

# The American Red Cross Field Directors: *At His Side* Mini-Q

**Guiding Question:** What qualities does an effective field director possess?

**Source A:** Description of American Red Cross Field Director duties

**Source B:** Field Directors in the Philippines

**Source C:** Field Director David S. Oman

**Source D:** Field Director “Tiny” Thomas S. Montgomery

**Task:** Using the information from the documents and your prior knowledge of World War II, answer the questions that follow each document. Your answers to the questions will help you complete your final essay.

- Discuss the problems that field directors were faced with when helping service members.
- Explain choices that field directors had to make under pressure.
- Describe actions taken by field directors during battles.
- Clearly delineate the qualities of an effective field director.

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Understanding the Question and Pre-Bucketing

### Understanding the Question

1. What is the analytical question asked by this Mini-Q?

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2. Is there any term in the question that needs definition?

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3. Restate the question so that your interpretation of the term "**field director**" is clearly understood.

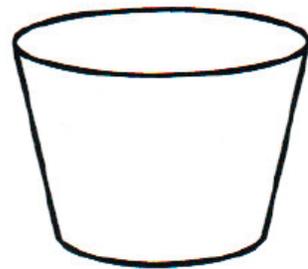
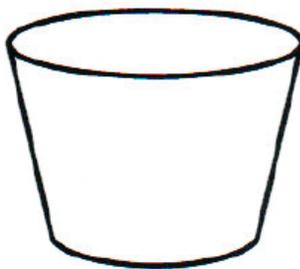
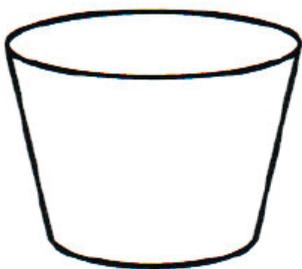
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## Pre-Bucketing

### Task One: Pre-Bucketing

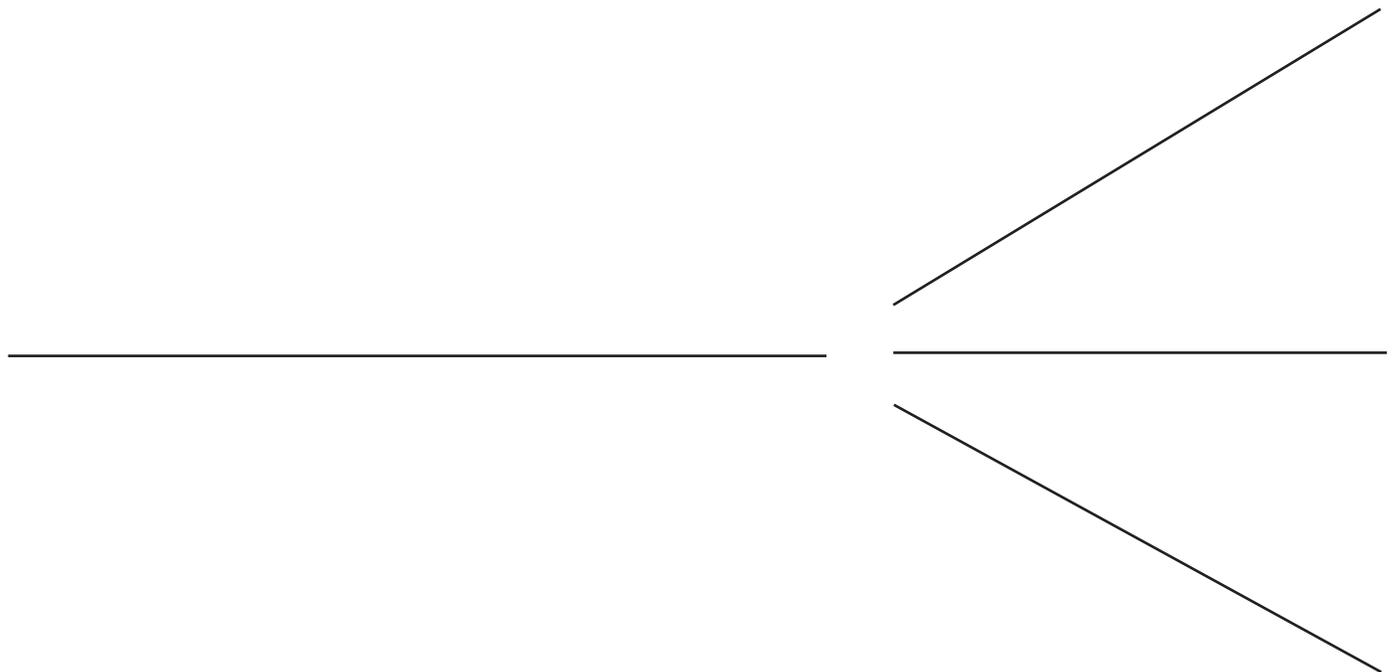
Using any clues from the Mini-Q question and the document titles, create possible bucket labels.



# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Task Two: Thesis Development and Road Map

On the Chickenfoot below, write your thesis and your road map. Your thesis will answer the questions posed in the Mini-Q. The road map is created from your bucket labels and lists the topic areas you will examine in order to prove the thesis.



# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Source A: Description of American Red Cross Field Director duties

“World War II and the American Red Cross” (excerpt)

American Red Cross

“The Red Cross, with its clubs for recreation, its coffee and doughnuts in the forward areas, its readiness to meet the needs of the well and to help minister to the wounded . . . has often seemed to be the friendly hand of this nation, reaching across the sea to sustain its fighting men.”

– General Dwight D. Eisenhower, Address to Congress, June 18, 1945

**By 1945 the number of field directors and assistant field directors who provided camp service peaked at 3,520.**

**Camp Service** was conducted by field directors and assistant field directors assigned to, and often living with, the armed forces. Their services included:

- giving counsel and guidance to service members
- providing a means of communication between members of the armed forces and their families at home
- securing reports on family conditions at home and other matters of concern to service members and to military authorities
- making available financial assistance in the form of loans and grants to meet emergency needs
- distributing comfort articles and other supplies when needed



# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

**Club Service** was made available at the request of the U.S. government to able-bodied members of the armed forces serving overseas. The Red Cross staffed and supplied permanent service clubs, travelling club-mobiles, and other recreational facilities that stretched literally around the world. At its peak, the Red Cross operated nearly 2,000 recreational service facilities abroad, staffed by 5,000 Red Cross workers and approximately 140,000, mostly local, volunteers.

In order to serve multiple sites, particularly in isolated areas, the Red Cross introduced clubmobiles in Great Britain in 1942 and later deployed some to the continent. Each was operated by three American Red Cross women and a local driver. They were equipped for making and serving coffee and doughnuts and for distributing newspapers, chewing gum, and other small items. Some were equipped with record players and loudspeakers to provide music for the troops. A few were outfitted with movie projectors and became known as cinemobiles.

## Home Service

All American Red Cross chapters provided Home Service for the benefit of families of service members. In many cases, Home Service workers maintained close touch with Camp and Hospital Service field directors as information moved back and forth between military installations and home communities. Home Service responsibilities included:

- consultation and guidance in personal and family problems
- communication between service personnel and family members
- information and help with government regulations, pensions, and other benefits
- financial assistance, in the form of loans and grants based on need
- furnishing the armed forces with reports to aid military authorities in making discharge and furlough decisions

During the war years, the Home Service handled almost 18 million cases, participated in 42 million communications between troops and families, and provided over \$38 million in financial assistance.

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## **Camp and Hospital Council Service**

The Red Cross formed councils that met emergency and supplemental needs for equipment, supplies, and services at domestic army and navy installations by coordinating the resources of local communities and other organizations. Military authorities made emergency needs known to field directors who called on local councils for help, with first priority going to hospitals. Councils provided a wide range of items, everything from garden implements and musical instruments to furniture and room furnishings, books, magazines, and newspapers. They also arranged ward parties, held art exhibits, and booked movie and theatrical presentations. By 1944, 2,204 chapters participated in 181 councils that provided service to 4,096 army and navy stations and hospitals.

## **Blood Donor Service**

In January 1941 U.S. military authorities asked the American Red Cross to organize a Blood Donor Service to meet the anticipated needs of the American armed forces should the United States enter the war. In response, the Red Cross established and supervised a model blood collection program with the specific goal of processing blood into dried plasma on a large scale. By the time of the attack on Pearl Harbor, the Red Cross operated ten blood donor centers in the Eastern United States. Eventually that number grew to 35 centers located across the country, supplemented by an additional 63 mobile units. At its peak, the program involved a paid staff of 2,285 doctors, nurses, and technicians, plus an estimated 25,000 volunteers. The Red Cross expended nearly \$16 million on the Service which ended on September 15, 1945 after collecting 13.4 million pints of blood from 6.6 million donors. This wartime effort became the model for the civilian blood program that the Red Cross began in 1948.

“Six thousand units of plasma went ashore at Tarawa [and] 4,000 of them came back in the veins of wounded marines. At least half of the seriously wounded owe their lives to plasma.”

– Captain French R. Moore, Navy doctor in the Pacific

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Analysis of Source A: Description of American Red Cross Field Director Duties

1. How were field directors able to form relationships with service members?

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2. Looking at the items listed under Camp Service, arrange them in order of importance.

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3. Why would service members appreciate having Clubmobiles?

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4. What are three examples of Home Services that a field director would provide?

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5. Why would a field director call on local councils?

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6. During World War II, how many pints of blood did the Red Cross collect?

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# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Source B: Field Directors in the Philippines

George Korson, *At His Side The Story Of The American Red Cross Overseas In World War II*, 1945 (pages 21-23)

"Irving Williams has arrived in Manila on October 9, 1941, with two associates, to organize American Red Cross field director service for the armed forces in the Philippines. The Philippine Red Cross . . . had previously confined its activities to civilians.

. . . A Red Cross call for volunteers had brought immediate response. . . . While volunteers were being registered and classified, Harold Graybeal, assistant field director at Fort Stotsenburg, about sixty miles from Manila, announcing that adjoining Clark Field had been bombed.

The emergency machinery of the Philippine Red Cross functioned with surprising efficiency. Even though few had expected war to come so soon, the Philippine Red Cross had made extensive preparations for almost any eventuality. Large supplies of food, clothing, surgical dressings, and other medical supplies were stored in warehouses, located at strategic points in the city and throughout the provinces. Contracts had been made with transportation companies so that buses, automobiles, ambulances, and horses could be made available. A large staff of doctors and nurses had been enrolled as volunteers for the ten emergency hospitals operated by the Philippine Red Cross in sections vulnerable to attack from the air, particularly along the waterfront.

. . . When the prearranged evacuation plan was carried out, Field Director Cullen was put in charge. To gather frightened refugees from their homes, transport them to railroad and bus stations, have them properly tagged, . . . feed them, and provide medical and nursing care; and organize a staff to receive them twenty to sixty miles from Manila and distribute them to designated homes - all this was a task of tremendous proportions. Cullen and his staff of Filipino assistants removed almost 80,000 men, women, and children from Manila.

. . . One of the Red Cross heroines was Assistant Field Director Frances Hobbs. One day a crowd of frantic women and crying children jammed her office. Without food or money, they had come to the Red Cross for financial assistance. Mrs. Hobbs made individual loans and recorded them. This work was at its peak when suddenly the air-raid alarm sounded: Japanese planes were bombing Nichols Field and the outskirts of Fort William McKinley. Instantly the women became hysterical and the children cried louder than ever. . . . With surprising calm, Frances Hobbs climbed on a desk and called upon the women to follow her in the Lord's Prayer. The women dropped to their knees and recited the Lord's Prayer repeating it over and over again during the thirty minutes that the air raid lasted.

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Analysis of Source B: Field Directors in the Philippines

1. Why did the American Red Cross deem it necessary to incorporate the Philippine Red Cross?

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2. What's important to notice about the placement of emergency hospitals?

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3. Interpret the phrase "properly tagged."

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4. What Home Service does Mrs. Frances Hobbs provide for the women at Fort William McKinley?

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# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Source C: Field Director David S. Oman

George Korson, *At His Side The Story Of The American Red Cross Overseas In World War II*, 1945 (pages 71-73)

“Field Director David S. Oman went ashore with his unit in Gavutu. In his official report of the invasion, Oman described what he saw and did during the first fateful days:

‘Our unit entered Guadalcanal Harbor on the morning of August 6 [1942]. . . . During the actual landing at Gavutu we were caught in a cross fire of rifle and machine-gun bullets from Gavutu beach and from Japanese entrenched in pill boxes on the adjoining island of Tanambogo. A first-aid station was established in the only remaining building on the island. The balcony of this building was being utilized by our own machine-gun and sniper units. Half of the roof and one side of the house had been blown away, but it had a concrete floor and offered some protection from the rain, which had increased as the day wore on.

During the day I kept busy giving morphine to the wounded and preparing them for treatment by the doctors. Casualties increased at dusk when we attempted to secure Tanambogo, and it became necessary for me to act as a stretcher bearer. On my second trip out, my partner was killed as we crossed the causeway [connecting Gavutu with Tanambogo]. On the third trip my new partner was wounded, and upon returning to the first-aid station I was informed that eight corpsmen were casualties.

Fighting continued that night, and the rain increased. Water had gotten six inches deep on the concrete floor and we used rocks and boards to elevate the stretchers. The cigarettes I had brought ashore were kept dry and we gave them out one at a time as the casualties were brought in. The next morning we moved the first-aid station to a safer location.

On the fourth day fighting subsided and we had our first opportunity to clear up the battlefield.”

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Analysis of Source C: Field Director David S. Oman

1. Is this a primary or secondary source? Explain.

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2. Why did Field Director Oman go ashore at Gavutu?

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3. Describe Field Director Oman's character as he performed his duties along side his unit.

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# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Source D: Field Director “Tiny” Thomas S. Montgomery

George Korson, *At His Side The Story Of The American Red Cross Overseas In World War II*, 1945 (pages 74-77)

“On January 3, 1943, the Sixth Marine Division arrived at Guadalcanal to take part in the final drive against the Japanese. . . . Red Cross Field Director Thomas S. Montgomery, nicknamed “Tiny” because of his unusual height of 6’8 ½”, assembled his eighty Red Cross crates scattered among the great piles of military stores. As he was in perfect physical condition, the Red Cross sent him first to Quantico, Virginia, where he practiced invasion tactics with the Marines, then to Camp Pickett to learn Red Cross field techniques.

Tiny pitched his camp about half a mile from the beach, midway between Henderson Field and a smaller fighter field. Allowed only one tent, he and Sergeant McMurren scrounged two other tents. One served as a storehouse and workshop, another as office and library, and the third as a recreation center. Outside his office tent hung this sign: ‘The American Red Cross is in this area to assist men of the United States forces in any way possible. Please do not hesitate to call.’

. . . Montgomery made a rule to reach every American fighting man on Guadalcanal, no matter how remote his outpost. Three times a week he loaded his jeep to capacity with Red Cross supplies, and drove as far as it would go. Then, with a bulging knapsack across his broad shoulders, he would proceed to the front-line foxholes on foot, chanting, ‘Chewing gum, candy, popcorn, soda pop. What’ll you have, boys?’ . . . If a man worried about his family, Montgomery took back a message and had the Australian headquarters of the American Red Cross cable to the soldier’s hometown Red Cross chapter for an investigation.

Front lines were difficult to determine in jungle warfare - a treetop sniper here, a lone foxhole gunner there, perhaps four or five men sharing a shell hole on the side of a ridge. On one occasion, Montgomery was following what he thought was a continuous line of American positions when he met a group of Marines walking through a coconut grove. He asked how close he was to the front line.

They looked at him oddly and grinned. ‘Hell,’ drawled one of them, ‘the front line’s half a mile behind us. This is a patrol.’

The woods were full of Japanese snipers, which prevented his turning back. So he went along with the patrol, dodging bullets on the way.

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

Once, in the dusk, while bouncing along in his overloaded jeep, [Montgomery] found himself in the midst of a battle. Bursting bombs shook the ground under him, and the air was filled with the rumble and flashes of gunfire on the ground, in the air, and offshore. Signs of machine guns and rifles hidden behind foliage and coconut trees were not necessary to convince him that he was a target for enemy bullets. . . .

There was a time when Montgomery was driving along the beach with a load of supplies and several passengers when bullets started kicking up the sand all around them. Caught between the crossfire of two Japanese machine-gun nests, they couldn't see their assailants yet discerned a movement of leaves in the trees overhead."

## Analysis of Source D: Field Director "Tiny" Thomas S. Montgomery

1. Why did the Red Cross send Field Director Tiny to Quantico?

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2. How does Field Director Montgomery show his resourcefulness?

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3. Explain how Field Director Montgomery provided a Home Service for a service member.

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4. Describe how Tiny performs acts of valor while also accomplishing his job as a **field director**.

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# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Essay

**Guiding Question:** What qualities does an effective field director possess?

**Directions:** Write a well-organized essay that includes an introduction, several paragraphs, and a conclusion. Use evidence from at least three documents to support your essay. Support your response with relevant facts, examples, and details.

**Task:** Using the information from the documents and your prior knowledge of World War II, answer the questions that follow each document. Your answers to the questions will help you complete your final essay.

- Discuss some problems that field directors faced when helping service members.
- Explain choices that field directors had to make under pressure.
- Describe actions taken by field directors during battles.
- Clearly delineate the qualities of an effective field director.

**Guidelines:** In your essay, be sure to:

- Develop all aspects of the task;
- Incorporate information from **at least three** documents;
- Support your analysis with relevant facts, examples, and details; and
- Use a logical and clear plan of organization, including an introduction and a conclusion that are beyond a restatement of the question.

## Mini-Q Essay Outline Guide

### Working Title

### Paragraph #1

Grabber

Background

Stating the question with key terms defined

Thesis and roadmap

# The American Red Cross Field Directors: *At His Side* Mini-Q cont.

## Paragraph #2

Topic sentence for bucket one

Evidence: supporting detail from documents with document citation

Argument: connecting evidence to the thesis

## Paragraph #3

Topic sentence for bucket two

Evidence: supporting detail from documents with document citation

Argument: connecting evidence to the thesis

## Paragraph #4

Topic sentence for bucket three

Evidence: supporting detail from documents with document citation

Argument: connecting evidence to the thesis

## Paragraph #5

Conclusion: restatement of thesis along with possible insight