

I. S. M. A.  
No. 6

**THE GENERAL SERVICE SCHOOLS**  
Fort Leavenworth, Kansas

October 10, 1922.

*Instructors' Summary of Military Articles*  
*June-September, 1922*

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In this article, the author states his opinion that our American methods in this respect are obsolete. He calls attention to leadership being an art rather than a science, and gives certain concrete cases in support of his opinion. In the matter of complaints, he finds the system used by General Goethals, on the Panama Canal, of setting aside one morning each week to hear all complaints, a wise one. The force of example and the principle of the Golden Rule are held by the author as the foundation of military leadership.

A thoughtful, sound, and interesting article.

### A BRIEF HISTORY OF THE INTERVENTION IN HAITI

By Commander R. B. Coffey, U. S. Navy, 20 pages. *U. S. Naval Institute Proceedings*, August, 1922, p. 1325.

This article covers the period from the beginning of the revolution led by General Rosalvo Bobo in Haiti in 1915, through the events of the American intervention of that year, until a commission of Haitians, on December 6, proceeded to Washington to arrange details for the operation of their new treaty with the United States.

The events covered are the preliminary occurrences at Cape Haitien, the occupation of Port au Prince, the efforts to bring about general peace, the formation of the new government under President Dartiguenave, the preliminary treaty negotiations, the consolidation of United States control, the fall of the Cacos, and the completion of the treaty negotiations and reconstruction.

The article is illustrated by three sketches, one of Cape Haitien and vicinity, another of Port au Prince and vicinity, and a third showing the roads in a section of northern Haiti.

Rear Admiral Caperton's Campaign Order Number Four, covering the landing and occupation of Port au Prince, Captain Van Orden's Field Order No. 1, governing the conduct of the landing force of U.S. Marines, and the admiral's Campaign Order Number Nine, consolidating United States control, are published in full on pages 1328, 1330 and 1338, respectively.

An interesting feature of the preliminary occurrences was that on June 19 the French Cruiser *Des Cartes* landed a force of fifty men at Cape Haitien for the protection of foreign interests. Rear Admiral Caperton, U.S.N., arrived at that place twelve days later with orders from the U.S. Navy Department to thank the French commander for his action and to take the necessary steps to protect property and preserve order.

The landing and occupation of Port au Prince on July 28 was occasioned by the fact that a mob had forced the French legation at that place and killed the Haitian President who had taken refuge therein. American interposition was necessary in order to prevent European complications which might arise from that fact, and also to allay the danger to foreigners growing out of the condition of anarchy, excitement, and riot, then prevailing in the city.

In an effort thereafter to bring about general peace, Rear Admiral Caperton formed a commission consisting of four prominent Haitians, the archbishop of the Catholic Church, and an officer of the admiral's staff. This commission visited the leaders of the opposing forces at their headquarters and induced all factions to cease fighting.

The Cacos continued to give trouble. These were lawless bandits of the north to whom, together with the unscrupulous leaders who hired them, had been due to the constant turmoil of revolution in the country. The continued depredations of the Cacos were finally put down by a United States force of about a thousand marines and seamen in a brief campaign of less than three weeks, which ended with the capture of Fort Riviere on November 17. This ended all trouble in North Haiti and brought peace to the entire country.

In the meantime, Sudre Dartiguenave, president of the Haitian senate, had been elected President by the Haitian Congress, and treaty negotiations had resulted in the recognition of his government by the United States.

The article closes with a paragraph which states that by these military operations, the control of Haitian finances, and the successful treaty negotiations, a century of

bloodshed was ended, and Haiti became virtually a protectorate of the United States.

#### SUPPLY AND TRANSPORTATION—FROM POINT OF VIEW OF G4 WAR DEPARTMENT

Lecture delivered by Brigadier General W. D. Connor, Assistant Chief of Staff, G4, at the Army War College, Washington Barracks, D. C., April 13, 1922. 19 pages. Mimeograph.—Instructors' File No. P.H. 81-G 10.

In this article, the duties and functions of G4, War Department, are treated in a most interesting and instructive manner by General Connor. He gives a short review of the work of G4, G.H.Q., A.E.F., showing how the function of coordination of the activities of the branches was at first little known or understood and how it was not until the publication of G.O. 31, A.E.F., 1918, that there was any definite ruling on the scope of the activities of G4.

The first instructions were that G4 should "supervise and coordinate" questions of supply, transportation, construction, hospitalization, and evacuation. These two words, "supervise" and "coordinate," are words that have been much abused, and of which a concise appreciation must be had, not only by general staff officers but also by the officers of the various supply branches, in order that the former may not abuse their authority and interfere unduly with the work of the supply branches, and that the latter may know how far to go on their own initiative and when to apply for directions to guide their activities. The general idea of the words have been illustrated by comparing them to driving a team, but in actual fact the French word for driving (*conduire*, which in effect means conducting or guiding) is a far better comparison. There was little necessity for driving the services in France, but there was great necessity for controlling them and guiding their activities. In fact, the greatest need was to keep them on a uniform front so far as their preparations were concerned, for each of them felt that he must get everything for his service that he possibly could in the way of men, materials, and facilities, and that the rule should be, first come, first served, in all matters.