

WAR DEPARTMENT
SERVICES OF SUPPLY
OFFICE OF THE PROVOST MARSHAL GENERAL
WASHINGTON

November 9, 1942.

Memorandum for The Secretary of War.

Subject: The School of Military Government.

1. The attacks upon the School fall into two general classes: (1) that the faculty is second rate, not containing names famous in scholastic and especially in international law circles; and (2) that ideology and pure theories consume time that should be devoted to practical studies.

2. Enclosure A contains a list of the names and qualifications of those responsible for the conduct of the School. Enclosure B contains the names and qualifications of outside lecturers. The men listed on Enclosure A (faculty) were chosen by General Wickersham and me from our personal knowledge or as a result of information received from authorities in whom we had great confidence. In choosing the faculty we wanted a working lot of practical men. The matters studied fall in the dirt farming category, as it were, not in the cultural realm. To an extent; men with big names are not the kind of workers we desire. We did not want men who think that the writing of a book is summum bonum, nor did we want professional delegates to international conferences. At the outset I blackballed Manley Hudson and Edwin Borchard, and General Wickersham likewise threw them out of consideration immediately. The result has justified us. The faculty works hard and makes the students work hard and the studies submitted herewith will show that the work is practical. Enclosure B (outside lecturers) indicates a combination of men with big names and men with practical knowledge of administration and of the backgrounds of areas of potential occupation.

The faculty consists of a judicious combination of lawyer-soldiers, soldier administrators and civilian specialists. They have had the advantage of records many of which are confidential and to be found only in the War College, War Department, Strategic Services and B.E.W. files. No constellation of big names in a Cambridge orbit would have done as well.

3. Accompanying this memorandum are problem solutions which will show you how the school works. General Eisenhower was furnished



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a number of these and cabled a request that he be supplied with others.

4. In addition to scheduled formal lectures and conferences, study and reading, the students engage in the highly practical work of solving concrete problems. For this purpose the class is divided into committees to make surveys of foreign countries or areas, formulate recommendations for the establishment of military government, or for liaison work in an area and to submit a definite plan for the administration in that area of such matters as public safety, public works and utilities, communications, economics, public health and sanitation, education and public welfare. Copies of the committees reports are attached (Enclosure C). A report on North Africa is included. A more comprehensive report on that area is being typed. The normal procedure of the school is that the committee report is presented to the class for discussion and comment. The final problems at the first session of the school dealt with military government for the countries of Germany, Italy and Japan. Reports have also been made on smaller areas and on certain cities such as Berlin, Munich, Rome, Milan, Tokyo, etc., etc..

Insistence has been on the dealing with actual facts as they existed in the areas in which the problems are laid, starting with those where the scene was laid in this country for the sake of obtaining the mechanics of the solution of problems. Later problems dealt with various foreign areas concerned.

These problems served the purpose of application of knowledge obtained from lectures, conferences, study and research and are believed to be an excellent means of training the students for their future work, the basis of which must be practical knowledge of the conditions to be faced and a practical means for their solution.

Copies of the weekly programs for the first course and for the present course up to date are attached (Enclosure D). From examination of these programs it will be seen that after the first few days a student's normal day would be attendance at two lectures in the morning, each lecture period taking an hour and twenty minutes, a study period of the same length of time during the morning, with the afternoon devoted largely to the committee work in the preparation of solutions for problems described above. Evening work is at the option of the student and is frequently engaged in by many of them.

A small post graduate cadre has been engaged, since the first course, in working on estimates with assistance from members of the faculty, one of which estimates dealing with personnel for Germany, is attached. It is believed that these, together with other committee reports, will be most useful in future planning for military government.

5. The formal lectures referred to are, in great part, devoted to backgrounds of special areas and administrative situations involved



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in pending problem work. Approximately 70% of the prescribed working time is devoted to the most practical problem work and to lectures directly connected therewith. The remaining 30% of the course is devoted principally to such general subjects as international law, American regulations on military government, general principles of public administration and liaison, American precedents in military government and the techniques of German and Japanese occupations. Even these subjects, though more general in nature than the problem work, have a close connection with it.

Allen W. Gullion
 Allen W. Gullion
 Major General,
 The Provost Marshal General

Enclosures:

- Encl. A - Staff and Faculty
- Encl. B - Outside Lecturers
- Encl. C - Committee Reports
- Encl. D - Weekly Programs.



Major Edward J. Condon (O-102117)
 Major William T. Mallory (O-226812), Inf.

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Biographical List

The Provost Marshal General, Commandant, Staff and Faculty.

Major General Allen W. Gullion. The Provost Marshal General

A.B., B.S., LL.B., LL.D. (3), D.S.M. (World War; Graduate of West Point, the C. and G.S. School, Army War College, Navy War College; Veteran Philippine and Mexican (Punitive Expedition) campaigns; Former Colonel, National Guard, Infantry Regiment in service of United States on Mexican Border; Renting Requisition and Claims Officer Advance Section, S.O.S.; A.E.F. Judge Advocate, 3rd Corps in France and Germany; United States Representative at International Conferences at Geneva (1929), Luxemburg (1938) and Havana (1940); Administrator of N.R.A., Hawaiian Territory, 1933-1935; Former Judge Advocate General. See Who's Who, Page 966

Brigadier General Cornelius W. Wickersham, A.U.S. Commandant

Graduate of Harvard College, 1906, Harvard Law School (cum laude), 1909; Lawyer, member of the firm of Cadwalader, Wickersham & Taft; former president Joint Conference on Legal Education in the State of New York; member of the Council and Executive Committee, American Law Institute; active in organization of the American Legion; also in Military Training Camps Association Committee for the Selective Service Act; former Chairman, Committee on Legal Education; New York State Bar Association; veteran of the Mexican Border and World War I; active in the Officers' Reserve Corps; Assistant Chief of Staff, G-2, First Army, 1940 to 1941; Brigadier General, A.U.S., January 20, 1942; D.S.M.; Legion of Honor (France).

Colonel Frank H. Hastings, C.A.C. Assistant Commandant

Graduate of Indiana University, A.B., 1917; Entered U. S. Army April 15, 1917, Second Lieutenant; Coast Artillery School, Battery Officers Course, 1928, Field Officers Course, 1932, Army Industrial College, 1937; Executive Officer, Army Industrial College, 1938.

Lieutenant Colonel Hardy C. Dillard, A.U.S. Director of Instruction

Graduate, United States Military Academy (1924), University of Virginia Law School; former Assistant Dean, University of Virginia Law School and Director, Institute of Public Affairs; Editorial Board; Virginia Quarterly Review; Professor of Law, University of Virginia. See Who's Who, page 2434.

Mr. Jesse I. Miller Associate Director of Instruction

Graduate, University of Kentucky (1912); and University of Kentucky Law School; former Assistant Solicitor, Bureau of Internal Revenue; Aide-de-Camp, Major General E. H. Crowder, and Major, Judge Advocate, 1919-20;

Major Edward J. Condon (O-184177), ...
 Major William T. Mallory (O-226812), Inf.



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Military attache and umpire, Nicaraguan presidential elections 1920; executive director, National Labor Board 1933-34; Author, "Spirit of Selective Service" (with Major General E.H. Crowder). See Who's Who, page 1551.

In Charge of Instruction and Advisors in Basic Courses

Colonel Cuthbert P. Stearns, Cavalry Army Organization and Staff Functions

Graduate, United States Military Academy (1909), The Cavalry School, Command and General Staff School, Army War College; former instructor, United States Military Academy; Chief of Staff of 1st Cavalry Division, 1938; commanded 5th United States Cavalry 1939-40; Chief of Staff, Sixth Division 1940-41; served on War Department General Staff 1931-35. Awarded D.S.M. for service in last war.

Colonel Lewis K. Underhill, Infantry Legal Instruction and Military Government (General)

Graduate, University of California, United States Military Academy (1913), Command and General Staff School; Battalion Commander and Staff Course, Infantry School; former instructor, United States Military Academy, R.O.T.C., University of California, Command and General Staff School (1936-40).

Lieutenant Colonel Paul Shipman Andrews, A.U.S. Liaison

Graduate, Yale University (1909), University of Columbia Law School; former Special Assistant to the Attorney General, and Director of War Transactions Section of Department of Justice; Captain 151st Field Artillery, FA Brig., U.S.A., 1917-18; Counsel, Syracuse Charter Commission; Dean, Syracuse University College of Law. See Who's Who Page 205.

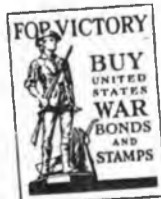
Lieutenant Colonel Joseph P. Harris, A.U.S. Public Administration

Graduate, University of Kansas (1918) and PhD., University of Chicago; former Director of Research, President's Committee on Administrative Management; Director of Research, Committee on Public Administration, Social Science Research Council, 1935-39; Member, President's Committee on Selective Service, 1940-41; 2nd Lt., Air Service, U.S.A., in World War; author of various works on public administration; Professor of Political Science, University of California. See Who's Who, page 1010.

Major Henry Rowell, A.S.C. Area Course

Graduate Yale University (B.S., 1926) (Ph.D., 1932); Student, American Academy in Rome and the University of Munich; Director of Summer Session at American Academy in Rome (1937-39); Member, Yale Dura Archaeological expedition in Syria, 1929-31; former Member, Faculty, Yale University; author of numerous articles in French, German and English; Professor of Latin, Johns Hopkins University.

Lt. Colonel
 Major Edward J. Condon (0-1061111)
 Major William T. Mallory (0-226812), Inf.



Bowers
 X-William

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Special Courses

Professor Arnold Wolfers

Area Course

Native of Switzerland, Citizen of United States; Graduate, University of Zurich (LL.B., 1917), University of Giessen (Ph.D., 1924) (honorary degrees, Yale and Mount Holyoke); former Professor, University of Berlin and Director, Berlin Institute of Politics; Author, "England and France Between Two Wars", and of many other works; General Rapporteur, International Studies Conference, League of Nations, London, 1933; Professor of International Relations and Master of Pierson College, Yale University.

Mr. Hugh Borton

Area Course

Graduate of Haverford College (1926) and of Columbia University and University of Leyden; Student, Graduate and History Department, Tokyo Imperial University; Author, "Japan Since 1931"; Editor, The Far Eastern Quarterly; former Assistant Professor of Japanese at Columbia University; Division of Special Research, Department of State.

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Lt. Colonel William H. ...
 Major Edward J. Condon (0-182739), U.S.
 Major William T. Mallory (0-226812), Inf.



List of Outside Lecturers

First Course

Lt. Colonel Reece J. McGee (0-11000), Inf.
Lt. Colonel William H. Peters (0-161886), Inf.
Major Edward J. Condon (0-182739), C.E.
Major William T. Mallory (0-226812), Inf.



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<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Mr. Thomas Barber Major and Civil Affairs Officer, Rhineland Occupation	Experiences in Military Government	June 11, 12
Colonel Archibald King Office of the Judge Advocate General	Organization of Military Government	June 15
Mr. Donald Stone Associate Director, Bureau of the Budget	Principles of Adminis- tration	June 17
Lieutenant Warren Hunsberger (U.S.N.), Board of Economic Warfare	Comparative Experiences in Military Government	June 18
Mr. Rifat Tirana British Empire Division, Board of Economic Warfare	Comparative Experiences in Military Government	June 18
Lt. Col. John W. Coulter War Department, M.I.S.	Special Area	June 19
Messrs. D. Pinckney, J. E. Spencer and R.J. Moore Office of Strategic Services	Special Area	June 19
Dr. Raphael Lemkin Duke University and Board of Economic Warfare	Comparative Experiences in Military Government	June 22, 23, 24
Captain Robert L. Clifford War Department, M.I.S.	Special Area	June 22
Mr. Maurice Halperin Office of Strategic Services	Special Area	June 23
Mr. Frank Herring Associate Director, National Resources Planning Board	Public Works	June 25
Professor Max Lerner Williams College, Williamstown, Massachusetts	Foreign Political Philosophies	June 25, 26
Mr. James G. Vail American Friends Service Commission, Philadelphia, Pa.	General Relief Problems	June 26

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Lt. Colonel
Lt. Colonel Reece J. McGee (O-161886), Inf.
Lt. Colonel William H. Peters (O-161886), Inf.
Major Edward J. Condon (O-162739), C.E.
Major William T. Mallory (O-226812), Inf.



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List of Outside LecturersFirst Course

<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Professor Garrard Glenn University of Virginia	Nature and Scope of Military Government Considered Historically	May 12
Professor Charles Cheney Hyde Columbia University	International Law and Military Government	May 12, 13, 14, 15
Colonel Archer L. Lerch Deputy Provost Marshal General	The Provost Marshal General and Military Police	May 18
Professor Philip C. Jessup Columbia University	International Law and Military Government	May 18, 19, 21, 22
Colonel Meriwether Smith Office of the Provost Marshal General	Experiences in Military Government	June 3
Mr. David A. Lockmiller President, University of Chattanooga	Experiences in Military Government	June 8
Major General E. A. Kreger Former Judge Advocate General of the Army	Experiences in Military Government	June 9
Mr. Milton M. Brown Former Member, Commission for Relief in Belgium	Comparative Experiences in Military Government	June 10
Mr. F. K. Hoehler Executive Director, American Public Welfare Association, Chicago, Illinois.	Public Welfare Administration	June 11
Mr. Channing Page President, Metoloy Corp.; Captain and Civil Affairs Officer, Rhineland Occupation	Experiences in Military Government	June 11, 12
Colonel James A. Morresette Office of the Judge Advocate General	Experiences in Military Government	June 12

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Colonel Harry L. White (O-133578), C.E.
Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
Lt. Colonel Reece J. McGee (O171858), G.A.C.
Lt. Colonel William H. Peters (O-161886), Inf.
Major Edward J. Condon (O-182739), C.E.
Major William T. Mallory (O-226812), Inf.



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<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Professor William Y. Elliott Harvard University	Atlantic Charter	June 29
Dr. Clarence Ridley Director, International City Managers Assoc., Chicago, Ill.	Techniques of Management	June 29, 30
Lt. Col. J. Redrige War Department, M.I.S.	Special Area	June 30
Mr. Richard P. Stebbins, Office of Strategic Services	Special Area	July 1
Professor David Wright University of Virginia	Fiscal Problems	July 2
Professor Nicholas J. Spykman Yale University	Geopolitics	July 2, 3, 6, 7, 8
Mr. Wilfrid Fleisher New York Herald Tribune, Washington, D. C.	Foreign Political Philosophies	July 3
Dr. Karl Brandt Special Assistant to Secretary of Agriculture, Washington, D. C.	Food Distribution	July 8
Dr. Owen Lattimore Johns Hopkins University	Far Eastern Problems	July 9
Major W. I. Goodwin, U.S.A. War Department, M.I.S.	Special Area	July 14
Dr. Jan Hostie University of Michigan; formerly Secretary-General, Central Com- mission for Rhine Navigation.	European Transportation	July 15
Mr. Sherman Kent Office of Strategic Services	Special Area	July 15
Colonel John C. Moore, Signal Corps, Eastern Defense Command	Communications	July 17
Lieutenant H. R. Snyder, War Department, M.I.S.	Special Area	July 22

Colonel Charles W. Rooth (O-147540), Inf.
Colonel Harry L. White (O-133578), C.E.
Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
Lt. Colonel Reece J. McGee (O171858), C.A.C.
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<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Mr. Philip W. Ireland University of Chicago	Special Area	July 22, 23
Colonel T. Robbins, Commandant British Intelligence School	The British Politico- Military School	July 22
Major Henry H. Cumming War Department, M.I.D.	Special Area	July 23
Dr. Lewis Lorwin Consultant, National Resources Planning Board	Labor Problems in Military Government	July 24
Lieutenant Colonel P. H. Taylor, War Department, M.I.D.	Special Area	July 29, 30
Dr. Amry Vandenbosch Office of Strategic Services	Special Area	July 29, 30
Dr. Robert K. Gooch Office of Strategic Services	Special Area	August 4
Mr. Rudolph Winnacker Office of Strategic Services	Special Area	August 6
Mr. Ernest Griffith Library of Congress	Foreign Contacts	August 12
Professor Carl Friedrich Harvard University	Comparative Administra- tion	August 12
Mr. Holden Furber Office of Strategic Services	Special Area	August 13
Mr. Douglas Miller Office of War Information	Commercial Problems in Military Government	August 17
Mr. Conyers Read Office of Strategic Services	Special Area	August 19

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Colonel Warren E. Pugh (O-129144), Inf. Res.
Colonel Charles W. Rooth (O-147540), Inf.
Colonel Harry L. White (O-133578), C.E.
Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
Lt. Colonel Reece J. McGee (O171858), C.A.C.
Lt. Colonel William H. Peters (O-161886), Inf.
Major Edward J. Condon (O-182739), C.E.
Major William T. Mallory (O-226812), Inf.



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Item 4
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List of Outside Lecturers

Second Course

Colonel Warren E. Pugh (O-129144), Inf. Res.
Colonel Charles W. Rooth (O-147540), Inf.
Colonel Harry L. White (O-133578), C.E.
Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
Lt. Colonel Reece J. McGee (O171858), C.A.C.
Lt. Colonel William H. Peters (O-161886), Inf.
Major Edward J. Condon (O-182739), C.E.
Major William T. Mallory (O-226812), Inf.



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List of Outside LecturersSecond Course

<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Professor David Wright Economics Department, University of Virginia	Banking and Monetary Problems	Oct. 6, 14
Professor Simson E. Leland Head, Department of Economics, University of Chicago	Taxation	Oct. 6, 7
Mr. Rifat Tirana British Empire Division, Board of Economic Warfare	Experiences in Military Government	Oct. 7
Captain N. S. Towson Former Member, Treasury Depart- ment; War Department, M.I.S.	Banking and Monetary Problems	Oct. 8
Lt. Col. Frederick Wiener Office of the Judge Advocate General	Liaison in Special Area	Oct. 8
Mr. Cyrus H. Peake Faculty, Columbia University; Board of Economic Warfare	Experiences in Military Government	Oct. 9
Mr. Rudolph Winnacker Faculty, Nebraska University; Office of Strategic Services	Special Area	Oct. 13
Maj. Gen. Frank R. McCoy Foreign Policy Association, New York, New York.	Observations on Military Government	Oct. 15
Mr. Sherman Kent Faculty, Yale University; Office of Strategic Services	Special Area	Oct. 15, 16
Mr. Carl Chatters Director, Municipal Finance Officers Association, Chicago, Illinois	Financial Records and Accounting	Oct. 19, 20

Colonel Warren E. Pugh (O-129144), Inf. Res.
 Colonel Charles W. Rooth (O-147540), Inf.
 Colonel Harry L. White (O-133578), C.E.
 Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
 Lt. Colonel Reece J. McGee (O171858), C.A.C.
 Lt. Colonel William H. Peters (O-161886), Inf.
 Major Edward J. Condon (O-182739), C.E.
 Major William T. Mallory (O-226812), Inf.



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<u>VISITING LECTURER</u>	<u>SUBJECT</u>	<u>DATE</u>
Philip W. Ireland Faculty, University of Chicago; Division of Special Research, Department of State	Special Area	Oct. 21
Lt. Harry R. Snyder, War Department, M.I.S.	Special Area	Oct. 21
Mr. Charles O. van der Plas The Netherlands Information Bureau, New York, New York	Special Area	Oct. 21
Dr. Amry Vandebosch Head, Department of Political Science, University of Kentucky	Special Area	Oct. 22
Mr. George Fort Milton Historian; Consultant, Bureau of the Budget	Experiences in Military Government	Oct. 26
Professor Edwin E. Witte Head, Department of Economics, University of Wisconsin	Labor Problems in Military Government	Oct. 26, 27
Dr. David A. Lockmiller President, University of Chattanooga	Experiences in Military Government	Oct. 27, 28
Mr. Oscar J. Falnes Faculty, New York University; Office of Strategic Services	Special Area	Oct. 29
Mr. William Spoelhof Faculty, University of Chicago; Office of Strategic Services	Special Area	Oct. 29
Dr. Robert K. Gooch Faculty, University of Virginia; Office of Strategic Services	Special Area	Oct. 30
Mr. Robert Blum Faculty, Yale University; Office of Strategic Services	Special Area	Oct. 30

Old S. Nelson (O-100959), Inf.
 Colonel Warren E. Pugh (O-129144), Inf. Res.
 Colonel Charles W. Booth (O-147540), Inf.
 Colonel Harry L. White (O-133578), C.E.
 Lt. Colonel Frank E. Fraser (O-222901), G.S.C.
 Lt. Colonel Reece J. McGee (O171858), C.A.C.
 Lt. Colonel William H. Peters (O-161886), Inf.
 Major Edward J. Condon (O-182739), C.E.
 Major William T. Mallory (O-226812), Inf.



11-9-44

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November 6, 1942

Dear Miss Tully:

The attached pamphlet contains the material for which the President asked relating to the School for Military Government maintained by the Army at Charlottesville. At Cabinet today the Secretary of War presented orally a statement regarding this School and in the statement he said that he was having delivered to the White House later in the day the detailed information which had been previously requested. This is it.

Sincerely,

(SIGNED) JOHN J. McCLOY

John J. McCloy

Miss Grace Tully
Secretary to the President
The White House

OASW
JJMcC:NZ

Deliv. by Sgt. Lucier 3:55 pm

School for Military Government
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