, he finds that it is really a happy organization. The old soldiers will be quick to tell him whether the commander looks after his men or not. What you should hope that your recruits will hear is that the "old man" is always on the job, that he keeps a sharp lookout for the comforts of his men, that he is genuinely interested in the unit's recreational life, and that he is warmly understanding of the men's personal problems. If your recruit hears such things from the old timers, you will have no trouble in filling the vacancies in your ranks with loyal and effective replacements.

One important aspect of caring for troops is to see to it that they are not exposed to unnecessary hardships. The successful leader, by intelligent planning, will avoid the march which

must be followed by a countermarch; by his professional skill, he will choose dispositions which will spare his men unnecessary hardships and losses. Sherman convinced his men of his concern for their welfare by the thoroughness with which he trained them and by the consideration which he showed for them in campaign. The men soon learned that the extremely difficult marches he required really saved them needless casualties. They noted how he marched his troops at night to spare them the burning heat of the day. He himself rode in the fields beside the marching columns to avoid crowding the men off the road. This picture is the reverse of what I saw all too frequently overseas: thoughtless officers racing their jeeps past marching troops and splattering them with mud. The deep cursing which such officers caused in the ranks was a fitting commentary on this display of negative leadership.

No leader worth his salt will fail to feel and show his sincere sorrow for the dead and his sympathy for the wounded. Julius Caesar, after one military disaster in which he had lost many troops, allowed his beard and hair to grow and vowed he would not cut them until his soldiers had avenged their comrades' deaths. In the intervals of fighting, Stonewall Jackson was always seen in his field hospitals, visiting the sick and wounded. Soldiers cannot be allowed to think that they are scratched off the list and forgotten when the fortunes of battle lay them low.

Let me sum up my foregoing remarks about devotion to troops in this way. The badge of rank which an officer wears on his coat is really a symbol of servitude—servitude to his men. The privileges which he receives along with his rank come to the officer, not for any intrinsic personal merit but because the officer is entitled to more time and leisure for thought and preparation in serving his troops. If his behavior shows that in all things the enlisted man comes first, he will receive loyal, uncomplaining service from his men, without the grumbling and "bitching" which are the merited lot of the selfish officer.

**Soldiers vs. Serial Numbers.** The second attribute of the successful leader is the gift of human understanding, the ability to treat men as individuals and not as army serial numbers. American troops in particular resent any suggestion that they are without individuality, that they are ciphers and not people. They want to be known for themselves and will resist any attempt to mold them into a pattern of anonymity.

All great soldiers have succeeded in convincing their men that they know and respect them as individuals. To accomplish this purpose, they go among their men freely, mingling with them and giving the soldiers a chance to look them over and size them up. The officer who barricades himself behind his rank is properly suspected of having weaknesses to conceal—probably more than he actually has. The successful commander claims no infallibility, and is not afraid to expose himself to close view. Instead, he is often seen among his men; he learns their surnames and calls them by name at every opportunity. It is said of Caesar that he never lacked a pleasant word for his soldiers. He remembered the face of anyone who had done a gallant deed, and when not in the presence of the enemy he frequently joined with the men in their amusements. Such little human acts as these inspired his legionaries with the devotion which went so far to account for his success as a great captain.

Another subtle approach to the affection of our men is an interest in their families. Ask any soldier about his wife and children; he is delighted to tell his life story and is greatly flattered by the interest which his commander shows. An occasional letter from an officer to a member of a soldier's family—to his father, for example, describing the good work which the son is doing in the Army—will reverberate throughout the entire command, and the officer will have made a life-long friend of the soldier in question.

An officer shows understanding of the type I am discussing when he goes out of his way to explain the necessity of his orders and the reason for the actions required of his men. During the

last war, most successful generals went to great lengths in explaining their detailed plans prior to asking troops to execute them. You recall that General Montgomery, in the battle of El Alemain, ordered that every man in the Eighth Army be told the plan of attack. In our American landings in North Africa, in Sicily, at Salerno and in Normandy, commanders were most careful to brief their men thoroughly on what to expect and why. This explaining of why to the troops goes beyond the need for an explanation of individual battles or campaigns; it should cover the entire question of why we are fighting. We need only recall the fervor which sustained the Southern States in our Civil War. It was the Confederate soldier's love of his cause that kept him going for four long years when he was poorly equipped, seldom fed, and nearly always fighting against odds. It was only when a similar spirit became common in the armies of the North that the tide of victory swung to their side.

I think that this discussion of the need of human understanding can be summed up by saying that it is the exercise of common sense in human relations. There are times to be stern; there are times to be lenient. There are times to be exacting; there are times to be tolerant. This feeling for the right course to be taken with men is instinctive in some officers and lacking in others, but it can be cultivated and developed by all. In this connection I advise that junior officers should observe the behavior of respected senior officers, especially those who are obviously successful with soldiers. Thus, by emulation many will in due time become models themselves.

**Know Your Job.** The last of the trio of virtues of the successful leader is personal, professional competence. The leader must know his business, and the men must know that he knows. War is a terribly serious business, and our citizen soldiers want their lives protected by experts. They may tend to belittle the Regular Army in times of peace; but, when war comes, our citizens want to feel that their lives and fortunes are in the hands of professionals. It is the duty of Regular

officers to devote their lives to providing this professional leadership.

Professional competence is more than a display of book knowledge or of the results of military schooling. It requires the display of qualities of character which reflect inner strength and justified confidence in one's self. To give an impression of strength, an officer must consider his personal appearance, his physical condition, his tone of voice, his method of life—all of which give an impression of his character to the soldier. This does not mean the development of an artificial personality. All of us have certain traits which were given us at birth. We all have a core of personality that cannot be tampered with, but that can be constantly developed. A facade of sham will not serve. If you would have your troops believe that you are strong, you must be strong. If you would teach them to be rugged, you must avoid a soft life yourself. If you would have your men be brave, you must yourself be an example of valor.

To bring the full force of his character to bear effectively upon his men, an officer must resort to every device of personal leadership. I know that some military thinkers say that the day is past in modern war when the leader can place himself in front of his men and inspire them in action in the tradition of Civil War brigadiers who charged on foot at the head of their men. I do not believe this for one moment. Personal leadership is still possible within limits, and it should be supplied by every commander. General Doolittle electrified a discouraged Allied world by his personal leadership when he flew his B-25 off the flight deck of the Hornet. General Patton was a model to his subordinate officers and men because of his personal intervention on the battlefield. There was no point of the front where he, an Army commander, did not go and show himself to his troops. He condemned with passionate fierceness the type of commander who stays in the command post and does not visit the troops. For such commanders, he was a terror incarnate; and they would flee at the word of his

approach to avoid the blistering criticism that would fall upon them if they were caught in rear of their front line. One particularly delicious story about General Patton was told to me by one of his most energetic Corps Commanders. After crossing the Rhine, the Third Army was driving deep into Southern Germany; and this particular Corps had gone well out in advance of the rest of the Army front. General Patton came up, by the one road which was intermittently open, to visit the Corps Commander. The latter by this time was getting a bit jittery at his exposed position. He pointed out that by General Patton's own G-2, there were 60,000 Germans on one flank and 80,000 on another. "And here," said the Corps Commander, pointing it out to General Patton, "here is my advance guard, out two days' march in front of the Army." General Patton looked at the big red circles marking the German concentrations on either flank of the Corps and said, "Just ignore those bastards. Go ahead." His presence at the critical point provided the needed impetus to keep the momentum of the Army rolling.

The vastness of General Eisenhower's responsibilities in Europe did not prevent his giving personal leadership to his troops. Although the size of his command made his visits infrequent at any given point, nevertheless, when he did come around he knew how to get down and chat with the individual men, so that they had the feeling of knowing General Eisenhower personally. They received a vivid impression of the professional efficiency, and the high character which are his outstanding attributes and as a result they went cheerfully and willingly into the dangers which his campaigns entailed.

### THE LEADER'S REWARDS

What are the rewards which fall to the officer who combines felicitously these three qualities—devotion to the troops, human understanding, and professional competence?

First and foremost, he can expect to get the best out of his troops, and American troops at their best are without equal. No foreign army can compare with ours when the latter is properly led. The American soldiers have courage, physical vigor, initiative, and dash. All of these are rich talents which they bring and place in the hands of the commander who knows how to unify them with the catalyst of true discipline. By true discipline, I mean that willing and cheerful subordination of the individual to the success of the team which is the Army. This kind of discipline is not to be confused with the external appearances of traditional discipline: the salute, the knock on the orderly room door, the formulae of deference to superiors—in short, military courtesy as it is rigidly prescribed in our field manuals. The latter all have their place, particularly in the peacetime Army; but they are not the indices of the discipline which really counts. The Army of Northern Virginia would have rated very low in military discipline in the restricted sense. It would never have won "first line" at a West Point parade, but by its spirit it has won a place among the great fighting units of all times, alongside of Xenophon's Ten Thousand, Caesar's Tenth Legion, and Napoleon's Old Guard. American troops with their natural qualities plus discipline are irresistible.

Having achieved true discipline among his men, the successful commander will be victorious in battle. Victory feeds upon itself and soon creates the feeling of invincibility and pride of organization which, together, magnify the intrinsic strength of the command manyfold. The commander's troubles are at an end when the threat of dismissing a man from his company or regiment becomes a punishment more dreaded than court-martial. He need feel no concern when his soldiers brawl in the taverns to prove that they "belong to the best damned outfit in the Army." This spirit may bring on some headaches with the Military Police, but a commander need have no fear for his

military reputation with such men at his side. The great Divisions of all our wars have had this spirit, a fact which accounted in large measure for their success. I know of no finer example than that of the 1st Division in World War I. That Division suffered 7,000 casualties between the 4th and the 11th of October, 1918. They came out of the line expecting a month's rest, but instead were ordered quickly back into the Meuse-Argonne battle. On the 29th of October, the Division Commander delivered the following message, "Memorandum for Members of the 1st Division: It will be well for us to bear in mind at all times, especially on the eve of active operations, (1) That we were the first assault division of the AEF; (2) That we have on four battlefields always taken all objectives assigned to us; (3) That we have gone through the best German Divisions for a total of 30 kilometers and have never abandoned an inch of ground to the enemy; (4) That for every prisoner, we have taken over a hundred Germans; (5) That the above record has been due to the pride and spirit of each individual member of the Division."

Some readers may feel that I have painted too dark a picture of the life of the professional soldier, as though his career were only one of vexatious responsibilities. Must we expect only recriminations and no rewards? If I have painted such a picture, I have been wrong. As for all duty well done, the rewards that come to the successful commander are rich, indeed. American troops, led in the spirit which I have described, will bring fame and honor to the officer who has known how to use their talents and will make his name live in the pages of history. And beyond these rewards, to have commanded troops who have rendered such conspicuous services to the nation will bring to the officer an abiding sense of accomplishment, in having brought to the bloody business of war its redeeming virtues of human loyalty and the fraternal devotion which bind fighting men together — officers and men alike — in mutual respect.



# *Principles of* **PACK TRANSPORT**

*The voice of combat experience warrants a hearing, even though it strikes squarely at principles and techniques long accepted as sound.*

By Capt. Harry E. Ruhsam, FA\*

IT WAS GENERALLY AGREED, at the outset of the war, that the horse and mule had outlived their usefulness in the military service. However, experience in Italy, the Pacific, China, and Burma taught that, until other methods of conquering time and space are developed, an animal carrying a load on his back will continue to be an irreplaceable supplement to the man on foot in operations over difficult terrain. Despite this experience, there is little evidence that the mechanics and techniques of training and operating animal transport units have progressed beyond the stage at which they entered the war. Important lessons were learned, and it is time more thought was given to them.

The main reason for this arrested development has been the lack of a basis for comparison. To compare (as many do) animal transport with motor transport operating over similar terrain is ridiculous. Animal transport exists to operate where motor transport cannot. Moreover, since there were comparatively few units utilizing animal transport during the war, little effort was made to study the relative merits of the different types employed. As a result, we have come out of the war clinging to the spurious opinion that our animal transport principles are correct.

\*Trained in the conventional pack artillery techniques at Fort Sill and Camp Carson, Captain Ruhsam later spent two years with Chinese and British units utilizing pack transportation in Burma and China. At present he is serving in an advisory capacity to Chinese pack artillery in Nanking—Editor.

There being few countries in the world that use as much animal transport (either civilian or military) as China, a comparison of our principles with theirs will provide an insight into those factors which need restudy.

## WHAT WE'RE TAUGHT

I am convinced that our traditional concept of pack transport includes two fundamental weaknesses—too much of our payload is saddle weight, and too much specialized food and care are

required to keep an animal in operation.

According to American standards, the best pack animal is from 15 to 15½ hands in height, and weighs around 1,000 pounds. Consideration is also given to whether the animal's physical conformation is suitable to packing.

Following prescribed principles, each animal is fed 8 pounds of oats and 15 pounds of good hay per day, with an increase authorized when in the field; each animal is groomed at least once a day, shod on the average of once a month, has his hair clipped seasonally, and lives in a clean, well ventilated stable. (It is interesting to note that the Army mule receives better medical care and supervision than a good share of the earth's humanity.) When the pack animal goes to work, complicated and well supervised routines are followed. He is rigged out with a scientifically designed saddle made of aluminum, steel, felt, mohair, curled hair, and leather, which weighs around 95 pounds. This saddle is bound tightly to his back by cinches which pass beneath his body.



**A typical Chinese pack animal. This little mule weighed 375 lbs, and stood 11 hands. His load, consisting of sacks of rice, weighed 210 lbs.**

After he is saddled, he is expected to stand quietly while loads (not to exceed 250 pounds) of various types are either lashed to his saddle by long ropes which flip around his back and legs or to attachments which clank metallicly as they are clamped. Often the force exerted by the ropes to hold the load to the saddle warps a previously well fitted rigging completely out of shape.

While on the march, each animal is watched carefully for signs of fatigue or other indications of discomfort. Once each hour he is halted and his load and saddle are checked. If the duration of the march is over 6 hours, an extended halt is made and loads are removed to rest the animal's back. This, too, is an involved and time-consuming, yet necessary, procedure.

When camp is made after an average day's march of 15 miles, another involved routine begins. Each animal's back is tended and watched carefully for any sign of sores or swellings which might result from an ill-fitting saddle or improperly balanced load, or any one of a hundred other reasons. Grooming, watering, feeding, and inspections consume at least an hour's time.

Stable sergeants, horseshoers, and packmasters work far into the night caring for special cases and refitting saddles which show indications of being out of shape.

Quite so, one says—these are the best animals in the world, and in order for us to utilize their abilities to the utmost it is mandatory that they be given the best of care and supervision so that they can fulfill their mission.

### THE CHINESE WAY

The Chinese pack animal is a sometimes stocky, more often gaunt, little beast averaging 12 hands in height and weighing from 400 to 600 lbs. Probably because they are thankful to have a pack animal at all, the Chinese never consider conformation.

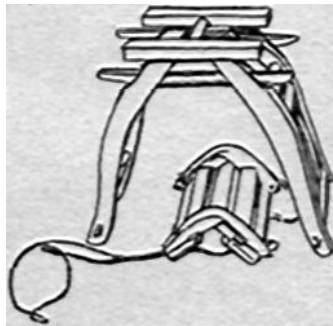
Chinese pack animals eat whatever food is available whenever it's available. Their feed consists primarily of natural grass and a little hay which might be allotted to them in the more barren areas. Occasionally they may get a few beans, but the feeding of grain is the exception rather than the rule. Normally the animal is expected to shift

for himself as much as his tether rope will allow.

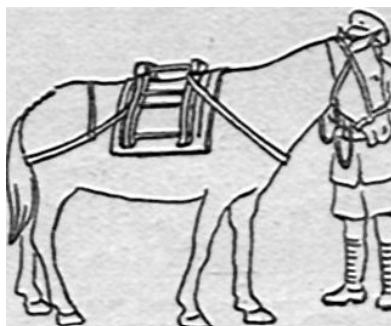
He grooms himself nature's way, by rolling on the ground. The earth and sky generally form the floor and ceiling of his stable; in the few cases where he is tied under shelter the footing and sanitary conditions are such that the animal would be far better off left out in the open.

More often than not, the Chinese animal goes unshod. In the winter his coat is long and shaggy; when spring comes he begins to shed, and by summer's heat the shaggy coat has thinned comfortably. Even in the Army, he seldom sees a veterinarian. Bad feet, eye diseases, and open sores are everywhere in evidence; glanders, a now almost unknown disease in America, is encountered as commonly as colic.

The Chinese pack saddle, of which there are several types, consists primarily of a soft pad which conforms to the shape of the animal's back, and a wooden frame for attachment of loads. (See cuts.) Cinches are not used; instead, a breeching and breast collar hold the saddle in position. The weight of the load and the animal's instinct do the rest. One man can saddle an animal in less



Diagrams taken from a manual on animal transport prepared by Americans for use by the Chinese.



than 10 seconds.

Loads are lashed to a wooden A-frame, which fits over the saddle. As a result, no annoying activity takes place in the immediate vicinity of the animal. Loads are packed elsewhere and the packed A-frames are lifted and placed in the animal's back. The total weight of the saddle and A-frame is less than 20 pounds.

A 600-pound Chinese mule can carry as heavy a pay load as his 1,000-pound American cousin, not only because his saddle is lighter but also because he is able to carry more weight for his size.

### WHERE WILL PACK BE USED?

In his own environment each animal is king.

A Chinese pack train competing with an American counterpart under conditions as found in the United States would stand to be outloaded and outmarched, especially if packed with the extreme weight of 75-mm pack howitzer loads. In view of our extensive road net, however, it is doubtful if pack transportation will ever be needed in a campaign in the United States. If used at all, it will be in wasteland and mountainous countries such as were found in China, Burma, and Italy.

And it is in such places that conventional American doctrines of pack transportation break down. Used to grain and good hay, which is difficult and uneconomic to supply, the weight and condition of American mules shipped to such places drop off. Cargadors and packmasters, also suffering from a change of environment, find themselves working overtime keeping complicated saddles in proper shape to fit the changed conformation of the mule's back. Eventually they lose out altogether. The grooming which was formerly so necessary is of necessity cut to a minimum. Sore backs result and mules are lost as load carriers.

Because they have no natural resistance to the common diseases of foreign lands, American mules fall easy prey to the debilitating and crippling diseases so prevalent in most places overseas. In tropical countries, particularly, disease takes a terrific toll of animals. By contrast, local animals—inured to disease,

hardened to the rigors of a minimum level of existence, and packed with a saddle which fits itself to their backs as they change shape—can and did take over and do a creditable job, particularly in China where hundreds of American mules were struck down by disease.

American officers in China were astonished to see 600-pound, 12-hand mules carrying pack howitzer loads which formerly were packed only on the biggest and best mules Missouri could produce.

### WORK TO BE DONE

Much could be written pro and con, yet it seems evident to me that our American devised and practiced principles are no longer practical. It is granted that the Phillips Pack Saddle is now the only saddle suited to packing howitzer loads; but at the same time, a simpler saddle which does not make up 30% of the total load, which is more easily packed, and which is less complicated and fits itself more naturally to an animal's back, should be considered for cargo loads. This is especially desirable if animals indigenous to the theatre of operations are to be utilized. Personnel could be easily trained to use such a saddle and would find no difficulty in adapting it and themselves to foreign animals.

If grain is considered essential to the conditioning of our present pack animals and intensive grooming and care are mandatory, then it may be time to consider breeding a different type of animal. A rougher, stockier, hardier type of mule or horse, of which the Mongolian, Yunnan, and Szechuan ponies of China stand as proved examples, could well be what is called for. Such animals would require less feed and care and would stand up much better under campaign conditions, yet still be capable of handling out present load and distance requirements.

If the War Department intends to continue the use of pack animals, as it has announced publicly, I feel that a critical study should be made by experienced personnel of our present animals, equipment, and methods in the light of wartime experience. Otherwise, our Army may again "miss the boat" on a still essential form of transportation.

# CALL OF DUTY

By Col. Elliott R. Thorpe, Inf.

**M**OST AMERICANS who became prisoners of the enemy during the recent war did so involuntarily—because there was no alternative. I should like to tell the story of an American Colonel of Field Artillery who became a prisoner of the Japanese by choice because of his devotion to an ideal.

When war came to the Pacific I was doing intelligence work in Java. Soon our government decided to make an effort to help the gallant Dutch preserve this island as a base for future operations against the day when a counteroffensive would be in order. To this end a battalion of Texas National Guard field artillery plus a brigade headquarters company found themselves ashore at Soerabaja with scanty equipment but with courage to equal the stout-hearted Hollanders of the islands, and on the same boat came my friend the Colonel who was promptly ordered to the other end of Java for duty at the short-lived allied headquarters. Later a captured enemy document was to testify to the Japanese respect for the grim courage displayed by these Texans in face of hopeless odds, but theirs is an epic to be told at another time.

The enemy horde swarmed over the Philippines like locusts; Singapore fell; the Dutch garrisons on Borneo and Celebes had been swept into oblivion. Soon it was evident there was no power then in the Orient that could save Java from the onslaught. But the Dutch

were determined to go down fighting, hoping to give their allies time, such a precious commodity in those days. And to this end was committed the little handful of Texas Guardsmen.

Each day brought the enemy closer on all sides—Sumatra and Bali overrun, enemy ships in the Indian Ocean and air attacks viciously reaching out to sink our ships in the harbor at Darwin in northern Australia. Finally, with a great show of air strength, the enemy swept ashore on Java. There could be no question as to the outcome.

I had been ordered to get out if I could with such records as I could find a way to carry. I found what later proved to be a safe exit to Australia. Before leaving, I went to see my friend the Colonel, whose unassuming ways and easy manner served to cover an intensity of purpose few people recognized. I said simply, "I am leaving. You have no reason to stay here and be killed or else eat rice behind barbed wire. You have no command. Why don't you come with me?"

His reply came immediately, "It is true I have no command. The battalion has a National Guard commander who is entirely capable of commanding the unit. But I have been their instructor for the past five years. I came here with them, the only Regular Army officer to come with them. If they must stay, then I must stay. The good name of the Regular Army demands it."

### NEVER FAILED — NEVER WILL

**The United States Army has always been the instrument of national policy—never the maker of it. Army leaders accept it as elementary that the military is subordinate to the civil power. Officers traditionally abstain from partisan politics in order to avoid involvement with the making of policy which they may have to execute. That is sound doctrine and sound practice. The Army's aloofness from politics comes down from its first commander, General Washington, who laid down the rule as the first standard of behavior at a time of peril when the civil power was weak and the grievances of the soldiers flagrant. The Army's fidelity to General Washington's rule has never wavered. The Army sees itself now, as in the 1770's, as the servant of the people of the United States, dedicated to doing the people's bidding, whether it be to fight foreign foes, govern enemy areas overseas, relieve the victims of flood or fire at home, or do whatever else the Congress may direct it to do. Strong or weak, praised or criticized, it has never failed in its duty, and it never will.—ROBERT P. PATTERSON, The Secretary of War.**



The pens of the General and the Sergeant combine, in the following two articles, to describe an army artillery section in combat.

Brig. Gen. Chas. E. Hart, below, needs no introduction to artilleryman. Until most recently his distinguished career (dating from Military Academy graduation in 1924) had been marked by virtually unbroken command and staff and instructor assignments with his chosen branch, the Field Artillery. Few, if any, American artillerymen had combat responsibilities equal to those of General Hart, who served as II Corps Artillery Officer in North Africa and Sicily before becoming First Army Artillery Officer for the cross-channel assault and the great campaigns which followed in Europe.

After Bowdoin, the Yale Drama School, and newspaper work that was interrupted by the Army's argent need for young men such as he, Edwin L. (Ned) Vergason, above, found his way to the S-4 Subsection of the First Army Artillery Section, where he served as a Sergeant throughout the European campaigns. Separated from the Service in July, 1945, Ned Vergason now permits only the teaching of english and dramatics at St. Christopher's School in Richmond to interfere with his writing.

Also returned to civilian life and a commercial art career is Tech. Sgt. Einar Larssen, the illustrator, who served as chief draftsman in the First Army Artillery Section in Europe.—Editor.



# WITH THE BIG **A** IN EUROPE

By Ned Vergason

*Illustrated by Einar Larssen*

Being a rather ponderous organization, First Army Headquarters was broken down into several echelons for embarkation prior to the invasion. I was fortunate enough to start out with the first of these groups.

We piled into cars and trucks before daybreak one morning late in May and were whisked off from Bristol to the coast of England. Rumors were rife regarding our destination, most of the boys being divided into two camps, one of which was *sure* we were headed for Land's End, and the other *knowing* that we were to arrive at Southampton. The convoy ended up at the docks of Plymouth.

We were ordered out of our trucks and told to load the officers' luggage into landing barges. Within five minutes four fellows had disappeared in search of a pub that might be open at eight in the morning; three master sergeants had gone "to check with their colonels"; and a corporal had fallen off the dock and was being retrieved by the Navy. The rest of us were milling about the baggage with industrious airs and empty hands.

We stopped at the first big ship in the harbor and backed into the ladder. The officers filed up the long gangplank, and since I was in the stern, I was the first enlisted man to leave the landing craft. I grabbed a couple of

officers' valpacks in addition to my own blankets and started up the gangway. This gangway was a long stairway that was lowered along the side of the ship. It looked simple enough, but it had a mean way of waving back and forth as the ship rocked. The rope that ran along the side was as high as my head, leaving an inviting hole through which to plunge. About halfway up, I began to get ready for a spectacular high-dive, but the Navy was watching my performance; so I hung on until I reached the deck. An ensign grinned knowingly at me, and then the Army was in control again.

"OK, Sergeant, park it right down there. And don't take off!"

I went down a short flight of steps, dropped the bags, and went over to the rail to watch the rest of the fellows sweat out the climb.

They all seemed to make it with little difficulty, and I was just beginning to wonder whether maybe I wasn't just a bit too frail for an invasion, when a husky sergeant started up. Nonchalantly he grabbed a blue-striped valpack and a barracks bag in addition to the duffle bag he had already thrown across his shoulder. About halfway up, his troubles began. The roll of the gangway started the duffle bag slipping down his arm. He tried to hoist it back over his shoulder and his feet slipped.

Desperately he grabbed for the rope and down went the blue-striped valpack!

A lean, mean-looking lieutenant with a black moustache burst into laughter as the bag hit the water.

"My Gawd!" yelled a colonel next to him. The lieutenant watched it sink and started roaring again.

"Some poor bastard's out his bag," he yelled at the colonel.

The colonel looked him over with blazing eyes and announced in a voice I'll never forget, "That 'poor bastard' happens to be me, Lieutenant!"

The lieutenant reinflated his ego on us for the next week.

### I MEET A JU-88

My first taste of action came on the night of D-day. I was lying on a cot in the *Achenar's* hold, trying desperately to forget the excitement I felt within me so that I could sleep, when the sound of machine guns started thundering through the ventilator over my head. I grabbed my helmet, climbed up the steel ladder, and worried my way through the ink-black passageways of the ship. After barking my shins on a couple of hatches and almost losing several fingers opening and shutting the heavy hatchway doors, I emerged on deck to find a sort of super Fourth of July celebration lighting up the skies for miles around. I ran over to the rail just as a great black shape roared between the *Achenar* and a neighboring LST. It was a German JU-88, a twin-engined bomber, flying so low I could almost reach out and touch a wing as it sailed by.

Then came the tracers. The AA boys were firing like mad, and as the plane sped past I found myself right in the line of fire. I hit the deck like a wet sack of sand and my helmet rolled off in the darkness. I had never realized before how large and vulnerable one's head can feel, and I started worming my way along the deck until I found the helmet and had it securely on my head. It wouldn't actually have offered much protection against a .50 caliber bullet, but it certainly felt a lot better on my head than just my hair.

I lay there watching the tracers arching up from all directions as the plane disappeared into the night. But that

brief appearance in the limelight had been enough. A little glow appeared in the sky. It grew until I could make out the silhouette of the plane. It was losing altitude and flames were licking back from the wings along the fuselage. At last it veered off toward the shore, streaking along like a comet, and crashed in a holocaust of flame against the Normandy cliffs.

### OMAHA BEACH

Colonel Hart, the Artillery Officer and my boss, had gone ashore to join the First Army Headquarter on D + 3; so the next day I got permission from Colonel Johnson to board a rhino with my typewriter and personal belongings and "take off."

I joined forces on the rhino with

Johnny McKay, a fraternity brother of mine at Bowdoin. We had bumped into each other on board the *Achenar* for the first time in about four years. His was the first familiar face I had seen since I joined First Army in New York.

We went back by the engines while the barge was being loaded and struck up a conversation with one of its crew. He was a big Brooklynite, eager to talk about this heavy flat boat that had been his home for the past week.

"Say," he told us, "that first night was tough. We ran this baby up to the mouth of an LST which was carrying tanks. She has her gates open and we dive right in there like a Jonah. But the waves are higher 'n church windows and we do plenty of bouncin' gettin' in there. We toss her a line then

We sail against Europe.







"Higher" headquarters gradually approach a state of primitive civilization.

and tie up. Whoosh! A wave comes up between us and burst them damn ropes like 'strawlers'. We tried it with cables. No go. We finally brings out our chains, but pretty soon them waves has broke them chains like paper clips. Brother, that went on all night. It wasn't until 11 the next morning we got tied up to her, and then we didn't dare take the tanks on 'cause the boats was rollin' so. Achully, it was tree days before we was doin' any real business. The first mess of tanks we took, we couldn't get very close to shore. The first tank rolls off into water up to her turret. She pushes ahead for about four feet and drops outa sight. Musta been a bomb crater or sumpin'."

He ran over to clear a few lines, the engines were started, and we began moving away from the ship. He came back and pulled out a damp pack of mashed Chesterfields. Johnny gave him a good pack of Camels despite his protests.

"You know I ain't had but tree hours' sleep in five days? I got now so I don't think I could sleep no more if I had the time. Bad as infantry!"

We swung around a long line of rusty old cargo ships anchored a few hundred yards offshore.

"Those babies are going to be sunk right there to make a breakwater," the rhinoman informed us.

Beyond the ships we swung to the right and started moving parallel to the shore. I had my first unobstructed view of the beach. Actually there seemed to be nothing but obstructions. Aboard ship I heard stories of the indescribable wreckage on the beach, but from the bow I had not been able to see much of it. Now I could look up and down in either direction and see everything from twisted jeeps to great LSTs strewn across the shore. I couldn't begin to count even the sizeable wrecks that lay rusting there in the warm afternoon sun. It was my first full realization of the wastefulness of war.

I piled in Johnny McKay's jeep. We rolled down the ramp slowly at first, and as soon as the nose hit the water, he gunned her. A wave swept up over the windshield and dropped in on us like a ton of bricks. But we sailed our onto the land, swung around in a couple of celebrating circles and a few minutes later headed for the nearest road off the beach.

At the top of the road we had to stop. Some GI in a command car was blocking traffic to take snapshots! I got out of the jeep and started to tell him to get his car out of the road when I looked over at his subject. Sitting in a dusty jeep, grinning and talking with the MP at the crest of the hill was General Bradley! I crawled back in beside Johnny and explained there would be a brief delay.

### NORMANDY NIGHT

My bunkmate, Sammy Koliner, and I retired about ten the evening I arrived. We foolishly figured on catching a little sleep before going on guard at midnight. We undressed, folded our uniforms in little bundles for pillows to keep them from getting damp. After some squirming and shifting we got into our homemade sleeping bags of folded blankets, shelter halves (pup tents), and pins. We gazed out at the twinkling stars with strange, half-formed thoughts running through our minds. A sudden blast that threatened

to split our tent sent us scrambling for our helmets.

"It's that machine gun across the road," Sammy yelled at me above the deafening blasts. Silhouetted against the sky I could see the .50 caliber machine gun pouring its tracers into the starry heavens. By that time the earth was shaking as anti-aircraft began pounding away on every side of us.

Sleep was out of the question, so we got up and watched the fireworks. But every time that .50 caliber in the next field broke loose I jumped a foot. It was only about twenty feet from us.

Once Sammy called over through the hedges, "Ya gettin' anything?"

"Hell, no," came a voice.

"What ya shootin' at?" asked Sammy.

"Same thing everybody else's shootin' at," came the answer.

"What's that?" called Sammy.

"Damned if I know," came the voice.

"That's the way it goes," Sammy told me. "Think how trigger-happy those poor infantry guys must get!" It was very quiet now as we huddled in the blanket and listened to the sounds of the night. The monotonous chirping of crickets gnawed steadily at the silence. I looked around for the Big Dipper and the North Star.

We jumped again as the machine gun fired another burst overhead. It was followed by chattering bursts that swept across the fields and finally died out far to the east.

"What ya firing at now?" called Sammy.

"Nothing," came the drawl. "Just tryin' to keep awake."

### UNEXPECTED GUEST

Ashore, First Army Headquarters was broken up into three echelons. Command Echelon's primary interest was with the actual operations of army troops. Supply Echelon, which at this time was set up only a mile or so away, concerned itself primarily with the problem of logistics, and Base Echelon handled the bulky administrative work of the army. The Artillery Section was represented in two of these echelons, Command and Supply.

There were six of us from the Artillery

Section at the Supply Echelon—Major Pease, Captain Aymett, Corporals Strang and Lifschitz, Private Hubbard and I. We called ourselves "Pease's Pernicious Petunias," as that was the most fearsome title we could appropriate without stretching the truth in too many directions. Major Pease set the pace, a relaxed but efficient one, and the rest of us ambled along feeling ourselves most fortunate in having such a remarkable boss. He knew all the answers; we just had to learn to put the questions properly.

The first night we were together the Major announced that he wanted a foxhole dug inside the tent large enough to put his cot into. "RHIP," he explained with a wink.

The next morning we dug the hole. Major Pease and Lippy did their laundry outside the tent while Hubbard and I sank the shaft for the cot. Alone I should have spent most of the day lifting that thick Normandy soil from its ancient roots, but Hubbard was a mean man with a shovel, and by noon we had a sizeable grave dug and were able to lower the cot down into its depths with no difficulty.

Our personal chores completed, we all departed in various directions, on errands, leaving Lippy in charge of the tent. Regulations forbid hanging white laundry out where it can be spotted by enemy planes; so Lippy rigged up lines all over the interior of the tent and filled them with the washing. He was typing a V-Mail when Colonel Wing arrived.

Lieutenant Colonel Wing was a veteran of Africa, Sicily and Princeton. He was a big, handsome man with curly hair and the body of a first-string

tackle, but he was about as graceful as a bear on skates, never crossing a room without hitting every piece of furniture that did not reach eye-level. On the other hand, no one worried more about his duties or worked harder than Colonel Wing.

Lippy was startled at his V-Mail by the sound of some giant beast crashing through the entrance of the tent and plunging headlong into the wet-wash trap, pulling half the tent down with him. A pair of husky arms finally appeared above the weaving lines, followed by a large head.

"I beg your pardon," said the Colonel. "I seem to have the wrong place." He pulled down a couple more lines before adding, "Could you tell me where the Artillery Supply Section is located?"

"This is it, Colonel Wing," announced Lippy loudly, but foolishly.

"What in Sam Hill is all this laundry doing in here then?" demanded Colonel Wing, untangling himself by degrees.

"We hung it up to dry," Lippy answered.

"Well, from now on I want this place kept like an office, not a backyard," boomed the Colonel. Colonel Wing was the Artillery S-4, the big boss of Artillery Supply. He had his office at Command Echelon where he could keep Colonel Hart posted on supply

problems. When he laid this law down, Lippy started running around the tent grabbing up laundry and lines like an alleycat in a butcher shop.

Colonel Wing tried to keep out of his way, tripped over a chair and plunged into the foxhole. There was a sound of ripping canvas and splintering wood.

"What in Sam Hill is this?" boomed his voice from the abyss.

"Major Pease's foxhole," Lippy responded. "It's a deep one, isn't it, Sir? Vergason and Hubbard made it. Hubbard is . . ."

Colonel Wing came up out of the hole like a wounded elephant.

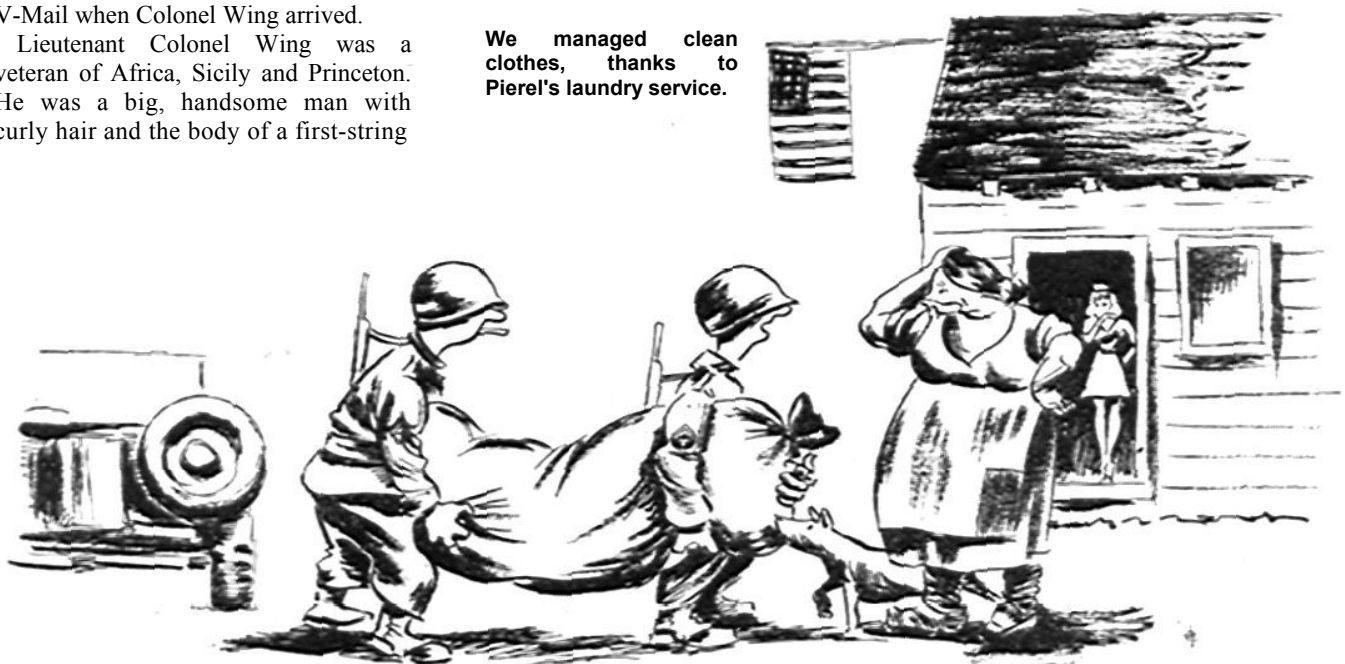
"I don't give a tinker's dam who Hubbard is!" he bellowed. "Fill in this hole immediately!"

Lippy leaped for a shovel and had hurled in half a dozen scoops of loose dirt before he thought to take out Major Pease's possessions.

Colonel Wing's wrath always disappeared as quickly as it came. He gave Lippy some messages for Major Pease, not omitting certain tactful remarks about wet wash and excavations in one's living room, and got up to go.

"Don't mention my falling in that hole too widely," he told Lippy with a grin. "I've been kidding the pants off Colonel Reeves ever since he dived into a foxhole on top of Colonel Hart."

**We managed clean clothes, thanks to Pierel's laundry service.**



### ONE ON THE AISLE

We were set up a few miles from Isigny prior to the St. Lo breakthrough, and as the days passed, our CP became a regular summer camp. Spread through several orchards, it was very popular too with the bovine inhabitants of the neighborhood. It was not unusual to find a cow standing on your recumbent person in the early morning as she stretched her neck up into the boughs in search of apples. Captain Aymett was even treated to a morning facial by one amorous creature.

A "higher headquarters" in the field

The library was but a short distance from our tent. It was, in fact, under the same sagging roof with the latrine. I could see a *Stars and Stripes* sticking out from under the canvas; so I ventured in. The best seats were already taken, but I managed to find one on the aisle.

A queue had formed outside, so I didn't bother to read all of the sports section. As I moved toward the exit flap, I was forced back a few steps by the entrance of Corporal Glenn.

Now Corporal Glenn would not seem so large in Madison Square Garden, or even a warehouse, but in the narrow confines of this establishment, he was to

my position grabbed wildly for support and came up with his arms locked around the "Y" pole at his end. But the middleman was not quite so fortunate.

As the bottom gave way beneath him, he tried to raise up. His feet made little churning motions like a cyclist. He seemed to be standing—or bicycling—in mid-air for a split second, and then down he went, his feet still churning madly as they disappeared from view.

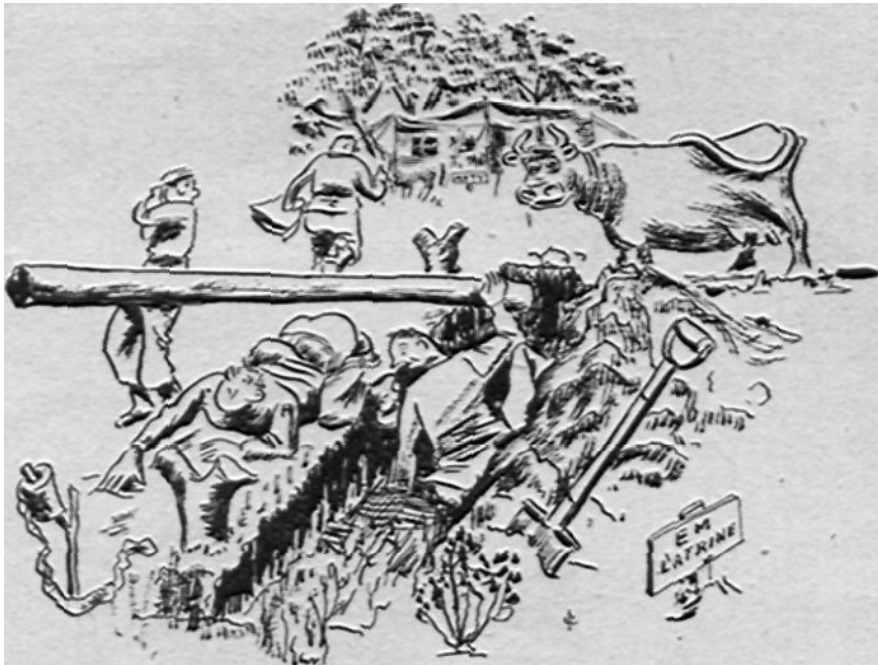
### SPRINT TO SIEGFRIED LINE

After Normandy came dog days. First Army had been a sort of bulldog until the St. Lo breakthrough, dropping its heavy jaw upon the Normandy coast and then lunging out in short, powerful thrusts until it had room to maneuver. After St. Lo, however, the greyhounds were loose. There were anxious moments as the Germans struck back heavily around Mortain in a drive toward the sea that threatened to cut us in half. But in one of the great defensive battles of the war the attack was stalled and then crushed as combat troops hung on by their teeth and massed artillery poured a devastating fire into the enemy lines.

Then we began racing across France. Our headquarters stopped briefly at Versailles, slipped through Paris, and followed our divisions north into Belgium, while Third Army cleaned up the Brest Peninsula and drove further east toward Metz.

Everybody was in a pool. You paid your 100 or more francs and you took your choice of dates for VE Day. Most of the pools closed in late August and early September. The Artillery Section lottery was typical. Among the enlisted men the most optimistic date was about September 12th. The most pessimistic stab was Private Don Nelson's money-grabbing December dateline. Incidentally, the officers' pool also fell within these two extremes.

I think we all felt rather guilty in the headquarters when the army finally had to stop and "consolidate its gains." General Hart (his well-earned promotion had come through in August) had told us repeatedly in the Artillery Section, "The sole purpose of an army headquarters is to see that the fighting units are properly cared for. If we can't



The cows were amorous . . . the plumbing temperamental.

gradually approaches a state of primitive civilization. Foxholes are lined and even roofed, pathways are marked with tape, and latrines are equipped with "squatters' logs" and more or less protected from the elements and the curious eye with strips of canvas. However, outhouse architects do not always build as practically as they do artistically. In this instance the canvas roof sagged in the center and the "squatters' log" barely reached the "Y" poles which supported it. The latter resulted in real disaster.

I had finished my morning chores and was in search of a little light reading.

be reckoned with. I was about ready to crawl under the side of the tent when he jockeyed himself into a seat on the rail.

He bid me a beaming "good-morning" and adjusted himself as comfortably as possible. His comfort was short-lived. There was a sudden splintering sound, then a crack, and he was plunging over backward. He hit the ground like a beached whale. His size kept him from plummeting down into the darkness, and he lay there for a while using every ounce of energy to keep himself stiff as a board. The log bounced off the back of the trench and dropped in. The man who had taken

get them what they need and handle their problems, then we have no reason to exist." They had needed gas and supplies, and they hadn't received enough when that need was so vital that an immediate victory in Europe hung in the balance. Every effort had been made. Gas had been piped in, flown in, and trucked in on special "Red-ball" highways. The pipes had been patrolled day and night; C-47s had flown unprotected into the very teeth of the enemy; drivers had pushed their trucks days on end until they were completely exhausted and then pushed on some more. But it hadn't been enough. The armor and infantry that had burst into the Siegfried line like a bull in a china shop had to pull in its horns.

Our quarry had escaped. He was very badly mauled, but he still breathed, and we knew from experience that he would recover quickly and become a tough opponent again. We had shown the world something new in "blitz warfare," but we had won only a battle when we might have won a war.

I should like to say at this point, however, that win, lose, or draw, I was always proud of being in First Army Headquarters. I did my share of griping, and there were times when I should have been glad to preside over the drawing and quartering of all officers—and a good many enlisted men, some of whom I should have salted while their wounds were fresh if it didn't threaten to preserve them too long. But my deeper feelings, those emotions a GI hides beneath his flaunted vices, were colored with a pride and loyalty I should be equally ashamed to deny.

I saw and knew of too many instances of brilliance and resourcefulness performed both in my own section and in other sections of the headquarters to allow any pettier sentiments to influence me for long.

#### **ALICE WAS A TOUGH SOFTIE**

This is the story of a big gun. She probably had a name, but I didn't think to ask her crew at the time, and it wasn't painted on her barrel or breech when I met her. We'll call her "Alice" in honor of people named Alice. She was really an 8-inch howitzer and Major Pease had received a call that she

was out of action. We picked up Major Napper of the Ordnance Section, stopped to pick up some ordnance officers at a maintenance unit, and reached the battalion headquarters about seven.

The battalion commander proved to be an old friend of Major Napper's. He took us over to the battery commander. The battery commander had studied artillery materiel under Major Pease at Fort Sill. He took us over to the howitzer and introduced us to the platoon commander, a second lieutenant who didn't seem to know anything. He was very ill at ease and could hardly answer a question for the first ten minutes. He was a tall, bony young man with a long, thin nose and crooked glasses. He was in a pair of fatigues which he kept buttoning and unbuttoning in lieu of ready conversation.

Alice stood knee-deep in her emplacement of dirt and sandbags, her thick snout pointed silently toward the sky. Other howitzers were barking away on all sides, but Alice was very quiet.

The crew stood in the rear of the piece watching the desk soldiers moving about the howitzer and keeping away from the grease and dirt. One of the ordnance officers stood on tiptoe on the sandbags in front of the piece and held a flashlight inside the tube. Major Napper stepped up and looked for a long time into Alice's throat. He stepped back and Major Pease gave her an examination. The ordnance officers had a look. Major Pease gave me a shove and I found myself looking into Alice's silver gullet.

About two yards in from the muzzle end, several lands (the outer surfaces of the rifling) were missing, and a great gouge as wide and as thick as your hand and as long as your arm had been ripped out of the tube.

Very solemnly Major Napper turned to one of his maintenance officers. "What do you think?" he asked.

"Can't ever fire the thing again, Sir. I've got a new tube coming in about ten days. We'll put it in as soon as it arrives."

Major Napper asked the other maintenance officer.

"I wouldn't dare fire another round out of that tube," he stated. "It's ruined."

Major Napper turned to the second lieutenant. "What do you think, Lieutenant?"

The Lieutenant was so startled he missed two buttons and his glasses almost left his long nose. For several seconds he just stared at Major Napper. Finally he burst forth.

"We fired the round and I heard this whirring sound. Held up the next round — we were firing six — and I looked into the tube. When I saw that there, I just sat down on the spade and cried." For a minute I thought he was going to repeat the performance. He sat down on the trail and his eyes filled with tears. The glasses fell off his nose and dangled from one ear but he just left them there.

"She was such a good gun," he suddenly continued. "She'd drop 'em down a chimbley if you told her to, Sir. And now she's gone."

Major Pease broke into the awkward silence that followed. "What do you think, Frank?" he asked Major Napper.

"I'll fire her as soon as we can get a calibration team up here," Major Napper stated flatly.

The lieutenant was on his feet. "You'll fire her, Sir! I'll stick with with you."

And so Alice was given a second life. They test-fired her with a calibration team. She hadn't lost any muzzle velocity as would be expected and seemed to be firing normally in every respect. As the rifling is worn down in a tube, the muzzle velocity, the speed with which the shell leaves the gun, decreases and the range of the piece falls off. I don't think even Major Napper thought she'd last too long, but gun tubes are precious items in the ordnance supply business, and every day Alice fired was so much to the good. Moreover, there were ten days before this tube could be removed and a new one mounted in its stead.

Well, Alice lasted the ten days. She kept on lasting. One by one the other three howitzers in the battery were replaced. But Alice kept on firing. When

she was test-fired again several months later, the charts showed her muzzle velocity had increased! Not even ordnance pretended to explain that one. Maybe Alice just couldn't bear to see a man cry—even a second lieutenant!

### MIRTH IN MISERY

It rained almost every day of the several weeks we were bivouacked near Verviers, and the nights grew colder. The roads had turned to slimy morasses, and the woods where we were encamped were always wet and chilly. But we always had clean, dry clothes, thanks to Pierel's laundry service, and compared to the conditions the infantry lived under we might have been on a camping trip in the States.

Then "they" began roaring overhead. The buzz-bombs. At first everyone made a wild scramble to the edge of the woods to see these robot bombs. You might be sleeping comfortably about 4 AM when the ground would seem to shake and a noise like continuous claps of thunder would awaken you to thoughts of Judgment Day. When "the thing" had roared away, leaving you wide awake, you discovered six inches of water had drained into your foxhole during the night. It isn't easy falling to sleep in a culvert.

One afternoon the AA guns started barking loudly. We dashed for the clearing. Planes were peeling off over Verviers and dropping their bombs. We could hear their bursts as they struck near the center of the city. Fortunately they were our own planes—P-38s. Only they thought they were bombing Aachen. Damn near knocked out their own headquarters.

We had one of the stoves in our tent by that time. One evening Captain Kirkpatrick was sitting next to it, brewing some tea. Private Farber, an interpreter, and I were sitting up in the truck where the typewriters were kept. The tent was built around the truck—or maybe the truck was built into the tent—and we used a foot locker, actually Major Bristol's file box, as a step up into the truck.

Strang came into the tent reading the *Stars and Stripes* while he delivered them. I put in a bid for one, and he

nodded and came toward the truck still reading. Automatically he stepped up on the box. The lid was open, however, and he tumbled in, crushing some of Major Bristol's files.

Farber was sitting in a collapsible chair at the end of the truck. Bob made a grab for him as he fell into the box, but missed. The incident nearly killed Farber anyway. He rolled back and forth with laughter—and the chair and Farber rolled off the back of the truck.

Captain Kirkpatrick leaned back to see what was going on on our side of the stove. The strain was too much for his chair—it folded up like an umbrella and Captain Kirkpatrick joined the ranks of the fallen. Bob picked them both up, handed each of them a *Stars and Stripes* and passed out of the tent still reading. About then I stopped laughing. I hate reading over somebody else's shoulder.

That night Major Pease handed me a map of a town and pointed out a building where we were going to spend the winter. It was a map of Spa.

### WINTER IN A SUMMER RESORT

Spa is a picturesque little town nestling in the mountains south of Verviers. Its baths are reputedly among the oldest in Northern Europe. Von Hindenburg had his headquarters in the town during the last war, and the German delegation that signed the Armistice left from there.

It was quite a gay place when life was gay in Europe. The town is centered on an immense Casino, complete with dance hall, theater, dining room, cafe, gambling room and lounge. For days trucks took champagne and other bottled delights from its cavernous wine cellars. The wine was supposed to be delivered to infantry units, but I have my doubts about its actual arrival.

Next to the Casino were the Baths. I regret to say that in the four months we were there I never had a bath in Spa—not a "professional" one, that is. I did go over to the Baths twice, but they were closed for lack of coal on both occasions. It was an immense building with a huge heating plant for the mineral waters. Besides the

interminable tubs there were showers, steam baths, and masseurs. Just the place to finish a "lost week-end."

The rest of the town was made up of hotels, shops, cafes, and some beautiful homes.

The Artillery Section was set up in the Palace Hotel—and after tents and foxholes, it was really a palace. The junior officers' mess was on the first floor, and we were on the second, the Antiaircraft Section was on the third, and we had attic bedrooms on the fourth.

I can't begin to describe all our luxuries—easy chairs, heated rooms, wardrobes, mattresses, sidewalks, and bathrooms! It was amazing how far civilization had progressed while we were in the woods!

### WINTER NIGHTMARE

We were planning a big Christmas party when the Germans struck—suddenly and with unprecedented force.

The 106th Division had its first taste of battle crammed deep into its throat. Before it could catch its breath two of its three regiments were cut off and beyond help. The 99th Division was mauled almost as badly. What was happening down VIII Corps way, no one knew. With all our power poised around Aachen for a strike across the plains to Cologne, the Germans swept westward through the Ardennes mountains; paratroopers began dropping in little groups in the darkness; German bombers and fighter-bombers, seldom seen since Normandy days, screamed through the cloud-cloaked night; buzz-bombs which occasionally had been growling overhead seemed to be coming in squadrons; and tiger tanks roared over snowclogged roads. Our thin lines were ripped, torn, and almost annihilated. Confusion reigned for miles behind them.

It wasn't long before we were in danger ourselves. The German plan had been to cut north to Liege for the precious gasoline they needed for their tiger tanks, then to drive on to Antwerp and cut the Allied forces in half. Without Antwerp, the Canadian First Army,



British Second Army, American Ninth and First Armies, and other smaller units in northern Belgium and Holland would be caught without a base of supply. It was a cunning and daring move, and, without Yankee cunning, daring and tenacity, might have succeeded.

The Germans moved westward almost unopposed until they reached Bastogne, as here the Americans rallied in their isolation and made glorious history. But they kept sending columns northward on every road to Liege. On these roads they continued to hit a stone wall. The Malmedy-Spa-Verviers-Liege road was one of the first ones they tried.

Malmedy held in bitter fighting and was by-passed. One column of tiger tanks came on toward Spa. In the morning we were told to be ready to leave on a minute's notice. Trucks came in from the motorpool and stood waiting in the courts in front of the hotels. Early in the afternoon the order came to pack up and move to Chaud Fontaine, just south of Liege.

Little groups of civilians stood on every corner, discussing this terrible turn of fortune. They spoke of the fate of civilians in Stavelot, where many were machine-gunned in their homes. They talked of Malmedy and St. Vith, where many pro-Nazis lived with ample opportunity for passing information over into Germany. Malmedy and St. Vith had voted pro-German in a prewar plebiscite. They wondered why the Americans were leaving. Was no one to protect them from the fury of the Hun? Many of them wished they had not been so friendly with the Americans. There were collaborators in Spa, too, with roving eyes and poisoned tongues.

It was dark before the trucks got rolling. Later we learned the drama that had taken place around and over us. Captain Stephenson, the assistant artillery air officer, had scouted the German column in his Piper Cub as the tanks approached Spa. He had radioed directions to the Thunderbolts above the clouds and they had come down to bomb and strafe the column. The last I knew those Tiger tanks were still five miles from Spa. They were getting pretty rusty the last time I saw them.

The convoys rolled on to Chaud Fontaine that night, but not without incident. A buzz-bomb landed on a hill just above one section of the column and blew trucks and bodies all over the countryside.

Sammy and I did a guard stint that night. You couldn't sleep anyway. It was worse than Normandy days. Chaud Fontaine was on buzz-bomb alley, right on the line to Liege. Time and again they would shut off overhead and we would hit the dirt. In a few seconds the mountain beside our tent would seem to shake with the blast.

A few days later we started a long trip northward to Tongres. The distance from Chaud Fontaine to Tongres isn't much over fifty miles by way of Liege. But Liege was being blanketed with buzz-bombs, and the convoy was routed well around it. Sometimes we ran into long lines of tanks working their way down the icy mountain roads. Their glaciais plates were often covered with heavy logs held across the front of the tank by chains and wire so that they looked like a mobile tourist camp coming down the road. It was the 3rd Armored Division, as I recall, heading down to plug a hole in the Marche-Hotton sector.

### CHRISTMAS WITH CAROLS

The tactical situation was critical on Christmas Eve of 1944, and "Peace on earth, good will to men" sounded like the wrong lyrics to the right tune. But goodness knows ours was a joyful Christmas compared to the lads up front. I can only imagine what kind of a Christmas Eve they spent.

Sergeant Apgar had a trailer full of packages he had been receiving for the past two months; Sergeant Carton had a wine cellar collection of salad dressings; Lippy had another Salami; and someone produced a bottle of cognac.

It wasn't long before the table was pretty empty. While we were passing the cognac around, Sergeant Larssen came over to me. Norwegian blood runs thick in Einar's veins. He made calendars for the section; they all listed the 11th month as "Nowember." We spent hours explaining the letter "v" to

him, but I don't think he was ever quite satisfied.

Einar sidled up to me and said, "I was thinking it might be nice if we sang some carols." I agreed and we drew other interested parties over to one side of the room.

The Hall Johnson Choir will never have to worry about competition from our corner, but somehow there is a nostalgic beauty and charm about "Silent Night," "Little Town of Bethlehem" and even "Jingle Bells" that the harshest of voices can't dissipate.

The generator broke down at an opportune moment for once and we sang our carols in candlelight. We even ventured into General Hart's room and serenaded him at a conference from behind the partitions that surrounded his office.

Two or three days later he called us all into his office for a conference. He reviewed the situation on the map and showed us the general plan for liquidating the "bulge."

"And we had a special Christmas present for the Boche," he said, "in the form of a new fuze which causes a shell to burst automatically a short distance above the ground. We killed a lot of Boche down through this area," he continued, sweeping his hand over the southern sector; "they were massing for a big attack when our artillery caught them. Of course, it's still sticky, but I think we can safely say the situation is well in hand." He paused a moment. "And speaking of Christmas," he added suddenly, "I'd like to tell you boys how much I appreciated your carols the other evening."

A few weeks later we were back in Spa, trying to keep up with the Russians on our maps and making our own plans for reaching the Rhine.

### THE FATHERLAND'S FINISH

One cold rainy morning in March, we left Spa and started out for Germany. We passed through the dragons' teeth and the thick clusters of pillboxes that made up the Siegfried line and entered Aachen. Beyond Aachen we followed an autobahn above the rolling plains. We turned off the autobahn and crossed the Roer on a wooden

bridge to enter Duren where we stopped in a bullet and bomb-ridden German barracks for a few days before moving in a vain attempt to catch our racing divisions. While we were in Duren, the military miracle of Remagen took place. Then we went on to Euskirchen and Bad Godesburg on the Rhine. We stretched our necks as we passed Remagen to see the fallen bridge and the cliffs on the far side where a handful of boys clung so desperately while the Germans bombarded them from above.

Colonel Wing looked up with a scowl, but didn't say anything.

Lippy grabbed them next.

"Holy mackerel, Colonel Wing, you oughta take a look!" he exclaimed. Colonel Wing frowned again.

Major Pease took them from Lippy.

"Say, it's worth the trouble, Morgan," he said.

"OK," he said, "give 'em here." His frown disappeared so quickly I've often wondered what he saw. But I didn't get a chance to see myself, and I never dared to ask him.



Our Christmas was joyful compared to the lads' up front.

We lived in luxury for a few days at a hotel in Bad Wildungen with bathrooms between our offices complete with great modernistic tubs and oceans of hot water. From our office windows we had a wonderful view of green rolling hills and German frauleins sunbathing.

I got hold of a pair of binoculars to see whether these girls should be reprimanded for indecent exposure, but I never had a chance to use them. I let Sergeant Carton have first "peeks." He handed them to Captain Aymett.

"Morgan," came a voice from the door, "could I see you a minute?" Colonel Wing spun around like a top, his face afire. General Hart was standing just inside the room. He couldn't help but smile when he saw Colonel Wing's anguished face.

#### SOME COULD SHOUT

About a week before VE-Day, General Hart called us together for what was to be a last conference. He held in his hand a copy of a telegram.

"Gentlemen," he said, "I have here a TWX from General Marshall. First Army Headquarters has been requested for service in the Pacific by General MacArthur." There was a dull thud as faces hit the floor.

"We are to leave at the earliest possible moment for that Theater—with a thirty-day delay en route in the States," the General continued. There was a shower of plaster as whole bodies pounded the ceiling.

"I shouldn't worry about counting up my points, if I were you," he advised, "as I believe the Headquarters is going intact." There was a thump on the floor again.

Two weeks later, after a mad but joyous drive to finish up reports, First Army Headquarters set out in convoy on the three-day trip from Weimar to Le Havre. It was a wild, noisy ride. In Belgium, Luxembourg, and France people stood waving and shouting in the streets again, reminiscent of earlier days when Americans had first arrived.

We boarded the USS *Monticello* at Le Havre and sailed to Southampton to meet our convoy. On May 24th we started back home.

I only wish I could describe the feeling that welled up within us when we saw the Statue of Liberty and New York again. Some of it overflowed in our eyes and throats, but tears and laughter couldn't begin to express the emotion in our hearts.

We were met at Camp Kilmer with a swing band stomping out "One O'Clock Jump," and juicy steaks. The next day we were on our way to separation centers.

Most of us arrived home during the early hours of June 6, 1945, one year, to the minute practically, after the invasion. And we did add up our points, and many of us were released while First Army prepared for new conquests in the Pacific. But on VJ-Day, the Headquarters was still at Fort Jackson, their campaigning days over, I pray, for all time.

Most of us found it hard to shout on that historical evening when the Japanese surrender was announced. It wasn't because we weren't happier than any king. There are just times when tears and laughter aren't enough.

# Artillery With An American Army In Europe

SECTION I—Republished by courtesy of *The Military Review*

By Brig. Gen. Charles E. Hart, U.S.A.

Artillery Officer, First U. S. Army

THERE are many factors that contribute to the combat effectiveness of the artillery with a field army. Weapon for weapon, our materiel is the best in the world. Our communications are likewise superior. Further, the basic tactical and technical artillery doctrine, as developed at the Field Artillery School and improved upon in the several theaters, everywhere proved sound in combat.

However, the mere possession of fine weapons, excellent communications, and outstanding techniques for the delivery of fire are not, of themselves, a guarantee of effective and timely artillery support in battle. Of equal—if not even greater—importance are the more nebulous questions of organization and the achievement of adequate coordination within and between the artillery staff echelons at army, corps, and division levels.

It is with these latter factors—artillery organization for combat and artillery staff organization and action—that this article primarily concerns itself. Particular emphasis is given to non-divisional artillery. This emphasis is deemed important because, whereas all seasoned officers were familiar with the general organization and employment of the division (including the divisional artillery) prior to the advent of large-scale operations, most officers, artillerymen as well as others, had only very hazy ideas as regards the organization and employment of the mass of non-divisional artillery required either by a corps or by an army. This direct statement of fact reflects no criticism of any officer, organization, or institution. It merely recognizes the fact that the great administrative and training

problems incident to the building of new divisions and new separate field artillery groups and battalions in the early years of the war served to monopolize the time and energy of artillerymen. Concurrent with this development, active operations in the European Theater were initiated in North Africa. Those artillerymen serving with non-divisional artillery — of which the writer was one—had to "learn their jobs by the trial and error method" to a considerable extent.

## ALLOCATION OF ARTILLERY

The artillery required by an army can be determined only after careful consideration of many interrelated factors—the army mission, the character and defensive organization of the battle area, the quantity and quality of the enemy artillery, the artillery actually available, etc. In the case of the cross-channel assault, the following First Army requirement was set up:

*For each of three corps:*

- 1 FA Observation Battalion
- 3 FA Group Headquarters
- 2 105-mm M2 Battalions
- 1 4.5-inch Gun Battalion
- 5 155-mm M1 Howitzer Battalions

- 2 155-mm M1 Gun Battalions
- 2 8-inch Howitzer Battalions

*For each of three armored divisions:*

- 1 105-mm M7 Howitzer Battalion
- 1 155-mm M12 Gun Battalion

*In support of the army as a whole:*

- 1 FA Brigade Headquarters
- 2 FA Group Headquarters
- 3 240-mm Howitzer Battalions
- 2 8-inch Gun Battalions

With the above amounts and types of artillery usually available to the First Army, corps consisting of two or three infantry and one armored divisions were able to alleviate the shortage of general support within the divisions by the attachment of one 155-mm M1 howitzer battalion per infantry division and one 155-mm M12 gun battalion per armored division. Also available for attachment to divisions, when required for additional reinforcement, were the light and armored battalions (M2 and M7). The remainder of the non-divisional artillery with the corps was employed, depending upon the situation at hand, all or in part under corps control.

When support by the 240-mm howitzer and 8-inch gun units were required for more than one corps, the field artillery brigade consisting of all or the major portion of the heavy units listed above was given a reinforcing mission under army control. This method of employment places in the immediate grasp of the army commander a formidable amount of effective support capable of intervening over a zone of great width and depth in conformity with the situation confronting the army as a whole. For example, during the advances of First Army toward the Roer and Rhine Rivers, long-range interdiction and destruction missions, fired on the approaches to and the crossings

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**The flexibility and power of modern artillery is such that, if properly organized and coordinated, it constitutes a formidable striking power continuously available to the commander—a power, moreover, that may at any time be applied wide and deep over the battle area at the most decisive locality. This broad statement applies to all field forces embracing the combined arms, be that force large or small. This was demonstrated time and again during the long campaigns of the First U. S. Army in Europe in 1944-45. For this reason, I commend General Hart's article as being worthy of careful reading by senior commanders and general staff officers—his words carry the authority of several years of intensive combat experience.**

**General Courtney H. Hodges, U. S. A.  
Commanding, First U. S. Army**

themselves, were important deterrents to reinforcements by enemy reserves. When employed either in the attached role or under army control, the 240-mm howitzers and 8-inch guns made a major contribution toward the successful advances of First Army by well planned interdiction fires on important points deep within the enemy lines, neutralization and destruction of enemy batteries and installations, and as necessary for reinforcing the fires of corps and division artillery.

### FLEXIBILITY

Flexibility should be the criterion throughout the entire structure of the artillery with an army—not only flexibility of fires but also flexibility of organization for combat. Experience showed that during rapidly moving situations the bulk of the non-divisional artillery should be attached to the divisions, whereas when progress was slower or the situation becomes static, attachments were usually limited to one light and one medium battalion per division. For special operations, such as the attack of the organized defenses of the Siegfried Line or a strongpoint established in a town, the attachment of a battery of 155-mm M12 guns to the attacking division was found an effective employment.

It is believed that the original concept of the field artillery group was too loose, especially insofar as morale, personnel, supply, and general administration were concerned. WD Circular 439 (1944) corrected this deficiency by making the group an administrative as well as tactical unit to which three or four battalions will normally be assigned. The receipt of WD Circular 439, however, could not and did not alter the realities of combat circumstances. In other words, it would have been neither tactically sound nor physically practicable to retain invariably the same battalions under the direct and continuous operational and/or administrative control of the parent group commander. Notwithstanding, in the First Army every effort was made to maintain the integrity of what became known as "normal attachments" to each corps — namely, three field artillery group headquarters and headquarters batteries, five battalions 155-mm

howitzers, two battalions 155-mm guns, two battalions 8-inch howitzers, and one battalion 4.5-inch howitzers. Only in unusual circumstances were any of these "normal attachments" detached from the corps; moreover, it was more or less understood that, when the tactical situation required the detachment of one or more of the "normal attachments," it was a temporary expedient only and that the detached units would be reattached at the earliest opportunity. As a result, each corps developed a marked sense of responsibility for and interest in the "normally attached" units, which made for improved morale, administration, and operational efficiency. As a result of the experience of First Army, one constructive criticism is made with regard to WD Circular 439—it is considered most regrettable that the fine old military term "regiment" was not substituted for "group" throughout the circular.

The need for organizational flexibility extends down into the non-divisional battalions themselves. Illustrative of this in the First Army experience was the re-equipment of certain 105-mm howitzer battalions with, and the employment of, captured enemy weapons, 75-mm pack howitzers, British 25-pounder cannon, and 4.5-inch rocket launchers. These expedients were motivated in the first instance by a shortage of 105-mm howitzer ammunition.

The experimentation with rockets is considered of unusual interest, in view of what may be the future role of these weapons. In November 1944, one light battalion was temporarily equipped with seventy-five 4.5-inch rocket launchers (T-27), trained in their use, and successfully employed on numerous occasions. Upon development of the improved T-66 (twenty-four tubes) 4.5-inch rocket launcher, a requirement was set up to provide one light non-divisional battalion per corps with twenty-four each of these launchers as alternate weapons for use when area-drenching fires are desired. Although much remains to be learned of the organization and employment of rockets, it is believed that there is, and will be in the future, a definite requirement for an inexpensive, easily manufactured, "next-to-expendable" weapon capable of placing a mass of fire on an area target.

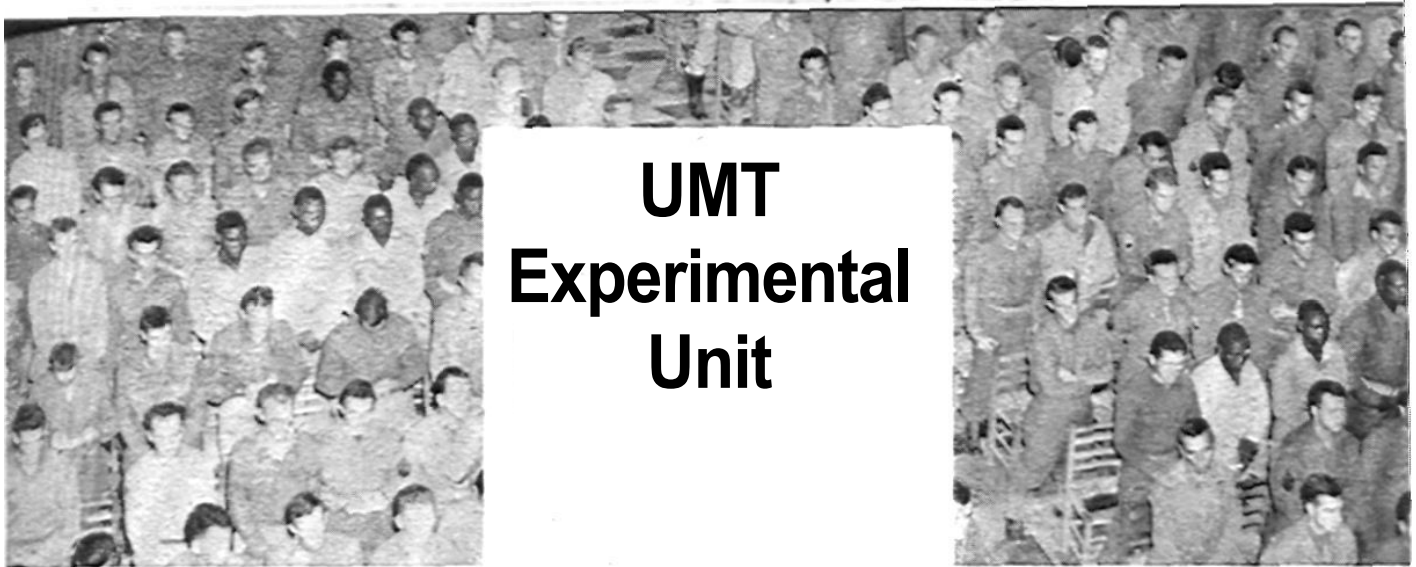
The trucking activities of the artillery with the First Army during the early autumn of 1944 provide another illustration of the need for flexibility in organization. At this time the First Army was moving rapidly across France and Belgium, with staggering supply lines more of a handicap to its continued advance than enemy opposition. During this difficult period, the Army Commander called upon the artillery to help solve the gigantic supply problem. The 32d Field Artillery Brigade Commander was charged with this task and at one time had a total of eighteen immobilized battalions of field artillery reorganized temporarily into provisional truck units and engaged in hauling supplies for the army. The fact that a total of some 28,000 tons were moved over 32,000 miles of Western Europe, gives a measure of the assistance rendered. Meanwhile, a sizable proportion of the artillery with each of the several corps was bolstering corps supply agencies to the maximum.

### COMMAND VS. ARTILLERY (I.E., COORDINATION CHANNELS)

A realistic appreciation of, distinction between, and employment of artillery channels of communication, coordination, and control, as distinguished from command channels, is essential to the effective control and employment of the artillery with an army. This is a delicate subject—that is, the heavy black line down the center of the organizational chart, which theoretically is the sole link from commander to commander. The writer disagrees with this concept and feels that this difficult but extremely important question has been inadequately treated both in our field service regulations and in the general and special service schools. Necessarily, the problem turns about the personalities of the commanders and the staff officers concerned, and a solution can be evolved within a given headquarters only by acknowledging the existence of the problem, by frank discussion, and by a considerable amount of trial-and-error experimentation in day-to-day operation.

The concept of the general staff is sound, both in theory and in actual

*(Continued on page 53)*



# UMT Experimental Unit

Photos by US Army Signal Corps

By Sgt. William N. Jayme

**M**ONDAY MORNING, January 16th, the first group of the 664 enlisted recruits, still bearing the traveled wrinkles of the "barracks bag" soldier, boarded the train for Fort Knox. The orders from the reception stations read: "... for assignment with the Army Ground Forces Universal Military Training Experimental Unit." Most of them were aware, from the studied screening the receptionists had given them, that they were to be ingredients for the War Department's test-tube of peacetime civilian-military training.

They were of UMT age—young men between 18 and 19. Some had come from California, some from Maine. Several had merely boarded the train at Louisville. Some were obvious college students; a few were as obviously illiterate. None of them had seen the Army before. The chemical proportions had been well measured.

Would these men, taken from homes and schools, benefit in any material or ideological sense from the year's military training they were about to undergo?

Our alchemists had given UMT a great deal of thought. Whether we had come up with the correct solution would be known by next July.

\* \* \* \* \*

Months before, the War Department

had planned our experiment at Fort Knox, at the suggestion of General Devers and various civilian educators. Ostensibly, the unit was to troubleshoot UMT as it would be operated on a large, training center scale, mapping the complete training program in anticipation of early (and favorable) Congressional legislation.

## MAKING SOLDIERS

The actual military training would require little change from the military program already followed in most replacement

Sergeant Jayme's article carries my wholehearted indorsement. I like particularly the unmistakable overtone of confidence and enthusiasm he displays for the pioneer tasks given our Unit. The test of the staff share his confidence and enthusiasm; we believe in the deeper purposes of UMT—what Jayme calls the "heart" of our experiment. On the other hand, let no eye-lifting oldster think that our confident determination to make better citizens will blind us, for one moment, to our job of making good soldiers. To fall short of this would be to fail miserably.

Brig. Gen. John M. Devine, USA  
Commanding UMT Experimental Unit

training centers. Most people would agree that the United States had developed a fully adequate training policy, wherever the proper amount of time was allotted for filling the paper requirements. The changes that differentiate the military side of UMT training from the old 17-week IRTC cycle were negligible: on the basic study lists came guard, drill, concealment and camouflage, hasty fortifications, etc. UMT's most noticeable difference lay in choosing a period of time which would enable all of the training to be given without the harried haste surrounding combat instruction.

The UMT plan calls for eight weeks of basic individual training after the usual pre-cycle and processing weeks. On completion of this, the individual platoons, representing a regiment or battalion on the training center scale, undergo eleven weeks of branch training, learning the particular arts of the infantry, artillery, cavalry, medical and signal corps, etc. To round out the training and transform its theory into first-hand practices, three weeks of unit training "in the field" has been scheduled to close the preliminary six-months' period, and as much of UMT as it is intended to test at this time.

Between the established training and the UMT-type lay little difference, except in the length of time allowed and the more intense extent of branch specialization.

The UMT program provided six months' basic training, enough time to outfit any civilian in a military garb should the time come again when he should have to don it.

### DEEPER PURPOSE

The War Department had little worry that the purely military training would not be a success, and a worthy experience for every man undergoing UMT. But at the roots of the experimental unit lay a deeper purpose, for the Army had a greater problem to solve.

Many had long realized that the Army, like the entire nation throughout the same period, had tended to overlook human values in a machine-gearred war effort. How the men fared intellectually or morally was left, more often than not, to a necessarily overburdened Chaplains' Corps. Young men had to shift for themselves. And too many of them grew to think of their Army lives as "three hots and a flop."

Although there was little actual backsliding, the absence, on the other hand, of any advance morally and mentally could be thus explained fairly. But with the war's death died the logic of the explanation. The Army had already gained itself a reputation among many civilian minds which it might take years to lose. For any program that advised a continued draft of civilians into the Army, and introducing them, especially those still of the "putty" ages of 18 and 19, to a military system, certain changes would have to appear.

### HEART OF EXPERIMENT

**Spiritual.** In searching the cure for the Army's diagnosed ailments, those at the helm of UMT reviewed first the complaint of moral sickness. It was decided to establish compulsory chapel for the trainee's first four weeks, continuing thereby the policy of the many schools and homes he had left. Services would be held for the three major faiths: Catholic, Jewish and Protestant, subdividing services in the latter for its several sects. For non-conformists desiring no religious

instruction would be offered morality sermons without prejudice.

We made our chaplains readily available to the men. As the trainees arrived, each of the two chaplains had the chance to meet the men, and to become known to them. Beyond the first weeks of interview and the compulsory chapel services, the chaplain will for six weeks deliver half-hour lectures on citizenship and ethics. This is a planned section of the training schedule, and will afford no man an excuse not to know his chaplain well.

The chaplains' offices were set in the Information and Education Center, thereby eliminating the hesitancy that some men feel in entering the chaplain's office when it is located in the chapel itself.

Cadremen were instructed that no profanity among themselves or among the trainees would be tolerated. Too many young men before, making quick idols of the seasoned men above them, had tried to become hard by obscene language.

**Physical.** In a specially renovated Post Exchange, a milk bar was substituted for the traditional beer-hall, in confidence that an eighteen-year-old boy prefers the sanity of ice cream to the revealing boredom of beer. In nearby Louisville and Elizabethtown, weekend havens for most Fort Knox soldiers, the help of a civilian guidance committee to assist was enlisted in our fight against gambling, drinking and prostitution. The pass policy we intend to follow requires the men to have an approved place to stay, and responsible people to stay with before any overnight passes are granted.

For the Army's long-time adage "Penicillin is the best cure for venereal disease" we struck for deeper roots, urging complete abstinence and temperance. The man would be urged, morally as he was at home, and religiously as at church, to keep himself mentally wholesome.

The men of the Experimental Unit have barracks in which they may take pride. Although regular-type wooden buildings, the white-painted walls, sanded floors and writing and reading

rooms in each barracks will stir far more pride for cleanliness and order than any series of Saturday GI inspections. Barracks have become a place to live, in addition to sleeping and washing. The reaction will be well worth the slight conversion expense.

**Mental.** To fill an additional gap which might be created by a year of military life, the plotters of UMT relied heavily on an overhauled Information and Educational program. This will be emphasized as more of a "must" than the "maybe" of the past.

For the first four weeks, trainees will be restricted to the Experiment area, so that they may become better adapted to the Army before making a public appearance as soldiers. During this time their off-duty hours, which we consider just as important as their duty day, will be utilized to the fullest by our I&E Section.

One entire building has been set aside and remodelled, with linoleum floors and lounge chairs, fluorescent lighting, for reading and study. A fairly representative library has been created in the I&E Center, thereby placing the books directly within a barracks' walk of the men.

In addition to the USAFI and university extension courses already offered by I&E, courses will be given by UMT cadremen with the best experience and training in foreign languages, arts and crafts, radio, and whatever subjects seem to be of general interest. The course in broadcast writing, producing and overall technique, for example, will make use of Station K-N-O-X, the Armed Forces Radio Service station at Fort Knox and a full-grown station of which many small US companies might well be proud. The instructor for this course, one of the UMT Experiment officers, has had several years' previous experience with one of the large national networks.

For the training of illiterates and non-English speaking men, there has been included in the UMT outline a Special Training Unit, in which men will be taught to read and write, so as to attain a fourth-grade education in

only 25 weeks. In addition to his regular military studies, the illiterate will spend 115 hours learning the fundamentals of written English, 115 hours in reading courses, and 115 learning arithmetic.

The Special Service Section of the experiment has made arrangements for tours of nearby Kentucky landmarks, designed as much for education as for pleasure. Too many times men afforded a magnificent opportunity for travel away from home have remembered a certain post or state only by its rain, heat and mud. Within bus reach of Fort Knox, we have the Gold Vault, the Louisville tobacco auctions and distilleries, Lincoln's birthplace, the Mammoth Cave and the Bardstown shrine where Stephen Collins Foster immortalized Kentucky home-life.

**Group Discipline.** The chief moral responsibility of each man will rest, as it does in civil life, with his fellow trainees. Under an unique system of Army rule, trainee courts have been established for meting out justice appropriate to smaller misdemeanors: disobedience and disrespect; brief AWOL or missing formations; unseemly behavior, etc. There has been nation-wide publicity released by the War Department on this phase of UMT, and it marks possibly one of the most interesting phases of the experiment. Many critics have condemned the Army Courts-Martial system as outmoded, and this trial of a "code of conduct" and trainee courts may produce worthwhile changes to be considered when the promised Courts-Martial investigation takes place.

A trainee court will be appointed for each company, composed of seven trainees and an advisory officer, generally a representative of the JAG as an authority on law. Justice will arrive from fellow trainees, however; the officer acts only as a legal advisor and has no vote.

As the men to undergo this UMT experiment are Regular Army recruits in lieu of civilian UMT trainees, they must of necessity be subject to Army Regulations and a Courts-Martial trial, and probably be removed from the unit for any major offenses. However, with

the civilian trainee, any major offense would be the responsibility not of the Army, but of the local police and legal authorities.

To invest each man with a sense of community and unit responsibility, a merit system has been set up whereby the superior trainee may receive a bonus for his effort, and the errant one meted his due. An extra hour of fatigue duty will await each trainee for each demerit over twenty which he accrues in any month. This system, tried and proved at West Point and innumerable military and prep schools, will mark yet another departure in UMT from the cut-and-dried Army system.

### THE END PRODUCT

But none of these changes has been introduced for the sake of novelty. These are the changes which will probably determine the feasibility of UMT far more than the military training itself.

Each man, facing the test of real-life experience within the guidance of the Army, should leave his year of Universal Military Training with no loss, but a *gain* in his education. We have worked to encourage him, and to make it easy for him to continue his academic schooling hand-in-hand with the military. Under the surveillance of our chaplains and the men above and around him—a surveillance temperate enough to allow a youth the feeling of self-possession — he should suffer no moral relapse, but instead moral *progress*. Being with other men, learning to judge their actions and approve and condemn on their decisions, should give him a grasp of others that will be invaluable in his worldly contact.

The real product which UMT is trying to develop is not so much the soldier as the first-class citizen, for men so built and moulded have never had any difficulty in adjusting to the military side of Army life. If we can sell our new wares to the men who are now undergoing the experiment, we may be reasonably certain that Universal Military Training will become a year of life which each young man will look forward to without dread and look back upon with pride.



## OF MORE THAN PASSING INTEREST

**Major to Mister.** Roy Clark of Houston, Texas—wartime major in the AAF, veteran of 75 bombing missions over Europe, and DFC winner—is now a plebe at the USMA.

**Inspector General.** Maj. Gen. Ira T. Wyche, USA—former artilleryman and wartime commander of the 79th Inf Div—has been appointed The Inspector General of the Army.

**C & S College.** Recently transferred to the AGF, the Command and Staff College at Ft. Leavenworth will henceforth be the capstone of the AGF school system. In addition to providing high level training for selected officers, it is planned to have the College function as a general coordinating agency for doctrine.

**Summer Training.** Suspended since 1941, ROTC summer training, tentatively scheduled to be at least six weeks in length, will be resumed this coming summer.

**Service Unification.** Though disappointing to some, both in and out of public life, approval by the Congress of the plan agreed to on 16 Jan by the Army and Navy will apparently pave the way for a gradual unification of the services, function by function. Complementary thereto was the announcement in December of a comprehensive system of unified military commands in the overseas regions.

**Vet Students.** According to Benjamin Fine, *NY Times* education editor, the nearly 1,000,000 veterans attending the nation's colleges and universities are more serious, harder working, and making better academic records than the civilian students.

**N. C. Units.** A total of 912 National Guard units have been federally recognized. Oklahoma leads the list of states with a total of 78 units.

**School Center.** Historic Carlisle Barracks—which housed the first US military school, the School for Artillerists, established in 1777—is now the home of four Army schools: The Adjutant Generals' School, The Army Information School, The Chaplains' School, and The Provost Marshals' School.



# The Pentagon Makes Sense

By Major Robert B. McBane

Republished from the Army Information Digest

It is three times the size of the Empire State Building and 50 per cent greater than Chicago's Merchandise Mart. It covers 34 acres and has 17½ miles of corridors. It has five floors, two basements, five concentric rings, and ten spoke-like main corridors. The National Capitol would fit into any one of its five pie-shaped sections. Yet, the maximum walking distance between any two rooms is only 1,800 feet—a six minute walk.

It was designed and built in 16 months—a job that normally would have taken four years. At one time, 13,000 workers were employed in its construction, on a 24-hour schedule. Almost every aspect of its operation furnishes a superlative for statisticians. It contains more than 28,000 miles of telephone wire, and maintains the largest single food serving operation in the world. Ten tons of baled waste paper are collected every 24 hours and sold for about \$75,000 yearly. At the peak, it housed nearly 33,000 workers, the average working population of a city of 100,000. As the nerve-center of an Army of over eight million men, it paid tremendous dividends in our Nation's greatest war. Yet, it cost little more than half as much as a single first class battleship.

That is The Pentagon, which has entered American folklore and jokelore on a scale rivalling the jeep and Model T Ford.

In July 1941, there were 24,000 War Department headquarters personnel scattered throughout 17 buildings in Washington, with others in Fort Myer and Alexandria, Va. Anticipating further increases, the President asked

Congress for additional buildings. After much debating over site and style, construction began in September 1941, and was finished in January 1943.

It is estimated that The Pentagon will pay for itself in eight to 14 years, based on the rental of an equivalent amount of scattered Washington office space. Aside from such obvious economy, there is no way to estimate the savings in time, paperwork and efficiency effected by bringing thousands of War Department employees under one roof. Previously, officials lost valuable hours every day travelling among War Department offices in Washington. Thousands of letters and phone calls were required, with resultant loss of time and clear understanding. The famous Pentagon "hand-carry" principle, which became the rule of business, saved most of this.

Architecturally, the building achieved amazing beauty, despite its hurried and economical construction. The frame is of steel-reinforced concrete; and all outside exposed walls are of monolithic architectural concrete, except the mile-around perimeter wall, which is faced with limestone.

More than 5½ million cubic yards of earth were moved in grading. The building rests on 41,492 concrete piles. Some 435,000 cubic yards of concrete were required, for which 680,000 tons of sand and gravel were dredged from the nearby Potomac. The attractive lagoon in front resulted from the excavation of material needed for road and parking-area fill. The general area had been a maze of dump grounds, shacks, pawnshops, and rendering works known as "Hell's Bottom."

Thirty miles of new highway give adequate access to the building. There are five routes of approach, with cloverleaves and 21 overpasses, assuring a constant flow of traffic. At one busy crossing, there is a double overpass, involving three highways. This general road-system had long been planned to provide adequate approaches to the river crossings and the city of Washington from the south and west. Under the stimulus of The Pentagon construction, the plan was put into effect, with a few immediate access roads added and integrated into the master scheme.

Today, the building has only two-thirds of its peak wartime population; but it still is filled to capacity. The reasons: during the past year, thousands of space-consuming files and other equipment, formerly maintained elsewhere in Washington, have been concentrated in The Pentagon. At war's end, the War Department was leasing space in 15 buildings in and around Washington. Today, it occupies no leased space. Only two sections remain outside The Pentagon—the Office of the Quartermaster General and the Office of the Chief of Engineers. The entire Washington establishment of the War Department soon will be in three locations: The Pentagon, the War College, and Gravelly Point—all within 10 minutes' ride of each other. By 30 June 1947, the War Department will need 4,600,000 square feet of office space. Since The Pentagon's six million square feet gross area provides only 3,333,000 square feet of usable space, this reduction

to three installations is about as far as the situation can be pared at the moment. As it is, the War Department is 80 per cent under one roof.

There is a method to the alleged madness of The Pentagon, a logical system of numbering offices, and a definite functional plan in the location of departments. The office number 3D-925, for example, guides the visitor to the third floor, D ring, ninth corridor, where room 925 can easily be located. Major divisions of the War Department are located where they will have the best inter-office communication, based on the volume of business among them. Since up-and-down distances are shorter than horizontal distances, large departments are extended over different floors in the same section. Five escalators, 150

stairways, and numerous ramps facilitate climbing.

The offices of the Secretary of War and the Chief of Staff are concentrated on the third floor between the two main entrances—the Mall entrance and the River entrance. The technical services are grouped together between the first and fifth corridors, and Air Forces offices cover three floors between corridors nine and one. All "community service" features, except beverage bars, are between corridors ten and one, extending over all five floors. These include the bus terminal, shopping center and concourse, cafeterias, dining rooms, and an auditorium seating 300 persons.

Today's Pentagon population includes about 21,000 War Department personnel, mostly civilians; 950 operation and maintenance workers; and 700 employees

of the National Food Corporation. Maintenance personnel include 650 janitors and charwomen, more than 500 of whom work at night. The entire building gets a general cleaning every night, including dusting, sweeping, buffing floors, and emptying waste. A crew of ten window-washers works constantly on the 5.2 acres of glass in The Pentagon's 5,693 casements, making the rounds about once in 30 days. An expert corps of carpenters, painters, plumbers, electricians, and other artisans does all the building's repair and maintenance work in fully-equipped shops on the first floor. Since wartime security measures were lifted, there are only 121 civilian guards; but in 1945 there were nearly 400.

Facilities available to The Pentagon community include round - the - clock

**A striking air photo of the Pentagon and its remarkable road net—truly a puzzle to newcomers. In view of the steady flow of traffic in and out of the National Airport (located beyond the top edge of this picture) the presence of the four-motored plane over the Pentagon is more normal than not. Located beyond the left edge of this picture is a second, great (north) parking area.**

CS Navy Photo



cafeterias and beverage bars, complete banking service, medical and dental clinics, postoffices, barber shop, uniform and tailoring shop, shoe shine and repair shop, jewelry store, newsstand, chain drug store, department store, book store, railway and airline ticket service, dry cleaning and laundry shop, checking service, and frozen foods counter.

All except the cafeterias, bars and bank are in the 135 by 690 foot bus concourse. Twenty-one stairways lead from this busy center to a three lane bus and taxi terminal below. Twenty-eight buses may be loaded simultaneously in the two bus lanes, and 25,000 passengers could be handled in an hour. That is the number now handled in an average day. Approximately 4,000 private automobiles park in the 46-acre North and South lots each day, but at the peak period there were close to 6,000.

The Community Activities Branch of the Secretary of War's Office was developed during the war as a sort of Special Services for War Department civilians. Currently, it includes a civic theater group of 100 members, known as "The Pentagon Players"; the 100-voice Pentagon Choral Club; and a ticket cooperative which obtains hard-to-get entertainment tickets. During the war, there were also a 50-piece orchestra; a housing service employing 30 people; a nursery school locator service; and a blood-donor center, which collected 50,000 pints of blood from War Department employees. During the recent Community Chest drive, \$200,000 was collected by this group.

Like any community of its size, The Pentagon has vital statistics to report, but a surprising few. There have been two suicide attempts (one successful), a half-dozen or so natural deaths, and two births, both unattended.

The food serving system comprises seven cafeteria units, nine beverage bars, three dining rooms, and an outdoor beverage bar in the five-acre center court, open only in warm weather. Total seating capacity is more than 6,000, with one central production kitchen supplying all units. More than 12,000 meals daily are served in the cafeterias, besides 28,000 orders filled by the beverage bars. One cafeteria is

open for breakfast and evening meals, and one bar operates on a 24-hour basis, for the benefit of night workers. At its peak, the system served 60,000 pounds of food per day, with all food consumed within 24 hours after processing. It would surprise no Pentagonian that the building is considered one of the largest single coffee consumers in the world. The average now is 23,000 cups a day, although it has been as high at 30,000 cups. Milk consumption now is nearly 9,000 pints a day, and soft drinks run over 4,000. The Post Restaurant Council takes a loss on its food operations but defrays the loss by income from Concourse concessions and vending machines, so that the system is self-supporting.

Virginia's largest bank has a branch in The Pentagon, offering full checking and savings account, loan, and general services. The Pentagon branch, in the four years just completed, opened 22,000 accounts, cashed more than three million checks totalling \$191,000,000, accepted 518,000 deposits, and paid more than two million checks against these deposits. It sold 85,436 War Bonds across the counter, totalling nearly \$17,000,000.

The largest private branch telephone exchange in the world is in The Pentagon—with facilities enough to service a city of 125,000. It occupies 32,000 square feet of space and can accommodate 300 operators and supervisors. The dial exchange system served 22,000 main telephone stations at the peak; 17,000—now. The switchboard connects with the telephone company's central office in Washington by 12 submarine cables, weighing over 250 tons, across the Potomac. The War Department receives more than 45,000 calls daily, places nearly 50,000 outward local calls, 700 long-distance calls, and over 100,000 branch-to-branch calls. All figures except the last were more than doubled at the wartime peak.

Other Pentagon facilities include a reproduction plant which turns out about a million impressions a day, with a staff of 300 civilian workers; the War Department Library, with over 200,000 volumes; and two dispensaries. Approximately 300 military personnel a day get routine medical and dental

examinations or treatments from a 70-man dispensary, including 11 physicians, eight dentists, and three nurses. A civilian medical program is carried out by a staff of 35, including five physicians, 19 nurses, a psychiatrist-neurologist, and a tuberculosis specialist. First aid, emergency relief from illness, and health education programs are the objectives; and about 400 civilian workers from all War Department installations in the area are treated daily. This group has X-rayed more than 66,000 chests in a special tuberculosis survey.

Air-conditioning keeps The Pentagon at 78 degrees and 50 per cent humidity in summer and 75 degrees and 30 per cent humidity in winter, improving working efficiency and protecting documents which otherwise would mildew in the lowland dampness of the Potomac valley. The refrigeration plant can chill 25,000 gallons of water ten degrees per minute, and the heating plant can produce 400,000 pounds of steam per hour at 125 pounds pressure. Coal storage capacity is 4,000 tons in the yard and 1,000 tons in suspended steel overhead bunkers. Conveyors can handle 60 tons per hour. Water supply for the building has a capacity of 4,500 gallons per minute; and electricity comes in via two 66,000-volt submarine cables, each with a capacity of 45,000 KVA. Peak consumption was 13,000,000 kilowatt hours per month.

Despite the intense speed at which The Pentagon was built, it has a lower cost per square foot and per occupant than any comparable public building in Washington. Total cost of the building plus outside facilities was \$63,645,954. The main building cost only \$49,736,654. Special equipment, which would have had to be installed anywhere, cost an additional \$4,239,550; and the long-planned highway system cost the Public Roads Administration \$6,326,000.

Uncounted jokes, fables, and legends to the contrary notwithstanding, The Pentagon, a word usually held synonymous with "red tape," actually has reduced red tape by its compact, efficient concentration of War Department activities.

# New Infantry and Armored Divisions

THE CHIEF OF STAFF REcently gave his approval, for war strength and doctrinal purposes, to a new organization for infantry and armored divisions. Designed to create a versatile combat unit that is self-contained and of unprecedented fire power, the new organization incorporates combat lessons learned in all theaters, and reflects the recommendations submitted by the ETO General Board as well as the infantry, artillery and armored conferences held last spring.

Present plans contemplate that the divisions of all components of the Service will be under this new plan, in accordance with certain modifications and reductions in personnel and equipment for peacetime operation which will be announced at a later date.

## INFANTRY DIVISION

Principal changes introduced in the new infantry division organization are as follows:

1. Inclusion of a tank battalion.
2. Inclusion of an antiaircraft battalion.
3. Addition of two howitzers to each

of the nine 105mm and the three 155-mm howitzer batteries of the division artillery.

4. Addition of a tank company to, and the elimination of antitank and cannon companies from, the infantry regiment.

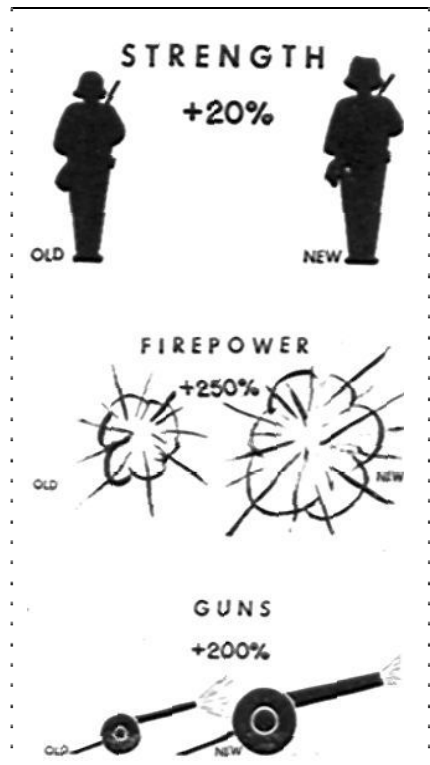
5. Reduction of the infantry squad from twelve to nine men.

6. Addition of a fourth line company and a bridge platoon to the engineer battalion.

**Division artillery.** The new infantry division artillery still has three battalions of 105mm howitzers and one battalion of 155mm howitzers, but each firing battery will have six guns instead of the four previously allowed. Towed weapons will be used until such time as new standard self-propelled types are available.

Consistent with current plans to unify the Field Artillery and Coast Artillery Corps into a single Artillery arm, the newly added antiaircraft battalion is organic to the division artillery. It is contemplated that this battalion will be equipped with self-propelled carriages mounting quadruple .50 caliber machine guns and dual 40mm guns.

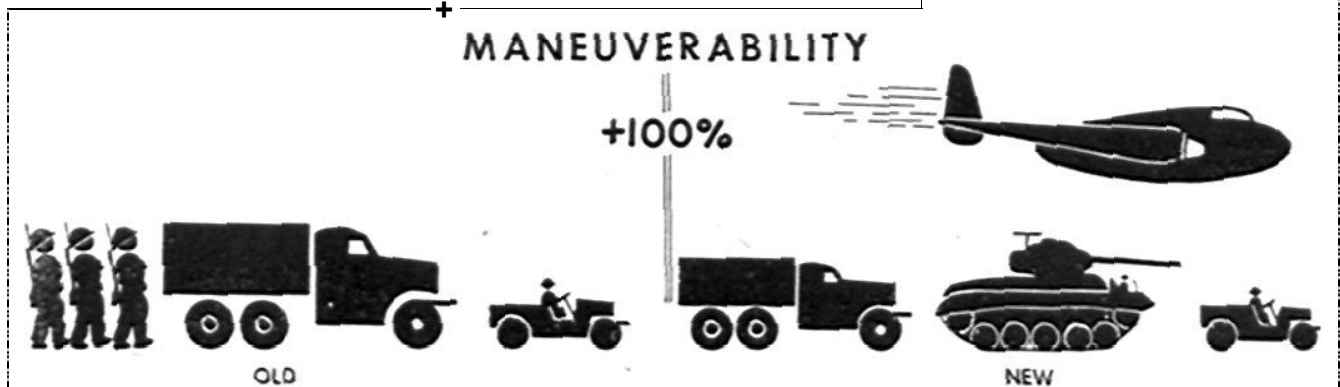
The wartime strength of the division artillery totals 217 officers, 11 warrant officers, and 3,257 enlisted men, with the major elements breaking down as follows: division artillery headquarters (O-21, WO-1, EM-116), antiaircraft battalion (O-36, WO-2, EM-690), light battalions (O-41, WO-2, EM-597), medium battalions (O-30, WO-2 EM-599), and medical detachment (O-7, EM-61). The most notable strength change is the assignment of 7 officers to the firing batteries of the light battalions. The additional officers will be forward observers, and it is contemplated

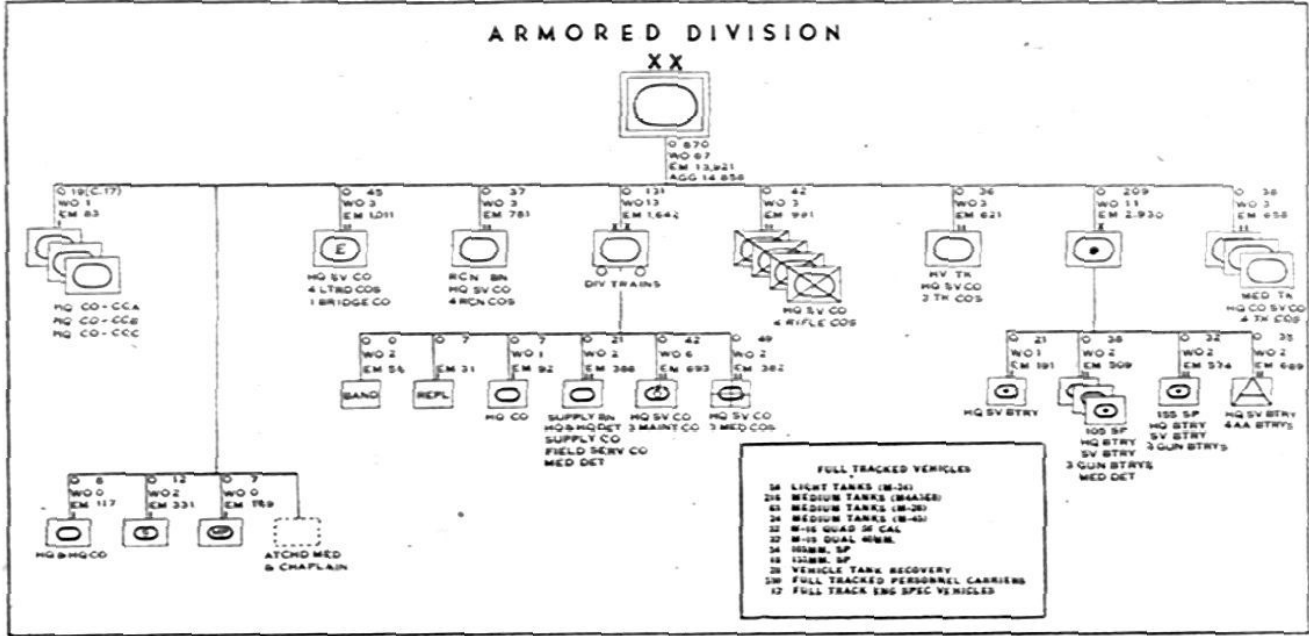


Proven equal or superior to the test of friend and foe alike in the war just won. American Army divisions will henceforth be unparalleled fighting machines. With an increase of only one-fifth in the strength of the infantry division, we have tripled the number of artillery weapons and more than tripled our firepower. Shock effect, striking power, flexibility and maneuverability are all increased.

The infantry division of the future will not be merely amphibious. It will be "triphibious"—capable of swift mechanized movement by land, sea and air.

Central Jacob L. Devers, USA  
Commander, Army Ground Forces





that during amphibious operations these officers may take over the spotting duties formerly handled by the JASCOS.

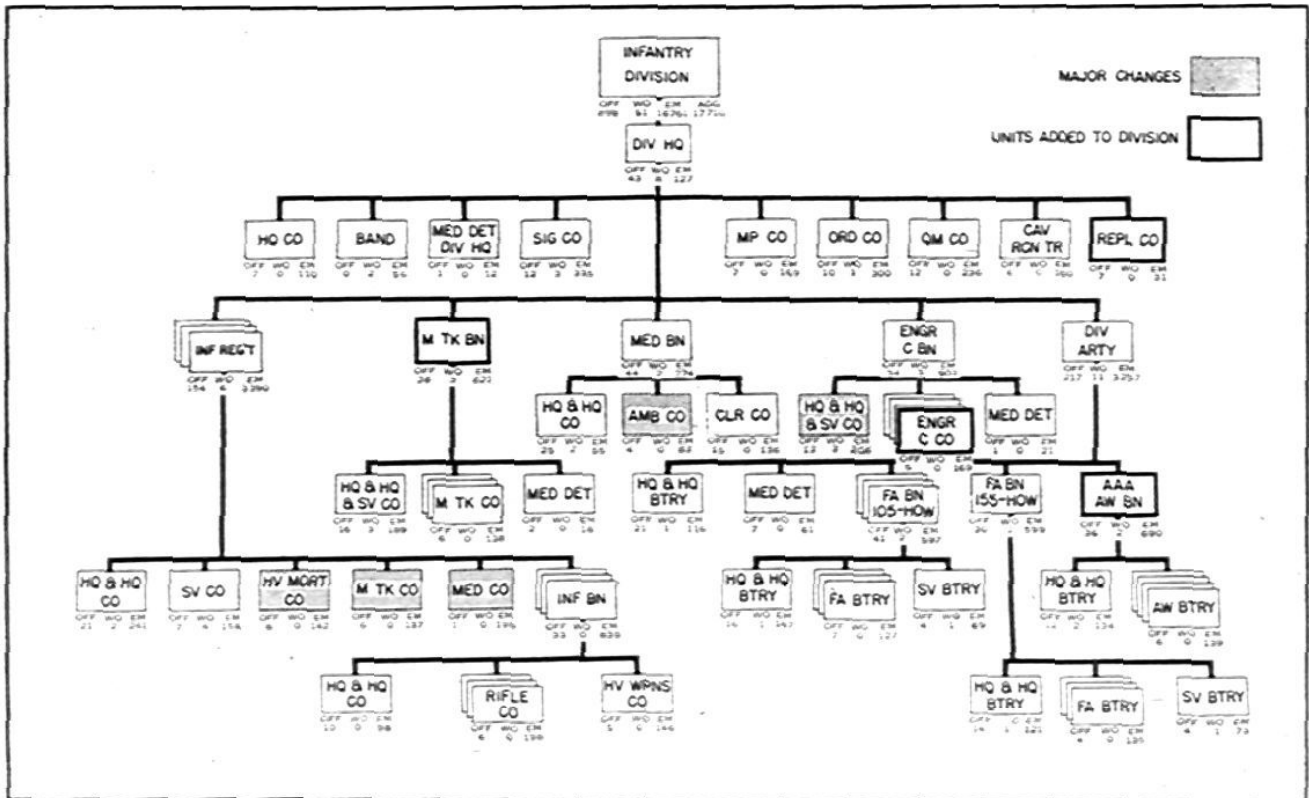
**The infantry regiments** of the new division will contain a headquarters company; three battalions consisting of a headquarters company, heavy weapons company and three rifle companies each; a service company; a tank company (in addition to the headquarters and three

combat companies of the organic battalion under division control); a heavy mortar company armed with the 4.2-in. mortar; and a medical company. This new organization eliminates the antitank and cannon companies as well as the collecting company which was part of the old medical battalion.

**Tanks.** The addition of the tank (and antiaircraft) battalions to the infantry

division is a direct result of combat experience in World War II, when it was habitual to attach these units to divisions. Being essential in combat, it is logical in every way that they be made organic to the division.

It is significant to note that the tank strength in the new division totals six companies—twice that normally available



to the infantry division of World War II; there will be a company of tanks with each of the three regiments in addition to the tank battalion under division control.

All tank companies will be armed with the M26 "General Pershing" tanks which mount 90mm guns.

**Engineers.** During the late war a company of engineers was almost invariably required in direct support of each infantry regiment. Since this incapacitated the engineer battalion and prevented the accomplishment of other essential engineer tasks, another line company has been added to the engineer battalion which will permit the usual three companies to work with the infantry and one to perform other tasks.

The newly added bridge platoon, in the headquarters service company, which is equipped with bridging materials and equipment, will add to the inherent tactical flexibility of the division.

**The medical battalion** has been effectively streamlined under the new organization. To facilitate better control and service, the litter sections of the old collecting company have been given to the infantry regiments. The ambulance platoons of the old collecting companies have been combined to form one ambulance company.

**Other changes.** The old headquarters for special troops has been abolished, the military police organization has been increased to a company, and a replacement company (supervised by 7 officers and 31 enlisted men) has been added—the latter's job being to receive the division's replacements and prepare them for battle assignments. Liaison planes have been increased from ten (in the World War II division) to sixteen, the six additional planes being assigned one each to the infantry regiments and three to division headquarters. Radar equipment has been allocated to division artillery headquarters and infantry regiments to facilitate the location of enemy artillery and mortars. Also included in the division's armament are forty-two 75mm and eighty-one 57mm recoilless rifles.

### ARMORED DIVISION

The new armored division will consist

of three combat commands of equal capabilities. Instead of having the two combat commands A and B with a smaller R for reserve, the new setup will include combat commands A, B and C.

Combat experience indicated that within the armored division the ratio of infantry to tanks was insufficient. To remedy this shortcoming, an entire battalion of infantry is added to the division and the strength of each existing infantry battalion increased from three to four rifle companies. This will increase the number of rifle companies from nine to sixteen.

The infantry squad in the armored division will be reduced from twelve to ten men. The tenth man will be the driver of the squad's full-tracked personnel carrier.

A heavy tank battalion has been added to the armored division and, as is the case with the medium battalions, will consist of three tank companies of four platoons each. This parallels the tank battalion assigned to the new infantry division.

The 530 personnel carriers of the armored infantry will now be full-track instead of the half-tracks previously used. The division loses twenty-eight light tanks but gains 130 medium tanks.

Other additions to the division include a bridge company and an additional line company for the engineer battalion, and a supply battalion of a headquarters, a supply company, and a field service company. A major deletion will be the tank destroyer battalion which was habitually detailed to work with the division in combat; its work will be taken over by the extra tank battalion with its 90mm guns.

**Division artillery.** The armored division artillery has been increased to include a medium battalion, to be equipped with 18 self-propelled 155mm howitzers. Also included in the new armored division artillery organization will be an antiaircraft battalion consisting of 64 self-propelled weapons which are divided equally between quadruple .50 caliber machine guns and dual 40mm guns.

The three light battalions of the division artillery will each be armed with 18 self-propelled 105mm howitzers.

## WELCOME TO THE FIELD ARTILLERY

*The United States Field Artillery Association is proud to extend greetings and congratulations to each of the following named artillerymen, who were recently nominated for commission in the Regular Army.*

Capt. (Capt.) Edward J. Albertie  
 Capt. (Lt. Col.) Blaine E. Anderson  
 Capt. (Maj.) Charles P. Babcock  
 Capt. (Lt. Col.) Thomas J. Badger  
 1st Lt. (Lt. Col.) Charles P. Baerman  
 1st Lt. (Capt.) William K. Clark  
 1st Lt. (Lt. Col.) John C. Dinsmore, Jr.  
 1st Lt. (Maj.) Lemuel C. Downs  
 1st Lt. (Maj.) Russell N. Fairbanks  
 1st Lt. (Maj.) Clarence G. Fairchild  
 1st Lt. (Lt. Col.) Julius B. Farley  
 1st Lt. (Maj.) Robert J. Faust  
 1st Lt. (Maj.) Guy S. Guthrie  
 1st Lt. (Lt. Col.) James M. Hall  
 2nd Lt. (Capt.) William H. Hamilton  
 Capt. (Capt.) Roger E. Higgins  
 1st Lt. (Lt. Col.) Paul P. Hinkley  
 Capt. (Lt. Col.) Stanford I. Hoff  
 Maj. (Col.) Dale M. King  
 Maj. (Col.) Philip S. Lauben  
 Capt. (Lt. Col.) Beverly M. Leigh, Jr.  
 1st Lt. (Lt. Col.) George McCutchen  
 1st Lt. (Capt.) Louis H. Mchaffie  
 Capt. (Col.) Lyal C. Metheny  
 1st Lt. (Maj.) James O. Millott  
 1st Lt. (Maj.) Bertram I. Nash  
 Capt. (Maj.) Lloyd M. Reiser  
 1st Lt. (Maj.) Willis S. Riddick  
 Maj. (Lt. Col.) Alexander N. Slocum, Jr.  
 1st Lt. (Maj.) William M. Smith, Jr.  
 1st Lt. (Maj.) John T. Strawbridge  
 1st Lt. (Maj.) Salvador F. Taranto  
 1st Lt. (Lt. Col.) William Teir  
 1st Lt. (Maj.) John E. Wales III  
 Capt. (Lt. Col.) Benjamin Weisberg  
 1st Lt. (Capt.) Ernest B. Wilder  
 Capt. (Maj.) Frank F. Wilkins  
 1st Lt. (Lt. Col.) Robert C. Williams  
 1st Lt. (Lt. Col.) Jack D. Wolfson




# THE FIELD ARTILLERY JOURNAL

## IT'S YOUR ASSOCIATION!

PUBLISHED BIMONTHLY BY THE UNITED STATES FIELD ARTILLERY ASSOCIATION WHICH WAS FOUNDED IN 1910 WITH THE FOLLOWING OBJECTS—AS WORTHY NOW AS THEN

*The objects of the Association shall be the promotion of the efficiency of the Field Artillery by maintaining its best traditions; the publishing of a Journal for disseminating professional knowledge and furnishing information as to the field artillery's progress, development and best use in campaign; to cultivate, with the other arms, a common understanding of the powers and limitations of each; to foster a feeling of interdependence among the different arms and of hearty cooperation by all; and to promote understanding between the regular and militia forces by a closer bond; all of which objects are worthy and contribute to the good of our country.*

The   
**UNITED STATES FIELD ARTILLERY ASSOCIATION**

*Organized June 7, 1910*

**Honorary President**  
HARRY S. TRUMAN

**President of the United States**

LIEUTENANT GENERAL RAYMOND S. McLAIN, President  
MAJOR GENERAL CLIFT ANDRUS, Vice-President  
COLONEL DEVERE ARMSTRONG, Secretary-Editor and Treasurer

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Brig. Gen. Harold R. Barker	Colonel John Lemp

*Lt. Col. Robert B. Neely*

THE IDEA CONTENT OF THIS EDITORIAL IS in extension of two earlier editorials — "Call Them What You Will" and "A Left-Over Army," which appeared successively in our August and September issues of last year—and the "Integration of Service Journals" section of my report to our Annual Meeting on 16 December 1946, the minutes of which appear on the immediately following pages.

Although not anticipated in the immediate future, it is possible that the active members of the Association may be called upon sometime this year to approve or disapprove proposals for a major reorientation of our Association's organization and overall purposes. Should such a question be presented for decision, it is highly desirable that the maximum number of members be prepared, by full understanding of the issues, to vote intelligently.

Since the active management of our Association's affairs has been my primary assigned duty for approximately fifteen months, it is natural that I should have strong convictions

in these matters. It is important to note, however, that *there are no vested interests whatsoever* anywhere within the organization of our Association. We of the managerial group are active duty soldiers—merely doing our duty as we see it, without any added compensation or other personal benefit therefrom or dependence thereon.

### **THE PROBLEM**

I can state the problem no better than to quote the following from the editorial, "A Left-Over Army":

"There is no logic to the service association framework. In fact, there is no framework at all. The arms and services have their respective meeting grounds. The Army has none. Non-competitive though our service journals be, and try as we editors may to retain an unbiased objectivity, I am convinced that our 'one level' structure contributes unwittingly to a diffusion of the ground soldier's professional loyalty and effort. If this be true, I submit that the framework is faulty and must be corrected. Somehow and in some way *we must create a meeting ground on the Army level.* For obvious reasons, such a meeting ground should be entirely free, as are the existing service associations, from any semblance of official control.

"We ground soldiers must heave ourselves together mentally, and at once. *We are going to be the Army one of these days.* Who will be more responsible than ourselves if this Nation winds up with a left-over Army?"

### **AN OBVIOUS SOLUTION**

One obvious solution, frequently advanced, is for the existing service associations to combine their resources and merge themselves either into an "Army Association," if the technical and supply services participated, or an "Army Ground Forces Association," if only the four associations of the ground combat arms participated.

Powerful arguments can be marshaled in support of this idea. Obviously, the combined strength and influence of such an association would be far greater than the cumulative strength and influence of the several associations, as separate entities. Further, the concentrated impact and cohesive influence of the mouthpiece of such an association could go far toward developing within the Army an aggressive and articulate unity of purpose comparable to that now so evident in the Navy and Army Air Forces. The potential possibilities of such an association and its organ as instruments for improved understanding and good feeling between the Army and our people—yes, and between the Army and Capitol Hill—are without visible ceiling. It



is obvious, too, that such an association could produce a "fatter" and technically superior journal than any now being offered, and perhaps at a reduced cost to the members. The proponents of this idea also argue that it would be entirely practicable to satisfy, by appropriate departmentalization in a single publication, the specialized requirements of the component branches.

### A CLOSER LOOK

So impelling and so obvious are the foregoing advantages from the overall Army viewpoint that many officers are completely "sold," at first glance and without further ado. Personally, I admit and stress the urgent need, as stated in the above quotation, of creating "a meeting ground on the Army level," but I disagree vigorously with the view that the existing service associations should be sacrificed in the process. Some will charge, no doubt, that my reasoning is of the "horse and buggy" variety—but here it is, for all to shoot at.

**"Army Association."** It would be time wasted, in my opinion, to discuss at any length the possibility of consolidating all existing service associations into an "Army Association." Disregarding numerous other factors, it is sufficient to observe that each of the associations of the technical and supply services is an independent, privately owned and managed, going concern; each one of them satisfies a time-proven need of its membership. They are excluded from further consideration in this editorial.

**Combat Functions.** There is nothing in our experience to indicate that the *primary combat functions* have changed or are changing. In other words, the infantry, artillery and cavalry functions will still be with us regardless of what new names or new insignia or new organizations are concocted. Come what may, someone is going to have to *close with the enemy and destroy him*—we now call those people infantrymen; someone is going to have to *support that first someone with fire*—we now call those people artillerymen; and someone is going to have to *reconnoiter, screen, protect flanks, make and exploit breakthroughs*—we now call those people cavalrymen.

Each of the primary combat functions (call them "branches," if you prefer) found it essential decades ago to organize associations and provide an outlet for constructive discussion to stimulate professional development. This process was not accidental. It was in response to a positive need. I find it without the bounds of logic to suppose that current organizational evolutions will manage, somehow, to eliminate this need. As a matter of fact, it is more logical to anticipate a greater need for *functional* journals, should branch identifications go by the Board.

**Artillery Guidance.** Closely allied with the foregoing is the need in our Army for a *more*, not less, highly integrated artillery guidance. In so far as I am able to discover, most artillerymen hold to this view. Whereas it is obvious that this Association can never provide such a guidance by itself, it can help and will strive unceasingly to do so.

**New Direction.** Implicit in the arguments for merging the existing associations is the impelling realization that, in dealing with our people and in dealing with the Congress, the ground soldier is at a psychological disadvantage compared to the sailor and the airman. The *foxhole*, as I have said before, lacks the fascinating ring of the *bounding main* and the *sky blue yonder*. Unquestionably, there is a real danger that a *left-over Army* may be the outcome of this post-war hurly-burly. I consider it wishful thinking in the extreme, however, to suppose that an association drawing its members from the active and non-active components of the ground combat arms alone would have the potency, either initially or in the longer term, to exercise a material influence in such matters.

More important is the fact that such objectives seem closely allied to things *political*. Now, whether or not the Army should be supported by an association with political (among other) purposes is not for me to say. It is clear, however, that this would constitute a complete change of direction in the objects of the non-political service associations as we now know them.

**Tradition and Esprit.** Being of the spirit, the vital intangibles of tradition and esprit do not lend themselves to fine assessment in logic—one can only fall back on his own convictions. For myself, I have long been distressed at what sometimes seems to be a flagrant indifference in our Army to these things. Curious and tragic it is that, in the welter of our celebrations, we can forget—forget so quickly—that, small as they may seem, men will die for these things.

Naïve, and worse, is the officer who thinks of the artillery as a mere grouping of so many bodies and fine weapons and highly developed techniques. We artillerymen have always had an esprit second to none. To strip us of our jealous pride of *function* is to strike squarely at this spirit, the maintenance of which is one of the high purposes of this Association.

### APPROVED SOLUTION?

This editorial has made no effort to enunciate an approved solution to the problem presented — namely, *the need to fill the gaping void, above the branch level, in the existing service journal structure*—for the simple reason that I am not sure in my own mind just when and how this void should be filled.

This editorial has sought to do two things: first, to stimulate an increased membership awareness of an important problem; and second, to set forth a dissenting reaction to one obvious solution, frequently advanced.

Bear in mind, it's *your* Association!



Colonel, Field Artillery

# Minutes of the Annual Meeting of the United States Field Artillery Association, December 16, 1946

IN ACCORDANCE with the call of the Executive Council, the thirty-seventh annual meeting of the United States Field Artillery Association was held at the Army and Navy Club in Washington, D. C., at 5:30 P. M., December 16, 1946. Lieutenant General Raymond S. McLain, President of the Association, presided at the meeting.

A quorum was present for the transaction of business.

It was moved, seconded, and carried that the reading of the minutes of the 1945 annual meeting be dispensed with, these having previously been printed in the JOURNAL.

The President called upon the Secretary-Editor and Treasurer to present his report.

## REPORT OF THE SECRETARY-EDITOR AND TREASURER

Our Association faced most unusual circumstances during the past year, circumstances that warranted unusual action which it is believed should be detailed, in candid terms, for the benefit of Association members. This explains the unusual length of this report.

**One Year Ago.** For reasons beyond the control of any individual, the current trend of our Association's activities was far from satisfactory a year ago. Our difficulties stemmed from the impact of the Army's demobilization on our membership, which was then shrinking at a startling rate. Financially, the Association had been operating at a serious loss for many months; the unsatisfactory state of our affairs was noted, with firm emphasis, by the Secretary-Editor and Treasurer in his report of last year. Considering the circumstances, it is most fortunate that my able predecessors had built up the net worth of the Association during the prosperous early war years. Funds were available, in other words, to carry the Association through what it was evident was to be a difficult readjustment period.

**Plans for Recovery.** Confident that our Association could best serve its objects by continuing our JOURNAL on a monthly publication basis, and aware that neither the accumulation of dollars nor the preservation untouched of dollars accumulated in an earlier period have any part, as such, in our purpose, the Executive Council authorized continued spending in excess of income. The objective of this policy was to attain, if possible, a solid operating basis for a monthly JOURNAL.

Meanwhile, as Editor I was giving careful study to ways and means of increasing reader interest in the JOURNAL itself—the first step, as I saw it, to a broadened membership. After sampling and evaluating member reaction, I reached the decision that the time had come for a clear break with the past in JOURNAL tone and format. This decision was reflected in the April and subsequent issues. Fortunately, membership reaction to these changes was favorable.

Concurrent with making changes in our JOURNAL an intensified integration of our book selling and membership promotion activities was initiated. The Associate Editor devoted a major portion of his time, and very successfully, to these critical efforts.

**Financial Trend.** As shown by the financial report below, the Association sustained a net loss of over \$13,000 for the year, the greatest in its history.

To be noted at once is the fact that this loss includes the writing-off of over \$3,000 in the asset, *Inventory of Books for Resale*. This item consisted almost entirely of outdated "Field Artillery Guides," the doubtful character of which, as assets, was pointed out in last year's annual report. Also to be noted is the more realistic evaluation of office and mailing supplies. Not materially reduced in quantity from last year, they are now carried at liquidation value of \$90, a reduction from over \$800.

Disregarding these write-offs (not properly chargeable to the past year's operations), our net loss was over \$9,000. This loss stems from the *income* side of our operations and not from the expenditures side. Expenditures declined from an average of approximately \$3,100 a month during the first six months of 1946 to an average of approximately \$2,900 during the last six months.

A brief analysis of the Association's income is necessary to an understanding of the year's financial trend. Our income is a direct function of membership, which, as already noted, was shrinking at a startling rate when the year opened. If "startling" sounds like an extravagant term, note should be taken that our receipts from dues and subscriptions fell from approximately \$27,000 in 1945 to under \$15,000 in 1946. The decline in membership and book sales (the primary sources of income) was precipitous during the first-half of the year. By early summer, however, the strenuous efforts of the staff—that is, in changing the JOURNAL and in driving for greater membership and book sales—started taking effect in a most reassuring manner. Both membership and book sales (*income*) increased throughout the second six months' period. Book sales averaged more than 50% higher during this period than during the first six months. Perhaps the most significant financial fact relative to the year's operations is that our net operating loss for the first six months was over  $2\frac{1}{2}$  times as great as during the last six months. This constitutes a positive reversal of what had been up to that time an extended and completely unsatisfactory financial trend.

In sum, despite our failure during the past year to evolve a firm financial operating basis, unquestionably our Association weathered, in 1946, the crisis of its post-war financial difficulties. A year ago we were plunging downward. That plunge has been arrested, and we are now climbing back.

**Publishing Problems.** The present editorial staff is insufficient

in this post-war period to the task of publishing a monthly JOURNAL of the scope and standard artillerymen are entitled to expect. This flat statement requires brief explanation, since (1) the staff has not been decreased and (2) our JOURNAL has been published monthly since January, 1941. Our membership should realize, in this connection, that our JOURNAL was maintained on a monthly basis throughout this lengthy period, despite the fact that the personnel authorized our Association was no greater than that authorized contemporary journals publishing every other month only.

During the war years, there was generally an abundant inflow of timely and suitable material for publication, and membership increased steadily as the Army grew in size. The reverse has been the case, however, since the war ended. Fortunately, our membership decline has been reversed, as pointed out above. Moreover, there is no doubt in my mind but that there is a wealth of splendid material *potentially* available not only in artillerymen's vast wartime experience but also in the ever-changing present. But being potentially available and being in hand are not one and the same thing. It appears that either the payment of considerably higher author's fees or greatly accelerated research and travel and writing by the staff, or both, is necessary in order to uncover this material in ample quantity. Naturally, the staff would like to do both—that is, pay more for stories and also "get out and around" a lot more. Unfortunately, neither was possible under circumstances current in 1946.

My own efforts throughout the year—as well as the efforts of the Executive Council and others—failed to bring about an essential augmentation of our editorial staff. This was the most disappointing and most critical fact of the Association's experience during the year just ended.

**Paid Advertising.** In 1946 the Congress again renewed the legislative prohibition against the acceptance of paid advertising by Service Associations utilizing the services of active duty personnel. Whereas the removal of this prohibition would not, in itself, provide a financial "cure-all," it would help a lot. This legislation is discriminatory, in my best judgment, and I am confident that the Congress will erase it from the statute books if and when circumstances permit a full hearing of the facts before the appropriate Congressional Committees. Such a hearing has never taken place, despite the War Department's best efforts last year in our behalf.

**Integration of Service Journals.** There was continuing discussion throughout 1946 of the merits and possibilities of evolving a more logical integration within and among the several service associations of the ground combat arms.

There is an acknowledged need for a more aggressive cohesiveness among ground soldiers, such as is enjoyed at present by the sailors and the airmen. Most officers believe, moreover, that the existing "one level" structure (each branch with its own association and journal) contributes, unwittingly it is true, to a diffusion of the ground soldier's professional loyalty. When and just how the void *above the branch level* in the service association structure can and

## NEW MEMBERS OF EXECUTIVE COUNCIL

**Major General Anthony C. McAuliffe** won a permanent niche for himself in the military hall of fame while in command of the



101st Airborne Division in its historic stand at Bastogne during the decisive Battle of the Bulge in December, 1944. A Brigadier General at the time, he was promoted soon thereafter and commanded the 103rd Infantry Division during the final campaigns in Europe. Upon his return to the United States, General McAuliffe served as Army Ground Forces advisor during the Bikini tests, and is now serving in the Office of the Secretary of War.

**Colonel John Lemp** was first commissioned upon graduating from Princeton in 1930, and was ordered to active duty in 1940 with the 165th FA of the 44th

Division. From then until his return to civil life in April, 1946, he had wide command and staff experience, varying from organizing and commanding the 644th TD Bn. to serving as a War Department observer during the Marianna Campaign and acting as Assistant G-3 of the 27th Inf. Div. during the Saipan invasion. In addition to approximately two years' duty in AGF Hq., where he became Chief of the Armor, TD and Cavalry Branch of the G-3 Section, he participated in the Northern Luzon Campaign and entered Japan with the XI Corps.



**Colonel Charles H. Swartz** was graduated from the Military Academy in 1920 and commissioned in the Field Artillery. His



World War II experience took him far and wide over the Pacific Theater with the 6th and 25th Infantry Divisions. Colonel Swartz served as S-3 and Division Artillery Executive in the 6th Infantry Division between 1941 and 1944; thereafter, he was promoted to Brigadier General and commanded the artillery of the 25th Infantry Division on Luzon, at Balete Pass and during the Japanese occupation. Colonel Swartz is now assigned to the Organization and Training Division of the War Department General Staff.

will be filled, cannot be foreseen at this time. It is important to note that the disadvantages of a premature effort, prior to conclusive action by the Congress defining the future shape and way of our Army, might outweigh the advantages of early action. Meanwhile, ground soldiers should be aware of the need and at the proper time our Association should lend its weight, I think, to any reasoned proposal to this end. However, to recommend the filling of this void is *not* to suggest, for one minute, that there will be a declining need for an artillerymen's association and professional organ. In my opinion this need will be intensified, rather than diminished, as new developments and techniques unfold in the years ahead.

Turning to our existing "one level" structure, it is now evident beyond reasonable doubt that the Field Artillery and Coast Artillery Corps will be merged into a single Artillery arm by the next Congress. Recognizing this, and approving such a merger fully as being in the best interest of the Service, our Association has stood ready—and stands ready—to implement a merger with the Coast Artillery Association. This position stems from the conviction that every artilleryman, Field Artilleryman and Coast Artilleryman alike, and their respective branch Associations, should approach the merger of our two distinguished arms in a spirit of complete cooperation and singleness of purpose, with no lingering reservations whatsoever of any former "branch consciousness." A unified "Artillery Association" and a unified "Artillery Journal" would both contribute immeasurably to this purpose. Obviously, too, the merger of the two Associations would result in a single Association capable of surmounting, in unified strength, identical difficulties now confronting each of them separately.

**Current Estimate.** All in all, I feel that 1946 was a successful year for our Association. Although we were still operating at a loss at year's end, our Association had weathered one of the worst depressions in its history and was on its way to solid financial health.

The major disappointment of the year was not financial—it was our failure to achieve an augmentation to our editorial staff, which was essential to continuing the JOURNAL on a monthly basis. (A merger with the Coast Artillery Association would have solved this problem automatically, but this did not come about in 1946.) Members will understand that it is a matter of disappointment to me that I must record myself as the Editor who reverted our JOURNAL to a bimonthly basis. Disavowed, however—completely and at once—is any interpretation of this circumstance that I, as the officer in immediate charge of our Association's affairs, have other than complete confidence in our future welfare.

No *function* of our armed forces has a more brilliant tradition and battle record than artillery. Regardless of the shape and way of new weapons and new techniques, no function of our armed forces faces a more challenging future than the *artillery function of tossing projectiles*. Field Artillerymen felt the need of a professional association over forty years ago. Organized to meet that need, our Association has done so over the years, and will do so hereafter.

As a matter of fact, the publication of a bimonthly JOURNAL is not without compensations of real importance. Provided the psychological reaction of members to a less frequent JOURNAL is not damaging to our healthy current financial trend, the resultant internal economies should serve to balance income against costs in 1947. An important intermediate objective, it should not be presumed that the mere publication of a bimonthly JOURNAL, with costs balancing income, is our final objective. Our ultimate objective is the complete fulfillment of the objects of our Association—an objective so limitless in its possibilities that it will never be reached, an objective wrapped up in the words of our slogan, that knows no ceiling—*Contributes to the Good of Our Country*.

Balancing relatives, I am aware that in 1946 our JOURNAL failed to keep the membership—and particularly National Guard and Organized Reserve members—sufficiently appraised of current developments. With the staff under less pressure in 1947, every effort will be pointed toward doing a better job in this field. It is probable that certain innovations, now under study, will emerge as the year unfolds. In this connection, with the Organized Reserves and National Guard components' organization and activities accelerating rapidly, members from these components and active duty officers serving with these components will have an unusual opportunity in 1947 to help the Association, particularly as regards new members and the submission of manuscripts dealing with these activities. The promotion of "understanding between the regular and militia forces by a closer bond" has always been, and remains, a vital objective of our Association.

Unquestionably 1947 will see the creation by the Congress of a single Artillery arm. The merger of the Field Artillery and Coast Artillery Associations should follow. The united strength of an "Artillery Association" would hasten the day when a virile "Artillery Journal" could appear each month. Meanwhile, members are assured that our staff will continue to devote its best efforts to the production of a FIELD ARTILLERY JOURNAL of improving standard.

#### FINANCIAL REPORT

FOR THE YEAR ENDING NOVEMBER 30, 1946

Assets Nov. 30, 1945			
Government appreciation bonds.....	\$26,441.60		
All other bonds and securities .....	12,127.47	\$38,569.07	
Checking balance, Nov. 30, 1945.....		3,457.34	
Inventory office furniture & eqpm. ....		3,474.17	
Inventory of books for resale.....		3,374.31	
Office and mailing supplies.....		853.62	\$49,728.51
Assets Nov. 30, 1946			
Government appreciation bonds.....	\$14,606.80		
All other bonds and securities .....	9,747.75	\$24,354.55	
Checking balance, Nov. 30, 1946 .....		8,278.29	
Inventory of office furniture & eqpm....		3,332.95	
Inventory of books for re-sale.....		321.45	
Office and mailing supplies .....		90.00	\$36,377.24
Net loss for year ending Nov. 30,			\$13,351.27
1946 .....			

Cash value of securities, Nov. 30, 1945.....	\$38,569.07	
Cash value of securities, Nov. 30, 1946.....	24,354.55	
Net loss in value of securities .....		\$14,214.52
Inventory office furniture & eqpm., Nov. 30, '45 .....	\$3,474.17	
Inventory office furniture & eqpm., Nov. 2, '46 .....	3,332.95	
Loss in val of furnit. & eqpm .....		141.22
Inventory of books for re-sale, Nov. 30, '45 .....	\$3,374.31	
Inventory of books for re-sale, Nov. 30, '46 .....	321.45	
Loss in val. books for re-sale .....		3,052.86
Inventory of office & mailing supplies, Nov. 30, '45 .....	\$853.62	
Inventory of office & mailing supplies, Nov. 30, '46 .....	90.00	
Loss in val. of office & mailing spls.....		763.62
		\$18,172.22
Excess of receipts over disbursements, 1946.....	4,820.95	
Net loss for year ending Nov. 30, 1946 .....		\$13,351.27

The following is a detailed statement of the receipts and disbursements for the fiscal year 1946 as compared to 1945:

## RECEIPTS

	1945	1946
Membership dues and subscriptions .....	\$26,899.50	\$14,498.09
Book Department sales.....	15,418.04	8,512.05
Proceeds from sale of securities.....	6,182.00	14,180.75
Proceeds from sale of equipment.....	573.40	41.00
Interest received on securities .....	368.04	268.19
Miscellaneous (includes donations and overheads from Armed Forces Digest).....	8,320.70	3,284.72
	\$57,761.68	\$40,784.80

## DISBURSEMENTS

Printing and mailing F.A. Journal.....	\$27,918.44	\$14,464.06
Authors, artists and photographers .....	3,141.00	1,782.33
Job printing .....	360.83	984.71
Office equipment .....	-----	155.65
Office supplies .....	242.20	334.79
Postage .....	2,043.28	1,615.99
Book purchases .....	11,635.32	6,463.22
Salaries .....	6,572.45	6,167.09
Rent .....	1,950.00	1,500.00
Telephone.....	285.58	290.16
Refund on dues .....	96.91	330.69
Insurance and tatxes.....	20.91	19.68
Purchase of U. S. Savings Bonds.....	2,000.00	-----
Miscellaneous .....	1,217.42	1,855.48
	\$57,484.34	\$35,963.85

Excess of receipts over disbursements for fiscal year 1946.....		\$4,820.95
		\$40,784.80

The President stated that the financial portions of the Secretary-Editor and Treasurer's report would be considered first, and called upon Colonel Malin Craig, the Chairman of the Auditing Committee (previously designated to consist of Colonels Malin Craig and David G. Erskine), to present his report. Colonel Craig reported that he and Colonel Erskine had examined the cash book and certain vouchers of the Association for the period December 1, 1945, to November

30, 1946, had verified the securities whose current value is listed in the financial statement, and had inquired generally into the accounting methods used currently by the Secretary-Editor and Treasurer, which were found adequate and in good order. Colonel Craig pointed out that in 1945 an independent firm of commercial auditors had been employed, at great expense to the Association, to audit the accounts. He explained that this had not been done in 1946 and added that, considering the size and character of the Association's financial transactions, the limited benefit to the Association of an independent commercial audit did not seem commensurate with the cost. After some discussion it was moved, seconded and carried that (1) the financial report be accepted without amendment, and (2) the employment of a firm of independent commercial auditors to audit the Association's accounts be dispensed with.

The President then invited comment on the general state of affairs and current trend of the Association, as brought out by the Secretary-Editor and Treasurer in his report. After considerable discussion of current problems and plans for the future, it was moved, seconded, and carried that the report—to be amended by the Secretary-Editor and Treasurer so as to include, for the benefit of members not present, a statement in broad terms of plans for 1947—be accepted. (Note: The amendments directed are incorporated in the report printed above.)

The President, at this time, called upon Colonel John F. Uncles, the Chairman of the Nominating Committee (previously designated to consist of Colonels John F. Uncles and Ralph Bishop), who presented the following slate of nominations for membership on the Executive Council:

Regular Army: Major General Anthony C. McAuliffe and Colonel Charles H. Swartz.

Organized Reserves: Colonel John Lemp.

After opportunity had been afforded for further nominations, a vote was taken which resulted in the unanimous election of the choices of the Nominating Committee.

The President expressed his appreciation for the services rendered the Association by the retiring members of the Executive Council (Major General Lewis B. Hershey, Colonel Malcolm Cox, and Lieutenant Colonel F. Gorham Brigham, Jr.), taking particular note of the outstanding contribution of Major General Hershey during the past four years, three of which he served as President of the Association.

It was moved, seconded and carried that the members present at the meeting concurred warmly in the expression of appreciation by the President for the services performed by the retiring members of the Executive Council.

The meeting adjourned.

The Executive Council met immediately after the general meeting and elected the following officers:

President—Lieutenant General Raymond S. McLain

Vice-President—Major General Clift Andrus

Secretary-Editor and Treasurer—Colonel De Vere Armstrong.

DEVERE ARMSTRONG,  
Colonel, Field Artillery,  
Secretary-Editor and Treasurer



By Maj.  
Gen. Wm. J. Snow, Rtd.

## Origins of the Field Artillery Association

Forty years ago this spring, General (then Captain) Snow first set himself to the task of bringing our Association into being. Despite many difficulties, he published the first (January-March) issue of our Journal thirty-six years ago at this season.

It being probable that most of our current members are not familiar with the origins of our Association, it is appropriate to republish this article for their benefit. Not written for publication in the first instance, General Snow was prevailed upon to permit its publication in our Journal in 1932.—Editor.

WHEN, IN THE SPRING OF 1907, the Coast and Field Artillery Corps were separated, I was on duty as Secretary of the School of Application for Cavalry and Field Artillery at Fort Riley, Kansas. The War Department orders, organizing the Field Artillery into regiments, prescribed that the 6th Regiment be organized at Fort Riley and assigned me to this regiment as one of the Captains. Colonel Montgomery M. Macomb, also stationed at Fort Riley, was designated as its Colonel. As a Lieutenant, I had served in his light battery in the Philippines and was very fond of him, and he had always shown a liking for me. Accordingly, when he asked me if I would give up my School Secretaryship (the tour of which was about a third over) and join the regiment, I said I would. I then asked him if I could have my old battery back again, as I had organized it originally and was much attached to it. He said he wanted to break up the old independent battery spirit, and create a regimental spirit, and so he could not give me what I had asked, but that I could have any other position in the regiment. I replied that, under these conditions, I left the choice entirely to him. He appointed me Regimental Adjutant. Our relations at once became close and personal, and so remained to the day of his death, many years later, and of all the officers under whom I have ever served, he is the one for whom I have the greatest respect, admiration, and genuine affection. Even although not strictly pertinent to the present article, I cannot refrain here from paying this tribute to the man who had, I think, the greatest effect on moulding my future career. In

our morning horseback rides, after the regiment was organized, we discussed about everything under heaven; and upon one of these occasions, I brought up the subject of a Field Artillery Journal as one of the means to forward this arm of the service. He entered into the idea quite enthusiastically and said that he would give a smoker for the field artillery officers who were temporarily at Riley. Unfortunately, the number of visiting officers at the smoker was small—but they favored the idea. Colonel Macomb then told me to ascertain the sentiments of the entire field artillery, and, accordingly, I drafted and mailed the following circular letter to each regular officer of the arm early in October:

DEAR SIR:

In order to witness the firing on the redoubt on this reservation, there were recently present at the post, officers from all the field artillery regiments, except the Fourth. Accordingly, it seemed to Colonel Macomb that the occasion was an auspicious one to ascertain the sentiments of the Field Artillery on the subject of establishing a Field Artillery Association, and the publication of a FIELD ARTILLERY JOURNAL. He therefore invited all field artillery officers to attend a smoker and discuss the subject. Unfortunately, before the date set for the meeting, the firing on the redoubt was completed, and a number of visiting officers left for their stations. It is thought, however, that all, before leaving, were interviewed and expressed opinions in harmony with those obtained later at the meeting, where the unanimous sentiment was in favor of establishing a Field Artillery Association and publishing a FIELD ARTILLERY JOURNAL.

The desire to establish our own journal was arrived at after fully discussing the advantages of uniting with either the Cavalry or Infantry Journal. In considering a union with either of the above publications, it must be borne in mind that while there are many tactical points of common interest to all arms, there are also many technical questions purely of interest to each particular arm, and this is especially true of the Field Artillery. Such technical questions would be of no interest to any arm except the one they pertain to, and would take up much space in any magazine devoted to any combination of two arms, with the result that such a magazine would be unsatisfactory to both arms. But by publishing an independent FIELD ARTILLERY JOURNAL, the three arms of the mobile forces would each have its own organ, and by freely republishing in any journal articles of special interest to its readers appearing in either of the others, close relations could be maintained, and a correct understanding of each other obtained, thus producing that mutual confidence so necessary in time of war.

The principal difficulties in the way of establishing the journal are two; first in getting an editor and second in defraying the cost of publication. There are many officers in the Field Artillery who would make excellent editors, and it is thought that if the field artillery wants to establish a journal, the War Department, by a proper representation of the facts, would probably detail an officer for this duty, as is done now in the case of the Artillery Journal. The second difficulty is more serious; but here again, if the Field Artillery desires such a journal, an effort will be made to secure help from the War Department. It is needless to say, however, that too much help, if any at all, must not be counted on in this latter respect.

There are now in the Field Artillery,

about 180 officers, and the number will increase. A good journal will be subscribed to by many officers, other than Field Artillery, just as many of us now take the Cavalry Journal and Infantry Journal. Some revenue will be derived from advertisements. It is thought that the journal could be gotten out for about 40 cents per copy. If we assume 200 paid subscriptions at \$2.50 it will give an income of \$500, which will enable a quarterly to be published, provided we had the printing plant. Such a plant, with a press large enough to print four pages at a time, and barely enough type, furniture, etc., etc., would cost about \$2,500.00.

Colonel Macomb, as an eye witness during the Russo-Japanese War, has had greater opportunities than any of the rest of us to observe warfare on a large scale, to familiarize himself with actual conditions of war, and separate practice from theory. And he gives it as his opinion that absolutely nothing beyond a careful study and practice of the Drill Regulations is of such importance today to the Field Artillery of our army as the establishment of a journal, disseminating field artillery information, and affording a medium through which the field artillery officers can fully discuss the important developments of this arm, and keep abreast of modern ideas and practice.

There is no branch of the military service in which more rapid development is taking place today; there is no branch in which such a wealth of literature is being published in European languages; there is no branch in which there are so many unsolved problems. All of which, in the Colonel's opinion, goes to show the great importance of our taking immediate action looking toward the establishment of the Field Artillery Association. Under our present organization, we are given the chance to develop we never had before; whether we take advantage of this opportunity or not tests with us.

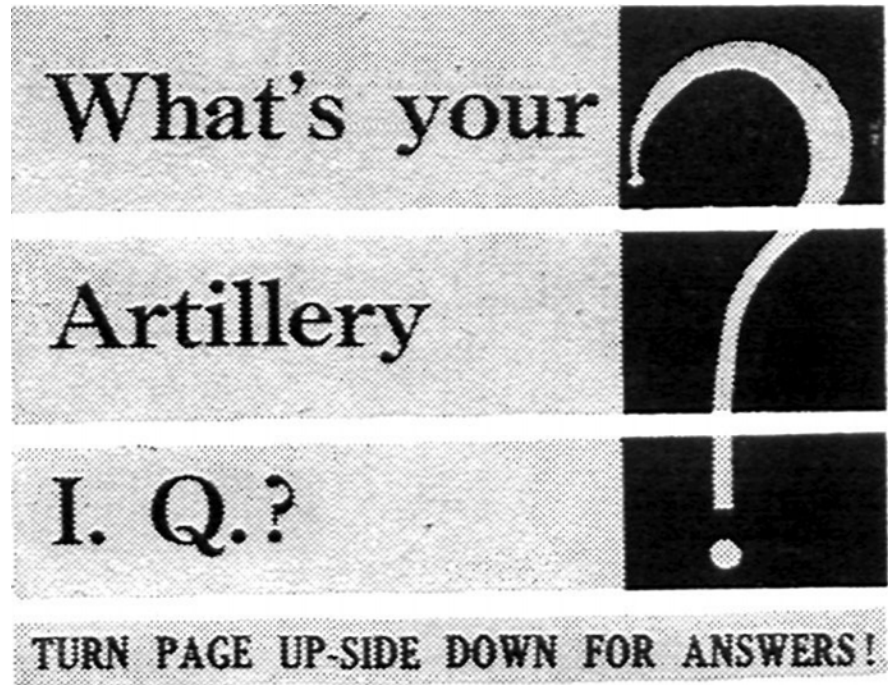
It must be distinctly understood by all that this is not a "Sixth Artillery Scheme," and that this circular letter originates here only for the reason that, under our old organizations of batteries and battalions, Fort Riley happened to have a larger field artillery garrison than any other post, and the Field Artillery Board being located here, this place became and still is more or less of a center of Field Artillery information. Moreover, if the Journal could be published under the supervision of this Board, as the Artillery Journal at Fort Monroe is under the Artillery Board, a standing would be at once obtained for it.

Very respectfully,

WM. J. SNOW,  
*Captain and Adjutant,  
 6th Field Artillery.*

Before replies could be received to this letter, Colonel Macomb received

(Continued on page 59)



1. The 105mm Howitzer M2A1 has a maximum range of: (a) 15,000 yards; (b) 12,200 yards; (c) 9,500 yards; (d) 13,200 yards.
2. The .50 caliber machine gun M2. HB, is: (a) gas operated; (b) recoil operated; (c) blowback operated.
3. In changing from fuze quick to VT fuze during a fire mission, the FDC increases the site by: (a) 6 mils; (b) 20/R; (c) 5 mils; (d) 25/R.
4. Three-point suspension in the 155mm Howitzer M-1 is obtained by: (a) two trails and the pintle; (b) two wheels and the trail; (c) two trails and a firing jack; (d) two wheel segments and the trail.
5. The breach block of the 75mm Pack Howitzer is the: (a) horizontal sliding wedge type; (b) eccentric screw type; (c) vertical sliding wedge type; (d) horizontal interrupted-screw type.
6. The radio now in use in the truck-drawn FA battery is called the: (a) SCR-608; (b) SCR 574; (c) SCR 619; (d) SCR 610.
7. You measure the angle subtended by a pole 5,000 yards from you, to be 3 mils. The height of the pole is: (a) 45 feet; (b) 20 yards; (c) 30 feet; (d) 45 yards.
8. In preparing to make a base point registration, you have the following information: GT range = 5,000 yards; Angle T = 300 mils. You will use an S of: (a) 10 mils; (b) 4 mils; (c) 6 mils; (d) 15 mils.
9. The RF of a photo taken with a camera whose focal length is 8 inches at an altitude of 20,000 feet is: (a) 1/20,000; (b) 1/30,000; (c) 1/40,000; (d) 1/50,000.
10. A "pin-point" is a photo taken of one particular object or terrain feature and is a: (a) vertical; (b) low oblique; (c) high oblique; (d) composite.
11. The prime mover now used to pull the 155mm Howitzer M1 is the: (a) 2½-ton GMC; (b) M4 tractor; (c) 4-ton White truck; (d) M5 tractor.
12. The howitzer section of a 155mm Howitzer M1, including driver, has a total of: (a) 9 men; (b) 10 men; (c) 11 men; (d) 12 men.
13. The 75mm Pack Howitzer when prepared for an air drop consists of: (a) 5 loads; (b) 7 loads; (c) 9 loads; (d) 10 loads.
14. The 105 cavitized shell used with the VT fuze, when packed, is fuzed with the (a) VT fuze; (b) fuze M55; (c) fuze M54; (d) fuze M48.
15. In the Service of the Piece of the 105mm Howitzer M2A1, the trails are spread by: (a) 1, 2, 6, 7; (b) 2, 3, 4, 5; (c) 2, 3, 6, 7; (d) 4, 5, 6, 7.
16. Obturation in the 105mm Howitzer is obtained by the: (a) mushroom head; (b) breech block; (c) cartridge case; (d) recoil spring.

ANSWERS: 1. (b); 2. (b); 3. (d); 4. (c); 5. (e); 6. (c); 7. (e); 8. (c); 9. (b); 10. (a); 11. (d); 12. (d); 13. (b); 14. (c); 15. (c) 16. (c).





# PERIMETERS in PARAGRAPHS



By Col. Conrad H. Lanza, Ret.

## THE GENERAL SITUATION

Prepared by a widely-known military scholar and writer, PERIMETERS IN PARAGRAPHS is a recurring feature dealing with the military, political and economic realities of world affairs. Whereas an understanding of these realities is deemed essential to the American soldier, it is emphasized that PERIMETERS IN PARAGRAPHS reflects the opinions of the author, alone.—Editor.

### THE PEACE TREATIES

**A**FTER MONTHS OF DISCUSSION at Paris and at New York, the Foreign Ministers of the United States, Russia, Great Britain, and France have concluded drafts of proposed treaties to be imposed on the enemy states of Finland, Hungary, Romania, Bulgaria and Italy. It is assumed that those states will eventually sign them. China did not participate in these treaties, due to objections by Russia.

Militarily, a number of points are worthy of note.

*Ceilings for armies* are fixed as follows:

Finland .....	34,000
Hungary .....	65,000
Romania .....	125,000
Bulgaria .....	56,800
Italy .....	185,000 (plus 65,000 MPs)

The United States and Great Britain are to withdraw their military forces from Italy and Russia is to withdraw hers from Bulgaria within 90 days from the date the treaties become effective. No date is yet in sight. Russia is specifically authorized to maintain her military forces in Hungary and Romania as long as necessary to maintain

communications with occupying forces in Austria. How long Austria — presumably a *liberated* and not an *enemy* state — is to remain occupied is unknown.

*Ceilings for navies* are fixed as follows:

	Men	Tons
Finland .....	4,500	19,000
Hungary .....	.....	.....
Romania .....	3,500	15,000
Bulgaria .....	3,500	7,250
Italy .....	22,500	67,500*

\*Plus 2 old battleships, 4 cruisers and minor vessels.

*Ceilings for air forces* are fixed as follows:

	Men	Planes
Finland .....	3,000	60
Hungary .....	5,000	70 <sup>1</sup>
Romania .....	8,000	150 <sup>2</sup>
Bulgaria .....	5,200	90 <sup>3</sup>
Italy .....	25,000	350 <sup>4</sup>

<sup>1</sup> Combat.

<sup>2</sup> Including 100 combat.

<sup>3</sup> Including 70 combat.

<sup>4</sup> Including 200 combat but no bombers.

*Reparations* are to be paid as follows:

	Total	To Russia
Finland .....	\$300,000,000	all
Hungary .....	300,000,000	\$200,000,000
Romania .....	300,000,000	all
Bulgaria .....	70,000,000	.....
Italy .....	360,000,000	100,000,000

*Territorial changes* are to be as follows:

Finland: Loses her only Arctic port of Petsamo to Russia. This prevents outside

aid reaching Finland in case of another war except through the Baltic.

Hungary: Loses her Transylvania provinces to Romania, and lesser areas to Czechoslovakia and Yugoslavia. Is now reduced to boundaries in effect prior to World War II.

Romania: Loses Bessarabia to Russia, and gains Transylvania provinces from Hungary.

Bulgaria: None.

Italy: Loses minor frontier areas to France and to Yugoslavia, thereby weakening her forward line of resistance. Also loses: Albania and Ethiopia which are recognized as independent states; Saseno Island to Albania; Somali, Eritrea and Libia in Africa, and the Dodecanese Islands in the Aegean—with the ultimate disposition of these colonies yet to be determined. Surrenders former special lease rights in China. Surrenders Trieste and vicinity to be organized by the United States.

### COMMENTS

The treaties ratify the existing situation—that is states and areas under both Russian and Anglo-Saxon control remain so. No strategical change has occurred, other than the apparent recognition by all parties that (1) Russia cannot force the Western Powers to surrender any advantage they now have, (2) the Western Powers cannot pry loose areas now under Russian control. Under such an arrangement, potential causes for future disputes remain plentiful.

In the transfers of territory no provision has been made (as was the case after World War I) for guaranteeing the rights of minorities. Cases in point—some three million Hungarians transferred without their consent to Romania,

and an undetermined number of Romanians transferred to Russia.

The clauses on reparations do not explain how these are to be priced. Presumably the reparations are in addition to payments for occupation costs. The treaties are silent as to the vast quantity of goods already appropriated by *requisition*.

Russia has organized various "commercial" companies in Hungaria, Romania and Bulgaria which now control the major items of local economic life. Russia owns 50% of these companies outright. The remaining 50% is supposed to be owned locally; reportedly, however, Russia has seen to it that controlling interest is in the hands of trusty Communists friendly to Russia. In principle, such a technique parallels exactly Germany's practice in France and elsewhere during her occupation. This German system was canceled out by the Allies as being unfair, but no such step has been attempted in the Russian companies. This leaves the Balkan states much at the mercy of Russia.

Russia is under obligation to evacuate Bulgaria only. In that state, the former government has been forced out, the military leadership thoroughly filtered, and a new Communist government installed. Thus, Bulgaria is in the same position as Yugoslavia and Czechoslovakia — all three now have pro-Russian governments, apparently faithful to the voice of Moscow. Considering this, and the fact that ample Russian forces are readily available right across the frontiers, it is obvious that no Russian troops are required in these states except small training forces. These small states are not unmindful of these realities.

The general result of the new treaties is the reverse of the situation prior to World War II; Europe then feared a

German drive to the east; it now fears a Slavic drive to the west. A situation characterized by *fear* is an unstable situation.

It is idle to criticize. The framers of these Peace Treaties did their best, but no one of them was willing to surrender any primary strategic advantage and no one of them was willing to hazard a new war. This being the case, there was nothing to do but to accept the *status quo*. However, discerning observers will not be misled by surface tranquillity. Old antagonisms and potential causes for conflict remain unchanged.

### GERMAN PEACE TREATY

The Foreign Ministers of the Big Four have agreed to discuss this subject at their next meeting which is scheduled to be held in Moscow in March. This is of major importance.

The British point of view was expressed on 22 October by Foreign Minister Bevin. He stated that Britain stands for the Potsdam Agreement, provided that all of it is complied with, and particularly the concept of treating Germany as a single economic unit, with equal terms and conditions imposed in all four economic zones.

France has made no recent authoritative statement, but is apparently standing on earlier ones which indicated that she wants the Ruhr separated from Germany. She would like to have the Ruhr and the Rhineland assigned to France, but is willing to compromise and permit the Ruhr to be administered by some Allied Council for Allied benefit, including digging coal for France.

Marshal Stalin made a statement for Russia last October. He gave evasive replies to the question of uniting the four occupied zones. He favored political

unification for Germany, and expressed a willingness to permit the Germans to increase their industrial production.

No recent pronouncement has come from United States statesmen.

Germany's future is the key to a settlement of conditions in Europe. The original American idea, established at the Quebec Conference in 1943, was to reduce Germany to an agricultural state by destroying virtually all of her industries. This does not now appear to have been a very happy solution, since even if all of her agricultural land is utilized it will not suffice to feed the population. Temporarily the Allies are supplying the deficit, but if Germany is ever to pay for these essential food imports, it will be necessary to allow her to manufacture goods for export. It is hard to see how this can be arranged without revitalizing German industries, which at some future date might again be converted to war purposes. The elimination of such a threat was one of the Allied purposes in World War II—as well, no doubt, as the elimination of the competition of German exports with Allied goods. On the other hand, a prosperous Germany purchases large quantities of goods from adjacent countries whereas a ruined Germany purchases nothing. This latter lowers the standard of life in the states which normally have a large trade with her. This entire question of production is highly complicated, with angles affecting many other nations. It is understood that these other nations will be given an opportunity by the Big Four to present statements in their own behalf, before any decision is reached at the forthcoming Moscow Conference.

### ARGENTINA

INTEREST IN EVENTS IN Europe and Asia should not lead to a failure to observe what is going on in the two Americas.

On 19 December Argentina and Chile concluded a Pact providing for financial and economic collaboration and the abolition of customs barriers between the two nations. It expressly

excludes other nations having "most favored nations" treaties from benefiting from the privileges enumerated.

President of Argentina, Colonel Juan D. Peron, was *persona non grata* to the United States at the time of election. Contrary to some expectations, however, Colonel Peron

has not shown hostility to the United States.

Argentina has established relations with Russia. This was a reversal of former decisions for Argentina is a Catholic country and hostile to Communism.

Peron's endeavors appear to be to organize a strong state at the far end of

South America which will be able to live and maintain military forces without regard to the United States. To accomplish such a mission would require a population increase to enable a substantially larger military force to be organized, and an expanded industrial plant to manufacture munitions. The country is already self supporting in food.

Progress has been made, but the pact with Chile is the most important step yet taken. It was explained that the pact had no political connections. In the past,

however, such pacts have led to close military and economic unions.

From an economic standpoint the two countries are supplementary. Chile contributes minerals (particularly iron ore) which Argentina lacks, in return for which Argentina furnishes food to Chile, which is not entirely self supporting.

Although no pact has been made to date, Argentina has been putting economic pressure on Bolivia. Argentina wishes tin, rubber, oil and wolfram from Bolivia, which needs food from Argentina. The pressure has

taken the form of stopping food exports to Bolivia until she agrees to supply products which Argentina demands.

Argentina has copied Russia's method of proceeding by a succession of 5-Year Plans, and is in the process of following the first of such plans. If not interfered with it will result in the industrialization of the combined Chile-Argentine states and permit the production of needed metal goods, including munitions, independently of importations.

## THE BALKANS

### YUGOSLAVIA AND BULGARIA

**A** MOVEMENT WAS UNDER way prior to World War II for unifying these two states. This effort failed, due to an inability to agree on the head of the consolidated state, both Serbs and Bulgars at the time being in favor of their particular reigning sovereigns.

Following World War II, Russia occupied both countries and instituted elections to determine whether the reigning sovereigns should be continued or Communist states be organized. As usual in Russian "elections," in both cases the vote was overwhelmingly in favor of abolishing the monarchies and substituting Communist Republics. Both have since been duly installed. The United States and Great Britain both questioned the validity of the Bulgar elections, but this does not alter the fact that the Communist Government is in control.

Having similar governments closely guided from Moscow, Yugoslavia and Bulgaria are again considering the unification of the two countries into a single state. There would be certain advantages in such a union: the new nation would be larger and more powerful than the present separated states; their population and present military establishments would enable a military force of 30 to 35 divisions to be formed, and, perhaps more important, the proposed new state would be the dominant one in the Balkans.

Both Yugoslavia and Bulgaria are adopting Russian standards for their current military forces, and are equipping their troops with Russian weapons. Discarded weapons, thereby made surplus, are available for issue to irregular forces.

### ALBANIA

This state has established close military liaison with Yugoslavia and Bulgaria. Latest information indicates that, on paper, Albania has organized six divisions, two of which have been identified as being opposite the Greek frontier.

Albania is organizing a naval base at Valona. New roads lead from that port to Yugoslavia. Two north and south roads parallel to the Adriatic are partly built; one of these is some 10 miles inland, out of range of naval forces. Russian engineers are reported to be in charge of new construction, and coastal batteries have been installed. According to British reports adjacent waters have been mined, and one British destroyer was seriously damaged by colliding with a mine. As a result of that incident the British navy forcibly removed all mines from navigation channels.

Prior to 1939, Albania was independent and had no base at Valona—which, incidentally, is also the site of a refinery for local oil fields. Italy owned small Saseno Island (3 miles long and 1 wide) which lies across the

entrance to Valona Bay and which is too small for a military base; however, its possession by a foreign power would prevent the establishment by Albania of a base in the Bay.

By decision of the Foreign Ministers at the recent Paris conference, Saseno is to be ceded by Italy to Albania. This removes all obstacles to the establishment of the new Albanian base, which is reported to be fully under way. Valona Bay is about 15 miles long from north to south and from 5 to 6 miles in width. The depth of water over large areas is 80 to 100 feet. Since Albania has no navy and is not likely to have a navy of any appreciable size, it may be presumed that Russia will find use for the new base.

Valona could be made into a first class air and naval base. Militarily, it is significant to note that from the viewpoint of the Balkan states and Russia it is preferable to a base at Trieste, which, if awarded to Yugoslavia, would be on the boundary of the Russian sphere of influence, and more vulnerable to attack than Valona, which is also closer to critical points in the Mediterranean area.

During the winter of 1940-1941 Greece defeated the Italian army covering Valona and captured that town. Consequently Albania is now interested in removing the possibility of such an

event happening again. According to reports, the land side of Valona is being fortified by Russian engineers. Propaganda has also been started claiming that the Greek frontier is improperly beyond where it should be and that justice requires it to be moved back up to 70 miles. To date this propaganda has had no effect.

Another solution would be to transform the present Greek monarchy into a Communist state friendly to Russia and the other Balkan states. Progress has been made on this, and is discussed in the next section.

It is possible that Albania may seek to join Yugoslavia and Bulgaria if these two states accomplish their union. Should this happen, the new state would certainly make its presence felt in international politics.

### MACEDONIA AND GREECE

Macedonia is the theater of a savage and irregular war, and is a menace to the general peace of the world. There are two problems — Macedonia and Greece—not particularly related to each other.

*Macedonia*, prior to 1913, had been in possession of Turkey. In that year it was conquered by the allied Balkan states and divided among Yugoslavia, Bulgaria and Greece. It is now partly included within the territories of all three of those states.

The inhabitants of Macedonia have been mixed for centuries. In 1913, about 60% of the people were various kinds of Christians, about 35% were Turks and the remaining 5% included the descendants of Jews expelled from Spain in 1492. These Jews, incidentally, still speak Spanish.

The Turks have been mostly repatriated to Asia, and are no longer a material element. A smaller number of Greeks replaced the Turks and were added to the old Christian community. Regardless of the origin of the various kinds of Christians, since 1767, by Concordat between Turkey and the Greek Patriarch at Istanbul, all Christians were assumed to be Greeks and were under charge of the Patriarch. This resulted in Greek becoming the

prevailing language of business and the only language taught in schools to non-Moslems. Bishops and officials have for the past two centuries been Greek, and Greek customs and laws have gone along with the general adoption of that language — this, notwithstanding the fact that perhaps at least half of the non-Moslem population was of the Wallachian race, one of the two races which now form Romania. The result is that it is now almost impossible to distinguish between true Greeks and Wallachians.

Two centuries of prevailing Greek control has led to the claim that Macedonia is Greek. In general, Greeks like to reside in cities, and they form a majority of Macedonia's urban population. The Wallachians are mostly rural and in sections form the major population of extensive areas.

Bulgaria's political interest in Macedonia dates from 1870, when she claimed that a part of the Christians were really Bulgars, and should be under the jurisdiction of the Bulgar Exarch rather than the Greek Patriarch. That claim was allowed by Turkey. Yugoslavia's political interest in Macedonia stems back to World War I and its aftermath when the military advantage of command of the Vardar valley was of especial importance. She would have liked to have all of the valley including its port of Thessalonike, but the port and the south part of Macedonia were assigned to Greece. This arrangement resulted in the entire Aegean coast being denied to both Yugoslavia and Bulgaria, as it is to this day.

Over the years there has been a considerable exchange of populations within Macedonia and, there being no recent census, no one knows just what part of the people belong to which race.

On 22 July 1945, Yugoslavia presented its claim by letter that all of Macedonia was inhabited by people of Yugoslav origin. No explanation was given as to how this had been determined, and the accuracy of the statement is doubtful. More recently (October, 1946) speeches have been made by Yugoslav and Bulgar Ministers to the effect that there are not

three Macedonias—Yugoslav, Bulgar and Greek—but only one which extends into Yugoslavia, Bulgaria and Greece as their boundaries now exist.

Previously, both Yugoslavia and Bulgaria have been in favor of uniting all three parts of Macedonia into a single state, provided that it be part of their state. Under the plan to unite Bulgaria and Yugoslavia it is now suggested that Macedonia be organized into a separate state, but joined to the Bulgar-Yugoslav Federation as a third member. Should this plan be realized, there would be a great Slav state in southeast Europe—especially if Albania is included, which appears probable. There would be a major port and base at Valona on the Adriatic, and another at Thessalonike on the Aegean. Greece would lose about 40% of her territory on the mainland, at least two millions of her people, and would become a small and unimportant community. Naturally, she is strongly opposed to such a plan.

So much for the Macedonian problem, which has no natural connection with the Greek problem.

*The Greek problem* centers about opposition to the Government. This was installed as the result of an election which was supervised by Americans and British, was generally accepted as a free choice, and which gave a substantial majority to King George, now ruling.

The opposition forms perhaps 15% of the population and is largely Communist and is very militant. By mid-December this movement had become an insurrection, with the main Communist force in Greek Macedonia close to the borders of Yugoslavia and Bulgaria. Its armed forces are estimated at 5,000 infantry.

Reports indicate that cities are generally in control of the Greek Army of which the II and III Corps are in the field. The Communists are more or less in control of the country and are able to operate from the vicinity of Larisa north and east to the Turk boundary. Communist operations are of the hit and run variety, and according to reports they have massacred opponents

and committed numerous outrages. Being well armed with infantry weapons, they have not refused combat with Greek troops.

Greece has charged that the Communists were armed and directed by Yugoslavia and Bulgaria and has filed an official complaint, so alleging, with the United Nations. Best advices indicate that neither the Yugoslavian or Bulgar governments are officially aiding the Greek Communists, but there is ample evidence that the Greek Communists cross the border with arms in both directions into Yugoslavia and Bulgaria. It has also been established that Yugoslavia, Bulgaria and Albania each have what they designate as a labor camp, which are attended by Greek Communists. At each of these camps instruction is given in Communism, and members are issued arms and ammunition. Each of the three states claims that the labor camps are free, that occupants are paid for their labor, and that they come and go at will.

Greece alleges that the labor camps are really training camps, and the best evidence indicates that they are. It may be that neither Yugoslavia nor Bulgaria officially aids the Greek Communists,

but facilities for these Communists including the issue of munitions are being maintained on their territories.

A minor center of Greek Communists exists in Pelopennesus. This does not seem to be receiving aid from outside the country.

### COMMENTS

The history of Greece is replete with civil wars. No matter what kind of government is in being there has commonly been armed opposition to it. There are only two parties in Greece—the *Ins* and the *Outs*. They are habitually violently opposed to each other and ready to fight at any time. The only periods of lengthy peace in Greece have been when it was under foreign control. Thus, if history is any guide, insurrection will probably continue as long as arms are available.

The action of Yugoslavia and Bulgaria in permitting Greek Communists to travel back and forth into their states, officially and unofficially, for rest and re-equipment can only be because such action is believed to be advantageous. The insurgents in this case are Communists, and there is a strong possibility that should they succeed in winning control of Greek Macedonia,

they would be willing to unite with the other two sections of that country and enter the proposed new Slav Balkan state. Greece is fully aware of this situation. She is not strong enough to combat it alone and has consequently appealed to the United Nations for aid.

Reports by American correspondents in Greek Macedonia during November state that the Communists are strongly anti-American and anti-British. Their hatred of the Anglo-Saxons has even taken the extreme form of destroying UNRRA food, to prevent anything American or British reaching the people.

A major reason for Greece's failure to suppress the insurrection is the lack of adequate lines of communication. All railroads and most of the roads are unusable for military purposes. UNRRA has furnished millions of dollars of road machinery and some railroad material to reopen the lines, but this has not been done. Greece alleges she has no funds for the necessary labor. The military result is that Greek regulars are no better able to operate across country than the insurgents, and are unable to make rapid turning or enveloping movements.

None of the fighting so far has involved forces greater than battalion strength.

## IRAN

AS PREVIOUSLY RECOUNTED in this column, Russia occupied that part of the province of Azerbaijan within Iran prior to May 1946. The remaining part has been within the Russian boundary for over a half century and forms one of the states of the Soviet Union.

Under pressure of the United States and Great Britain, Russia withdrew her troops from Iran Azerbaijan during the first week of May, but before doing so installed a Communist Government at Tabriz under Jaafar Pishevari, who has been governing Iran Azerbaijan ever since. He did not deny Iran authority, but desired and claimed self autonomy.

Another factor in the Russian withdrawal was a treaty made with Iran which seems to have been

contingent upon the Russians leaving Iran territory. In this treaty oil concessions extending all through northern Iran clear across the country from west to east were granted to Russia. This treaty has never been ratified, since the Iran Parliament was lawfully dissolved and a new Parliament is awaiting election. Anxious for ratification, Russia has been prodding Iran to do something to assure an election. Iran explained that the unsettled condition of the country prevented any free choice by the electorate and necessitated the delay.

There were two centers of trouble. One was in the south where local chieftains had seized the port of Bushire and the city of Shiraz. That area is uncomfortably close to the oil region

where British interests predominate and where British and some Indians are employed. At the end of August, the British moved a substantial body of (Indian) troops to Basra. The India High Command announced that in view of the disturbances in south Iran it could not remain indifferent to possible danger to their nationals, and that the military contingent was a precautionary measure.

Basra is just across the river from Iran in Iraq. Bolstered by the presence of these troops, the Iran High Command started operations against the insurgents at the end of September. This resulted in minor fighting and the capitulation of the insurgents in south Iran. The British troops never left Basra.

The second center of trouble was Azerbaijan. Pishevari was operating a complete Communist government; he

excluded Iran troops or any other form of interference by Iran, and intimated that his government was under Russian protection.

Encouraged by the success in the south, Iran moved what was estimated as a weak division to the Azerbaijan border, announced on 24 November that the elections for a new Parliament would be held between 7 and 11 December, and added that Iran troops would occupy Azerbaijan prior to that time to assure that the election be peaceful and free. Stating that they would resist the occupation by force, Pishevari promptly wired Russia for instructions. On 28 November Moscow advised:

*"Try to compromise, because unless the elections take place, concessions will not be ratified and Tehran is making an*

*excuse to postpone the election by all means."*

If any efforts were made to "compromise" no record of it is yet available.

On 4 December, Iran troops crossed the border into Azerbaijan. Only inconsequential skirmishes took place, and the troops arrived at Tabriz on 13 December. According to American correspondents who accompanied the advance, the people were overjoyed to be rid of the Communists. Jaafar Pishevari left Tabriz on 12 December and has not since been reported. He probably fled to Russia. Thus, Iran is once again in control of her entire country, and there is nothing to impede the assembling of Parliament and taking action on the Russian oil concession treaty.

*Comment. Russia has avoided entanglement with the Western Powers*

**by not interfering in Iran Azerbaijan. It now seems doubtful that the Iran Parliament will ratify the oil concession treaty. Should they decline to do this, it will leave Iran rather closely connected to the Western Powers—a major setback for Russia.**

The United States is establishing a major base at Dhahran, which is only 25 miles from the American oil concession on Bahrein Island, and is within operating distance of Iran. By arrangement with the oil company, the latter is to construct a harbor at Damman which is 18 miles away in the opposite direction from the air base at Bahrein. A railroad is to connect the port and the air base. The American air base is 325 air miles from the British base at Basra, and 200 miles from the Iran port of Bushire.

## SPAIN

ON 14 OCTOBER, THE BRITISH Government in the House of Commons described the government of Spain under General Francisco Franco as:

**". . . a thoroughly unpalatable and repugnant regime . . . because of his pro-Axis activities and because he has failed completely in his first job of unifying Spain and ending the division and wounds which the civil war imposed on the country. In our opinion, he should go."**

It was added that an economic blockade would be no easy matter, would not be effective in causing the fall of Franco, and was not favored by the British Government.

The United States introduced a resolution at the United Nations Assembly on 2 December, demanding the abdication of Franco and calling upon the Spanish people to make themselves eligible for membership in the United Nations. This resulted in the General Assembly's Political and Security Committee adopting a Resolution on 9 December, listing the offenses charged against the present

Spanish Government as follows: (1) that it is a Fascist regime established largely as a result of aid received from Germany and Italy while those countries were ruled by Hitler and Mussolini; (2) that during World War II it aided the Axis by furnishing an infantry division and some minor military units, and by seizing Tangier; and (3) that incontrovertible documentary evidence (alleged but not described) exists that Franco was a guilty party with Hitler and Mussolini in waging war against the nations subsequently designated as the United Nations.

In view of this Resolution the General Assembly recommended that all members of the United Nations immediately recall their ambassadors and ministers from Madrid, and added that if Franco does not cease to rule Spain "within a reasonable time" the Security Council consider what should be done to remedy the situation. (The withdrawal of ambassadors and ministers does not necessarily involve breaking diplomatic relations since the embassies and legations may continue to function under a charge d'affaires.)

General Franco made a speech replying to the foregoing resolution on 15 December. He considered it a war threat, and declared that "peace is precarious." He issued instructions to alert the army, but added the warning that 5th Column activity rather than a direct attack was to be expected. This could mean that the United Nations might, before undertaking military operations against Spain, establish and recognize a Spanish Government-in-Exile, and provide such an organization with funds and supplies for organizing 5th Columns within Spain.

To date there is a lack of evidence to indicate that the majority of Spanish people desire to be rid of Franco. There is opposition to Franco, but this seems to be by a minority, which is not in favor of employing force to oust him. Above all there is resentment against foreign interference. Another primary factor is that there is no outstanding leader in sight who is capable of succeeding Franco and holding the confidence of the nation.

Previous attempts of foreign governments to change the rulers of Spain

have habitually failed. Regardless of party affiliations, Spaniards have heretofore invariably united against invaders and settled their own

differences in private wars. Just now no party in Spain wants war and will not start one to change the existing government. Moreover, all will probably

unite and resist fiercely any attempt by foreign nations to do so.

The current Spanish situation remains a threat to international peace.

## CHINA

### THE MILITARY SITUATION

**O**PERATIONS HAVE BEEN scattered. The contending forces are the Communists (estimated total force—800,000) and the Kuomintang (estimated total force—over 2,000,000).

Employing over 50,000 troops, the Kuomintang captured Kalgan (an important road center 120 miles northwest of Peiping) on 3 October. The Communists wrecked the town and withdrew. According to Kuomintang reports, the Communist loss was only 400 men, presumably stragglers; the main Communist force was not seriously damaged. Despite the presence of many hundreds of thousands of troops in a single area, this action is illustrative of the character of the Chinese civil war.

The Kuomintang is well equipped with American materiel, and has artillery, armor and an air force. The Communists have only a few guns, little armor, and no air force. The lack of an air force precludes proper reconnaissance. This fault is recognized and an air force is reported to be in training, but has not yet appeared.

The Communist strategy is to avoid major battles with the better organized Kuomintang. Other than delaying actions, the Communists have not contested a Kuomintang advance for many months. They give way, disperse if necessary, close in later in rear of the Kuomintang, and then attack and interrupt their lines of communication.

The strength of the Communists is mainly in rural areas, where the Kuomintang has found it impracticable to extend its control. It has limited itself to seizing what were believed to be critical cities and then attempting to connect these by opening various

railroad lines. However, few railroads are open for more than a short period. The result is that the economic life of China is bad and getting worse. This unfortunate circumstance is aggravated by the fact that all cities taken from the Communists are found with about everything worth while destroyed. Kalgan, for example, had been an important manufacturing center under Japanese occupation, and the Russians had not occupied that city during their conquest of Manchukuo. Thus the industrial plants in Kalgan had until recently been in operation. They are now demolished and the economic situation is that much worsened.

The Communists who withdrew from Kalgan went south 80 miles to Yuhsien and no effort was made to follow them. From their new location, the Communists are now closer to Peiping than the Kuomintang army at Kalgan. Immediate result was that the Kuomintang line of communications from Peiping to Kalgan was cut. It will require a large number of troops to keep that railroad working. Being so occupied, the troops cannot chase off Communists who are 80 miles to one flank and who raid whenever they find an insufficiently guarded section. The same situation exists with the main Peiping and Hankow RR, a major line of communications. The Kuomintang holds both ends and several intermediate sections, but the Communists have blocks in between.

On 20 October the Kuomintang commenced an operation in south Manchuria with the objective of seizing Antung on the Korean border. It was believed that this would stop liaison between the Communists in Manchuria and the Russians in Korea. As usual, the objective was a geographical point and *not the enemy*. The American

equipped 6th Army (3 divisions) was assigned the task, and advanced with divisions abreast. The 52nd Army was in support. Kuomintang GHQ seems to have been under the impression that its conquests of cities would force the Communists to demand peace. Although this policy has been tried and has failed year after year since 1932, it is still in force. The policy fails because the Communists never garrison cities or make a major issue of them. Communist forces remain mobile, live off the country, and strike only when favorable opportunities present themselves.

The Kuomintang troops reached Antung on 27 October. There was no opposition, the Communists having taken to the mountains three days earlier. On 1 November, the Communists reported that the Kuomintang 25th Division sent toward them had been defeated and driven back after losing 5,000 men and considerable materiel. Following this, six planes, identified by the local Kuomintang troops as Russian, bombed Antung. There is no proof that these planes were Russian, and it is entirely possible that they were Kuomintang planes which have previously been reported to have bombed their own troops in error.

The Communists did not rest on their defeat of the Kuomintang 25th Division; they intercepted its retreat to Antung, and closed in to attack from all sides. The Kuomintang Air Force dropped supplies and ammunition, but they could not save the division. Only 1,000 men are believed to have been rescued.

During November, the Kuomintang attacked the Communist port of Chefoo.



Four amphibious expeditions were landed on both flanks, and hard fighting took place. This is the first time that the Kuomintang has employed amphibious troops, who are using American landing craft and whose naval personnel have been trained at the American Training Station at Tsingtao. Notwithstanding all these advantages, this particular operation appears to have failed.

Operations in Manchuria ceased about 1 December but they are to be resumed when winter is over. Large areas in Manchuria are flat and treeless, an icy wind blows in winter, everything is frozen, and there is no shelter except mud houses in villages. The Kuomintang has decided that under these unfavorable conditions it is better to postpone military movements. Besides, that railroad is interrupted so frequently that supplies and fuel to keep warm are hard to obtain. It is of interest to note that this Kuomintang decision is at variance with Japanese practice. The Japs found it practicable to campaign in Manchuria during cold weather, and in 1904 won

their greatest battle against the Russians on the open plains near Mukden in mid-winter.

### THE POLITICAL SITUATION

The United States has continued her efforts to establish peace in China, with General George C. Marshall\* making repeated attempts to induce the Communists to join with the Kuomintang in a national Parliament which would agree on a Constitution for China and for peace.

That Parliament met in November. However, the Communists refused to go along and did not send representatives. It is probable that a Constitution will be adopted, but it will not be recognized in Communist territory.

Present indications are that the Civil War will continue on an intensified scale. That prospect has caused deterioration of economic conditions and a pronounced increase in prices, which

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\*Written prior to General Marshall's appointment as Secretary of State.

are now so high as to be prohibitive for a large part of the population. The danger of economic collapse of Kuomintang China should not be overlooked. If it occurs, it will be necessary for the United States either to abandon China or else go to her financial relief.

No known action has been taken by Russia in the China situation. There is a complete absence of evidence to show that Russia is aiding the Chinese Communists. Russian policy differs from American policy in that she is apparently doing nothing to establish peace in China. If Russia would join with the United States in a common effort the probability of having peace in China would be materially improved. Because Russia has not done so the Chinese Communists, and other Chinese elements which are antagonistic to the United States, see a possibility of Russian intervention in their favor at some future date. This encourages resistance to the government of the Kuomintang and to the refusal to accept American arbitration, and tends to keep the civil war going.

## SOUTHEAST ASIA

### MALAYA

**D**ISCONTENT IS REPORTED as prevalent. The new Constitution has been submitted to London for approval. Its terms have not been made public, but are understood to grant greater liberty to the native Sultans.

Singapore is being reconditioned as a major military base, and appears destined to be the command center of British military forces in the Far East, heretofore invariably located in India.

The Asiatic races are showing a growing animosity to the whites. They appear to be determined to make themselves independent. If not able to do so completely and immediately, then as much freedom as possible is desired at once. With this idea in mind, Japan scored a success in her "Asia for the Asiatics" policy. Of

course, Japan attempted to assume complete authority itself, and the various native races refused to go along with her; but the policy went over and is now developing.

Singapore is well situated geographically to be a major base. It is intermediate between India, which desires to be rid of the British, and China, which also wishes to be free from foreign domination. Singapore is close to disturbed areas in Indo-China and the Netherlands Indies.

In 1942, Singapore failed to resist an attack by a Japanese force, which now appears to have been only 3 divisions in strength. It seems probable that this disaster resulted from a faulty plan of defense—a bitter lesson that taught the possibility of defending Singapore with a comparatively small force. Another defect which led to defeat in

1942 was that the Sultans remained neutral; this facilitated the infiltration of Japanese detachments behind the British lines. The British now seek to correct this condition by the new Constitution mentioned. Its adoption by both parties will tie the several native Malayan states into loyal collaborators.

### INDO-CHINA

The political situation is based upon an agreement made at Paris on 18 September, whereby France recognized the former states of Annam and Tonkin as an independent Republic within the framework of the French Empire. The new state is controlled by the Viet Nam party with capital at Hanoi, Tonkin. Disagreements between the French and the Viet Nam have arisen at opposite ends of the new Republic.

Fighting started at Hanoi on 20 November over a dispute as to whether the French should or should not control the customs, and spread quickly as far as the China border 90 miles to the northeast. The Viet Nam captured the French airfield, held it for 2 days, and then lost it to a counterattack. The French succeeded in clearing the Chinese quarter of the city, but had failed to take the remainder of Hanoi by 15 December.

Being of major economic importance, the second conflict is more serious. It concerns Cochin China, the rice granary of Indo-China, which used to make up the deficiencies in the rice crop of the Philippines in addition to supplying its own country and also exporting very large quantities of rice.

The Viet Nam claims that the inhabitants of Cochin China belong to their race and that the country should be united to the new Republic. They have acknowledged engaging in active propaganda to obtain that result. At present Cochin China is administered by the French as a separate Republic, but the Viet Nam brands it a French puppet with no moral right to existence.

Fighting broke out on 11 October and has continued since that time. Although the Viet Nam has not so admitted, it seems reasonably certain that they are responsible for the attacks upon the French. The French are under promise to submit the question of the future of Cochin China to a referendum and to abide by the result. But there has been no referendum to date, the French explaining that it is impracticable to have one while hostilities continue.

The French forces in Indo-China are reported from Paris as numbering 75,000 men. This includes one armored division and about twenty thousand African and other colonial troops. Four battalions of the Foreign Legion are reported to be en route to join. The Foreign Legion now contains large German elements. French Intelligence reports claim that the Viet Nam has as many as 10,000 Japanese contingents serving under their flag.

This is probably exaggerated, but some Japanese help is probable.

The French C-in-C is Admiral Thierry d'Argenlieu, who on 30 November is reported to have received orders to quell the rebellion in Indo-China with severity. The Viet Nam C-in-C is Ho Chi Minh.

### NETHERLANDS INDIES

The Javanese have organized a working government with capital at Jogjakarta. Although it has never had an election, it calls itself a republic and is undoubtedly backed by the vast majority of the people. The head of the government is President Soekarno, well known as a Japanese friend. Japanese currency is legal tender and Japanese are reported to be present as advisers. This Javanese government is in control of all of Java (less certain beachheads) and administers it with at least reasonable efficiency. It collect taxes, is self supporting, and operates the railroads.

The military forces of the Javanese, according to Dutch and British Intelligence reports, total 10 divisions organized into 2 armies. They have some armor and a small air force, both of which are equipped with Japanese materiel.

Opposed to the Javanese is a Dutch force of about 91,000 troops. These hold beachheads at Soerabaja, Semarang, and Batavia. Sub-posts of the latter are maintained in the interior at Buitenzorg and Bandoeng.

The British troops, which at one time totaled 3 divisions, have been gradually withdrawn; the last elements left on 30 November. Before departing a truce had been arranged between the Javanese and Dutch, by which each agreed to cease firing and maintain the *status quo*, pending peace negotiations. An effort was made to obtain an agreement that the forces of the two sides would not be increased beyond the totals mentioned above. This effort failed. Fighting has been limited to minor combats around the beachheads, with each sides accusing the other of violating the truce. However, the truce has been observed in general.

An agreement was signed at Batavia on 18 November between the Dutch and the Jogjakarta Government, whereby the Netherlands formally recognized the Republic of Indonesia, defined as Java, Madoera and Sumatra. It was provided that both parties were to cooperate to form a United States of Indonesia, which would include the new Republic and such other islands of the Netherlands Indies as might desire to join by 1 January 1949. The proposed United States of Indonesia would remain a part of the Dutch Empire. Other members of the Empire—all to be on an equal footing—would be the Netherlands in Europe and the Dutch West Indies. This Agreement at date of writing has been recommended by the United States as fair, and is before the Dutch Government for ratification.

*Sumatra* has been in possession of local troops, except for bridgeheads at Medan and Padang, and a Japanese bridgehead at Palembang. The Japanese operated under direction of the British High Command, but used their own arms and currency, and administered their own laws and regulations in the territory controlled by them.

Originally, the independence movement in Sumatra was unconnected with that in Java. Liaison between the two islands was hampered in that, although they had good radio connection and exchanged liaison officers, the natives had but a few planes and no navy. They agreed to pool their efforts and unite to form one front against the white race. The inhabitants of Sumatra have been running their own administration, less the excepted areas.

During November the Dutch relieved the British and the Japanese. The latter (believed to be the last armed force of Japan) are to be repatriated. A truce was signed at Medan on 6 December between the Dutch and the Sumatra representatives, on the same terms as the preceding truce in Java—cease firing with no change in positions of opposing forces, pending action on the peace negotiations.

## Artillery With an American Army in Europe

(Continued from page 26)

practice. This discussion in no way challenges that principle. However, it must be recognized that the efficient and timely coordination and control of the great mass of artillery with an army requires that there be strong artillery channels up and down through the army alongside the command channels. The artillery channels do not bear the "move the such-and-such battalion to so-and-so not later than noon tomorrow" type of communication. Rather, the following sequence of events might more properly take place. The army artillery officer determines that a medium battalion should be shifted from one corps to another. Time permitting, he would call the corps artillery commander who is to lose the battalion and say: "I feel that so-and-so needs another medium battalion. I have not talked to G-3 as yet but I am confident that he will concur. Let me have your nomination of the required type, by such-and-such a time; you will receive the necessary confirmatory orders through G-3 channels." The corps artillery commander might agree without protest, and then advise the corps G-3 of the army's intentions. In such a case, the problem is soon solved. G-3 concurrence is obtained, orders are published, the army and corps troop movement sections take over, and the unit moves to the other corps. On the other hand, the corps artillery commander may feel that the release of the battalion commander would be unsound from the corps viewpoint. In this case, the corps artillery commander would unquestionably register a protest at the contemplated shift, inform the corps G-3 of the army's intentions, and recommend that the corps G-3 interpose an objection to the army G-3. If the issue were of sufficient importance, such a case might be brought to the attention of the army and/or corps chiefs of staff, or even the commanders themselves.

The foregoing illustration is of the most ordinary, run-of-the-mill character, but it illustrates the following fundamental aspects of the problem under discussion:

*a.* The whole transaction between the army artillery officer and corps

artillery commander related to *command* matters.

*b.* For all intents and purposes, the army artillery officer made a *command* decision, confident in his own mind that the army G-3 (or chief of staff or army commander, if need be) would support his recommendation.

*c.* For all intents and purposes, the corps artillery commander made a *command decision*, confident in his own mind that the corps G-3 (or chief of staff or corps commander, if need be) would support his recommendation that the corps could or could not spare the unit concerned.

*d.* The corps artillery commander obtained the whole picture at the very outset direct from his army artillery officer, thereby insuring the maximum possible time for prior planning both at corps and by the battalion concerned.

*e.* Mutual confidence and understanding within and between the two staffs—so vital to operational efficiency—has been furthered.

*f.* The prerogatives and functions of the general staff have not been infringed upon. By contrast, they have been strengthened by smooth - functioning special staff action.

There were strong channels of communication, coordination, and control within the artillery with the First Army, which were busy many long hours each day handling the myriad of operational, personnel, supply, intelligence, and other categories of business continually confronting the army artillery officer. Although not a commander, he was involved in command matters many times each day. It is believed that it must ever be so if the artillery with an army is to render the powerful and continuous support of which it is capable.

### COORDINATION WITH THE AIR

Just as there is no adequate guidance "in the book" concerning the command vs. artillery channel relationship, so it is with the artillery-air relationship. Anticipating the necessity for a close working relationship between the artillery and the air forces, the First Army Artillery Officer sought an understanding early in the planning stage for the cross-channel operation, with the Commanding General, IX Tactical Air Command [TAC], which was to support

the First Army. The Commanding General, IX TAC, returned this urge for a solid understanding with compound interest. The result was a splendid spirit of mutual cooperation. To insure that full advantage was always taken of the opportunities for artillery-air cooperation, one officer from the Artillery Section known as Arty (Air) performed his duty at the Joint Air-Ground Operations Center, IX TAC. This officer was concerned primarily with the coordination of counterflak artillery fires and the adjustment of artillery fire by high performance aircraft. Another officer in the Artillery Section devoted a major portion of his time to aerial photography with particular attention to the development and provision for gridded oblique photography for artillery use. This required close coordination with one of the Tactical Reconnaissance Groups of the IX TAC. Being work of a pioneer character, a brief discussion of each of these three expedients is deemed appropriate.

The employment of high performance aircraft to adjust artillery fire (short title, Arty/R) was developed in order to provide observed fires to the maximum range of field artillery weapons. Prior to the Continental assault, pilots were trained by classroom instruction, special service practice periods, and participation in large-scale firing maneuvers. Major artillery headquarters were issued Air Force VHF radio equipment in order that they might communicate with the aircraft in flight. A member of the Army Artillery Section was attached to the Headquarters of the Tactical Air Command for the purpose of processing requests for Arty/R missions. As the pilots' ability increased with experience, effectiveness of artillery fire increased materially. Pilots had little difficulty in handling all types of artillery fires. They proved particularly adept in firing for destruction on pinpoint targets—probably the most difficult type of artillery fire. Artillery prisoners of war stated that they were ordered not to fire when American fighter type aircraft were in the near vicinity for fear of the retaliatory fire which the aircraft might bring to bear upon them. The soundness of this operational procedure is testified to by a total of 419 targets successfully attacked

over a period of nine months.

Counterflak artillery fire is, as the name implies, fire delivered for the sole purpose of neutralizing the enemy anti-aircraft artillery. Initially, these fires were conceived only for the protection of large "carpet" bombings but were later extended to the point that practically all close-in air activity on the army front was furnished this protection. This counterflak support was extremely successful. The Air Force was able to carry out low and medium altitude attacks over areas so heavily defended by flak as to preclude the attack were it not for carefully planned counterflak fires. The Air Force rendered enthusiastic cooperation in this development.

The purpose of gridded oblique photographs was to provide a simple and rapid method of obtaining initial data that would result in accurate massed fires without the loss of surprise attendant to difficult and time-consuming adjustments. Prior to the assault, schools were held for air force, engineer, and field artillery personnel in the preparation, processing, and use of gridded oblique photographs. It was found that on many occasions visibility was such as to prevent high-altitude vertical photography but not so restrictive as to prevent the taking of low obliques. Not only was this photography used by field artillery in preparation of initial firing data but it also proved valuable for photo interpretation, aerial reconnaissance, and became much in demand by the infantry.

### DOING THE JOB

A newly appointed army artillery officer will find no adequate guidance in official publications concerning his functions. This is not necessarily unfortunate. An army is a very great organization, with territorial, tactical, and administrative functions. Further, our armies vary widely in size, composition, and the over-all character of their assigned missions. In view of this, it is doubtful whether a detailed listing of the functions and duties of an army artillery officer would serve any useful purpose. Rather, it is felt that an army artillery officer should, within the latitude allowed him by his commander,

mold his section to fit the army mission. Regardless of all else, he will not go wrong if he sets the following as his task:

a. To advise the commander concerning the employment of the artillery with the army.

b. To *anticipate difficulty* in the implementation of decisions taken, and to *help the troops solve the resultant problems*.

As is indicated by the italics, the second function is of overriding importance. It should be burned indelibly into the consciousness of every officer and enlisted man in an army artillery section.

The function of advising the commander is very broad in its scope and involves a good deal more than the preparation of artillery annexes to field orders and the army artillery officer's personal relationship to his commander. Since an army commander is continually gathering advice and counsel from his general and special staff officers, it is of first importance that the army artillery officer maintain *daily personal liaison* with certain people. These should include the army commander himself, the chief of staff, G-3, G-2, and G-4. This is an essential part of the artillery officer's function of "advising the

commander," and serves two interrelated purposes: first, to keep the army artillery officer continuously aware of the plans being evolved by these critically important people; and second, to keep these same people "artillery minded." Despite the vital part that artillery has played in all military operations the world over, it is a curious fact that, unless commanders and general staff officers are first made "artillery minded" and kept so thereafter, these officers are apt to forget the artillery in the pressure of other business. This tendency is entirely unintentional but nevertheless true in many instances.

A fundamental and inherent characteristic of warfare, and one sometimes not adequately recognized, is the fact that in battle the most carefully prepared plans do not always work out as planned. This will inevitably be the case until some distant day when machines entirely replace human beings on the battlefield. The point is that an army artillery officer, like any other staff officer, must plan for trouble, look for trouble, and do something right now about the trouble he finds. This is the foundation on which mutual confidence between the troops and the staff is built. There are few things more important in the art of warfare.

## Section II Organization and Operation of the First Army Artillery Section in Europe

AS STATED IN THE FOREgoing section, little guidance is to be found in official publications relative to the duties and functions of an army artillery officer. The scheme of organization (See Figure 1) and concept of operation for the First Army Section was evolved by me after considerable combat experience in Tunisia and Sicily as a corps artillery officer. It proved itself in the battles of Western Europe.

Before passing to the particulars I wish to record, in loyal gratitude, the names of the officers who served with me so faithfully throughout our entire period of combat in Europe. I shall always be grateful, too, for the splendid service rendered by over forty enlisted

men who served in the First Army Artillery Section.

### *Executive Officer*

Col. DeVere Armstrong

### *S-1 and S-4 Subsection*

Lt. Col. Morgan Wing, Jr.

Maj. Vernon J. Pease

Maj. Tom H. McClung

Capt. John M. Aymetr

### *S-2 Subsection*

Col. Miller O. Perry

Lt. Col. Homer W. Hanscom

Capt. Hugh K. Kirkpatrick

### *S-3 Subsection*

Lt. Col. Joseph R. Reeves

Lt. Col. James A. Scott

Lt. Col. Ray L. Miller

Maj. Edward B. January

Maj. Joseph L. Knowlton

Maj. Clarence A. Heckethorn

*Air OP Subsection*

- Maj. Delbert L. Bristol
- Capt. Hugh K. Stevenson
- Capt. Lester C. Farwell
- 1st Lt. Deanel B. Wilson

**EXECUTIVE OFFICER**

It is not easy to define the duties and functions of an executive officer. In view of the close and mutually supporting and dependent relationship between the section chief and his executive officer, it is obvious—if harmonized efficiency is to prevail in the section—that not only the personality and temperament of the executive officer but also his overall appreciation of the section's function and concept of operation must blend in sympathetic and understanding loyalty with that of the section chief himself. There are no clear-cut rules for developing such a relationship; in general, nothing but time can bring it into being. If it fails to evolve, there is only one answer—get a new executive officer.

Although never issued, as such, a verbal directive along the following lines would explain the duties and functions of the Executive Officer in the First Army Artillery Section:

"Keep abreast of the tactical situation.

"Coordinate the activities and filter the work (especially when written) of the subsection chiefs, but do *not* become a bottleneck between them and me; as often as not, I shall deal with them directly.

"Keep my desk clear of all but policy-type administrative problems.

"Get out and visit the artillery commanders (corps, division, and group) as often as possible."

**S-1 AND S-4 SUBSECTION**

Vital at times, the S-1 activities of an army artillery officer are generally not burdensome, and do not require an officer's full-time duty. Hence, this function is charged to the S-4 Subsection chief. In addition to S-1 and S-4 responsibilities, this officer also acted as "headquarters commandant" for the Section and performed numerous miscellaneous duties not falling clearly within the functional responsibility of the other subsections.

Not apparent at first glance, the S-4 activities of an army artillery officer range over a wide field. In fact, in First Army four officers were kept busy many

long hours each day. For example, although the supply of ammunition is the direct responsibility of the Ordnance Officer, so great was this problem in Europe and so essential was constant coordination between artillery and ordnance staffs and commanders at all echelons that one officer of the S-4 subsection devoted his full time to this function. In periods of "right supply," this activity assumed overriding importance.

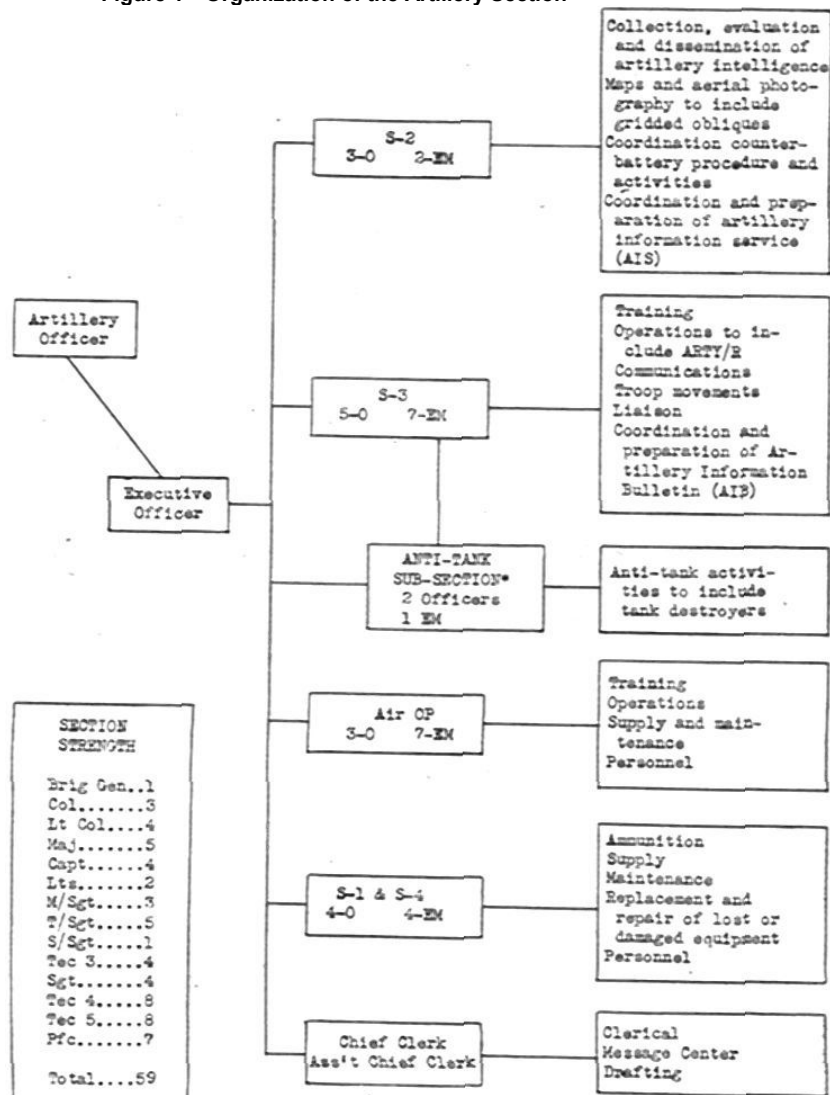
In addition to ammunition, the innumerable problems of replacement and repair of damaged or lost equipment required continuous coordination by the S-4 with all of the supply services. Never ending, a detailed itemization of S-4's activities in this field would require a volume in itself. Additionally, the

changing character of the techniques and implements of warfare impelled a continuing review of the adequacy of current T/O & E. A logical function of the S-1 and S-4 Subsection, numerous additions and substitutions to T/O and E were accomplished during the European campaign and a comprehensive study of the deficiencies of T/O & E for the field artillery and tank destroyer units with the First Army was made.

**S-2 SUBSECTION**

With the exception of the operation of a counterbattery section, the general duties of the S-2 of an army artillery section coincide closely with those of the corps artillery intelligence officer and relate to all aspects of the collection,

Figure 1—Organization of the Artillery Section



SECTION STRENGTH	
Brig Gen.	1
Col.	3
Lt Col.	4
Maj.	5
Capt.	4
Lts.	2
M/Sgt.	3
T/Sgt.	5
S/Sgt.	1
Tec 3.	4
Sgt.	4
Tec 4.	8
Tec 5.	8
Pfc.	7
Total	59

\*Transferred to the Armored Section in July, 1945

evaluation, and dissemination of artillery intelligence through artillery channels. The excellent communication facilities within and between artillery commands, the numerous terrestrial observation posts, the flash and sound battalions, and the Air OP all combined to make the artillery one of the most lucrative sources of military intelligence.

Although no counterbattery section, as such, was operated at army level, the S-2 Subsection was active continuously in facilitating and improving by all possible means the efficiency of counterbattery fires throughout the entire area of army responsibility. Among other things, something over a million small pocket-sized "shellrep" posters were prepared at various times prior to and during the operations on the Continent and distributed to the officers and enlisted men in the First Army. The purpose of these posters (which had an attractive picture in colors on one side and detailed instructions what to do if enemy artillery shelling was observed on the other side)

was to impress upon all personnel the importance of promptly reporting enemy shelling, together with the essential information desired by the artillery. The results were gratifying.

Whereas the entire matter of map supply and survey control is a primary function of the Engineer Officer, the Artillery S-2 was able to facilitate the efficient accomplishment of this important function in a variety of ways.

One officer from the S-2 Subsection worked in the G-2 office, and it is remarkable how often this officer brought fresh information either to the attention of corps artillery S-2's (with whom he was in telephonic communication several times daily) or to the army G-2. By his very presence in the G-2 office, this officer made a continuously positive contribution to good will and understanding between the Artillery and G-2 offices. This was essential to combat efficiency.

The whole field of aerial photography and its numerous uses fall logically into

intelligence channels. Since the artillery with the army had a vital interest in the timely issue of all types of aerial photographs, necessarily one assistant to the Artillery S-2 had to be "in on" everything that G-2 did about photography. This officer devoted a major portion of his time to aerial photography (especially the development of improved gridded obliques) starting many months before D-day for the cross channel operation. Although a G-2 agency, it was found both necessary and desirable for this officer to make visits every few days to the Army Photo Interpretation Center (APIC). This was because APIC concerned itself in a major degree with enemy artillery installations, the interpretation being done by teams representing the army artillery and each of the several corps.

Attention is invited to Figure 2, which shows the S-2 function diagrammatically and highlights the numerous headquarters, staff sections (both within and without First Army Headquarters), and other agencies with which continuous liaison was maintained. Although all are not charted, continuous liaison with an equal number of agencies was maintained by the other Subsections of the Artillery Section.

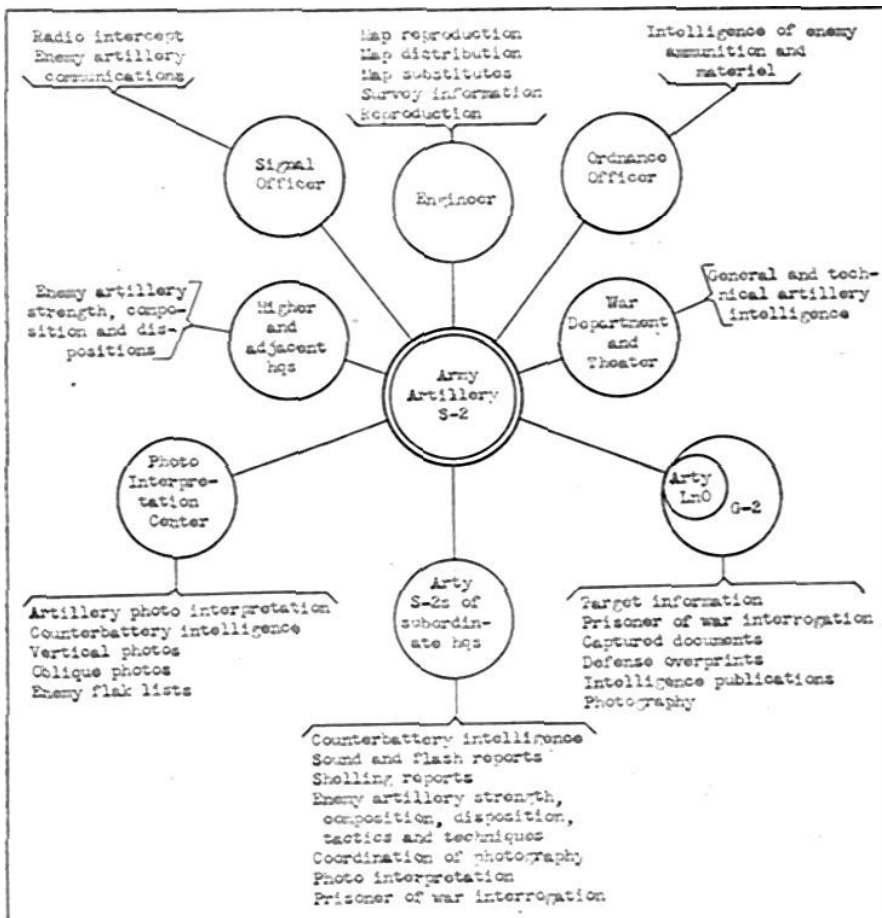
**S-3 SUBSECTION**

The Artillery Officer leaned directly on the S-3 Subsection for all training and operational matters other than those relating to Air OP, intelligence, and supply.

Prior to entry into combat, the training of artillery units, including the development of special operational techniques and procedures peculiar to the mission at hand, constituted the major S-3 activity. In combat, naturally enough, operational matters (orders, troop movements, direct personal liaison with subordinate units, fire possibilities—in short, the "artillery situation") tended to dominate the time and interest of the S-3 Subsection.

It should be understood, however, that artillery training and research and experimentation designed to increase the efficiency of the artillery with the army did not cease when the battle was joined. Necessity is indeed the mother of invention, and the battlefield became a military laboratory where rapid advances were made. During the course

**Figure 2**



of active operations in Europe, conspicuous advances were made in field artillery technique and procedure. The adjustment of long range artillery fire by high performance aircraft (Arty/R), the employment of AAA and TD units\* in an artillery role, counter mortar, improved metro data, employment of rockets and captured enemy equipment, counterflak firing in conjunction with Air Force operations, the development of procedures for the operational employment of the V-T fuze — these stood out among the many technical and tactical advances made by the artillery with the First U. S. Army during the Continental operations.

Of the activities listed above, Arty/R and counterflak became so important that one officer of the S-3 Subsection performed his duty at the headquarters of the IX Tactical Air Command and devoted his full efforts to the improvement of the operational teamwork between the artillery and the Air Forces. The results attained justified making one officer available for such duty.

#### AIR OP SUBSECTION

Being something new, the Air OP introduced stubborn new problems — technically, tactically, and administratively. A glance at Figure 3 will emphasize the statement that the solution of these new problems required that the Air OP Subsection coordinate and cooperate not only with virtually every other staff section at First Army Headquarters but also with numerous Air Force and other agencies outside First Army. By virtue of its newness and consequent unfamiliarity throughout the European campaign of most officers with Air OP problems, the Army Artillery Air Officer was virtually the G-1, G-3, and G-4—the "answer man"—for all Air OP matters. In theory such a circumstance may not stand the test of good staff procedure, but it was necessary in Europe.

Of particular interest is the solution worked out to insure the adequate supply and maintenance of Air OP equipment. Based upon experience gained in

\*Now largely a matter of academic interest, it is worth recording that the First Army Artillery and Armored Officers both agreed, during the course of operations in Europe, that the supervision of Tank Destroyer activities was a more logical function of the Armored Officer than the Artillery Officer.

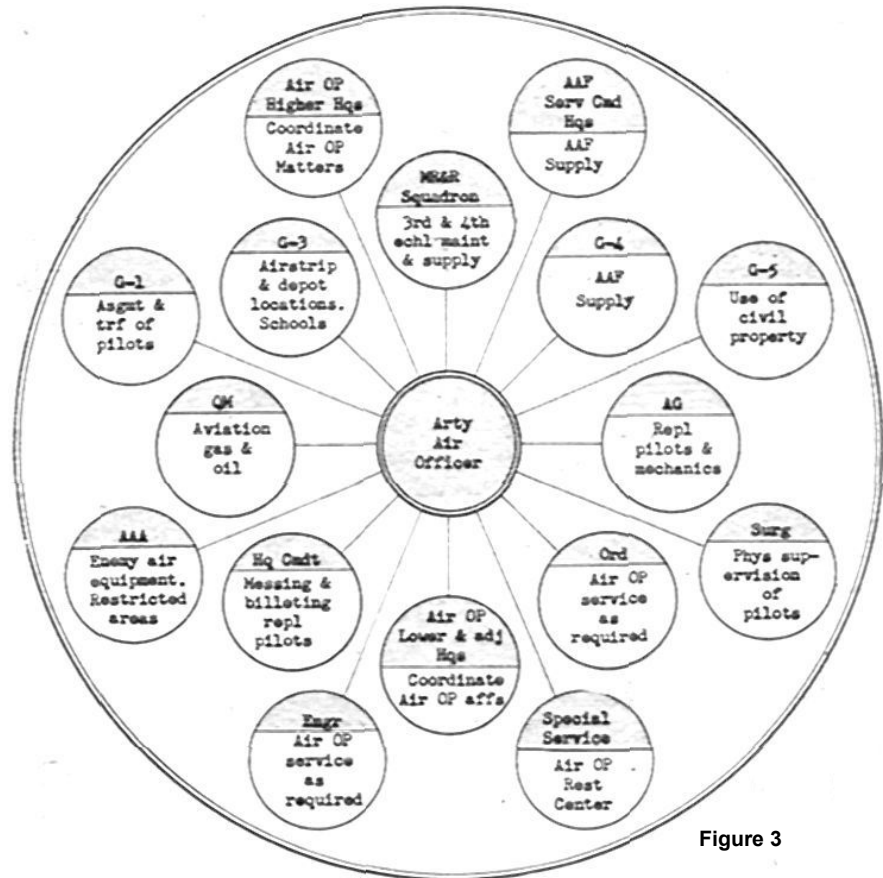


Figure 3

the Mediterranean Theater, an air service unit (23rd Mobile Reclamation and Repair Squadron) was requested and made available to support the Air OP in the First Army. The closest possible coordination and cooperation developed between the commanding officer of the 23rd MR & R and the Army Artillery Air Officer. To insure this, and also to provide the necessary pilots to test fly repaired aircraft, two officers of the Air OP Subsection and several enlisted men performed their duties at and with the 23rd MR & R. In tribute to this unit, as well as to the method, note is taken that the supply and maintenance of Air OP equipment was superior throughout the entire period of the operation. A landing strip (with two planes) was maintained in the vicinity of First Army Headquarters. The ready availability of these aircraft not only facilitated the conduct of Air OP staff functions but also saved valuable time for other officers in the Artillery Section in the conduct of business with higher and subordinate headquarters. A plane and officer pilot was kept available at all times to fly the Army Commander.

The lengthening of the campaign in Europe caused a noticeable increase in pilot fatigue. To alleviate this, the Air OP Subsection supervised the organization and operation of a Rest and Recreation Center at Liege. Although sufficient data are not yet available to determine the extent to which periodic rest and recreation was responsible for the low rate of flying accidents, there is every reason to believe that it was an important factor and one to which close attention should be given in any future operations.

In training and operational matters, the Air OP Subsection worked very closely with the S-3 Subsection. Coordination and cooperation was necessary, for example, in the development of appropriate operational procedure for the employment of the V-T fuze. Like the S-3 Subsection, moreover, continual technical and tactical improvements were made by the Air OP during the actual course of combat.

#### ARMY ARTILLERY

The army artillery—that is, that portion of the artillery with the army neither organic nor attached to one of



the corps or divisions—was almost invariably placed (by attachment) under the direct control of the Commanding General of the 32nd FA Brigade. This Brigade either operated directly under army control or was attached, all or in part, to one or more of the corps. When under army control, the Brigade Commander received his over-all operational mission and direction from the Army Artillery Officer, generally in the form of a verbal directive. Guided by such a directive, the Brigade Commander established and maintained close personal liaison with the corps artillery commander(s) he supported, and received the overwhelming majority of his operational missions by request direct from the supported corps fire direction center. Targets or missions of special importance were, of course, assigned the 32nd FA Brigade from time to time by the Army Artillery Officer.

Administratively, the 32nd FA Brigade always leaned upon the Army Artillery Section, regardless of whether or not the Brigade was operating at the time directly under Army control. This informal and direct method of handling the army artillery worked admirably over an extended period of ever-varying types of operations.

### ARTILLERY PUBLICATIONS

*Reports.* In common with all other staff sections, the Artillery Officer required certain routine and special operational and administrative reports (both verbal and written) from subordinate units and, in turn, was required to submit certain routine reports both to the general staff sections within the Headquarters and to the Artillery Officer of the Twelfth Army Group. Chief among these were intelligence reports, ammunition expenditure reports, gun tube reports, operational and after-action reports and status reports of Air OP personnel and equipment. Routine reports were reduced to the minimum and did not introduce any unusual staff problems.

*Operational Instructions.* Whereas the training and operational control of the artillery with the army is clearly a command (G-3) function, the initial drafts of all training and operational and intelligence memoranda, standing operating procedures, annexes to field orders, and letters pertaining to field

artillery matters were invariably prepared in the Artillery Section. Thereafter, they were routed to the appropriate general and special staff sections and the Chief of Staff for concurrence and approval, prior to publication.

*Artillery Information Service (AIS).* An army artillery section is advantageously situated within the framework of higher headquarters to absorb ideas without difficulty or delay not only from the units in contact with the enemy but also from higher headquarters and to digest these ideas and disseminate them to the artillery with the army. The logic behind this view is that, being tactical units, the corps are usually too much absorbed with the battle at hand, and that the army group and higher headquarters are at a relative disadvantage being so far removed from the action. In furtherance of this conviction, the Artillery Section devoted considerable time and effort to the Artillery Information Service. Four issues of the AIS were published prior to crossing the Channel, and four more issues were published in Europe. The popularity and utility of the AIS increased steadily throughout the campaign and entirely justified the time and effort devoted to this enterprise.

*Artillery Information Bulletin (AIB).* A brief mimeographed publication designed to disseminate current information, to clarify and amplify standing orders, and to stress certain operational procedures and techniques, the AIB filled the gap between the issues of the AIS.

*Air OP and Tank Destroyer Bulletins.* Recognizing that (a) there were numerous technical and tactical matters of importance to the Air OP and Tank Destroyer personnel but which were not of sufficient general interest to justify inclusion in the AIS, and that (b) there was a morale factor involved, the Artillery Officer published mimeographed Air OP and Tank Destroyer Bulletins every few months, both prior to and during combat.

*Artillery Signal Annex.* For the convenience of the artillery units in the First Army, an Artillery Signal Annex was published each week, which tabulated the radio frequencies and other essential Signal data in convenient form. Although this annex merely contained

extracts from the Army SOI and was designed solely as a convenience, the artillery with the Army soon became so dependent upon this publication that any delay or failure in distribution was certain to bring a prompt distress call from the unit which failed to receive its copy.

### STAFF PROCEDURE

Speaking generally, there was nothing unusual about the staff procedures followed by the First Army Artillery Section. It operated for the most part under the guidance of the Chief of Staff and in close coordination with the Assistant Chief of Staff, G-3. However, the broad scope of the Artillery Officer's responsibilities and activities were such that there was seldom a day when some member of the Artillery Section did not conduct business with every other general and special staff section in the Headquarters. In addition, a conscientious effort was made to have either the Artillery Officer himself, or one of his assistants, visit each corps artillery headquarters every day and the division artillery headquarters every few days. Naturally, many unproductive visits were made. This is to be expected. On the other hand, if a staff officer drives all day and brings back one little bit of important information or some problem that would not otherwise come to the attention of someone who can do something about it *in time*, that staff officer's day has been well spent.

### SUMMARY

This article has gone into some detail in outlining how an army artillery section is organized and how it operates. By way of summary, I wish to emphasize what may be called a "concept of operation" for an army artillery officer, or any other staff officer, and it can be expressed in simple language—the identical language I used in closing the first section of this article: keep your commander well advised, and plan for trouble, look for trouble, and do something *right now* about the trouble found. This is the foundation on which mutual confidence between the troops and the staff is built. There are few things more important in the art of warfare.

## Origins of the Field Artillery Association

(Continued from page 43)

the following War Department telegram:

Desire suitable and representative officer of experience to represent field artillery at War College Course beginning November 1st. Chief of Artillery suggests Captain Snow, if no objection on your part. Do you approve? Wire me reply.

J. F. BELL,  
*Chief of Staff.*

Colonel Macomb left the decision to me, and I left for the War College at Washington, D. C. Before leaving, Colonel Macomb exacted from me a promise that I would return to the Regiment upon completion of the course—a year's duration. Shortly after I left Fort Riley, Colonel Macomb was detailed as a member of the General Staff Corps and also left Riley for Washington. Upon completion of my War College detail, I was offered the position of Instructor there, but was compelled to decline, on account of my promise and return to the regiment, which I rejoined in November, 1908. In the meantime, replies to my circular letter were forwarded to me from Fort Riley. But I have always thought that not all the replies were forwarded, as, of the total of about 180 officers of Field Artillery, I received replies from less than half. No one replying disapproved, though some had doubt as to the possibility of financing the magazine. During my year's absence from the regiment, Lieut. Colonel Eli D. Hoyle had succeeded to its command, and accordingly upon my return, I asked him to take up the subject of the Journal with the War Department. This he did in the following letter, which I drafted:

HEADQUARTERS SIXTH FIELD  
ARTILLERY  
FORT RILEY, KANSAS

December 5, 1908.

THE ADJUTANT GENERAL, U. S. A.  
War Department, Washington, D. C.,  
(Through Military Channels).

SIR:

I have the honor to invite attention to the great desirability of establishing a Journal of the Field Artillery, similar to the Journal of

the U. S. Artillery (Coast), the Cavalry Journal and the Infantry Journal.

The influence of the journals named is unquestionably for the good of the service, and the Field Artillery is the only arm not represented by a publication. Moreover, it is the arm at present needing such a Journal more than any other branch of the service, for the following reasons:

1. The introduction of the present rapid fire gun caused a revolution in Field Artillery so great that all the powers of the world were compelled to adopt it. This change was not merely an improvement in the arm, as for instance was the case with the magazine small arm, but involved a radical change in the use of the arm itself. In other words, the underlying principles of use of the new gun are radically different from the old; this fact is not yet fully realized in our service (due, it is believed, to a lack of accessible literature on the subject).

2. We have had independent batteries for many years, provisional battalions for a very few, and our regiments were only organized last year. We therefore have few traditions or precedents and little experience to guide us in the handling of anything larger than a battery, yet artillery now works in war almost exclusively in large units.

3. With few exceptions our field artillery officers may be divided into two classes, one composed of those who had practically no knowledge of field artillery, prior to their assignment to this arm last year, and the other class, those who have had more or less service with the field artillery, but who have not yet acquired a good knowledge of the tactics required by the present R. F. gun.

4. As the strength of the field artillery in proportion to the other arms is very small in the regular army, and smaller yet in the militia, and as it is the arm that requires most time and work to make proficient, and as an army is now more than ever before dependent upon its artillery, it is of vital importance that every facility be afforded by the government to secure efficiency in its field artillery. It is believed that the above remarks show the urgent necessity for this Journal. There is a great mass of current publications on field artillery (mostly in foreign languages), accessible to but few of our field artillery officers. A journal would promulgate translations of the best of these articles. It would thus serve as an educational means for this arm. In addition, it would induce professional thought, study, composition and invention, and would promote the efficiency of the arm and its future development. Almost every profession and calling in civil life has a publication, affording a medium for the exchange of ideas.

In short, there seems to be every reason for and no objection to the establishment of this publication.

Both the Infantry Journal and the Cavalry Journal held out overtures for the field artillery to join them; but while the kindly spirit of these journals was fully appreciated, it is believed that the kind of information the field artillery needs and desires can be obtained only through a separate journal with a field artillery officer as editor.

From my standpoint it would pay the Government to detail a suitable officer as Editor of the proposed journal and to publish it and distribute it at public expense. But as there is, according to my information, a quite universal desire among field artillery officers for such a publication it is believed that nearly all of them would subscribe for it and with the profits from advertisements it is thought it could be made self-supporting.

It is believed that a FIELD ARTILLERY JOURNAL should have its home in Washington, because there could be obtained (from the War College, the Military Information Division, etc.) more matter for publication than elsewhere.

In view of the above, it is respectfully recommended that steps be taken to establish a journal for the field artillery.

Very respectfully,

ELI D. HOYLE,  
*Lt. Colonel, 6th Field Artillery,  
Commanding.*

It will be noted that my letter of September 18, 1907, spoke of the cost of a printing plant with which to publish the Journal, while the letter of December 5, 1908, states the headquarters of the Association should be in Washington, D. C., and makes no mention of money. This is due to the fact that, originally, I had contemplated headquarters of the Association at Fort Riley, but my year at the War College had opened to me a vista of the immense amount of field artillery literature in foreign languages, particularly in French and German, the very existence of which we at Fort Riley had not known of. This made it evident that the headquarters should be in Washington; and here, of course, we were surrounded by civilian publishing houses, and would not need our own printing plant.

The action taken on Colonel Hoyle's letter is shown in the following endorsements and memoranda:

(Editor's note: Being of routine character, only, the 1st, 2nd, 4th, 5th, and 6th endorsements have been omitted.)

## 3RD ENDORSEMENT

January 5, 1909.

W. D., A. G. O., WASHINGTON, D. C.

Respectfully returned through the Commanding General, D. Mo., to the Commanding Officer, 6th Field Artillery, inviting attention to the inclosed approved memorandum of the Chief of Staff. The return of these papers is desired. By order of the Secretary of War.—HENRY P. MCCAIN, Adjutant General.

## WAR DEPARTMENT

OFFICE OF THE CHIEF OF STAFF

WASHINGTON

December 16th, 1908.

MEMORANDUM FOR THE ASSISTANT SECRETARY OF WAR:

SUBJECT: *Establishment of a Journal of Field Artillery.*

Lieutenant Colonel Eli D. Hoyle, commanding 6th Field Artillery, writes from Fort Riley, Kansas, on December 5th, 1908, requesting that steps be taken to establish a journal for the Field Artillery similar to the journals for the other arms of the service. He states that changes in the Field Artillery arm have changed the principles governing the use of the arm; that the field artillery has been newly organized and there are few traditions or precedents in the handling of bodies larger than the battery; that the present Field Artillery officers are either those who have had no knowledge of Field Artillery or those who, on account of little service in the Field Artillery have not acquired a good knowledge of the tactics required by the present gun. He also states that this arm of the service requires more time and work to make it efficient than other arms and that there is a great mass of current publications which are accessible to but few Field Artillery officers.

He therefore recommends that a suitable officer be detailed as the editor of the proposed journal, with headquarters in Washington, where information can be obtained more easily.

The U. S. Infantry Journal and the U. S. Cavalry Journal are edited by retired officers and the Journal of the U. S. Artillery has for its editor an active officer. The Infantry Journal is published in Washington, the Cavalry Journal at Fort Leavenworth and the Artillery Journal at Fort Monroe.

While the advisability of establishing such a journal for the Field Artillery is concurred in, and while it is believed that such a journal would tend to the better education and training of field artillery officers, it is thought that the methods followed by the officers of the other arms should be followed by the officers of the Field Artillery if they wish to obtain such a publication. The natural home for such a journal would be at the Mounted

Service School at Fort Riley, where the esprit de corps of this service is most highly developed and where the most recent practical ideas are discussed and experimented with.

The 2d Section of the General Staff is ready to assist in every possible way by the supply of information, as it does to the other service journals and to individual officers when requested.

It is recommended that the Commanding Officer, 6th Field Artillery, be informed substantially as above.

J. F. BELL,

*Major General, General Staff.*

W. W. W.,\*

*Assistant to the Chief of Staff.*

This memorandum is signed as prepared by the second section, but with the conditions attached which are set forth as memorandum by Colonel Macomb hereto appended.

J. F. BELL,

*Chief of Staff.*

January 1, 1909.

## WAR DEPARTMENT

OFFICE OF THE CHIEF OF STAFF

WASHINGTON

December 23rd, 1908.

MEMORANDUM FOR THE ASSISTANT TO THE CHIEF OF STAFF:

SUBJECT: *Establishment of a Journal of Field Artillery.*

Lieutenant Colonel Eli D. Hoyle, Commanding 6th Field Artillery, requests that steps be taken to establish a journal for the Field Artillery similar to the journal of the other arms of the service. He recommends that a suitable officer be detailed as the editor for the proposed journal, with headquarters in Washington, where information can be obtained more easily. It is evident that before any steps can be taken by the War Department relative to the establishment of a Field Artillery journal it is first requisite that the officers of that arm form themselves into an association with the object of disseminating the latest information concerning the Field Artillery among the officers of that arm. A suitable journal could then be agreed upon as the mouthpiece of the Association, but the plans for conducting this journal must be formulated by the officers of the Field Artillery themselves and the funds for printing must be provided by them. When a definite plan has been formulated by the Field Artillery and submitted to the War Department with suggestions as to the detail of some competent officer to act as editor there is no doubt that the same aid which has already been given to the other service journals will be extended to this

\*W. W. W.—Major General W. W. Witherspoon.

one. Owing to the fact that all the latest information concerning foreign Field Artillery and that collected by our military attaches is sent to the second section of the General Staff, it is believed that the best location for the headquarters of the journal would be in Washington, where there is no difficulty in securing the necessary facilities for publication. Articles intended for publication in the journal relating to our own arm could be furnished by the Field Artillery Board with permission of the War Department, and that would form one source to furnish information, but owing to the fact that there are no facilities for publication at Fort Riley, where this board is permanently stationed, it would not be practicable to publish the journal at that point. Facilities for publication exist at Fort Monroe, where the Coast Artillery Journal is published, and at Leavenworth, where the Cavalry Journal is published, but it is believed to be in the best interest of the Field Artillery that their journal be placed as nearly as possible upon the same basis as that of the Infantry, which has found Washington a very convenient headquarters.

It is recommended that the Commanding Officer of the 6th Field Artillery be informed of these views and be advised that, if the Field Artillery can unite upon a definite plan, the War Department will be willing to extend the same aid as has been already extended to encourage the publication of the other service journals.

Very respectfully,

M. M. MACOMB,  
*Colonel, General Staff,  
Chief, First Section.*

APPROVED: January 4th, 1909.

ROBERT SHAW OLIVER,  
*Assistant Secretary of War.*

When this letter and accompanying papers were received back at Fort Riley early in 1909, Colonel Hoyle appointed a Committee, consisting of Major John E. McMahon, Captain W. S. McNair, and myself, to draw up a constitution for a Field Artillery Association. Work of various kinds interfered and the committee never held a meeting; but I read over the constitutions of all Service Associations in the United States, and, by taking the best of them and inserting ideas of my own, I had a constitution completed by the fall.

Now I want to go back a little. When leaving the War College in the summer of 1908, I was sent to a National Guard camp in the middle west for duty. This was my first contact with the guard in 15 years. In our problems at the War College, we had

treated the National Guard as a force in being. Actual contact with it shocked me at the backward condition of its Field Artillery—so much so that, upon completion of my tour of duty, I returned to Washington (at my own expense) to lay matters before the War Department. Here, among others, I talked to Colonel E. M. Weaver, Chief of the Division of Militia Affairs. He asked me what was the quickest and most practicable way of remedying this condition and, after some thought, I suggested a camp at Fort Riley to be attended by the maximum number of field artillery officers of the organized militia, so that by watching the 6th Field Artillery, they could at least get a conception of the use of field artillery, and, in addition, receive such instruction as time permitted. He accepted the idea, but said the finances could not well be worked out to hold the camp before the summer of 1910. I think this was due to the fact that only in every alternate year (each even numbered year) was an appropriation made by Congress for "Encampment and Maneuvers, Organized Militia."

My observation of the National Guard Field Artillery had shown me that they needed a Field Artillery Journal even more than did the regular army. Accordingly, in drawing the Constitution, I had provided for membership of Field Artillery National Guard officers on the same status as regular field artillerymen. All other service associations at that time took in National Guard officers merely as associate or similar members, without voice in the affairs of the Association.

I had, however, no means of knowing whether these National Guardsmen would join in the organization of the Association, and I considered the advisability of circularizing them. But, as this procedure, even with the regular army, had been none too encouraging (less than half having taken the trouble to reply), I finally wrote the Chief of the Division of Militia Affairs and asked him as to the prospects for holding the summer camp at Riley I have already spoken of. He replied that it would be held. I, accordingly, determined that in the end, time would be saved by waiting for this camp to

ascertain the sentiments of the Field Artillery National Guard officers, rather than starting correspondence with them during the winter of 1909-10.

The camp was held in June, 1910. It was well attended, and, under Captain W. S. McNair, was illuminating. Much enthusiasm for the arm was created, all saw the necessity of somehow "spreading the gospel," and Captain McNair talked up the Field Artillery Association idea to them. They liked it. Accordingly, a meeting of these officers was held, at which I presided, and they were invited to join with the regular field artillery in forming a Field Artillery Association. We elected a committee consisting of Colonel Eli D. Hoyle, Captain John F. O'Ryan of New York, Captain Branch Johnson of Virginia, and myself to draw up a constitution. I submitted to this committee the constitution I had previously written, and they accepted it with two minor changes.

A meeting of Field Artillery officers of the regular army and National Guard was then held in the Administration Building at Fort Riley on June 7, 1910. Lieutenant Colonel Hoyle presided and I was Secretary. The committee, above referred to, reported the above constitution, which was read by me, and, with a few minor changes, was adopted.

The names of the officers who then signed the Constitution, thereby becoming charter members, and the order in which they signed, are as follows:

(Editor's note: Names of 86 charter members omitted.)

The Chairman then appointed a nominating committee which withdrew and, prior to selecting names, held a discussion as to where the Headquarters of the Association should be, as that would largely determine the selection of nominees. Most of the committee favored Fort Riley, as I had originally. I insisted the Headquarters should be Washington if the Association were to carry out the broad functions we had in mind. This view was finally adopted and, accordingly, the committee reported the following nominations for the Executive Council:

Colonel M. M. Macomb

Captain Oliver L. Spaulding, Jr.  
 Captain Fox Conner  
 Captain John F. O'Ryan of New York  
 National Guard  
 Captain Robert H. Tyndall of Indiana  
 National Guard

There were no other nominations. The meeting unanimously selected the ticket *viva voce*. Here, I would like to state that the nominating committee experienced considerable embarrassment in making the selection of the senior man for the Executive Council. The nominating committee was unanimous in desiring to select Colonel Hoyle for this position. But he was stationed at Fort Riley, and the Association Headquarters were to be in Washington. It was decided that the difficulties in starting the Association would be so numerous as to necessitate the continuous presence in Washington of the Association president, and hence the selection of Colonel Macomb.

Representatives were selected by the state Field Artillery officers present to act as representatives in facilitating the carrying on of the work of the Association, after which the meeting adjourned *sine die*.

In accordance with a resolution adopted at the meeting, Colonel Hoyle notified each member of the Executive Council of his election and furnished him a copy of the Constitution. He also notified The Adjutant General, U. S. Army, of the formation of the Field Artillery Association, "respectfully bespeaking for it the fostering care of the War Department."

The Field Artillery officers of the Regular Army and National Guard (there were no Reserve officers at this time) had thus been united into an organization, a constitution had been adopted by this organization, and an executive council had been elected under this constitution, the members of this council had been notified of their election, and each had been furnished a copy of the constitution showing that the management and all further action depended on them. The scene was thus presumably all set for the publication of THE FIELD ARTILLERY JOURNAL.

Shortly after the date upon which

the constitution was adopted (June 7, 1910), I was relieved from duty at Fort Riley, ordered to attend a number of summer camps of the Field Artillery National Guard east of the Mississippi, and then to report to the Chief of the Division of Militia Affairs in the War Department at Washington. I reached that city early in the fall, and at odd moments again investigated the cost of getting out a Journal. The results, compared with our finances, present and prospective, were not encouraging. Colonel Macomb and I held several informal talks over the matter, and finally he decided that nothing was being gained by waiting any longer, now that I had all cost data on hand, and that the Council should meet and organize.

Accordingly, he called a meeting of the Executive Council for November 3, 1910. The meeting was held, all the members of the Executive Council being present and also myself.

Under the Constitution, the Council elected the following officers:

President—Col. M. M. Macomb, General Staff Corps  
 Vice-President—Lieut. Col. E. St. J. Greble, Gen. Staff Corps  
 Secretary-Editor — Capt. Wm. J. Snow, 6th F. A.

The Council then, after settling certain matters as to membership, annual subscription price for the Journal, etc., discussed ways and means of getting out a Journal at all, without finally seeing how it could be done. It then adjourned. We all felt rather discouraged.

During the balance of the month, \$4 subscriptions for the Journal came in gradually, so that on December 1st we had on hand \$87.75, neglecting any bills I had personally paid. I had also gotten a promise of a few advertisements. I decided that I had gone too far in the Journal idea to let it fail without an actual trial, and, therefore, I asked Colonel Macomb to call a meeting of the Executive Council and I told him that, if they would approve a resolution I would draft, giving me certain authority, I would get out a Journal.

The Executive Council met on December 7, 1910—all the regular army members being present and the national guard members absent — and adopted the following resolution, drafted by me:

"The Secretary-Editor is hereby authorized to enter into such contracts and make such expenditures as may be necessary in carrying on the business of the Association; provided that no obligation is incurred in excess of the total amount of funds on hand or becoming due before the maturity of such obligation."

The Council then adjourned and did not meet again for six months.

The publication of the Journal was now "up to me" personally, and here again, in this narrative, I would like to again go back to Fort Riley.

While I was still Secretary of the School there, and before there was any legislation separating the Coast and Field Artilleries, I had as a clerk, Mr. Charles S. West. Mr. West was too good a man for the position. He wanted to get transferred to Washington and asked my help. Distressing as it was to lose him, I secured the transfer for him. At this time, there was no thought of my ever being stationed in Washington, and, of course, still less of there ever being a Field Artillery Association. Yet, my act in securing this transfer proved later to be "bread cast upon the waters." For when, three years later, the publication of the Journal was finally "up to me" personally, I asked Mr. West if he would help me. He said he would. He was enthusiastic. He was indefatigable. He possessed, in addition, much business ability and versatility. He could, and did, do typewriting, keep books, read proof, take dictation, draw contracts, and many other things necessary to the success of the Journal. Without his aid, I question whether I could have gotten the magazine started, for we were doing it on a shoestring, and all of the work had to be done at night—we were both busy in our respective offices all day. He remained with the Association twenty years and then he also retired. During the early part of the World War, when there was much confusion, and

before I came to Washington as Chief of Field Artillery, he kept the Journal going. He added many thousands of dollars to its treasury. I alone know all the inside history of the Field Artillery Association, and, hence, it gives me the greatest pleasure to call attention to the yeoman service by Mr. West in our behalf over a long period of years.

But to return to 1910. Before we got the first issue out, twenty-eight hundred letters (mostly form letters it is true) had been mailed so that even postage was worrying me. We finally got the manuscripts ready for the first number. I personally wrote every article in it, except two, although only one article appears under my name. Then we hastily designed a simple cover, selected the cheapest publisher we could find and the Journal was started. The "cheapest publisher" did not prove to be the best, for he went into bankruptcy before the issue was printed and distributed. The sheriff levied on the plant, including our magazine and some plates I had borrowed from the War Department. This was a severe blow. However, I finally secured the release of everything.

The first Journal was the January-March, 1911, copy. The next number was easier to get out, and by then it appeared that the magazine could be successfully published, and, as I was unable to continue the physical strain of habitually working until late at night on the magazine, I asked the Executive Council to meet and select a successor for me as Secretary-Editor. The Council met June 28, 1911—Captains Conner, Spaulding, and O'Ryan being present. I explained that if some one would relieve me of the time-consuming duties of Secretary-Editor, I could and would continue as Treasurer, so as to strengthen the weakest end of the publication—its finances. The Council accepted my resignation as Secretary-Editor to take effect September 1st and elected Captain Spaulding to this position.

Captain Conner then resigned as a member of the Executive Council, due to his early departure for France where he had been ordered to duty. I was elected to the Council in his place.

Prior to Captain Conner's resignation, however, the Council very kindly elected me a Life Member of the Field Artillery Association.

I continued on the Council and as Treasurer until I sailed for the Philippine Islands late in 1914, the Journal matters having gotten easier as we went along, and being by that time on a firm foundation.

#### APPENDIX

BY C. S. WEST

General Snow has permitted me to read this, his story of the genesis of THE FIELD ARTILLERY JOURNAL, in order that my recollection might supplement and confirm his. Perhaps he has been somewhat influenced toward writing it by my assertion made to him some time ago that the history of an institution which has done so much for the Field Artillery, indeed for our entire military service, should be written down ere those who have knowledge of the facts shall have passed away.

My recollections of the facts he recites agree with his in every particular. But there is something more important in history than the narration of events. Events may be said to make up the body; but a picture of the living soul, the immortal thing, is necessary to make the story complete. In his story General Snow has not clearly set forth the most vital fact of all, for in his modesty *he could not*. The soul of the story is this: that the things which brought THE FIELD ARTILLERY JOURNAL into existence from nothing, not even a reasonable prospect, and nursed it through its early and lean years until it became a successful business institution, were the indomitable courage, the abiding faith, the superb leadership, of the man Snow!

The industry and devotion to duty of the field artillerymen who throughout its life have edited THE FIELD ARTILLERY JOURNAL were primarily, of course, for the benefit of the service; but they, too, bear testimony to the leadership these men were following. Most magazines as important have four or five editors and a whole roomful of business managers and stenographers and bookkeepers. But during the first ten years and considerable of the time since, two of us did all of the work on THE FIELD ARTILLERY JOURNAL, and that entirely outside of our regular office hours in the War Department. We had to, or the bills could not have been paid. But in every year except two, I believe, we laid up a little

money, at least, for the Association's rainy day. When General (then Captain) Marlborough Churchill was editor he edited one edition of THE JOURNAL on horseback at the Tobyhanna camp and another on board local railroad trains in Virginia and Maryland, while I looked after the office work in Washington. I have known more than one editor to work until his hands trembled alarmingly. And always the editor was thus admittedly, willingly, indeed joyfully, following his acknowledged leader!

It was about twenty-two years ago that General (then Captain) Snow came hurriedly into the room where I was employed in the War Department and asked if I could come to his office at four-thirty. I could and would, and I did. I found him with his feet on his desk "Come in, West," he said. "Have a cigaw." And then he unfolded to me his amazing plan of beginning the publication of a large illustrated magazine, without capital, the only clientele the commissioned officers of six regiments of Field Artillery of the regular army and a few shadows of batteries in the national guard! Now, I had had some experience in magazine and newspaper work, and I had seen the shores of time strewn with the wreckage of periodic literature started with far better prospects; and had I been thus approached by any other man on earth I would have declared the plan foredoomed to failure and that I would have no parts of it. But the faith, courage, leadership of the man swept me off my feet and without hesitation I agreed to go along with him. And I know that the things about him which inspired me and gave me

enthusiasm inspirited and encouraged alike those distinguished officers who throughout the years have edited the magazine.

I knew he was a dreamer, but I also knew that his dreams had a surprising way of coming true! I had seen him dreaming over the breaking and training of a fractious horse at Fort Riley, and when he got through the horse loved him and would obey his lightest word. Then he was telling me of his dream of publishing, without visible means of support, a large illustrated magazine, costing thousands of dollars a year to print and mail, making it pay its way from the first and ultimately pay a profit. And that dream came true!

He dreamed that down through the years to come he would always find an officer of Field Artillery possessing literary talent and business ability who would be willing to take up the work of managing and editing THE JOURNAL whenever a predecessor who had worked himself thin at the task should be relieved by War Department orders and assigned to an easier job with troops. And that dream came true!

He dreamed that a better distribution of strength would sometime give the Field Artillery a larger portion, affording a wider field of effort and support for THE JOURNAL, the arm to be represented in Washington by a Chief of Field Artillery; and his influence and counsel did much to make that dream come true. Perhaps he dreamed that some day he himself might be that Chief; but if he did he *should* have dreamed that in that day the Chief would be personally known to and loved by every field artilleryman in America, for, by the gods of war, *that* dream came true!

### APPLICATION FOR MEMBERSHIP

Includes subscription to The Field Artillery Journal

Secretary-Editor and Treasurer, U. S. Field Artillery Association  
1218 Connecticut Ave., N. W., Washington 6, D. C.

Please enroll me as an (active) (associate)\* member of the U. S. Field Artillery Association.  \$3.00 enclosed  Bill me for \$3.00

(Name—PLEASE PRINT) \_\_\_\_\_ (Status—RA, NG, OR, etc.) \_\_\_\_\_

Address \_\_\_\_\_

\*In brief, membership eligibility is as follows: Active (voting) members are limited to field artillery officers either on active duty or on active status with the National Guard or Organized Reserves; Associate (non-voting) membership is open to all officers and former officers of the Army, Navy, and Marine Corps, any person who served in the FA in time of war, and those civilians approved by the Executive Council.



## Dealing with Russia

*THE STRANGE ALLIANCE.* By Maj. Gen. John R. Deane. 244 pp. Viking Press. \$3.75.

(This review was written by a Field Artillery officer who was on duty with the U. S. Military Mission in Moscow during most of the period covered by the narrative.—Ed.)

Our war-time relations with our European allies have been rather exhaustively covered in late months by a number of fairly authoritative books. For similar information concerning gigantic Russia we have thus far had to make our own analysis and evaluation of several books written by men of widely divergent viewpoints, all of whom were, by reason of the great secrecy surrounding all our relations with the Soviet Union, forced to base their stories largely upon conjecture. In *The Strange Alliance* we have access for the first time to a really authoritative account of our dealings with Russia, written by the man who went to Moscow in September 1943 charged with the broad mission of promoting "the closest possible coordination of the military efforts of the United States and the U.S.S.R."

The factual account of General Deane's experience alone would make this book required reading for every American military reader, covering as it does the inside stories of the Moscow, Cairo, Tehran, Yalta and Potsdam Conferences, and his experiences in trying to implement the decisions made at those meetings. Calmly, dispassionately, readably, and with an honesty characteristic of the man, General Deane relates the history of his attempts to coordinate ground and air operations, intelligence and subversive operations, exchange of weather data, to liberate our interned airmen and prisoners of war, to inaugurate training programs designed to assist the Russians

in the use of American equipment, to screen Russian lend-lease requests, to expedite lend-lease shipments, and a number of lesser items. His generally parallel efforts with respect to the Pacific Theatre are likewise comprehensively treated.

The factual account is, with few exceptions, a repetition of how Soviet suspicion, delay, evasion and obstructionist tactics served to nullify many of the "agreements in principle" arrived at after days of patient negotiations.

Far transcending in importance the interesting and illuminating factual history, however, is General Deane's exploration of the underlying reasons for the action of the Soviet officials with whom he dealt. This analysis makes the book a "must" for all serious Americans. With rare objectivity he shows that there is a real and understandable basis for Russian suspicion, because, as he points out, it has not been many years since every foreign country was, at the worst, distinctly hostile to the Soviet Union and, at the best, disinterested. The blame for the remainder of his troubles he places largely on the highly centralized Soviet governmental system, and upon the desire of the Soviet government to keep the Russian people isolated from, and consequently ignorant of, the standard of living of the "capitalistic" world.

His chapter on Soviet leaders, as one might expect from his unique opportunity of meeting them, is extremely illuminating. His analysis of Stalin and of Stalin's relations with the Politburo will serve to make many apparently contradictory Soviet actions understandable.

He carefully distinguishes between the Soviet government and the Russian people, for whom he has, as have most unprejudiced observers who lived among them, the greatest affection and

regard. It is, in fact, largely his faith in the Russian people that leads him to conclude that we can get along with Russia, provided we do not repeat those actions that his experience in Russia showed him to be mistaken.

## The Military in Peace

*THE STRENGTH WE NEED. A Military Program for America Pending Peace.* By George Fielding Eliot. 216 pp. The Viking Press. \$3.00.

By Maj. Gen. H. W. Blakeley, USA. Rtd.

"This is not a book about national defense," says Major Eliot in his foreword, but it is just that if you will define "national defense" in the light of General Marshall's statement that "the only effective defense a nation can now maintain is the power of attack."

For the Army officer who feels the need of backing off from the obscuring problems of his own particular job so that he may see the probable "big picture" during the interval—perhaps a very long interval—before the world has an effective peace machinery, this is a recommended book. The author devotes several chapters to the present military condition of the world and to the problems of the use and control of the atomic bomb and of a world peace. He then considers America's strategic situation and military organization. He believes that antiaircraft artillery should be a part of the Air Force, but later says that this does not apply "to antiaircraft units accompanying mobile troops in the field, or to their system of signal communications. These functions should be the responsibility of the Artillery and of the Army Signal Corps, respectively." This seems to be a particularly unsatisfactory solution. All antiaircraft artillery certainly should be under either Air Force or Army control for organization, equipment and



training even though units of it might pass to the control of either an Air Force or an Army or Navy commander who is given a mission requiring anti-aircraft artillery.

Major Eliot also makes the interesting suggestion that "something like the present Marine Corps may be worked out as part of the Air Force" to furnish an airborne outfit constantly "ready to answer emergency calls," but he emphasizes that airborne troops must be trained primarily as ground troops—the bulk of the training must be devoted "not to jumping out of planes yelling 'Geronimo' but to fighting on the ground."

The authors' most controversial chapter is one on universal training and personnel procurement. You may well not agree with some of Major Eliot's ideas on these subjects, but they are supported by arguments which will be heard in Congress this winter and must be met by equally well presented arguments from those with different ideas.

### S-2 Up Front

*FRONTLINE INTELLIGENCE.* By Lt. Col. Stedman Chandler and Col. Robert Robb. 183 pp. Indexed. Infantry Journal Press. \$2.50.

By Col. M. O. Perry, FA

Colonels Chandler and Robb have written an excellent guide for present as well as for future assigned combat intelligence officers. Although specifically aimed at the infantry regimental and battalion S-2 level, this book will be very helpful for assistants in G-2 sections and for intelligence officers in other arms and services.

The operational functions of intelligence are simply told and clearly explained in the one hundred and sixty pages that are replete with examples from the Pacific and the European Theatres. As the authors state in the foreword, they have not attempted to write a new book on intelligence, but rather have expanded current field manuals to include the "how" as well as the "what." Those who believe that a certain amount of nebulosity exists in the field of intelligence, will find a clarification upon reading this book.

The book thoroughly discusses the S-2's mission, preparation and implementation

of the intelligence plan, team work and training, terrain study and the security responsibility of intelligence personnel. Practicability is the keynote in handling these headings and their explanation in easily understandable language is driven home with many examples of lessons learned in combat.

Other chapters include the collection and processing of enemy information into military intelligence and the necessity for the latter's prompt dissemination. Presentation of this subject is given in considerable detail and procedures to follow and errors to avoid are plainly pointed out.

This book also considers the advancement made in combat intelligence technique during World War II. The scope of this development is well described in chapters concerning intelligence specialist teams. These teams, which furnished intelligence sections a large amount of tactical information, are completely discussed as to purpose and proper employment.

"Hows" such as employment of infra red at night and electronics to include radar and television are not discussed or mentioned. It is believed, however, that continued improvement in these fields will greatly aid the 2's in the future.

Not included by the authors are specific artillery intelligence problems such as the location of enemy batteries and mortars. However, the overall coverage of combat intelligence is so well presented that *Front-Line Intelligence* is highly recommended to all artillerymen.

### Censorship Report

*WEAPON OF SILENCE,* by Theodore F. Koop. 291 pp. Index. University of Chicago Press. \$3.50.

Most Americans are inclined to take their constitutional rights for granted. It is only when restrictions on these rights are enforced that the nation rises in righteous indignation—and particularly the nation's press.

The acceptance of these facts makes the operation of our recent wartime censorship a minor miracle. Mr. Byron Price, the Director of Censorship, took on the thankless task of running our censorship program and, in so doing,

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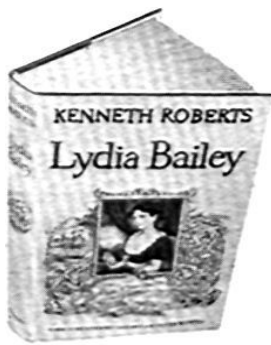
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"IF anyone now living is able to excel Kenneth Roberts in writing historical novels I have not heard of him," writes Paul Jordan Smith in the *Los Angeles Times*. And no wonder! For Kenneth Roberts' new novel is a feast of reading by the author who has never failed to present American history more daringly, accurately, and unconventionally than any other writer.

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*Pages of special interest to artillerymen:*

**Pages 237-244:** The battle of Crete a Point, where General Dassaline's old cannon frustrated the French attacks.

**Pages 399-400:** General Eaton's attack on the battery at Derns.

## LYDIA BAILEY

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built up for himself an enviable record of trust and diplomacy.

In *Weapon of Silence*, Mr. Theodore Koop (Mr. Price's deputy director) explains in detail the mechanics by which this modern miracle was wrought. Interspersed with cloak and dagger tidbits it makes very worthwhile reading.

The virtual secrecy under which the battle of the blue pencil and scissors was fought is in itself of great interest. The United States alone, among the nations of the world, operated its press security under a system of voluntary censorship. This reflects great credit on the members of the Fourth Estate but reflects even greater credit on our censorship organization for the diplomacy and tact with which the program was administered. It is almost unbelievable that such great wartime secrets as radar and the atom bomb should escape premature announcement under a system of voluntary censorship. The paucity of internal conflict and initiation under this restrictive program are also a source of wonderment.

Mr. Koop very adroitly outlines our entire system from its inception to its climax at war's end. Spy-chases, inadvertent missteps and "now-it-can-be-told" stories combine to make *Weapon of Silence* a report of interest to all who chafed under the yoke of curiosity and suspense during the wartime years.

R. F. C.

### New Roberts Novel

*LYDIA BAILEY*, by Kenneth Roberts.  
488 pp. Doubleday & Co. \$3.00.

Kenneth Roberts has gotten the New Year off to a good start with the publishing of his latest novel and his seventh book, *Lydia Bailey*—a book that heightens his stature as one of our foremost historical novelists.

The plot concerns itself with the romance and adventures of Albion Hamlin, a young lawyer who fell in love with a portrait of a lovely lady. Opening in our own New England, the story moves to the slave uprising in Haiti, on to Gibraltar, climaxing in a rip-roaring finish in far-off Tripoli. But the scope of Roberts' canvas, to this reviewer, is secondary to his characterizations, which are among the most compelling

encountered in contemporary writing. In *Lydia Bailey* we encounter such scene-stealers as King Dick, the enormous exslave and resourceful friend . . . Tobias Lear, who depicts all that is unscrupulous and scheming in politicians . . . L'Overture, the leader of the slave uprising, and his devastating deputy, Dessaline.

Much of the publicity attendant to publishing of *Lydia Bailey* elaborated on the six years spent by the author in historical research gathering the material for the book. If this be true, I am constrained to observe that Mr. Roberts and John Jennings, of *Salem Frigate* fame, must do their research at the same library, because the Tripolitan episode in the latter portion of *Lydia Bailey* was a return trip for me. Frankly, I followed a very similar route on the *Salem Frigate*. The fact remains, however, that Mr. Roberts has done it again. Those who like their romance and adventure served up by a master will find *Lydia Bailey* their dish.

R. F. C.

### 30th Div. History

*WORK HORSE OF THE WESTERN FRONT*. 356 pp. Illustrated. Infantry Journal Press. \$4.00.

By Kenneth C. Parker

For an old 30th Division man who now considers himself readjusted to civilian life, this book with its maps, pictures and detailed battle descriptions brought back the European war so vividly that the reading was akin to an emotional experience.

Now if ever is the time for remembering and for pride. Hewitt, without glamorizing but by giving the facts both good and bad, has allowed Old Hickory to write its own story. With names like St. Lo, Mortain, Aachen Gap, Malmedy, Stavelot, Ruhr and Rhine crossings, Hamelin, Brunswick and Magdeburg in its itinerary, the 30th can well afford to rest on its record.

Those looking for an intimate story of war won't find it here. Hewitt's main sources are after-action reports, which for the most part, and rightly so, formalized the battles into movements of units with occasional references to individuals. The veteran himself will supply the more graphic details

from his own memories.

The chief value of the history for the reader who participated is that it will explain maneuvers, identify places and units, especially enemy outfits, and give a more comprehensive picture of the importance of his or his unit's contributions. I had my eye out for Company B, 120th Infantry. I was pleased to learn that the Tussy fight was considered tough and important. Furthermore, I was glad to find out what TD unit saved our platoon by knocking out three enemy tanks on Hill 285 at Mortain.

As history, no one person can judge completely as to the accuracy of the book. Errors will undoubtedly be found in detail. I spotted a few minor ones. Col. Mainord commanded the 1st Battalion, not the 3rd as stated on page 29. Likewise, on page 281 the statement is made that the 1st Battalion had only two commanders during the war. Two others, whose names I do not recall, also served. One was slightly wounded at Le Mesnil Raoult, and the other was hit in the arm at Villette, France, August 29.

From a literary standpoint, the book lacks a good final chapter to summarize and give a more graceful and satisfactory ending. The pictures consolidated in the end pages are interesting, but the subtitles are sometimes annoyingly journalistic.

Hewitt has done an excellent job of organizing his material and presenting it honestly in simple and concise language. We of the 30th couldn't ask for anything more.

#### Study of the Japanese

*THE CHRYSANTHEMUM AND THE SWORD.* By Ruth Benedict, 316 pp. Glossary. Index. Houghton Mifflin Co. \$3.00.

By Col. John E. Coleman, FA-Res.

For over thirty years Mrs. Benedict has been a student, teacher and practitioner of anthropology. Through a 20-year period she was closely associated with the renowned Franz Boas. During the late war she worked for OWI on occupied and enemy countries, and returned to an earlier interest in and study of the Japanese. *The Chrysanthemum and the Sword* is an outgrowth of that assignment.

Without doubt the author is qualified,

from study and research, to analyze just what it is that makes the Japanese mind what it is, what causes the individual and national reactions to success or failure, what it is that causes reactions so very strange to us who were reared in the Occidental pattern. Her examination of Japanese history, culture, traditions, modes and habits of living, religion, family relationships, and the like, gives the reader a good understanding of the Japanese way of life. This over-all exploration of Japanese background makes this book tower above those "quickie" accounts that simply indicate how the Jap differs from us but without trying to explain *why* the difference exists.

It is therefore especially unfortunate that for too many pages the reader feels he is on a treadmill, working hard but getting nowhere. This is partly because the author spends too much time bandying technical jargon in an effort to explain why anthropologists were preeminently qualified (and they alone were qualified) to properly assay the Japanese character. Also, one often has the feeling he must have flipped backward a few pages, because of the frequent resumes—even in the middle of chapters—of what has just been covered. Better original organization and more careful editing would have improved the book immeasurably, as well as shortened it materially without omitting salient matter.

Despite these literary shortcomings, *The Chrysanthemum and the Sword* is highly recommended for all who are connected with our occupation forces or who want an increased understanding of our recent opponents.

#### Romance Down Under

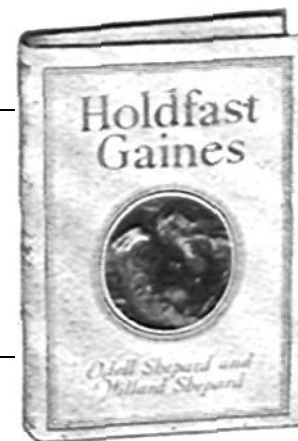
*THE DIM VIEW.* By Basil Heatter. 256 pp. Farrar, Strauss & Co., 1946. \$2.50.

By Dan Herr

This is not, as you might suspect from the title, a story about Gabriel Heatter, the author's father. It's another novel of the war, the scene being the Pacific and the characters mostly PT boat commanders. Many critics have described it as one of the better war books. I can't go along with them.

When Heatter is writing about combat, he writes well enough, although he

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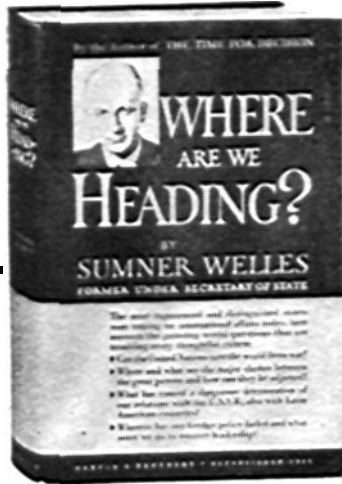
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adds little that is new to the PT saga begun by William White. The conventional PT commander—bothered now and then by doubts but always managing to suppress them—is here and so is the coward who tries to hide his fear beneath a show of bravado but in the end funks out. But the writing is sincere and real. The phoney touch so often present in war fiction is absent.

The combat story, however, is only a small part of the book. Most of it is concerned with the hero's recovery from neurosis with the help of a refugee psychiatrist's advice and the pure love of an Australian bar maid. With that theme Mr. Heatter has really mucked up his novel. All the virtues of the other chapters are missing here. We have instead an oversentimentalized, pretentious love story with psychiatric overtones. It left me cold.

### Aircraft Around the World

*JANE'S ALL THE WORLD'S AIRCRAFT 1945-1946. Compiled and edited by Leonard Bridgman. 486 pp. Illustrated. The Macmillan Co. \$19.00.*

By John R. Cuneo

The thirty-fourth issue of this internationally famous annual is larger and more complete than its immediate predecessors of the war period. Relaxing censorship and the release of information concerning enemy types has allowed the editor to approach more closely its former high standard.

As customary, the issue is divided into four sections. The first, a historical review of service aviation of 1944-45, contains notes on all nations with particular attention to the R.A.F. The second, a consideration of civil aviation for the same period, opens with a succinct account of the International Civil Aviation Conference held at Chicago in 1944. The third section considers the various airplane models of the period of 1945 and the early part of 1946 while the fourth reviews engines, including for the first time details on British and German gas turbines, jet and rocket units.

The volume is principally devoted to military types. British, American and German airplanes of the war period receive the most complete coverage.

Unfortunately many of the photographs are poorly reproduced, the details of the machines being blurred or hidden in deep shadow. The blacked-in silhouette type of three-view drawings also conceal details formerly available in the line drawings. (The latter are promised for future issues.) But the vast amount of information and completeness of textual coverage is a testimonial to the industry of the editor who produced this and the preceding three volumes alone without either office or staff and during spare time after a full-time job elsewhere.

### Nautical Catalogue

*WARSHIPS OF THE WORLD. Roger Kafka and Roy L. Pepperburg. 1179 pages. Illustrated. Index. Cornell Maritime Press. \$17.50.*

By Richard Cordon McCloskey

This book immediately challenges comparison with *Jane's Fighting Ships*. In two respects it comes off better. In others, it seems a very weak challenger indeed.

Its advantages over *Jane's* are the fine chronology of the war at sea from September 1, 1939, to September 2, 1945, and the biographical sketch of each fighting ship of every nation. I know no other reference work where these can be found so readily. This book is less wide than *Jane's*, fits handier in the normal bookshelf, and is easier to use. Without an actual count it would be difficult to say whether it contains more words and illustrations than *Jane's*, but the large amount of waste space in the layout makes me suspect that it may contain less (but then it is \$1.50 cheaper).

On the debit side, compared to *Jane's*, it gives no flags and ensigns, no organization of the various navies, no idea of naval appropriations, no mention of the merchant marine (a potent fleet auxiliary) except where its vessels have been incorporated in the navy proper, and, most important, much vital technical data is either missing entirely or is much less detailed. A spot check of the book makes me doubt its accuracy. I chose to trace the data on the *Jervis Bay*. This vessel is given only one entry in the index, but it is mentioned at length, and importantly, in at least three places. On page 535 it has the

*Jervis Bay* sunk by the *Hipper*, and on page 494 by the *Scheer*.

What is needed is a naval compendium that combines the chronological and biographical features in this book with the technical scope of Jane's. Perhaps Cornell and Macmillan will oblige, and save naval students the terrific drain on the pocket occasioned by these two expensive books — for, lacking a combination volume, each of them is an essential reference.

Incidentally, when are we going to have an army equivalent to these two books? The only one I know is a German volume issued before the war.

#### Neisei Hero

*BOY FROM NEBRASKA.* By Ralph G. Martin. 208 pp. Harper & Bros. \$2.50.

*Boy From Nebraska* is a book with a message, and a challenge for every American. When, if ever, will we live up to those ideals we profess to be our birthright? In five wars we have shed the blood of our youth—presumably to preserve our country as a place where men can live in freedom. And yet there are those among us who have seemingly shed their blood in vain for a freedom that is not a living thing.

This is the story of Ben Kuroki, a Nebraska farm boy. Born an American citizen of Japanese parents, Ben was raised on a farm just outside the little town of Hershey, Nebraska. His boyhood differed little from other poor boys in his neighborhood. His neighbors were used to the yellow-skinned Neisei and tended to let them live in peace.

This tranquil existence came to an end on December 7, 1941, when the Japs bombed Pearl Harbor. Suddenly he found that his birthright meant less than the fact that he was of Japanese ancestry. He tasted for the first time the bitter gall of racial discrimination.

Ben tried to get into the Army at once to prove that he was willing to fight for his country. This was not an easy job as in the early days of the war the Army was not accepting the Neisei. However, he finally got into the Air Corps as a tail gunner. He found that even in the Army he was not free of the stigma of his race and suffered the indignities heaped upon him in silence. In the course of the war Ben chalked up a record for bravery and devotion to duty unmatched by the

majority of our fighting men. In all he completed 58 combat missions and was awarded, in addition to numerous other decorations for valor, the coveted Distinguished Flying Cross.

Ben has not stopped fighting with the war's end. He is fighting now to make the words democracy and freedom true American birthrights and not privileges withheld because of race, creed and color  
R. F. C.

#### Route of the 7th AAF

*ONE DAMNED ISLAND AFTER ANOTHER.* By Clive Howard and Joe Whitley. 403 pp. Illustrated; Index. The University of North Carolina Press. \$3.50.

By John R. Cuneo

This informal combat record of the Seventh Air Force covers the period from Pearl Harbor to the Japanese surrender on Ie Shima. It is told chiefly by personal narratives presented in the familiar style of AAF Public Relations. Adult readers may wince at the breathless tone of the writing—apparently *de riqueur* with air force correspondents. It would seem that the drama inherent in such air history would be allowed to speak for itself without the phoney writing tricks apparently designed to make war seem like a series of adventurous comic strips. Younger readers will go for this book in a big way and older ones, seeking information on operations in the Pacific, will also turn to it because none better exists at the moment.

#### Pictorial Pyle

*AN ERNIE PYLE ALBUM.* By Lee G. Miller. 157 pp. Illustrated. William Sloane Associates. \$3.00.

Ernie Pyle's lucid accounts of the recent war, written from the foxhole level, produced some of the finest reporting on record. Through the warm homeliness of his columns, he ghost-wrote the war for millions of less-articulate fighting men. His untimely death on the scene of battle was mourned throughout the ranks of all the services. *An Ernie Pyle Album* is a pictorial biography of his career. Compiled by his friend, Lee G. Miller, it contains 157 pages of 236 pictures and accompanying biographical material. Well-organized



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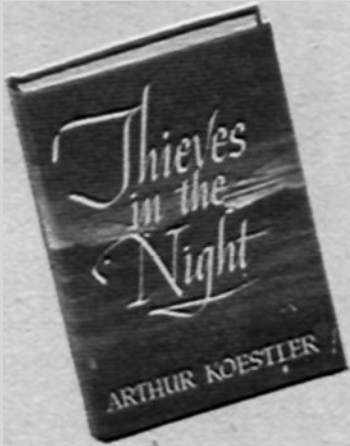
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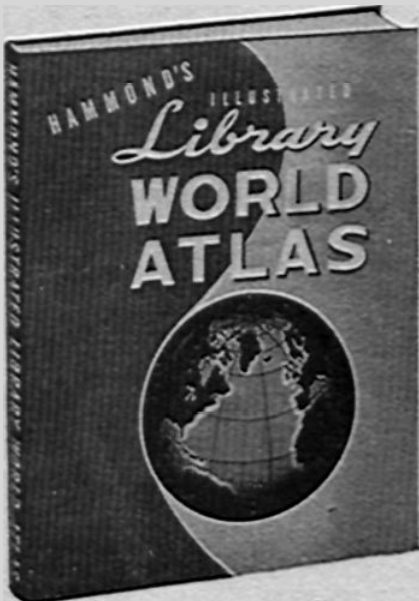
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and nicely laid out, this graphic story of the GI's correspondent will be of interest to all who knew him personally and many of his readers.

R. F. C.

**Cannot Be Overlooked**

*SOVIET FAR EASTERN POLICY.* By Harriet L. Moore. 150 pp. Appendices. Index. Princeton University Press. \$2.50.

By Col. Conrad H. Lanza. Rtd.

In *Soviet Far Eastern Policy* Miss Moore describes the Russian point of view of Far Eastern relations in a narrative account from 1931 to 1945. It is well documented from Russian sources, and the more important papers are given in full in a voluminous Appendix. Besides the official sources of information reliance was placed on Russian opinions and interpretations of international events from articles which appeared in the great Russian newspapers. Since these are controlled by the state, it can be safely assumed that on questions of national policy they correctly represent the opinion of the Kremlin at date of publication.

The sources now made known show that, until 1939, Russia's Far East Policy was based upon avoiding war with Japan. She did not approve of the annexation of Manchukuo by Japan in late 1931, and was then prepared to back the United States and other nations in an effort to force Japan to cease her aggressions. However, Russia believed that neither the United States nor any of the other Powers had any intent to do anything about Japan other than to write official letters. Russia declined to participate in what she considered as futile methods and followed an independent policy—namely, gradually to strengthen her position in the Far East until a time would come when she would be strong enough to oppose Japan with arms.

Russia on several occasions cooperated with the Kuomintang Government, even granting them substantial credits. But there were other occasions when Russia did not cooperate with the government of Chiang Kai-Shek. From the Russian point of view that was due to Generalissimo Chiang.

In all, the book is a useful fund of information, and cannot be overlooked by historians.

**Global Airfare**

*THE WORLD'S WINGS.* By Luzien Zacharoff. 310 pages. Index. Duell, Sloan and Pearce. \$3.00.

By John R. Cuneo

This is an examination—principally through a review of congressional hearings — of not only the arguments of various American groups on U. S. air policy but also the struggle for world air routes between the United States and Great Britain. Although the author is not unbiased, he presents all points of view and includes a great deal of information. Every citizen should have some conception of this subject as legislation on it is of extreme importance—not only as the transport system is of economic importance to us nationally but because it will affect our international relations. This book is a good source of such information.

**Civil War Chessboard**

*STRATEGY IN THE CIVIL WAR.* By Barron Deaderick. 194 pp. Military Service Publishing Company. \$2.50.

By Frank E. Southard, Jr.

This is an unimportant work of some merit. It is unimportant because it adds nothing, in facts, thoughts, or interpretation, to the literature either of strategy or of the Civil War. It is a work of some merit because it briefly but reliably describes and comments on the principal campaigns of the war.

The major troop movements of each campaign are outlined, often with the assistance of rather well selected quotations from either the sources or well recognized authority.

A very creditable number of maps makes the necessarily large number of place names less formidable. One map was unfortunately printed upside down. Some sixteen pictures of leading commanders add interest and incidentally show that both winning and losing generals, including the bald headed ones, needed haircuts.

Biographical sketches of forty-six leaders of both sides increase the value of the work. It is to be regretted that more of these do not contain some critical comment on the officer concerned, perhaps at the expense of listing his father, mother, and wife, if any.

## WRITING YOU'RE READING

By Major Robert F Cocklin

With the year's end, a good deal of time and space has been devoted to the compiling of lists of so-called "best" books of 1946. Rather than throw our hat into that ring, we prefer to look ahead. As in the past, we shall endeavor during 1947 to review and discuss all books of military interest as well as selected titles in other fields. In so doing, our objective remains unchanged—progressively to develop the integrity of the *Journal's* book section in bringing readers a competent and honest evaluation of all titles reviewed.

\* \* \* \* \*

Advance publicity indicates that the forthcoming *Information Please Almanac* will be a book of more than passing interest. Intended as a comprehensive reference book of world facts and a record and review of the year, it is edited by John Kieran, well-known sports authority and radio answer-man. The various sections of the book are edited by outstanding authorities in their respective fields. Grantland Rice heads up the sports department; Deems Taylor handles the music portion; the famous news-commentator and wartime head of the OWI, Elmer Davis, presents the Washington Review; and William Laurence, science editor of the *New York Times* and author of *Dawn Over Zero*, is in charge of the section devoted to Atomic Energy. Others include Christopher Motley on books, the Arthur Schlesingers Sr. and Jr. on the United States, Harold E. Stassen on the United Nations and John Mason Brown on the theatre. The list of contributors to the book are likewise well-known authorities in their particular walks of life.

\* \* \* \* \*

As of this writing, the following books also look promising: *The Wayward Bus* by John Steinbeck, coming out in February; *Presidential Mission* by Upton Sinclair, scheduled for April; *But Look the Morn* by Mackinlay Kantor will be published January 20, and Paul I. Wellman's new novel *The Walls of Jericho* will come off the presses 9 days later. The Viking Portable Library will add seven new titles during the first six months of 1947—the portables D. H. Lawrence, Maupassant, Thoreau, James Joyce, Dante and Johnson and Boswell. Alden Hatch has authored what the publisher terms "the first straight biography" of Franklin D. Roosevelt to be published the last of

January. James Cain, famous for his love-in-the-rough, donates *The Butterfly* as his first 1947 effort.

Of course the foregoing are but a few of the books due this year, and there may be considerable chaff among these. We'll do our best to sift out the wheat as the year unfolds.

\* \* \* \* \*

Regardless of all else, Georgia's political upheaval will undoubtedly be good publicity for former Governor Ellis Amall's book, *The Shore Dimly Seen*. Incidentally, the Southern Conference for Human Welfare recently bestowed their Jefferson Award upon Mr. Amall for "outstanding service to the people of the South in the tradition of Thomas Jefferson."

\* \* \* \* \*

The play *Mr. Adam*, based on Pat Frank's atom satire, will open on Broadway sometime in the latter part of February. This hilarious tale is really a natural for the theater, being the best novel to date with "atomic" background.

\* \* \* \* \*

Russell Janney's *The Miracle of the Bell*; is being rewritten for the screen by Ben Hecht and Quentin Reynolds, and the public will be given an opportunity to assist in selecting the cast. Although many critics have cast disdainful glances on the literary value of Mr. Janney's book, no one can deny its popular appeal. The last report from the publisher listed 275,000 copies in print; and, personally, I predict that the end is not yet in sight.

\* \* \* \* \*

For some interesting background on the early days of the war in Europe, read *Austrian Requiem* by Kurt von Schuschnigg. The former Chancellor of Austria has chronicled his struggle to preserve his country and his personal reactions during his period of captivity. While it's always difficult to determine where objectivity stops and rationalization begins in books of this type, nevertheless every one of them contributes to the completeness of the over-all picture. Those who seek an understanding of how and why war came in Europe will do well to consult *Austrian Requiem*.

\* \* \* \* \*

Suspended temporarily, the reviewing of selected children's books will be resumed in subsequent issues. Fact of incidental interest: Washington's new radio station WQQW (no blood and thunder, no soap operas, not over four one-minute commercials an hour, "station for intelligent listeners") is using our children's book reviewer to emphasize, as our JOURNAL has done, the importance of intelligent guidance in children's reading.

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### Irish Leader

*EAMON DE VALERA.* By M. J. MacManus. 310 pages. Ziff-Davis Co. \$3.00.

By Richard Cordon McCloskey

Born in New York of an Irish mother and a Cuban father, De Valera was raised in Ireland instead of Cuba by mistake (it is fascinating speculating what he might have done to Cuban-U. S. Relations if he had become president of Cuba). Trained as a school teacher, he soon entered politics and by astute maneuvering and burgeoning genius he found himself in the saddle. He rode Ireland out of the Empire and Commonwealth into the mystifying paths of wartime neutrality — an act which MacManus explains to his satisfaction, but scarcely to the satisfaction of a puzzled bystander.

In fact, a great deal of this biography will be lost unless the reader knows much of the history of the "trouble"—the Easter Rebellion, the IRA, the Sinn Fein, the Civil War, Fianna Fail, the IRB. Given this background, this biography of modern Ireland's greatest leader will make the finest kind of reading. But without it, you'll find yourself floundering in a mass of allusions that leave you baffled, and unable to appreciate the truly remarkable part De Valera has played in forming the Irish Free State.

### Service Force Tour

*THIS IS THE STORY.* By David L. Cohn. 563 pp. Houghton Mifflin. \$3.50. By Allen L. Otten

*This Is the Story* illustrates two points: the word infatuation of men who come to writing late in life and the reluctance of today's book publishers to use a blue pencil. Both points make the book a good deal duller than the material requires.

Ostensibly this is a report of a round-the-world tour with the Army Service Forces in 1944-45. Actually, it is a potpourri of recollections, anecdotes, big names, history, current events, philosophy. With an equal mixture of erudition and corn, and with tireless energy, Mr. Cohn turns himself to such topics as: the Duke of Windsor affair, Jacob Epstein's art, the rise of Hitler, are American women spoiled, economic problems in Egypt, Slovene racial characteristics, army orientation policies, Piccadilly commandos, why Wavell writes poetry, British policy in India, building the Ledo Road, and French population trends. He finally turns the reader into a Cohn partisan by sheer volume and variety of material. *This Is the Story* is not a book you must read on penalty of social ostracism; however, dipping into it is an instructive and pleasant enough way to pass several dull evenings.

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