

Fighting Men and Industries Win War

A Washington dispatch, dated May 5, says: "Modern war means that battles are won not alone by fighting men, but by fighting industries. War has ceased to be a profession to which military men alone are called. On the contrary, it enlists the specialists of every industry and every science from the firing line clear back to the last line of defense.

"In the words of Howard Coffin, who started the movement for mobilizing the industrial forces of America, 'Twentieth century conflict demands that the blood of the soldier must be mingled with from three to five parts of the sweat of the man in the mills, mines, and factories of the nation in arms.' Hence the first and last watchword of the Council of National Defense is organization—and again, organization."

Thus Grosvenor B. Clarkson described today the work of the machine of highest brain power ever assembled—the Council of National Defense and the Advisory Commission—which must match and prevail over the great fighting machine of the German empire if the United States is to triumph.

In the 100 days of the life of the Council of National Defense and the Advisory Commission, a work of organization similar to that which it has taken the German empire two centuries to perfect has been put under way, and the genius of the entire country—without price and without thought of personal fortune—is being enlisted in the most comprehensive scheme of raising an unprepared nation to war strength ever conceived by the mind of man.

A Record That Might Well be Fabled

Mr. Clarkson, who, as secretary of the Council and of the Advisory Commission, has noted every step in the growth and operation of this great man power and brain power machine, furnished to "The San Francisco Examiner" a record in part of its work that might well be fabled were it not fact. It is a record that should be read with renewed confidence by the people that America will rise to any great crisis.

The men behind the record, who are just beginning to feel their machine thrill with power, are preparing for greater things. The fact that any day the call may come for the mobilization of probably 80 per cent of the industries of America in the production of the many elements of twentieth century warfare does not daunt the members of the council and the advisory commission.

Under the Council of National Defense, made up by virtue of the high offices they hold, of the secretary of war as chairman, the secretary of the navy, interior, agriculture, commerce and labor, boards have been formed as follows:

Munitions Standards Board—Frank A. Scott, chairman; Chester C. Bolton, secretary.

Commercial Economy Board—A. W. Shaw, chairman; Edwin F. Gay, W. D. Simmons.

General Munitions Board—Frank A. Scott, chairman; Chester C. Bolton, secretary.

State Organizations—George C. Porter.

Food—Herbert C. Hoover.

The Advisory Commission is made up of Daniel Willard, chairman;

Bernard M. Baruch; Howard E. Coffin, Hollis Godfrey, Samuel Gompers, Dr. Franklin H. Martin and Julius Rosenwald, and has the following organization:

Director of the Council and of the Advisory Committee—Walter S. Gifford.

Secretary of the Council and of the Advisory Committee—Grosvenor B. Clarkson.

Committees

Transportation and Communication—Daniel Willard, chairman.

Munitions Manufacturing, including Standardization and Industrial Relations—Howard E. Coffin, chairman.

Raw Materials, Minerals and Metals—Bernard M. Baruch, chairman.

Sub-Committees
Oil, wool, steel, nickel, copper, leather, rubber.

Labor, including conservation of health and welfare of workers, Samuel Gompers, chairman.

Supplies, including food, clothing, etc., Julius Rosenwald, chairman. Sub-committees, cotton goods, woolen goods, shoes and leather.

Science and research, including engineering and education, Dr. Hollis Godfrey, chairman; Dr. Henry E. Crampton, vice-chairman.

Medicine, including general sanitation, Dr. Franklin H. Martin, chairman.

Medical section, Dr. F. F. Simpson, chief.

Labor section, James W. Sullivan, chief.

These men, whose services could not be purchased at any price outside their own great business connections and professions, are the inner cogs of the wonderful machine that stretches from one end of the country to the other, embracing the control of every artery of natural resources, trade and industry, through committees and sub-committees, all actively engaged in the work of organization necessary for a successful prosecution of the war.

More Tonnage for Shipment to Allies

There is a committee on shipping. It consists of Chairman Denman of the Federal Shipping Board, P. A. S. Franklin, president International Mercantile Marine; H. H. Raymond, president Coastwise Shipping Association; Eugene T. Chamberlain, Commissioner Bureau of Navigation, Department of Commerce; D. T. Warden, manager of the foreign shipping department, Standard Oil Company; L. H. Sherman, vice-president W. R. Grace & Co.; E. M. Bull, & Co., and Frank C. Munson, president Munson Steamship Company.

The function of the committee on shipping is to advise with the United States Shipping Board and to report through Mr. Denman to the council as to the best methods of increasing tonnage available for shipment to our allies.

There is a committee on women's defense work. The council, realizing the inestimable value of woman's contribution to national effort under modern war conditions, appointed the committee of women of national prominence to consider and advise how the assistance of the women of America may be made available in the prosecution of the war. Its membership is as follows:

Dr. Anna Howard Shaw, chairman. Mrs. Phillip N. Moore of St. Louis,

president National Council of Women.

Mrs. Josiah E. Cowles of California, president General Federation of Women's Clubs.

Miss Maude Wetmore of Rhode Island, chairman National League of Woman's Service.

Mrs. Carrie Chapman Catt of New York, president National American Woman's Suffrage Association.

Mrs. Antoinette Funk of Illinois. Mrs. Stanley McCormack of Boston.

Mrs. Joseph R. Lamar of Atlanta, president National Society of Colonial Dames.

Miss Ida Tarbell of New York, publicist and writer.

At the call of Daniel Willard, president of the Baltimore and Ohio Railroad and chairman of the advisory commission of the council, more than fifty executives, representing the 250,000 miles of American railroads, met in Washington and made plans to meet the transportation needs of the government in the present emergency.

A committee composed of Howard Elliott, president New York, New Haven and Hartford Railroad; B. F. Bush, receiver Missouri Pacific Railroad; Jacob M. Dickinson, receiver Rock Island System; Fairfax Harrison, president Southern Railway, and Judge R. S. Lovett, chairman Union Pacific Railroad, offered the following resolution, which was unanimously adopted:

"Resolved, That the railroads of the United States, acting through their chief executive officers here and now assembled, and stirred by a high sense of their opportunity to be of the greatest service to their country in the present national crisis, do hereby pledge themselves, with the government of the United States, with the government of the several states and with one another, that during the present war they will co-ordinate their operations in a continental railway system, merging during such period all their merely individual and competitive activities in the effort to produce a maximum of national transportation efficiency.

"To this end they hereby agree to create an organization which shall have general authority to formulate in detail and from time to time a policy of operation of all or any of the railways, which policy, when and as announced by such temporary organization, shall be accepted and earnestly made effective by the several managements of the individual railroad companies here represented."

A committee on plan made up of Julius Kruttschnitt, chairman of the executive committee of the board of the Southern Pacific Railroad; A. H. Smith, president New York Central Lines; L. F. Loree, president Delaware and Hudson Railroad; Samuel Rea, president Pennsylvania Railroad, and George M. Slade, vice-president Northern Pacific Railroad, in their report recommended a reference of the whole matter to the special defense committee of the American Railway Association, headed by Fairfax Harrison.

Mr. Harrison's general committee is divided into six departments, each to correspond with one of the military departments of the army.

The six committees include twenty-eight railroad executives. Their work is to be supervised by a central executive committee composed of Mr. Harrison, Samuel Rea, Howard Elliott, Julius Kruttschnitt and Hale Holden, president of the Chicago, Burlington and Quincy Railroad,

Mr. Willard is a member ex-officio of this central committee.

Enlisting of Hoover a Brilliant Stroke

Enlistment of the services of Herbert C. Hoover in the stupendous task of bringing the food supply under control was one of many of the brilliant moves of the council. Mr. Hoover commands a salary of \$200,000 as one of the most noted engineers of the world, and has given his time freely to the relief work in Belgium. He promptly answered the call of the Council of National Defense, however, and will give the benefit of his experience abroad in the matter of food production, conservation and prices, and will devise ways and means of assisting the Allies to meet their food needs and to prevent the evils arising from speculation and manipulation.

To name all of the men enlisted in national service by the council would be to call the roll from the American Blue Book of industry and trade, and recruiting is just entering its first phase.

The council has yet to find a shirker or a slacker in the call to serve the government without remuneration, efficiency being their sole object and Americanism their only motive.

The last important move of the council is for a national defense conference of delegates, one appointed by the governor of each state, to meet in Washington on May 2. As an outcome it is expected that each state, following the lead of New York, Maryland, Massachusetts, New Hampshire, Pennsylvania, Rhode Island, South Carolina and Wisconsin, will form state councils of defense to co-operate with the National Council of Defense.

Walter S. Gifford, director of the council and the advisory commission, is one of the officers of the American Telephone and Telegraph Company. He is devoting his entire time to the work of organizing the country and avoiding the mistakes of the nations who went unprepared into war. Mr. Gifford said today:

"The experience of European countries has shown that it is fatal to allow the skilled mechanics to be sent to the front when they are needed much more in the factory. A soldier may be made in some months, while a skilled mechanic can not be made under some years.

"As regards raw materials, minerals and metals, and supplies, including food, clothing, etc., we are finding out the approximate amount of materials that will be needed to put any number of men into the field, and the amount needed for each ninety days of service in the field. With this as a basis it will be possible to estimate the amounts of raw materials that will be needed and to discover the weak spots and make recommendations of what must be done to meet the needs of the moment.

"The council contemplates the organization, if possible, of business into industries so that each industry may appoint a committee to represent that industry in dealing with the council on matters of national defense and thus preserve a balance among all throughout the period of war or national emergency."

MORE APPROPRIATE

Admiring Suitor—When we are engaged, I can kiss you right under your mother's nose?

Bishopthorpe—I'd rather you would kiss me under mine.—Philadelphia Ledger.