GUIDE TO

REPORTS OF THE GENERAL BOARD UNITED STATES FORCES EUROPEAN THEATER An Analysis of U.S. Military Activities in Europe, 1944–45

A Microfilm Publication by

SR Scholarly Resources Inc.
Wilmington, Delaware

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INTRODUCTION

The reports of the General Board, United States Forces, European Theater, are perhaps unique in their scope, detail, and insights. After-action and historical reports were regularly prepared by many echelons of command in the U.S. Army during World War II, and they ultimately provided the raw material for the army's pioneering historical program. Although not required by army regulations of the period, most commanders and staff regularly concluded after-action reports with discussions of lessons learned. Army Ground Forces observers reported on operations in every theater, channeling their observations back to the service schools and training commands. Army and army group headquarters produced voluminous series of reports or papers. Most of these efforts were meant to have immediate utility and stressed practical battle lessons helpful to units still in training.

Gen. Dwight D. Eisenhower, Supreme Commander, Allied Expeditionary Forces, and Commander, U.S. Forces, European Theater of Operations (ETO), saw the need for a more analytical and reflective examination of the experiences of the European campaign which army planners could use in developing future policies. He therefore took action to capture the larger lessons of the campaign before the expertise gathered in his headquarters was dispersed forever, while the records were intact and accessible and memories were fresh.

General Eisenhower established the General Board on 17 June 1945 "to prepare a factual analysis of the strategy, tactics and administration employed by the United States forces in the European Theater" and to make recommendations regarding doctrine, organization, and equipment. The Fifteenth Army, reduced

in strength to a housekeeping entity, was used as the administrative vehicle for the board. Gen. Jacob L. Devers was initially appointed president of the board, but when he returned to the United States shortly after its establishment to assume command of Army Ground Forces, Lt. Gen. Leonard T. Gerow took his place. General Gerow, in turn, was transferred to the Command and General Staff College, Fort Leavenworth, Kansas, in October 1945, and Gen. George S. Patton, Jr., assumed the presidency of the Theater General Board. After his death, Maj. Gen. Leven C. Allen served as president until the completion of the project and the inactivation of the Fifteenth Army, on 31 January 1946.

The board tackled its mission with apparent gusto and initiated studies on a wide range of topics. The reports were completed with surprising expedition and submitted in February 1946 to the War Department, which had in the meantime made plans to utilize the board's analyses and recommendations in reexamining military policy and in planning future changes in procedure, doctrine, and organization.

The board completed a total of 131 studies. The record copies of these reports, together with an index and relevant policy documents, may be found in National Archives Record Group 165, Records of the War Department General Staff, Operations Division, P & O 320. There is also material about the work of the board in Record Group 332, Records of the U.S. Forces European Theater, USFET SGS 322. The studies are grouped into categories by staff section (G-1, G-2, G-3, etc.), branch, and arm or service having interest or jurisdiction over the subject matter. A helpful index lists the reports in numerical order, cross-referenced by subject. The studies usually were written by committees of field-grade staff officers in consultation with other staff officers,

commanders, enlisted personnel, and experts as needed. Virtually all the reports include extensive end notes (usually called "bibliographies") that constitute valuable guides into the primary documentation. Lengthy appendices often provide extracts from relevant documents and orders, Tables of Organization (TOE), statistics, charts, and diagrams. If questionnaires were used to gather information for a report, as in Report Number 13, Organization and Operations of the Counter Intelligence Corps in the European Theater of Operations, they are reproduced in the appendices. In other reports the minutes of conferences of commanders held to collect opinions and information are reproduced verbatim.

The reports address a remarkable variety of topics, from the Transportation Corps in the ETO to civil affairs and military government; from trench foot to ammunition supply for the field artillery; from chaplains to psychological warfare; and from air power to motion picture service. A major concern was the effectiveness and utility of organization structures.

Europe 1944-1945, although it includes little or nothing about intelligence, deception, or ULTRA, is still a useful introduction to many of the historical debates surrounding the campaign in Europe, such as narrow versus broad front, Montgomery's role in the breakout from the beachhead, the calculated risk to hold the Ardennes lightly, and the decision not to take Berlin. Stressed repeatedly is the overriding, almost determining, significance of logistical factors in the minds of the staff planners. The footnotes pinpoint important source documents.

Report Number 11 consists of three lengthy volumes on the Women's Army Corps in the ETO. Two of the volumes are compilations of documents and other material. The conclusions and recommendations called for "elimination of the Women's Army Corps and inclusion of women as an integral part of the various branches, arms and services in job categories for which they are best qualified" and for the "elimination of the theory of a separate 'mission' for women in the armed forces of the United States." It was to be over thirty years before this recommendation was implemented.

Reports 15 and 17, and 48, which examine the types of divisions in the postwar army and the organization, equipment, and employment of the infantry, armored, and airborne divisions, are important reading for any understanding of the evolution of the ground forces. For example, the board came down squarely on one side of a long debate that had plagued tank development during the war when it declared that the best antitank weapon was another tank. It called for further study of the application of the German einheit, or task force, principle to the U.S. Army. It reported that the airborne division, as currently organized, could not adequately sustain itself in combat due to insufficient organic firepower, antiarmor capability, and transport; the board nevertheless concluded that the airborne division should be kept in the force structure because no other type of unit was capable of carrying out certain kinds of missions. It also called for "beefing up" its TOE to approximate that of the infantry division and for changes in doctrine to bring it into line with reality. Far from perceiving light forces as a panacea, the board recommended against any further proliferation of specialized divisions; the standard infantry division had proven itself capable of adaptation to missions in any terrain or climate. On the other hand, board members could not accept the fact that the beloved horse was gone forever, and they called for maintenance of one

cavalry division at cadre strength as an experimental and developmental organization. The board made no effort to consider the impact of atomic weapons on ground combat.

Report Number 5 is one of the few readily available sources of information about the activities of the American Red Cross in Europe during World War II. Studies 19 and 20, and 54 through 56, on strategic and tactical air power and the use of light aircraft for reconnaissance and liaison, are useful background documents for any investigation of the army's long struggle to acquire a new air force to replace the one that had slipped from its control during the war.

These studies shed significant light on issues both of continuing historical interest and of concern to military planners and policymakers today.

The judgments and opinions are those of senior professional military officers, involved in the events under discussion and intent upon applying the lessons learned in a matter practical and useful to their craft. They were written before the days when lessons learned became simply another requirement, resulting in inflation and trivialization, at a time when the officer corps was remarkable for its literacy and interest in history. Although many of the recommendations made were not followed, some were, and the positions taken were always important in debates over policy and doctrine. To anyone interested in the strategy, tactics, organization, and administration of the European campaign, these reports will be of use. To any analysis of how the World War II experience influenced postwar internal development of the army, they are essential.

Wayne M. Dzwonchyk

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zation, equipment, tactical employment of	2			15	2	
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tactical employment of	2			15	2	
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DOCUMENTATION of shipments DRAGOON operation, southern France invasion		3 1	4	27	2	
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carance in Europe, D-Day to VE-Day		11		130	,	
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Employment, mechanized cavalry units		•	2 2	49	4	
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Equipment, airborne division, present				16	2
Equipment, air-ground liaison in all		1		16	2
echelons from divisions upwards	• •			0.3	_
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Equipment, armored division				41	3
Equipment, armored special				48	4
Equipment, arms, of reinforcements				52	4
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Equipment, army headquarters and head-					
quarters company			•	24	2
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Equipment, corps headquarters and head-					
quarters company	e 1			23	2
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Equipment, infantry division				15	2
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zation between 31 August 1943 and 17 January					
1944, control, First US Army Group, field					
forces, air forces, naval forces, services					
of supply		2	2	2	1

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zation between 17 January and June 1944.							
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British forces, problems of organization and							
coordination		_		_			
European Theater of Operations US Army, or-		3	2	2	1		
ganization between 6 June and 15 September							
1944. Organization and command of US forces;				,			
communications zone, field forces		•	_	_			
European Theater of Operations US Army, or-		4	2	2	1		
ganization between 15 September 1944 and							
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European Theater of Operations US Army, re-		. 5	2	2	1		
sponsibilities of, 1944-1945	_						
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Operations, services of supply, field forces,							
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technique of provisional ordnance Evacuation of equipment		2		96	5		
				31	3		
Evacuation, graves registration service		3		107	6		
Evacuation, human casualties in European							
Theater of Operations				92	5		
Evacuation, medical, airborne division			1,2,3	92	5		
Evacuation, medical, armored division		2	1,2,3	92	5		
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sonnel recovered from the enemy				103	6		
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RESTORATION of indigenous civil administration					
by civil affairs and military government				33	3
RHINE rail bridges, in supply and maintenance					•
in Europe, D-Day to VE-Day		22		130	7
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militar afair and an incident and a second military					
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RIFLE company, infantry regiment	2	_		15	2
RIVER crossings, engineer tactics		2	_	72	5
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ROADSIDE SERVICE STATIONS, operation of				97	6
Roadside service stations in the armies,		•		07	_
history of		1.		97	6
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		4		97	6
Roadside service stations in the communication	S	•			 .
zone, history of		2		97	6
Roadside service stations, composition and		•			_
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Roadside service stations, functions		6		97	6
Roadside service stations, analysis of jobs		5 1/a		97	6
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ROCKET launchers, tank		8		52	4
Rocket, V-2, attacks and defense		N.		42	3
RUHR, enveloping the, plans for		4		1	1
RUSSIAN army, comparison of duties of inspectors general to US army			4 -	~~	,
general to os army				77	5
SALERNO beachhead reinforcement		1	**	16	2
SALES operations, quartermaster		16		109	6
SALVAGE collection, quartermaster service operat	ion	1	•	108	6
Salvage of equipment			ε.	31	3
Salvage, organization and methods	2			31	3
Salvage repair, quartermaster service operation	าร	1	à .	108	6
SCHOOL, centralized technical				76	5
SECULAR duties, Chaplains		10	•	68	5
SECURITY, airborne division		1		16	2
SERVICE area Chaplains		9		68	5
Service, dental, medical, in communications			e e e e e e		
zone			4	95	5
Service troop basis				30	3
Service company, infantry regiment	2			15	2
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the European Theater of Operations				95	5
Service, medical, communications zone			4	95	5
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Service, motor transport as a permanent part					
of the transportation corps				125	7
Service, official mail between commands	6			47	4
Service operations of the quartermaster				- *	-
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Service troops, support required in peace time		1,2	1,2	30	3
Service units, ordnance		3	-/-	101	6
Service units, ordnance combat		2		101	6
Service units, ordnance, employment of, in the	•			O-I	U
European campaign				101	6
Service units, ordnance combat, employment of,				TOT	U
in the European campaign				101	6
SERVICEABILITY, new method of gauging (condemna-				101	U
tion and replacement of artillery tubes in					
combat)		2		98	6
SERVICES (inspector general in ground force		<b></b>		,	
units) information and advisory		4	2	79	5
Services of supply		i	<b>4.</b>	127	7
Services of transportation corps		-		122	7
SHIPMENTS, documentation of, in fast-moving				122	. '
situations		3	4	27	2
SHOWS, jeep		2	. 7	117	6
Shows, native civilian		2		117	6
Shows, soldier		2		117	6
Shows, USO camp		ĩ		117	6
SIGNAL centers		3		111	6
Signal communication, in supply and maintenanc	e	•		-	Ū
in Europe, D-Day to VE-Day		23		130	7
Signal company, infantry division	2			15	2
Signal corps operations				111	6
Signal corps personnel, training, command,					
and administrative structure				112	6
Signal section (army)	2	(par 19)		24	2
Signal section (corps)		(par 11)		23	2
Signal supply				110	6
SITUATION before establishment of services					
of supply	1	3		127	7
SIXTEEN mm service, motion picture		3		116	6
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Smoke generator units, organization		2	3	69	5
Smoke generator units, necessity for		1	3	69	5
MOKE GENERATORS, development		3	3	69	5
Smoke generators, improvement		3	3	69	5
OVIET FORCES, advance to meet		5	•	1	1
SPECIAL SERVICE companies		_		114	6
SPECIAL SERVICES clubs				121	6
Special services company, WAC		2		114	6
Special services organization		_		113	6
Special services section (army)	2	(par 29)		24	2
Special services section (corps)		(par 21)		23	2
Special services supply				115	6
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SPECIAL TROOPS, infantry division	2			15	2
SQUADRON communications, (tactical aircraft	_				2
in European Theater of Operations)	2	4		55	4
STAFF of AAA units	_	•		37	3
Staff, chief of		(par 9)		24	2
		(par 4)		23	2
Staff, requirements of airborne division		3		16	2
Staff responsibility, displaced persons		1,2	9	35	3
Staff sections, ordnance		1	,	101	6
Staff school, army information education		-		76	5
Staff sections, ordnance combat and service units in the European campaign,				70	3
employment of		5		101	6
Staff sections, ordnance, employment of, in		•		101	0
the European campaign				101	6
STANDARD FORMS for movement and control of				TOT	0
supplies and personnel				124	7
STANDARDIZATION and uniformity of publications	2	2	2	43	3
STANDARDS (inspector general in air force units)	-	-	2	43	3
establishment of		3	1	81	5
STANDING operating procedures (AAA)		i	-	40	3
STARS AND STRIPES		•		76	5 5
STATIONS, ordnance roadside service, operation o	f			70 97	6
STATUS, statutory authority, WAC	•	1	1	11	1
STORAGE of publications		*		43	3
STORIES, unit				76	3 5
STRAGGLERS				105	6
STRATEGY of the campaign in western Europe,				103	0
1944-1945				1	•
SUPERVISION, units and individuals in the				1	1
field, WAC			3	11	,
SUPPLIES, Chaplains		7.4	3	11	1
Supplies, equipment, dental, communications		14		68	5
					_
Supplies special equipment required for		6	4	95	5
Supplies, special, equipment required for					
the operation (PROCO) of build-up in British Isles					_
		4		128	7
Supplies for the invasion, British, build-up					
in the British Isles	•	4		128	7
Supplies, mounting, in operation OVERLORD		2		129	7
Supplies, standard forms required for move-					
ment & control of				124	7
GUPPLY, air, study of	_			26	2
Supply by air	1	2		26	2
Supply by air, in supply and maintenance in					
Europe, D-Day to VE-Day		19		130	7
Supply, ammunition, advance through Germany		10		100	6
Supply, ammunition, advance to Rhine		9		100	6

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Supply, ammunition, during breakthrough						
St. Lo to the Moselle River (24 July 1944						
to 30 September 1944)		4		100	6	
Supply, ammunition, European campaign		3		100	6	
Supply, ammunition, European Theater of				100	U	
Operations, August 1943 to 5 June 1944		2		100	6	
Supply of Army exchange service		-		57	4	
Supply build-up (ordnance class II and IV)		2		99	6	
Supply, classes of, service troops, total		-			Ū	
supply stockage	3			28	3	
Supply, civilian	3	6	1	33	3	
Supply, civilian, civil administration		6	2	33	3	
Supply, cooperation with British, in supply		U	4	33	3	
and maintenance in Europe, D-Day to VE-Day		21		130	7	
Supply corps, engineer		3		73	5	
Supply, development of problems, air forces		1		27	2	
Supply and distribution of petroleum products		1.	tej v	21	4	
(class III), in supply and maintenance in						
Europe, D-Day to VE-Day		15		130	7	
Supply, handicraft		10		120	6	
Supply, information and education				76	5	
		1	2	76 27	2	
Supply levels in fast-moving situations		1	2	21	2	
Supply, maintenance in combat, airborne division		3		16	2	
		3		10	2.	
Supply and maintenance on the European conti-				130	7	
nent, D-Day to VE-Day	. ~			27	2	
Supply, mechanics of, in fast-moving situation Supply, medical, army	15		<b>3</b> .	93	5	
Supply, medical, communications zone			2	93	5	
Supply, medical, theater			1	93	5	
		1	2	93	5 5	
Supply, medical department units		1	2	93	5	
Supply, medical, in European Theater of				93	- 5	
Operations		Ť.		93	3	
Supply, military intelligence service in				12	2	
European Theater of Operations				12	2	
Supply, ordnance class II & IV in European			•	99	c	
Theater of Operations				28	6 3	
Supply functions of corps					5 6	
Supply operations, quartermaster				109	0	
Supply and service for US air forces and						
supply of other than US army forces,		~		3.00	_	
general quartermaster supply		7 1		109	6 6	
Supply, signal		1		110	О	
Supply of solid fuels on the continent, in						
supply and maintenance in Europe, D-Day		10		120	~	
to VE-Day		18		130	7	
Supply, special services				115	6	
Supply, study of air				26	2	

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Supply system in the European Theater of					
Operations, in supply and maintenance in					
Europe, D-Day to VE-Day		12		130	7
Supply of the transportation corps in ETO				122	7
Supply, WAC (clothing & equipment problems)		3	2	11	1
SUPREME HEADQUARTERS ALLIED EXPEDITIONARY FORCES	5,				
background, organization, staff officers,					
policies		5	1	2	1
Supreme headquarters allied expeditionary					
forces, control and organizational changes		3	1	2	1
Supreme headquarters allied expeditionary					
forces, initial organization, mission,					
organization plan, functions of sections		2	1	2	1
Supreme headquarters allied expeditionary					
forces, major subordinate commands		4	1	2	1
Supreme headquarters allied expeditionary					
forces, organization in preceding					
establishment		1	1	2	1
SYSTEM, organization of, (publications)		1	2	43	3
System, publications, in subordinate commands			2	43	3
System, publication at theater level		1	1	43	3
System, reinforcement, in European Theater					
of Operations				3	1
SYSTEMS, allocation and credit in fast-moving					
situations		2	4	27	2
		allik wada aradi winda winda wijida walida wana ya			
TABLE OF ORGANIZATION and equipment, army head-					
quarters and headquarters company (T/O &					
E 200-1, 200-2)				24	2
Table of organization and equipment, army					-
postal service		1		45	3
Table of organization and equipment for a		_		••	•
base section in a theater of operations				126	7
Table of organization and equipment 10-227,					•
quartermaster depot company, supply		13		109	6
Table of organization and equipment 19-500				106	6
Table of organization and equipment 100-1,					•
corps headquarters	(r	oar 26,27)		23	2
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corps headquarters	(1	oar 26,27)		23	2
Table of organization and equipment, changes	٠.				_
in, reinforcements		5		3	1
Table of organization, special services				•	_
companies		2		114	6
TACTICAL aircraft, control of, in European		-		T	v
Theater of Operations				55	4
Tactical air force in European Theater of				<i>-</i>	•
Operations				54	4

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information for ground forces in European						
Theater of Operations				7.0	_	
Tactical aircraft, control of, in European				19	2	
Theater of Operations				ce		
Tactical control center, organization and				55	4	
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Theater of Operations)	1	2				
Tactical employment, airborne division		2		55	4	
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Tactical employment, armored division				38	3	
Tactical employment, infantry division	2			48	4	
Tactical employment of tank destroyer units	2			15	2	
Tactical policies, engineer				60	4	
TACTICS, within airborne division		1		72	5	
Tactics, mechanized cavalry units		1		16	2	
Tactics, tank destroyer			_	49	4	
TANK ammunition		-	3	60	4	
Tank battalion, separate, coordination		6		53	4	
with other arms		•				
TANK DESTROYER units, organization for combat		3		50	4	
Tank destroyer units, organization, equip-			1	60	4	
ment, and tactical employment of						
TANK GUNNERY				60	4	
TANK REGIMENT, infantry division				53	4	
TANK rocket launchers	2			15	2	
TANKS, CDL		8		52	4	
Tanks, DD		7		52	4	
· · · · · · · · · · · · · · · · · · ·		4		52	4	
Tanks, tank cannon, gunnery		4		53	4	
TARGET LOCATION, field artillery gunnery TASK FORCE SYSTEM			1	64	4	
		4		17	2	
TECHNICAL policies, engineer				73	5	
TECHNIQUE, mechanized cavalry units				49	4	
TECHNIQUES, antiaircraft artillery				40	4	
TELEGRAM, daily (quartermaster)		3		109	6	
TELEPHONE communications, engineer		2		73	5	
THEATER headquarters, organization, functions,						
and operations of G-3 sections				25	2	
Theater intelligence service in European						
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Theater of Operations, T/O & E for a base						
section in				126	7	
Theater publications, procurement of	1	1	2	43	3	
THIRTY-FIVE mm service		2		116	6	
COMORROW				76	5	
TRAINING, of Chaplains		2		68	5	

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Training, counter intelligence corps					-	
personnel		2		13	2	
Training, equipment, airborne division		ī		16	2	
Training, equipment of ordnance units		4		101	6	
Training, medical, reinforcements		1,2	2	88	5	
Training, mine		5	_	73	5	
Training, military intelligence service personnel in European Theater of Operations		·		12	2	
Training of reinforcements		5		3	1	
Training of remitorcements  Training, reinforcements in zone of interior		2		3	1	
Training, required of airborne division		3		16	2	
Training, signal corps personnel		3		112	6	
		2		112		
Training, signal Training, tank gunnery		2			6	
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Training, WAC		2	4	TT	1	
TRANSPORTATION corps, motor transport service as a permanent part of				125	7	
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Transportation corps, operation, organization,	•					
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Transportation, quartermaster	•	5	•	109	6	
Transportation section (army)	2	(par 13,3	2)	24	2	
Transportation, in supply and maintenance in		_		3.00	-	
Europe, D-Day to VE-Day		8		130	7	
TREATMENT, combat exhaustion		3		91	5	
TRENCH FOOT				94	5	
Trench foot (cold injury, ground type)		1,2,4		94	5	
TROOP BASIS, adequacy of 12th Army Group combat			_		_	
service support		_	1	30	3	
Troop basis, engineer		5		71	5	
Troop basis, peace time combat service support	:	1,2	1,2	30	3	
Troop basis, service				30	3	
TUBES, artillery, condemnation and replacement					_	
of, in combat				98	6	
		an an an ma an ma an an an				
UNIFORMITY and standardization of publications	2	2	2	43	3	
UNITED NATIONS relief and rehabilitation adminis	-					
tration, refugees and displaced persons		1,2,3,4	7	35	3	
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UNITS, control and report, ancillary (tactical						
aircraft in European Theater of Operations)	2	3		55	4	
Units, overstrength in		7		3	1	
UTILIZATION, WAAC/WAC and civilians		2	6	11	1	

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V-DISCS		3		119	6	
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V-2 rocket attacks and defense				42	3	
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WATERWAYS, inland, in supply and maintenance				70	,	
		20		130	7	
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WEAPONS, recoilless, affecting infantry division WELFARE, civilian populations, Germany and	1 2		•	13	4	
liberated territories		1,2,3,4	6	35	3	
Welfare service, hospital, American Red Cross		4	2	5	1	
WHY WE FIGHT SERIES			*	76	5	
WIRE		2		111	6	
WOMEN'S ARMY CORPS, special services company		2		114	6	
Women's army corps, study of, in European						
Theater of Operations				11	1,2	
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YANK				76	5	
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