

**ANNUAL REPORT**  
  
OF  
  
**THE COMMANDANT**  
**The General Service Schools**  
FORT LEAVENWORTH, KANSAS  
**1925-1926**



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

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FORT LEAVENWORTH, KANSAS

*June 18, 1926.*

SUBJECT: Annual Report for school year 1925-1926.

To: The Adjutant General, War Department, Wash-  
ington, D. C.

Complying with paragraph 3 c (2) (a), A. R. 350-110,  
the following is submitted:

THE COMMAND AND GENERAL STAFF SCHOOL

1. I assumed command of The General Service Schools on July 1, 1925, pursuant to paragraph 27, S. O. 72, W. D., March 27, 1925, as amended by paragraph 10, S. O. 219, W. D., September 17, 1925. The school staff and faculty during the year was as follows:

Brigadier General Edward L. King, Commandant.

Personal Staff: 1st Lieutenant Hugh B. Waddell, Cavalry (A.D.C.).

Colonel Herbert J. Brees, Cavalry, Assistant Commandant.

Colonel George L. Byroade, Infantry, Director, The Command and General Staff School.

Colonel Louis J. Van Schaick, Infantry, Officer in Charge, The Special Command and General Staff Course for officers of the National Guard and Organized Reserves.

Lieutenant Colonel Harry A. Wells, Infantry, Director, Command and General Staff Correspondence School.

Lieutenant Colonel Jerome G. Pillow, Cavalry, Secretary and Executive Officer.

Lieutenant Colonel Robert L. Collins, A. G. D., Adjutant.

Lieutenant Colonel Alfred Brandt, Infantry, Librarian.

Major Paul C. Paschal, Infantry, Assistant Secretary.

### CHIEFS OF SECTIONS

Command: Lieutenant Colonel Shepard L. Pike, Infantry.  
G-1—G-4: Lieutenant Colonel John R. Brewer, Infantry.  
G-2: Lieutenant Colonel Oliver P. Robinson, Infantry.  
G-3: Lieutenant Colonel Clarence Lininger, Cavalry.  
Publication: Major Elvid Hunt, Infantry.  
Correspondence School: Major Stanley Koch, Cavalry.

### CHIEFS OF SUBSECTIONS

Infantry: Lieutenant Colonel Charles A. Hunt, Infantry.  
Cavalry: Lieutenant Colonel Henry T. Bull, Cavalry.  
Artillery: Major William Bryden, Field Artillery.  
Engineer: Lieutenant Colonel Robert R. Ralston, Corps of Engineers.  
Signal Corps: Major John C. Moore, Signal Corps.  
Air Service: Major William C. Sherman, Air Service.  
Chemical Warfare Service: Major John B. Maynard, Coast Artillery Corps.  
Adjutant General: Lieutenant Colonel Robert L. Collins, A. G. D.  
Judge Advocate: Major Basil D. Edwards, J. A. G. D.  
Medical Corps: Lieutenant Colonel Herbert C. Gibner, Medical Corps.  
Ordnance: Major Everett S. Hughes, Ordnance Department.  
Quartermaster Corps: Major Frederick Gilbreath, Cavalry.

### INSTRUCTORS

Major Philip H. Bagby, Infantry (Died March 16, 1926),  
Major Frank S. Besson, Corps of Engineers,  
Lieutenant Colonel John R. Brewer, Infantry,  
Major Levi G. Brown, Cavalry,  
Major William Bryden, Field Artillery,  
Major Simon B. Buckner, Jr., Infantry,  
Lieutenant Colonel Henry T. Bull, Cavalry,  
Major John D. Burnett, Infantry,

Major Andrew D. Chaffin, Infantry,  
Major Guy W. Chipman, Cavalry,  
Major Joseph M. Cummins, Infantry,  
Major Joseph R. Davis, Field Artillery,  
Major Basil D. Edwards, Judge Advocate General's Dept.,  
Major Melvin G. Faris, Infantry,  
Major Louis Farrell, Infantry,  
Major Raymond F. Fowler, Corps of Engineers,  
Major Horace H. Fuller, Field Artillery,  
Lieutenant Colonel Herbert C. Gibner, Medical Corps,  
Major Frederick Gilbreath, Cavalry,  
Major William H. Gill, Infantry,  
Major Harry S. Grier, Infantry,  
Major William R. Gruber, Field Artillery,  
Major Russell P. Hartle, Infantry,  
Major Roy O. Henry, Cavalry,  
Major Everett S. Hughes, Ordnance Department,  
Lieutenant Colonel Charles A. Hunt, Infantry,  
Major Elvid Hunt, Infantry,  
Major Coleman W. Jenkins, Coast Artillery Corps,  
Major John T. Kennedy, Field Artillery,  
Major Pierre V. Kieffer, Field Artillery,  
Major Stanley Koch, Cavalry,  
Lieutenant Colonel Clarence Lininger, Cavalry,  
Major David McCoach, Jr., Corps of Engineers,  
Major James P. Marley, Field Artillery,  
Major John B. Maynard, Coast Artillery Corps,  
Major Troy H. Middleton, Infantry,  
Major John C. Moore, Signal Corps,  
Lieutenant Colonel Edward J. Moran, Infantry  
(Relieved December 22, 1925, on account of  
being due for foreign service),  
Major James I. Muir, Infantry,  
Major James G. Ord, Infantry,  
Major Roger S. Parrott, Field Artillery,  
Major Virgil L. Peterson, Corps of Engineers,  
Lieutenant Colonel Shepard L. Pike, Infantry,  
Lieutenant Colonel Robert R. Ralston, Corps of  
Engineers,

Major Eugene Reybold, Corps of Engineers,  
Lieutenant Colonel Oliver P. Robinson, Infantry,  
Major Clinton W. Russell, Air Service,  
Major Charles L. Sampson, Infantry,  
Major Eugene Santschi, Jr., Infantry,  
Major Oswald H. Saunders, Infantry,  
Major William C. Sherman, Air Service,  
Major Franklin C. Sibert, Infantry,  
Major George W. Sliney, Field Artillery,  
Major Innis P. Swift, Cavalry,  
Major Thomas F. Van Natta, Jr., Cavalry,  
Colonel Louis J. Van Schaick, Infantry,  
Lieutenant Colonel Harry A. Wells, Infantry,  
Major Walter R. Wheeler, Infantry,  
Major Arthur E. Wilbourn, Cavalry,  
Major Edward W. Wildrick, Coast Artillery Corps,  
Major Benjamin H. L. Williams, Coast Artillery  
Corps,  
Major Clement H. Wright, Infantry.

2. On September 7, 1925, the Command and General Staff School opened with two hundred and forty-eight (248) students.

The list of graduates and the various changes in the student personnel are as follows:

#### HONOR GRADUATES

Major Francis T. Armstrong, Field Artillery,  
Major Charles M. Busbee, Field Artillery,  
Major Thomas J. Camp, Infantry,  
Major James E. Chaney, Air Service,  
Major John H. Cochran, Coast Artillery Corps,  
Major James B. Crawford, Coast Artillery Corps,  
Major Bird S. DuBois, Coast Artillery Corps,  
Major Howard Eager, Field Artillery,  
Major Dwight D. Eisenhower, Infantry,  
Major Jacob E. Fickel, Air Service,  
Major Charles W. Foster, Cavalry,  
Major Leonard T. Gerow, Infantry,  
Major Stuart C. Godfrey, Corps of Engineers,  
Major Joseph D. McCain, Coast Artillery Corps,  
Major Joseph T. McNarney, Air Service,  
Major Edwin H. Marks, Corps of Engineers,  
Major Earl H. Metzger, Coast Artillery Corps,  
Major J. Merriam Moore, Infantry,  
Major Frederick A. Mountford, Coast Artillery Corps,  
Major James B. Ord, Infantry,  
Major Walter M. Robertson, Infantry,

HONOR GRADUATES (*Continued*)

Major Charles A. Schimelfenig, Ordnance Department,  
Major Clarence L. Sturdevant, Corps of Engineers,  
Major John H. Wallace, Field Artillery,  
Captain John H. Wilson, Coast Artillery Corps.

DISTINGUISHED GRADUATES

Captain Geoffrey P. Baldwin, Infantry.  
Major Roscoe C. Batson, Field Artillery.  
Captain Charles W. Bundy, Coast Artillery Corps.  
Captain William E. Chambers, Infantry.  
Major Charles A. Chapman, Coast Artillery Corps.  
Major George C. Donaldson, Infantry.  
Major John P. Edgerly, Infantry.  
Major Robert L. Eichelberger, Adjutant General's Department.  
Major Jesse D. Elliott, Infantry.  
Major Malcolm Elliott, Corps of Engineers.  
Major Vernon Evans, Infantry.  
Major John W. Foos, Infantry.  
Major Tom Fox, Infantry.  
Major Gustav H. Franke, Field Artillery.  
Major John H. Hinemon, Jr., Signal Corps.  
Major Oscar W. Hoop, Infantry.  
Major John F. Kahle, Coast Artillery Corps.  
Major Franklin Kemble, Coast Artillery Corps.  
Major Jesse A. Ladd, Infantry.  
Major Robert H. Lee, Ordnance Department.  
Major Robert S. Lytle, Infantry.  
Major John Magruder, Field Artillery.  
Captain Harold C. Mandell, Cavalry.  
Major John Millikin, Cavalry.  
Major Paul W. Newgarden, Infantry.  
Major Vernon G. Olsmith, Infantry.  
Major Henry McE. Pendleton, Cavalry.  
Major Phillip B. Peyton, Infantry.  
Captain Paul L. Ransom, Infantry.  
Captain William H. Rupertus, U. S. Marine Corps.  
Major Charles W. Ryder, Infantry.  
Major Cedric M. S. Skene, Coast Artillery Corps.  
Major Homer H. Slaughter, Infantry.  
Major John E. Sloan, Field Artillery.  
Major Alexander J. Stuart, Ordnance Department.  
Major James F. Walker, Coast Artillery Corps.  
Major Orlando Ward, Field Artillery.  
Major Walter F. Winton, Field Artillery.

GRADUATES

Major Terry de la M. Allen, Cavalry,  
Major Robert O. Annin, Cavalry,  
Major Theodore Barnes, Cavalry,  
Major Louis B. Bender, Signal Corps,  
Captain Lucien S. S. Berry, Cavalry,  
Major Henry R. Bitzing, Judge Advocate General's Dept.,  
Major William R. Blair, Signal Corps,  
Major Arthur Boettcher, Infantry,  
Major Charles H. Bonesteel, Infantry,  
Major Roland W. Boughton, Infantry,

GRADUATES (*Continued*)

Major Frederic W. Boye, Cavalry,  
Major Joe R. Brabson, Field Artillery,  
Major Benjamin A. Brackenbury, Chemical Warfare Service,  
Major Karl S. Bradford, Cavalry,  
Major Frank Brezina, Quartermaster Corps,  
Major John K. Brown, Cavalry,  
Major Robert D. Brown, Coast Artillery Corps,  
Major Harrison C. Browne, Infantry,  
Major Arthur D. Budd, Field Artillery,  
Major Bruce L. Burch, Cavalry,  
Major Edgar W. Burr, Cavalry,  
Lieutenant Colonel Franklin T. Burt, Infantry,  
Major Henry P. Carter, Medical Corps,  
Captain Armando Castellanos y Villageliu, Cuban Army,  
Captain Robert L. Christian, Infantry,  
Captain Nicholas H. Cobbs, Finance Department,  
Major Reginald B. Cocroft, Coast Artillery Corps,  
Major Roy H. Coles, Signal Corps,  
Major James L. Collins, Field Artillery,  
Colonel Arthur S. Conklin, Coast Artillery Corps,  
Major Robert C. Cotton, Infantry,  
Major Archibald D. Cowley, Infantry,  
Major Denham B. Crafton, Infantry,  
Lieutenant Colonel Myron S. Crissy, Coast Artillery Corps,  
Major Matthew A. Cross, Coast Artillery Corps,  
Major Thomas L. Crystal, Infantry,  
Major John F. Davis, Cavalry,  
Major Jens A. Doe, Infantry,  
Major Richard Donovan, Coast Artillery Corps,  
Major William B. Duty, Air Service,  
Major Edward J. Dwan, Cavalry,  
Lieutenant Colonel William W. Edwards, Cavalry,  
Major Ambrose R. Emery, Infantry,  
Major Alfred H. Erck, Infantry,  
Major Eugene W. Fales, Infantry,  
Major Edgar L. Field, Infantry,  
Lieutenant Colonel Arthur G. Fisher, Air Service,  
Major Walter H. Frank, Air Service,  
Major Elkin L. Franklin, Cavalry,  
Major Charles A. French, Coast Artillery Corps,  
Major Stewart S. Giffin, Coast Artillery Corps,  
Major James A. Gillespie, Field Artillery,  
Major Albert Gilmor, Coast Artillery Corps,  
Major Edward O. Halbert, Coast Artillery Corps,  
Major Henry W. Hall, Cavalry,  
Major Robert J. Halpin, Infantry,  
Lieutenant Colonel Charles S. Hamilton, Quartermaster Corps,  
Major Arthur R. Harris, Field Artillery,  
Major W. Lee Hart, Medical Corps,  
Major Joseph C. Hatie, Infantry,  
Major Joseph C. Haw, Coast Artillery Corps,  
Major Harry Hawley, Infantry,  
Lieutenant Colonel Oliver P. M. Hazzard, Cavalry,  
Major Samuel J. Heidner, Infantry,  
Major Charles G. Helmick, Field Artillery,  
Lieutenant Colonel John K. Herr, Cavalry,  
Major Hans R. W. Herwig, Quartermaster Corps,  
Lieutenant Colonel Alfred A. Hickox, Infantry,

GRADUATES (*Continued*)

Major George R. Hicks, Infantry,  
Major Harvey D. Higley, Field Artillery,  
Major John A. Hoag, Field Artillery,  
Major Benjamin F. Hoge, Cavalry,  
Major Nathan Horowitz, Field Artillery,  
Captain Howard J. Houghland, Air Service,  
Major Robert F. Hyatt, Field Artillery,  
Major Harold W. James, Infantry,  
Major Alexander L. P. Johnson, Infantry,  
Major Davenport Johnson, Air Service,  
Major Thomas H. Jones, Coast Artillery Corps,  
Major Frank B. Jordan, Field Artillery,  
Major Geoffrey Keyes, Cavalry,  
Major Harry L. King, Coast Artillery Corps,  
Lieutenant Colonel Ralph W. Kingman, Infantry,  
Major Albert S. Kuegle, Infantry,  
Major Louis A. Kunzig, Infantry,  
Major Joseph S. Leonard, Infantry,  
Major Cedric W. Lewis, Signal Corps,  
Major John E. Lewis, Field Artillery,  
Major John H. Lindt, Coast Artillery Corps,  
Major Robert McG. Littlejohn, Quartermaster Corps,  
Captain William G. Livesay, Infantry,  
Major Fred W. Llewellyn, Infantry,  
Colonel John D. Long, Cavalry,  
Major Olin H. Longino, Coast Artillery Corps,  
Major Thomas R. McCarron, Infantry,  
Major William R. McCleary, Coast Artillery Corps,  
Major Robert C. McDonald, Medical Corps,  
Major Rufus F. Maddux, Chemical Warfare Service,  
Major William F. Maher, Field Artillery,  
Major Harry J. Malony, Field Artillery,  
Major Herbert E. Marshburn, Infantry,  
Major Frederick L. Martin, Air Service,  
Major Fauntley M. Miller, Infantry,  
Major Walter Moore, Infantry,  
Lieutenant Colonel Robert L. Moseley, Infantry,  
Lieutenant Colonel Carl H. Muller, Cavalry,  
Major Maxwell Murray, Field Artillery,  
Major Thomas C. Musgrave, Infantry,  
Major Harold F. Nichols, Coast Artillery Corps,  
Major Edward J. Oliver, Infantry,  
Major Peter H. Ottosen, Coast Artillery Corps,  
Major Richard B. Paddock, Field Artillery,  
Major Matthew A. Palen, Infantry,  
Lieutenant Colonel Ralph M. Parker, Cavalry,  
Major John L. Parkinson, Infantry,  
Major Charles H. Patterson, Coast Artillery Corps,  
Major Albert S. Peake, Infantry,  
Major Madison Pearson, Infantry,  
Major Randolph T. Pendleton, Coast Artillery Corps,  
Lieutenant Colonel James M. Petty, Infantry,  
Major Henry H. Pfeil, Adjutant General's Department,  
Lieutenant Colonel Albert E. Phillips, Cavalry,  
Major John H. Pirie, Air Service,  
Major Hugo E. Pitz, Coast Artillery Corps,  
Major Joseph Plassmeyer, Cavalry,  
Major Herbert M. Pool, Infantry,

GRADUATES (*Continued*)

Major George W. Price, Infantry,  
Major Harold M. Rayner, Cavalry,  
Major John T. Rhett, Infantry,  
Major Claude K. Rhinehart, Field Artillery,  
Major Duncan G. Richart, Cavalry,  
Major Joseph F. Richmond, Cavalry,  
Major William L. Roberts, Infantry,  
Captain Keller E. Rockey, U. S. Marine Corps,  
Major Frederick C. Rogers, Infantry,  
Major Casper B. Rucker, Infantry,  
Major Allan Rutherford, Infantry,  
Major Alfred L. P. Sands, Field Artillery,  
Major Merl P. Schillerstrom, Infantry,  
Major James C. R. Schwenck, Cavalry,  
Major Carl H. Seals, Infantry,  
Captain David S. Seaton, Air Service,  
Major Hugo D. Selton, Infantry,  
Major William F. Sharp, Field Artillery,  
Major Robert G. Sherrard, Infantry,  
Lieutenant Colonel Howard R. Smalley, Cavalry,  
Lieutenant Colonel Selwyn D. Smith, Cavalry,  
Major Robert T. Snow, Infantry,  
Major Isaac Spalding, Field Artillery,  
Major Theodore K. Spencer, Infantry,  
Captain Claud E. Stadtman, Infantry,  
Major Joseph W. Stilwell, Infantry,  
Major Lee Sumner, Infantry,  
Major Willis J. Tack, Infantry,  
Lieutenant Colonel Howard C. Tatum, Cavalry,  
Major Wilbur Thing, U. S. Marine Corps,  
Major Harold Thompson, Cavalry,  
Major James H. Tierney, Infantry,  
Major John C. F. Tillson, Cavalry,  
Major Clarence L. Tinker, Air Service,  
Major Albert Tucker, Infantry,  
Captain Joseph M. Tully, Cavalry,  
Major Harold C. Vanderveer, Field Artillery,  
Major Percy E. Van Nostrand, Air Service,  
Major Eugene Villaret, Coast Artillery Corps,  
Major John D. von Holtzendorff, Field Artillery,  
Major Edmund C. Waddill, Infantry,  
Major Sumner Waite, Infantry,  
Major Walton H. Walker, Infantry,  
Major Roland F. Walsh, Quartermaster Corps,  
Major Millard F. Waltz, Jr., Infantry,  
Major James A. Watson, Infantry.  
Major James R. N. Weaver, Infantry,  
Major John P. Wheeler, Cavalry,  
Major Lester M. Wheeler, Infantry,  
Major James M. White, Infantry,  
Major James C. Williams, Infantry,  
Major Robert C. Williams, Corps of Engineers,  
Major Sumner M. Williams, Cavalry,  
Major Forrest E. Williford, Coast Artillery Corps,  
Major Ralph W. Wilson, Coast Artillery Corps,  
Major Charles M. Wood, Coast Artillery Corps.

The following named officers were detailed to take the course but were unable to complete same, due to the reasons given:

Major Harry H. Pritchett, relieved due to sickness.  
Major Floyd C. Hecox, resigned from the Army.  
Major James Nadal, transferred to Governor's Island, N. Y.,  
per Par. 2, S. O. No. 30, W. D., Feb. 5, 1926.

3. It was early determined that there would be as little change as possible in the texts used for the school for the school year. It was believed the texts themselves were basically sound and that whatever changes might be made in one year would be of little value to the students but would have a tendency to confuse them.

4. With a view to increasing the morale of the student body a system of rating was adopted, different from that used heretofore. The A, B, C system was abandoned and students' papers were marked "S" (satisfactory) or "U" (unsatisfactory), with necessary comments on the problems to indicate important errors. Some fear was expressed that this would have a tendency to cause students to fail to work hard. No such unfortunate result was visible in the work of the class, while the morale of the class was much increased.

5. It was early determined that the school had a mission of teaching, first; with the necessary testing afterward. With this in view, the class was divided into committees of about 20, and each committee was assigned two instructors whose duty it was to assist in every way possible the members of the committee to which assigned. The committee instructors were expected to consult with and counsel students, in order to remove any difficulties which the students might have which were not cleared up in the conferences, and to bring about a closer relationship between the faculty and student body. Due to misunderstanding on the part of instructors and students as to the exact purpose of this system, the results expected were not fully attained. Much good was done, however, and with better understanding the coming year, greater results are expected.

6. To further increase the power of the school to instruct or train, authority was obtained from the War De-

partment to send two officers to summer school for instruction in pedagogy. Two officers have been sent to the University of Michigan for a two month's course and it is intended to have these officers hold conferences with and give instruction to the members of the faculty during the coming year, with a view to raising the standard of instruction. While officers may know the subject to which they are assigned, many of them lack the facility for imparting this knowledge to others. It is hoped to improve the ability of members of the faculty as instructors or trainers by the use of these two officers who are taking the course in pedagogy at the University of Michigan.

7. I am convinced that the labor involved in determining Honor and Distinguished Graduates is not worth while. While those who secure the distinction of Honor and Distinguished rating feel very much pleased, there is a corresponding depression on the part of many who do not secure this. I do not know that it is of any particular value to anybody in the service in later years to be rated as Honor and Distinguished. None of the special service schools carry this distinction. If it has any value as a whip, its main effect is upon the willing student rather than upon the laggard. It is the duty of the faculty to see that the laggard is pushed. If this distinction is of value for the Command and General Staff School, it should be equally valuable in other service schools. Much of the time of instructors is taken in making fine distinctions in marking, in order that the relative standing of the students may be as accurately determined as possible. I recommend that the designation of Honor and Distinguished Graduates be abolished, and the students be reported to the War Department as to their work here as "Superior," "Above Average," "Average," "Below Average," and "Inferior," according to efficiency report ratings. If this recommendation is not favorably considered, the faculty board should be granted some slight liberty in determining "Honor" and "Distinguished" graduates. Instead of making it a fixed ten percent for Honor, the faculty board should be allowed to select approximately ten percent, making the dividing line where there is some definite break in the marks of the students. A similar elasticity should hold in

the case of determining who should be rated as Distinguished graduates.

8. The Command and General Staff School is held back by the fact that too many students coming here have not had the advantage of the special service schools' training. In the last class, approximately one-third of the class were not graduates from the special service schools. Officers coming here should be graduates of the special service schools, or be required to pass some entrance examination. In addition, a more careful preliminary selection should be made of students, similar to the selection which takes place after graduation to determine suitability for the General Staff Eligible List. Officers who, from their records, would manifestly never be placed on the General Staff Eligible List should not be sent here while there are other officers available who are sure to be so selected upon graduation.

9. Due to the fact that classes are becoming younger, effort was made this year to secure older and more experienced officers as instructors. The success attained was not so great as was hoped for. A small percentage of instructors may well be taken from the outgoing class, but the great majority, at least 75%, should be officers who have been graduated from this school for one or more years, have shown by their work since leaving the school that they have profited by their experience here and should be, preferably, Army War College graduates. The prestige of rank, war experience and War College graduation will be of value to any instructor.

10. In addition to the educational qualifications of officers detailed as students, no officer should be permitted to come here who is not in good physical condition. Officers recently recovering from an appendicitis or similar operation should not be sent to this school. A physical breakdown has a bad effect upon the individual's mental condition and a corresponding effect upon the morale of the school.

11. A slight change will be made in the course of instruction this year. Early in the course a complete picture of the tactical functions of the larger units will be given. In this way, the student will be more readily able to visualize the team-work involved. Effort will also be made to have

problems follow more closely conferences and instruction on particular phases, in order that the student may have an opportunity to apply knowledge gained while it is still fresh.

12. A very considerable portion of the work of instructors is devoted to preparation of papers for the theoretical examination of the general officers of the Reserve and National Guard and the marking of these papers. I recommend the papers for examination of brigadier generals be prepared at the special service schools.

#### THE SPECIAL COMMAND AND GENERAL STAFF SCHOOL

13. The Special Command and General Staff Class, composed of officers of the National Guard and Reserves this year was well selected and, in general, well prepared. With a reduction of the regular class to 200 members, an increase in the size of the Special Command and General Staff Class is recommended, provided funds will permit.

#### THE COMMAND AND GENERAL STAFF CORRESPONDENCE SCHOOL

14. The work of the Command and General Staff Correspondence School has increased. Subcourses I to VI average approximately 7% increase, while subcourses VII, VIII, and IX have increased slightly over one hundred percent for the present year.

#### MAILING LIST

15. The Mailing List is apparently stabilized, with a subscription of about twenty-five hundred.

#### TRANSLATION

16. In the matter of translation, the output still shows a preponderance of French material. It is probable that on next year's list of instructors, an officer who can readily translate German will be asked for in order to increase our supply of German material.

17. Every effort has been made to increase the morale factor, particularly with reference to the student body. Splendid facilities exist for exercise and entertainment and these facilities have been used to the maximum. The

Officers' Club has increased these facilities by furnishing the funds to build an outdoor swimming pool which will be of great benefit as a morale factor and furnish much pleasure to members of the garrison.

18. The splendid backing received by the school from the War Department is gratefully acknowledged.

19. I desire to express my appreciation for the efficient, loyal, capable and conscientious support I have received from the Assistant Commandant, Directors and Faculty, and from the members of the permanent garrison and the student body.

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