

*United States Marine Corps
Command and Staff College
Marine Corps University
3300 Russell Road
Marine Corps Combat Development Command
Quantico, Virginia 22134-5068*

MASTER OF MILITARY STUDIES

TITLE: FROM BATTLESHIPS TO BRIDGES:

The

Naval Career of Commodore Schuyler Franklin Heim

**SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MILITARY STUDIES**

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AY 2000-2001

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Date: _____

Report Documentation Page

Report Date 2001	Report Type N/A	Dates Covered (from... to) -
Title and Subtitle From Battleships to Bridges: The Naval Career of Commodore Schuyler Franklin Heim	Contract Number	
	Grant Number	
	Program Element Number	
Author(s)	Project Number	
	Task Number	
	Work Unit Number	
Performing Organization Name(s) and Address(es) United States Marine Corp Command and Staff College 2076 South Street MCCDC Quantico, VA 22134-5068	Performing Organization Report Number	
Sponsoring/Monitoring Agency Name(s) and Address(es)	Sponsor/Monitor's Acronym(s)	
	Sponsor/Monitor's Report Number(s)	
Distribution/Availability Statement Approved for public release, distribution unlimited		
Supplementary Notes		
Abstract The Naval career of Commodore Schuyler F. Heim covered over 43 of the most dynamic years in the Navy and the Nation. From the dreadnoughts of the Great White Fleet to the destroyers for bases exchange with Great Britain prior to World War, 2 he was involved in many of the events that have become icons of those years: North Atlantic convoy duty during WWI, Yangzte River patrol during the Chinese Nationalist Revolution, Atlantic Neutrality Patrol prior to WWII. He commanded five separate ships including cruisers and destroyers, and he commanded Naval Operating Base Terminal Island, San Pedro, California, of the the largest Naval Bases during WWII. Through his leadership, technical expertise, and forthright personality he was able to organize and commission a Naval supply and repair base that was instrumental in the Pacific War effort. His contributions to the Navy and the nation were exactly what was needed at exactly the right time.		
Subject Terms		
Report Classification unclassified	Classification of this page unclassified	
Classification of Abstract unclassified	Limitation of Abstract UU	

Number of Pages

92

REPORT DOCUMENTATION PAGE

FORM APPROVED - - - OMB NO. 0704-0188

public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters services, directorate for information operations and reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the office of management and budget, paperwork reduction project (0704-0188), Washington, DC 20503

1. AGENCY USE ONLY (<i>LEAVE BLANK</i>)		2. REPORT DATE		3. REPORT TYPE AND DATES COVERED STUDENT RESEARCH PAPER	
4. TITLE AND SUBTITLE FROM BATTLESHIPS TO BRIDGES: THE NAVAL CAREER OF COMMODORE SCHUYLER FRANKLIN HEIM				5. FUNDING NUMBERS N/A	
6. AUTHOR(S) LCDR Joseph H. Boener, USN					
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) USMC COMMAND AND STAFF COLLEGE 3300 RUSSELL ROAD, MCCDC, QUANTICO, VA 22134-5068				8. PERFORMING ORGANIZATION REPORT NUMBER NONE	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) SAME AS #7.				10. SPONSORING/MONITORING AGENCY REPORT NUMBER: NONE	
11. SUPPLEMENTARY NOTES NONE					
12A. DISTRIBUTION/AVAILABILITY STATEMENT NO RESTRICTIONS				12B. DISTRIBUTION CODE N/A	
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14. SUBJECT TERMS (KEY WORDS ON WHICH TO PERFORM SEARCH) Heim, Schuyler Franklin; Great White Fleet; Destroyers-for-Bases; Asiatic Fleet; Yangzte Patrol; Neutrality Patrol; NOB Terminal Island				15. NUMBER OF PAGES: 88	
				16. PRICE CODE: N/A	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED		18. SECURITY CLASSIFICATION OF THIS PAGE: UNCLASSIFIED		19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT

EXECUTIVE SUMMARY

**Title: FROM BATTLESHIPS TO BRIDGES:
The Naval Career of Commodore Schuyler Franklin Heim**

Author: LCDR Joseph H. Boener, USN

Thesis: Commodore Schuyler F. Heim was involved in many of the events that defined the United States Navy during the first half of the 20th century. Those experiences, combined with his professionalism and dedication, enabled him to successfully meet the needs of the Navy and nation during World War II. His career is an example for today that it is more than academic skill and grades, which determine the metal an officer.

Discussion: Commodore Heim graduated from the U.S. Naval Academy in 1907. His naval career encompassed many of the historic events of the first half of the century: the world cruise of the Great White Fleet, World War I convoy and patrol duty in the Atlantic, patrolling the Yangtze River with the Asiatic Fleet during the Nationalist Chinese Revolution, and the Neutrality Patrols prior to World War II and the Destroyers-for-Bases Deal.

Commodore Heim commanded five destroyers and cruisers, and two destroyer squadrons. He earned a battle efficiency trophy, a gunnery award, and a communications efficiency award. While at the U.S. Naval Academy, a company in his battalion won the Efficiency Colors. At the Naval Observatory in Washington, DC, he was instrumental in perfecting US production of optical equipment. His professional military education included graduation from the senior course at the Naval War College in 1931 and the Army Industrial College in 1934.

Commodore Heim's final tour combined all of his experience, training, and leadership. As Commandant of N.O.B Terminal Island, California, one of the largest naval supply bases during World War II, he was instrumental in the successful execution of the war in the Pacific. He expanded a peacetime facility into a modern supply, training, and repair base coexisted within the civilian population, agencies and municipal governments of southern California. He was able to bring together all these disparagement entities and provide unparalleled support to the fleet and the nation.

Conclusion: Commodore Heim's career was impressive in length, breadth, and accomplishments. His ability to strike a common sense balance between technical expertise and engaging personality made him one of the competent and dynamic leaders of the Navy in an era it needed them the most. His ability to focus the effort of his men, officers, and the civilian agencies on a common purpose was recognized and lauded. The Navy promoted him to the rank of commodore and the city of Long Beach, California named the bridge connecting Terminal Island and Long Beach in his honor. His contribution to the country and the Navy is an example that should not be forgotten, and can serve as a model for contemporary naval officers.

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Preface

In June 1986, I was introduced to the story of Commodore Schuyler Franklin Heim, a fellow alumnus of my hometown high school and the U.S. Naval Academy. I learned then he was the only other person to have graduated from both Plymouth High School in Plymouth, Indiana, and the Naval Academy. After years of latent curiosity I was given the opportunity to learn more about this fellow naval officer, and this paper is the product of that research. My search led from Plymouth to the Naval Academy at Annapolis, and thence on the world cruise of the Great White Fleet, Atlantic convoy duty during World War I, the Yangtze River Patrol during the Nationalist Chinese Revolution, the Atlantic Neutrality Patrol and the destroyer-for-bases deal with Great Britain prior to World War II, and finally to one of the largest logistic bases for the war in the Pacific.

My initial research plan was to evaluate the Commodore's career primarily through his personal military service record with background information from naval archives, newspapers, and books on the era. Requests both official and unofficial for his service record were submitted in September 2000 to the National Personal Records Center in St. Louis, Missouri; however, the requested material did not arrive until the first week of April 2001, one week prior to the closure date for this paper. I have included material from it where appropriate.

Out of necessity, my approach evolved into using primary and secondary source material to place the Commodore at command during a specific period and then fill in the story based on how that command was employed. This method emphasized the larger background activities, but not the details of his specific duties, responsibilities, and performance --for these there can only be speculation for the specific documentation to include fitness reports was not available.

The reader will find that adequate coverage of two of Commodore Heim's tours is given, those on the USS *Nebraska* and the USS *Charleston*. The reasons for this are simple: the Great White Fleet has been covered extensively and Commodore Heim's Midshipman evaluations were available from the early part of his tour aboard the *Nebraska*. At the end of World War I while transporting American troops back from Europe, the commanding officer of the *Charleston* tasked three of his junior officers to consolidate the war diaries or daily logs for the ship. The result was a very detailed account of every day that Commodore Heim was the Engineering Officer of that ship.

I would like to thank Mrs. Ida Chipman for her help locating records at the Plymouth Historical Society as well as the staff of the Society; Mr. Bob Andrew, Chief Librarian, *Long Beach Press-Telegram*; Beverly Lyall, Archives Technician, Nimitz Library, U.S. Naval Academy; Dr. Evelyn Cherpak, Archivist, Naval War College; Robert Montgomery, Archivist, National Defense University Library; and Dr. Jim Ginther and Mr. Mike Miller of the Marine Corp University Research Center Archives Branch. I would also like to thank Major Richard Miles, USMC and CDR Laura Venable who aided me in obtaining Commodore Heim's service record. Special thanks are due to Ms. Terri Hedgpeth who saved me countless hours tracking down and researching material from the National Archives and also my mentors, Dr. Don Bittner and Ltcol John Atkins, who provided invaluable guidance and impetus which is only partially encapsulated in their two quotes. Most of the personal information in the paper was made available to me by Commodore Heim's surviving family, Mr. Donald Heim and Mr. Stephen Heim. Their assistance helped me greatly to fill in the more detailed personal information. Finally, I need to thank my family, my daughters Kathy and Ellen and especially my wife, Mary. Their love, understanding, and support kept me going and in-touch with what is really important in life through it all.

If we do not write our history, who will?

--Dr Donald F. Bittner



Figure 1. Midshipman Heim. The date of this photograph is unknown; however, it is likely that it was taken in his final year at the Naval Academy. Photograph provided by Mr. Donald Heim.

Prologue

Compared to the well-known admirals of the era, (Nimitz, Halsey, Spruance, Hewitt, and fellow Hoosier, Jonas Ingram) Commodore Schuyler F. Heim is relatively obscure; however, obscurity does not mean that he was any less the professional naval officer. His story is a sample of countless individuals who dedicated their lives to successful service to this country and an example for those who now serve. It is the story of an ordinary man living an extraordinary life.

Commodore Heim's contribution to the country did not go unnoticed by those who worked with or knew of him. In January 1948, a vertical lift bridge connecting Long Beach to Terminal Island was opened and named in his honor by the city of Long Beach, California. Commodore Heim had been instrumental in securing construction of the bridge, which was required to support the expansion of facilities on Terminal Island. The Commodore Schuyler F. Heim Bridge was opened to traffic on 10 January 1948 following a ceremony attended by Commodore Heim, local civil leaders, and local Navy representatives. When built, the six-lane bridge, measuring nearly 4,000 feet from end-to-end with a 240-foot span that could be raised 125 feet, was the largest vertical lift bridge in the world.

In 1986 Commodore Heim's hometown alma mater, Plymouth High School, inducted him into its Distinguished Alumni Hall of Fame. The event was a fitting footnote to a career that is impressive in length, breadth, and accomplishments. The induction ceremony was covered in the local newspaper, *The Pilot News*, and Appendix H is the article from 21 June 1986. The photo accompanying the article depicts the "genesis" of this paper's research --the ensign in the photograph is the writer of this paper.

Chapter 1

Early Years to 1907

You will rise no higher than your aspirations.

--- Class motto of 1902
Plymouth High School, Plymouth, Indiana¹

In June 1986, one month after graduating from the United States Naval Academy, the author participated in the induction of Commodore Schuyler Franklin Heim into the Plymouth High School Distinguished Alumni Hall of Fame. Prior to the author, the Commodore was the only person to have graduated from both Plymouth High School (PHS) in Plymouth, Indiana, and the United States Naval Academy. In 1986, only a few details about his career were known: he had graduated from PHS in 1902 and the Naval Academy in 1907, commanded destroyers and cruisers, been in charge of a naval base, and a bridge in California was named in his honor. It was also rumored that he had been involved in the Destroyers-for-Bases transfer of 50 World War I era destroyers to Great Britain prior to World War II.

These career highlights suggest much more from the Commodore's 43 years of active duty. What events had he witnessed and how had those experiences impacted him? Did he have an influence on any of those events? What can today's naval officers take away from a career that encompassed such difficult and remarkable times? Thus began the search for what made Commodore Heim a successful professional naval officer.

¹ *P.H.S. 1876-1976 Centennial Edition*, Monograph, Plymouth High School Centennial Annual Committee, Inc. (Plymouth, IN: N.p., nd), 70.

Family²

Schuyler F. Heim was born 14 January 1884, in north central Indiana northeast of the rural town of Plymouth. He was the third of four children of Peter and Henrietta Wade Heim of the Walnut Grove neighborhood of Plymouth. His paternal grandparents, Ulrich and Catherine Heim, had emigrated from Switzerland and Bavaria, respectively, sometime in the early 1800's. They had settled in northern Indiana and started a family farm. Schuyler's father taught in one of the township's one-room schools from 1867 to 1888 before becoming a successful farmer and an influential figure in local agricultural and civic organizations. Schuyler's mother died in 1900 following a four-year illness. His father passed away in October 1907, the year that Schuyler graduated from the Naval Academy.

Schuyler's oldest sibling was his sister, Anna. She was considerably older, and had married and was teaching in Chicago prior to their mother's death. With the loss of their mother, Anna returned to Plymouth apparently to help at home and later returned to teaching at Jordan School, another a one-room school in the township. A year older than Schuyler was his brother, Charles, who lived in Plymouth and also taught at Maple Grove School. The youngest brother, Russell, was two years junior to Schuyler; he became an Army doctor, was seriously wounded in World War I, and later had a successful medical practice in Minneapolis.

² This brief family history is based on telephone interviews of Mr. Stephen Heim, Plymouth, IN and Mr. Donald Heim, Los Angeles, CA, great-nephews of Commodore Heim.

Primary School, 1890 - 1902

Schuyler's education most likely began at the Walnut Grove neighborhood school, the same one-room school where his father probably taught. From there he went to Washington School, which later became Plymouth High School. No academic records exist prior to 1911; however, PHS produced a Centennial Edition of its yearbook containing a history of the county, the township school system, and the high school from 1876 to 1976. Therein are described many of the activities and students who attended the high school in its early years.

From this annual it was possible to ascertain that Schuyler was not the top student in the Class of 1902, but that he held the office of Deputy Class Leader.³ It is not known whether Schuyler participated in any informal high school sports. The official PHS sports program did not start until 1903. However, football was a club sport from 1896 to 1899 and then a school sport from 1903 to 1906. His younger brother, Russell, did participate on the baseball and football teams, which along with Schuyler's athletic performance at the Naval Academy suggest that he probably participated in club sports.⁴

The PHS Class of 1902 graduated one of the smallest in many years with only six seniors. At the graduation ceremony, held on 27 June 1902, each student was required to give a lecture. The topics of the orations were: Policy, Nature's Influence Upon Man, Principle, Man's Influence on Nature, America for Americans, and The Open Door. Schuyler's subject was Man's Influence on Nature, in which he discussed how man had changed and modified the natural environment in more ways than his early predecessors could have ever imagined.⁵ It is not explained how the general topic was selected or

³ *P.H.S. 1876-1976 Centennial Edition*, 70.

⁴ *P.H.S. 1876-1976 Centennial Edition*, 119-124.

⁵ *P.H.S. 1876-1976 Centennial Edition*, 70.

whether the graduates picked their own subjects for their oration. The custom of having each graduate give a presentation at the commencement dated from the first graduation in 1876 until 1904, when the "large" graduating class of 16 students made this impractical.

United States Naval Academy, June 1903-June 1907

Schuyler reported to the U.S. Naval Academy (USNA) on 25 June 1903. What he did for the year between graduation from high school and reporting to USNA is not known. While he was at the academy there were two highly publicized scandals: that of Branch-Merriweather and one pertaining to hazing. James R. Branch, Class of 1907, died from injuries that he received in a fight in Bancroft Hall with Minor Merriweather, Jr., Class of 1908. Merriweather was Court Martialed, but received only a letter of reprimand from the Secretary of the Navy as punishment.⁶ Actually, in this era fighting at the Academy was not all that unusual.⁷ The hazing scandal raised a public furor and resulted in several upper-classmen being expelled.⁸ On the positive side, the Brigade of Midshipmen participated in the inauguration of President Theodore Roosevelt in 1905,⁹ and the internment ceremony of John Paul Jones. The famous admiral's reburial, which captured the attention of the world, included President Roosevelt, the French ambassador, the Secretary of the Navy, and many other dignitaries.¹⁰

⁶ Alfred K. Schanze, "The Newspapers Are Exaggerating," in *Letters from Annapolis: Midshipmen Write Home, 1845-1969*, ed. Anne M. Drew (Annapolis, MD: Naval Institute Press, 1998), 89.

⁷ Anne M. Drew, *Letters from Annapolis*, 82.

⁸ Schanze, *Letters From Annapolis*, 91.

⁹ Schanze, *Letters from Annapolis*, 85-86.

¹⁰ Mame Warren and Marion E. Warren, *Everybody Works but John Paul Jones: A portrait of the U.S. Naval Academy, 1845-1915* (Annapolis, MD: Naval Institute Press, 1981), 48-53.

It does not appear that Midshipman Heim was involved in the scandals. The Special Collections and Archives Division at the Naval Academy library contains midshipmen personnel files on microfilm; however, his simply noted that there was nothing in his folder when the microfilm was made. Conduct records from the time stated that he had received demerits for only minor infractions such as “...raising hands in rank, out of uniform, late [for] supper formation, and clothes not brushed.”¹¹

The best sources for information turned out to be personal letters, the yearbook or *Lucky Bag*, and the annual register of midshipmen. The senior’s *Lucky Bag* includes a photograph of the midshipman, academic and athletic awards, and a brief, usually lighthearted, synopsis of the graduate’s personality and activities written by one of his close friends. The annual register contains relative academic, conduct, and overall class standings of all the midshipmen in a particular class.

In a personal letter dated 3 December 1903 to his brother, Charles, Schuyler told how he suffered from a severe case of the mumps and what he could use for Christmas.

I am still in the hospital and will be here several days yet. There are quite a number in the hospital affected with the mumps. Every parent should see that his children have all such diseases in childhood. I suppose you know the nature of the disease. Well I got it in great shape. My exposure at Phil. brought it on. I never was so sick in all my life. Was out of my head for two days. Had two fine doctors and two nurses taking care of me. Am getting along nicely now. Of course this will throw me back in my studies but I think it will do me no serious harm. I won’t be required to make up back studies but will be required to pass exams whether I was with the class or not.

You asked me what would be a good Christmas present for me, absolutely nothing. There is nothing I could use. Nothing is of much use to me unless I can eat or drink it. I intended to have some pictures taken and send them home Xmas time, but this sickness has cut me down so that I don’t look like myself. It is pretty hard to buy

¹¹ Beverly Lyall, Archives Technician, Special Collections and Archives Division, Nimitz Library, United States Naval Academy, letter to author, subject: “Response to request for information on Schuyler Franklin Heim, USNA Class of 1907,” 8 September 2000.

christmas gifts on my large salary of \$1 per mo.¹²

Despite the illness and resulting difficulties in keeping up with studies, he remained upbeat and positive.

Early on Schuyler showed that he would persevere despite setbacks and not let minor inconveniences or difficulties get in his way.

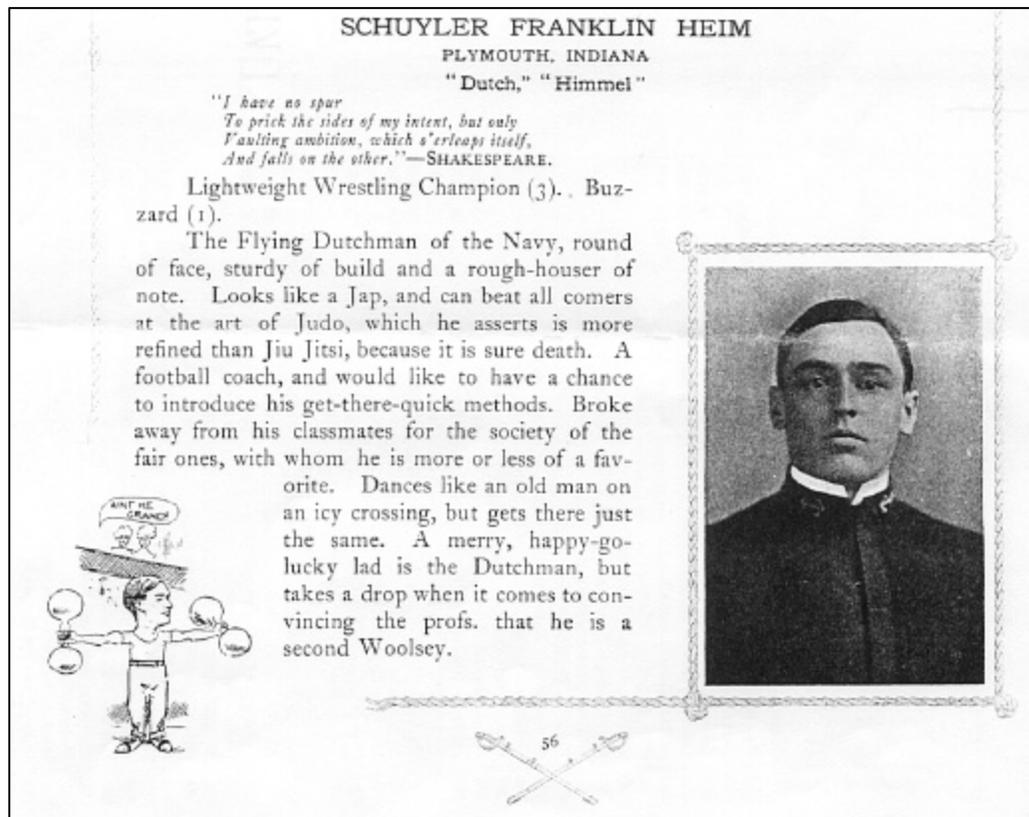


Figure 2. Midshipman Heim's Naval Academy senior yearbook. Commodore Heim attended the U.S. Naval Academy from June 1903 to June 1907. 1907 *Lucky Bag*.

Figure 2 is Midshipman Heim's page from the 1907 *Lucky Bag*. From the personal description, many things can be determined or at least how his peers perceived him. The reference to looking like a “Jap” was a remark about his height, approximately 5’6”. He was athletic, involved in both wrestling as a participant and football as a coach. His judo experience would help explain his three consecutive

¹² Schuyler F. Heim, letter to Charles Heim, 8 December 1903, provided by Donald Heim, 16 January 2001.

championships in wrestling. Actually, he was the lightweight champion in 1905 and light and middleweight champion in 1906 and 1907.¹³ He was outgoing and apparently well liked by his classmates and the ladies --who generally found him a charming person. The comment about not "...convincing the profs. he is a second Woolsey." is a reference that he did not get overly concerned with the academic rigors of the academy.

Midshipman Heim's class standings in the *Annual Register of the United States Naval Academy* supported his unknown classmate's analysis. Overall he consistently ranked in the lower one third of the class and seemed to have difficulty in efficiency and modern languages while excelling in mechanical, science, and seamanship courses. In his final year as a midshipman the upper and lower 30 percent were separated by only 15.72 points out of a maximum 840 points accumulated over the six years of instruction (graduates of the era served two years in the fleet before they were commissioned).¹⁴ In the final "class standing" of the 208 graduates of the Class of 1907, there were six commodores, 17 rear admirals, four vice admirals, and five admirals. Commodore Heim's final rank thus ultimately placed him in the top 15 percent in career success.¹⁵ See Appendix C for a listing of the flag officers of the Class of 1907.

¹³ Schuyler F. Heim; Officer biographical information form, 1 August 1938; Officer Biographical Files, ZB Series; Operational Archives Branch, Naval Historical Center, Washington, DC.

¹⁴ United States Navy, *Annual Register of the United States Naval Academy* (Washington, DC: GPO, 1904 to 1906, 1909).

¹⁵ The United States Naval Academy Alumni Association, Inc, *Register of Alumni, Graduates and former Naval Cadets and Midshipmen*, 1994 ed. (Annapolis, MD: The Association, 1993), 170-171.

Chapter 2

Early Years in the Fleet

Those who perform the feat again can but follow in your footsteps.

---Theodore Roosevelt¹⁶

From 1907 to the outbreak of World War I, Commodore Heim was assigned to three battleships, one destroyer, one repair ship, and one presumably enjoyable shore tour. This period witnessed the naval expansion fueled by the launching of HMS *Dreadnought*, the world cruise of the Great White Fleet, the completion of the Panama Canal, and the tensions that resulted in World War I. He married Miss Ramona McCudden in 1914, while stationed at Mare Island, California, an enduring union which lasted until her death in 1962.

USS *Nebraska* (BB 14), July 1907 - June 1911

Following graduation, Midshipman Heim reported to the newly commissioned battleship USS *Nebraska* (BB 14), in Seattle, Washington. Commissioned on 1 July 1907 the battleship's first year of service consisted of shake down cruises, alterations, and repairs in preparation for the upcoming World Cruise.¹⁷ Schuyler was assigned to the Engineering Division and stood duties as the Junior Engineer,

¹⁶ Quoted in James R. Reckner, *Teddy Roosevelt's Great White Fleet* (Annapolis, MD: Naval Institute Press, 1988), 155.

¹⁷ *Dictionary of American Naval Fighting Ships*, URL: < <http://www.hazegray.org/danfs>>, accessed 27 September 2000. Cited hereafter as *DANFS*.

Assistant to Engineer Officer, and Midshipman of the Watch.¹⁸ Assignment to the Engineering Division gave him experience working with the coal fired steam engines that still drove much of the fleet during World War I. He also gained bridge watch experience while standing Midshipman of the Watch, assisting the Officer of the Deck in maneuvering the ship while underway.

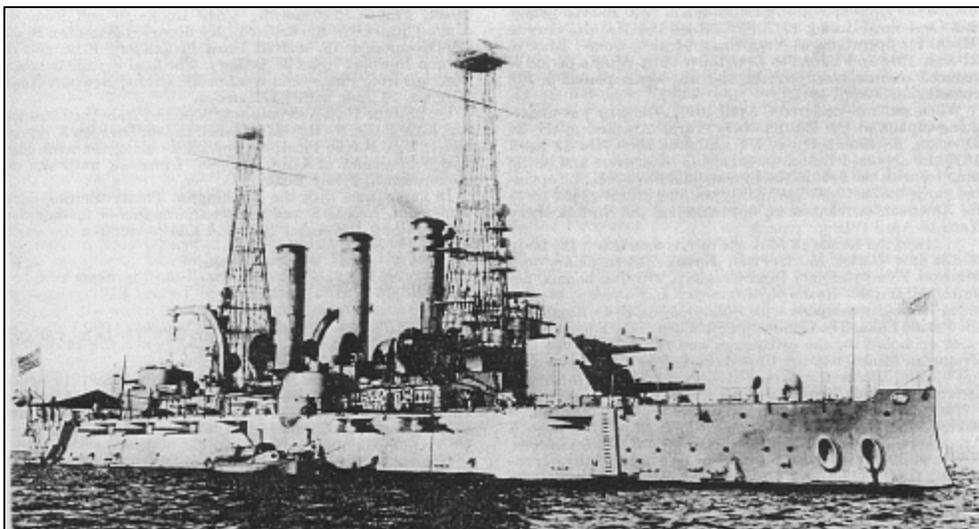


Figure 3. USS *Nebraska* (BB 14) sometime after the world cruise. Commodore Heim served aboard the *Nebraska* as a midshipman and ensign from July 1907 to June 1911. *DANFS*, vol. V.

Midshipman Heim's performance evaluations, Form G's, from this tour are fairly standard. His performance was consistently appraised as good, very good, or excellent. However, his performance declined in the first six months of 1908 following the death of his father in late 1907. The captain of the *Nebraska* gave few substantive comments, but the one sentence remark at the bottom of the evaluations tracked with the declining grades. While always positive, the remarks went from "Is attentive and gives evidence of becoming a good officer," 30 September 1907, to "Midn. Heim will, with

¹⁸ Quarterly Report on the Fitness of Midshipmen, Form G. Heim, Schuyler F., 10 August 1907 - 30 June 1908; Records of the Bureau of Naval Personnel 1900 - 1910, Record Group 24; National Archives Building, Washington, DC. Cited hereafter as Form G, S.F. Heim.

experience make a good officer,” 30 June 1908.¹⁹ This low point appears to correspond with his transfer from Engineering to Fourth Division. Transferring junior officers between divisions is the normal means of expanding their experience and training. While in Fourth Division, Schuyler was responsible for the 6-inch guns and the men who manned them.

The morning of 6 May 1908, *Nebraska* joined the Atlantic portion of the Great White Fleet off San Francisco. The 16 battleships of the Atlantic Squadron had left Hampton Roads, Virginia, the previous December and transited to the Pacific via port calls in South America and the Straits of Magellan. Over one million people lining the shores of the Golden Gate greeted the Great White Fleet when it entered San Francisco Bay. When added to the Pacific Coast warships, there were 48 ships maneuvering in the bay that morning.²⁰

The fleet sailed from San Francisco Bay for Honolulu on 7 July, but the *Nebraska* was infected with scarlet fever and quarantined at Angel’s Island for two days. After being fumigated and receiving a clean bill of health, the *Nebraska* departed and rendezvoused with the fleet on 14 July, two days out of Hawaii. Schuyler was much taken with Honolulu and the native Hawaiians later stating, “This most beautiful city nestling on a beautiful bay, amidst palms and tropical flowers. The natives known as Kanakas are very hospitable and endeared themselves in the hearts of our sailors. If given a choice...he would select Honolulu above all other places in the world as a place of residence.”²¹ The fleet spent seven days in Hawaii taking on coal, supplies, and being entertained by the inhabitants.

¹⁹ Form G, S.F. Heim, 10 August 1907 - 30 September 1907, 30 September 1907 - 31 December 1907, 1 January 1908 - 31 March 1908, 1 April 1908 - 30 June 1908.

²⁰ James R. Reckner, *Teddy Roosevelt’s Great White Fleet*, 59.

²¹ “Many Attend Alumni Banquet,” *The Plymouth Democrat*, 10 June 1909.

Departing Hawaii on 22 July, the fleet headed for Auckland, New Zealand. There, it received an enthusiastic welcome that would continue to be the rule for the remainder of the cruise.²² Schuyler commented on the native New Zealanders, the Moaris who “... took a great fancy to our sailors because they claim to come from a sea-faring race. The men fantastically tattoo their bodies. When a Maori girl is married she tattoos herself to make her hideous.”²³ Sydney, Melbourne, and Albany, Australia were the next port calls. Australia was considered the best port call of the entire cruise, with the added proof that 115 to 130 sailors jumped ship and took up “permanence residence” in Australia when the fleet set sail for Manila. In the Philippines the crews were restricted to the ships due to a cholera epidemic, and the fleet soon continued on to Yokohama, Japan.²⁴

Between leaving California to arriving in Manila, Midshipman Heim’s performance improved dramatically as noted on his Form G: “Shows a marked improvement, will make a good officer.”²⁵ He had spent the three months in Fourth Division as the Junior Officer of the Division and now stood duty as Junior Officer of the Watch. With the increased pace of the cruise, interesting ports, and with the death of his father behind him, Schuyler appears to have found his stride which he sustained through his remaining time as a midshipman.

The prime reason President Roosevelt sent the Great White Fleet on its cruise was to both exercise and demonstrate the Navy’s ability to defend the West Coast from the Japanese fleet. West

²² The reason for these warm welcomes, especially in Australia and New Zealand, was the perceived threat from Japan and the absence of the British fleet. The Pacific rim countries were already wary of the Japanese and more than happy to see the American fleet in their ports as the British fleet was shifting its navy to counter the growing German threat in European waters.

²³ “Many Attend Alumni Banquet,” *The Plymouth Democrat*, 10 June 1909.

²⁴ Reckner, *Teddy Roosevelt’s Great White Fleet*, 95 - 105.

²⁵ Form G, S.F. Heim, 1 July 1908 - 30 September 1908.

Coast residents were concerned that Japan might retaliate on the behalf of Japanese immigrants who were being discriminated against in California. The strained relations that had prompted the cruise still lingered and the potential for misunderstandings between the two very different societies caused concern over the Yokohama port call.

The Navy forwarded information on the fleet's support requirements to the Japanese via unofficial channels so the local authorities were ready with the proper number liberty boats, interpreters, guides, etc. --thereby avoiding any embarrassment. To prevent trouble on liberty the Navy assigned 50 enlisted men to an officer as a liberty party. The word was also passed that severe consequences would follow any infraction. The Yokohama visit went smoothly despite the worries, and tensions between the two countries were noticeably eased following the visits, based at least partly on the conduct of the sailors in Yokohama.²⁶ While in Japan, Schuyler visited the gardens of Tokyo, which the Mayor had opened to the sailors and the public for the occasion.²⁷

Taking leave of Japan, the fleet split up with several ships making a port call in Amoy, China, while the rest conducted exercises until the China contingent rejoined them and then returned to Manila. To the consternation of the Philippine government and the Navy, the cholera epidemic had persisted and liberty was again curtailed. After Manila, the fleet transited the Straits of Malacca, entered the Indian Ocean, and proceeded to Colombo, Ceylon, (present-day Sri Lanka). In Colombo the sailors bought "...tea of the best qualities..."²⁸ and curios and the ships took on coal for the transit to the Red Sea and the Suez Canal.

²⁶ Reckner, *Teddy Roosevelt's Great White Fleet*, 114-116.

²⁷ "Many Attend Alumni Banquet," *The Plymouth Democrat*, 10 June 1909.

²⁸ "Many Attend Alumni Banquet," *The Plymouth Democrat*, 10 June 1909.

Stopping on the Red Sea terminus of the Suez Canal for coal, the fleet was notified that a disastrous earthquake had hit Messina, Italy, killing 150,000 to 200,000. Because of this the entire fleet did not visit Italy as planned, but was scattered to various ports throughout the Mediterranean.²⁹ The *Nebraska* was sent to Port Said, Egypt; Marseilles, France; and Gibraltar. While in Egypt, Schuyler "...made the inland trip to Cairo near where in the desert the time defying pyramids are located. He succeeded in ascending to the top of one of these where a fine view of the surrounding country could be had. He also explored the interior of the pyramid built by the Cheops."³⁰ After Gibraltar, the fleet crossed the Atlantic and on the return to Hampton Roads, Virginia, was greeted by President Roosevelt.

At the completion of the cruise, the *Nebraska* remained on the East Coast with the Atlantic fleet. Midshipman Heim remained in Fourth Division as the Junior Division Officer. His watch duties now included Junior Watch Officer, Junior Officer of the Deck, and Mid-Watches. As the Junior Officer of the Division he was responsible for the 6-inch guns and the gunners working them. When the ship had a yard repair period in New York, he took leave and returned to Plymouth.³¹ While home he attended the Alumni Banquet and his toast describing the world cruise of the Great White fleet was the highlight of the evening for those attending.³²

²⁹ The fleet responded by sending several hundred tons of foodstuffs that were on a logistic ship, as well as all their excess medical supplies and six surgeons. Additionally, the Navy sent the station ship from Constantinople and a logistics ship being loaded in New York was loaded with a prefabricated hospital and sent to the stricken area. Reckner, *Teddy Roosevelt's Great White Fleet*, 145-146.

³⁰ "Many Attend Alumni Banquet," *The Plymouth Democrat*, 10 June 1909.

³¹ Form G, S.F. Heim, 15 May 1909 - 30 June 1909.

³² "Many Attend Alumni Banquet," *The Plymouth Democrat*, 10 June 1909.

Schuyler's received his final Quarterly Report as a midshipman for the period 1 January 1910 to 31 March 1910. It contained the following remarks concerning his performance, ability, and desirability for promotion: "Character, very good. Ability and efficiency, very good, as shown by the results of training his division of 6-6 in. guns for elementary practice. Showed marked ability in training riflemen in Camp Guantanamo Bay, Feb 1910."³³ In May 1910, he was commissioned an ensign with a date of rank of 7 June 1909. As an ensign, he now had the assignment of Senior Watch Officer and the Division Officer responsible for one of the 8-inch gun turrets.³⁴ He detached from *Nebraska* on 9 June 1911 and transferred to the USS *Smith* (DD 17)³⁵ --by her hull number an early vessel of this class of ship.³⁶

USS *Smith* (DD 17), June 1911 - October 1911

The destroyer *Smith* was commissioned on 26 November 1909 and assigned to the Atlantic Torpedo Fleet. This tour appears to have been just a "stash" job while waiting for follow-on orders as Ensign Heim spent only a few months attached to her. While assigned to the *Smith*, he was the Executive Officer and Gunnery Officer.³⁷ One year after Ensign Heim left, the *Smith* was deactivated and placed in reserve until reactivated in December 1915 for Neutrality Patrol duty.³⁸

³³ Form G, S.F. Heim, 1 January 1910 - 31 March 1910.

³⁴ "Personal and Professional Record," resume of Commodore Schuyler F. Heim, USN(Ret), N.p., n.d., provided on 16 January 2001 by Donald Heim. Cited hereafter as Resume, S.F. Heim.

³⁵ Heim, Schuyler Franklin, Commodore, USN. Service timeline, 29 September 1944; Officer Biographical Files, ZB Series, Operational Archives Branch, Naval Historical Center, Washington, DC. Cited hereafter as Service timeline, S.F. Heim.

³⁶ The *Nebraska* would go on to fight at Vera Cruz, Mexico in 1914 and 1916 and conducted convoy escort duty and transported troops to and from Europe during World War I. She was decommissioned on 2 July 1920. *DANFS*.

³⁷ Resume, S.F. Heim.

USS *Michigan* (BB 27), October 1911 - April 1913

The battleship *Michigan* was commissioned on 4 January 1910 and assigned to the Atlantic Fleet where she operated off the Atlantic coast, in the Caribbean, and sailed to Europe, visiting England and France in late 1910. When Ensign Heim reported aboard she was operating along the Atlantic coast. Schuyler's assignments were as the Division Officer and Watch Officer for one of the 12-inch gun turrets. He was also promoted to Lieutenant (junior grade) (LTjg) on 7 June 1912. *Michigan* departed the Virginia Capes on 15 November 1912 for the Gulf of Mexico, on this trip she visited Pensacola, Florida; New Orleans, Louisiana; Galveston, Texas; and Vera Cruz, Mexico, before returning to Hampton Roads, Virginia, in December. During the remainder of LT(jg) Heim's time aboard, she operated along the East Coast of the United States.³⁹ He detached from the *Michigan* 4 April 1913 with orders to the Receiving Ship, Mare Island Navy Yard, near San Francisco, California, with other duties as the station may require.⁴⁰

Receiving Ship, Mare Island Navy Yard, May 1913 - May 1915

From 17 May 1913 to 9 March 1914, LT(jg) Heim was the Executive Officer of the Navy Yard receiving ship, the USS *Cleveland*.⁴¹ As the Executive Officer he was the second in command of the vessel. By February 1914 he felt he had seen enough of the receiving ship and requested transfer to the Machinery Division of the Navy Yard. He expected this move to give him "more professional

³⁸ DANFS.

³⁹ DANFS.

⁴⁰ Service timeline, S.F. Heim. USS *Michigan* continued in service, primarily in the Atlantic. During World War I, she escorted convoys, trained sailors, and patrolled. She was decommissioned 10 November 1923. DANFS.

⁴¹ A receiving ship is similar to a transient barracks. Sailors reporting for duty would report to and live on the naval base's receiving ship if their ship was not in port.

experience while on shore duty" and he was unhappy with being required to live on board the receiving ship.⁴² In March 1914, he became the Outside Superintendent of the Machinery Division of the Navy Yard until his departure.⁴³ His duties involved the design, repair, and new construction of equipment used in the building and repair of ships.⁴⁴

It was on this tour that he married Ramona McCudden of Vallejo, California. She was a student at Stanford University, and was described as "... a stunning brunette with large dark black eyes."⁴⁵ The wedding took place in the Mare Island chapel in the evening of 24 June 1914. The *San Francisco Examiner*, quoted in *The Plymouth Democrat*, declared the nuptials "...one of the prettiest weddings that has ever taken place there, and brought together the fashionable of navy society from all the points near here, a large number of Miss McCudden's friends crossing the bay to be present." Lieutenant (jg) and Mrs. Heim spent their honeymoon at Yellowstone Park and resided on Mare Island.⁴⁶ No children resulted from their 48 years together.

USS *Prometheus* II (AR 3), May 1915 - January 1917

Following his shore tour, LT(jg) Heim was assigned to the repair ship *Prometheus* as her Engineering Officer. As such, he was responsible for the engines, boilers, electrical power, fresh water, hydraulics, plumbing, and other auxiliary systems that operate the vessel and made her habitable. The

⁴² Heim letter to Bureau of Navigation, 10 February 1914. Heim, Schuyler F. Service number 6580, Military Service Record, National Personnel Records Center (Military Personnel Records), St Louis, MO. Cited hereafter as Service record, S.F. Heim.

⁴³ Service timeline, S.F. Heim.

⁴⁴ Resume, S.F. Heim.

⁴⁵ "Engagement of Schuyler Heim is Made Known," *The Plymouth Democrat*, 5 March 1914.

⁴⁶ "Schuyler Heim is Married," *The Plymouth Democrat*, 9 July 1914.

Prometheus was originally the coaling ship *Ontario* commissioned in 1910. After three years of service, she was converted to a repair ship and reactivated in December 1914. While LT(jg) Heim was aboard she made a cruise to Alaska in 1915, and then transferred to the Atlantic in May 1916. On the trip from the West Coast, he wrote home and described the trip through the newly completed Panama Canal, which he declared “a wonderful sight.” *Prometheus* was towing the *Maumee*, a 14,000 ton oil ship, from San Francisco to New York City to have “new experimental” oil engines installed.⁴⁷ *Prometheus* operated out of Norfolk, Virginia, for the remainder of his time aboard.⁴⁸

USS Wyoming (BB 32), January 1917 - April 1917

Leaving the *Prometheus* on 5 January 1917, LT(jg) Heim reported to the battleship *Wyoming* as the Senior Assistant Engineering Officer on 8 January 1917 --an assignment that would be shortened by the start of World War I. He had requested these orders to continue in engineering duty and gain battleship and turbine engineering experience.⁴⁹ He was also promoted to Lieutenant (LT) on the day he reported, with an effective date of rank of 29 August 1916.⁵⁰

The *Wyoming* was commissioned in September 1912 and had operated in the Atlantic and the Caribbean conducting exercises and midshipmen training cruises. She also participated in the 1914 Vera Cruz operation when sailors and Marines seized that Mexican port.⁵¹ The battleship was in New York

⁴⁷ *The Weekly Republican*, 30 March 1916.

⁴⁸ *Prometheus* continued in service with the Atlantic Fleet during World War I, was decommissioned, and then reactivated for World War II seeing action in the Pacific. *DANFS*.

⁴⁹ Heim letter to Bureau of Navigation, 28 December 1916. Service record, S.F. Heim.

⁵⁰ Service timeline, S.F. Heim 29.

⁵¹ *DANFS*.

when LT Heim reported aboard and was underway the next day for routine training in the Southern Drill Area off Guantanamo Bay, Cuba. While operating in the Caribbean, she made port calls at: Culebra, Puerto Rico; Port au Prince, Haiti; and Guantanamo and Guacanayabo Bays, Cuba. The *Wyoming* was off Yorktown, Virginia, when the United States entered World War I on 6 April 1917. She operated in the Chesapeake and Hampton Roads area for the remainder of LT Heim's time aboard.⁵² He left the *Wyoming* in late April 1917 to help fully man the cruiser USS *Charleston* for wartime duty.⁵³

⁵² USS *Wyoming* (BB 32); Deck logs, January 1917 to April 1917; General Records of the Navy, Record Group 24. National Archives Building, Washington, DC. Cited hereafter as RG 24, NARS, DC.

⁵³ The *Wyoming* went on to operate with the British Grand Fleet in World War I, was a training ship between the wars, and a gunnery training ship during World War II. When she was decommissioned in 1947, she could claim the distinction of having fired more ammunition than any other ship in the fleet. *DANFS*.

Chapter 3

World War I

Some damned foolish thing in the Balkans.

---Otto von Bismarck⁵⁴

Gavrilo Princip, a nineteen-year-old Serbian nationalist, assassinated the Austrian Archduke Franz Ferdinand and his wife in Sarajevo on 28 June 1914. The assassination and resulting crisis started a chain-reaction of alliances that drew the major powers of Europe into a war none wanted but none could stop. Bismarck's prediction that a major war would be started in the Balkans had come true with frightening accuracy. When Europe emerged from the maelstrom four years later, it was unrecognizable from the Europe of 1914. The war had taken more than a generation from Europe: 8.6 million combatants and 6.5 million civilians lay dead in the trenches and cities. Politically Europe was shattered; the Hapsburg's Austrian Empire had disintegrated, the Ottoman Turks had retreated from European continent, the last of the Romanov Czars lay buried in an Ekaterinburg grave, and the Hohenzollern dynasty had been toppled in Germany and the defeated country was in revolution.⁵⁵ Few events create changes the magnitude that World War I caused. Many of the war's consequences are still felt to this day like the reverberations of a gigantic explosion.

⁵⁴ Thomas G. Paterson and others, *American Foreign Policy / A History* (Lexington, MA: D.C. Heath and Company, 1977), 264.

⁵⁵ David Devos and Manfred Horvath, "Searching for Gavrilo Princip," *Smithsonian*, August 2000, 45.

USS *Charleston* (C 22), May 1917 - August 1918

The cruiser *Charleston* was commissioned in October 1905. After operating with the Pacific Fleet out of San Francisco and the Asiatic Fleet in Cavite, Philippines and Chefoo, China, she was decommissioned October 1910. Reactivated in a reserve status with reduced manning in September 1912, she served as the receiving ship in the Puget Sound Navy Yard before being transferred to the Panama Canal Zone as a submarine tender in May 1916.⁵⁶ With the entry of the United States into World War I, she was placed in full commission and the process of fully manning her began. Relieved as the Canal Zone submarine tender, *Charleston* was assigned to the Patrol Force, Atlantic Fleet, Caribbean, and based out of St. Thomas, Virgin Islands. This was the state of manning of the ship on 29 April 1917:

A sufficient number of men were onboard to man five 6-inch guns out of fourteen, five 3-inch guns out of eighteen, and six boilers out of sixteen for continuous steaming. The organization was such that fire could be concentrated in any quadrant. If the target changed from one quadrant to another, three 3-inch guns crews were shifted and if from one side to another, all guns crews were shifted.⁵⁷

LT Heim reported to the *Charleston* in Key West on 2 May 1917 for duty as the Chief Engineer Officer. The next day the ship was underway conducting wartime patrol, intensive training and proceeding to St. Thomas. The crew consisted of 533, with 164 vacancies remaining including the Marine detachment. All of the officers except three were new to the ship and two of these had new duties. In the enlisted, about 234 were new and 187 of these had reported aboard the day before

⁵⁶ DANFS.

⁵⁷ John W. Chapman, LT(jg), W.I. Atherton, ENS and C.S. Allen, ENS, USS *Charleston*. History of the operations of the USS *Charleston* during the great World War, 9 February 1919. Naval Records collection of the Office of the Navy Records and Library, Records Group 45. National Archives Building, Washington, DC.

sailing. Over 200 of the sailors had come directly from boot camp --having never before served aboard a ship.⁵⁸

By 6 May, within four days of reporting aboard, LT Heim had his engineers sufficiently trained to bring four additional boilers on-line for continuous steaming. The ability to have additional boilers lit was critical during wartime because this meant more speed and power for the crew to fight the ship. *Charleston* was underway again on 22 May, tasked with transporting five companies of Marines from Puerto Plata, San Domingo, and Cape Haitien, Haiti, to Philadelphia. Arriving there on the 29th, she was reassigned to Commander Destroyer Force for convoy duty.⁵⁹

Charleston spent the first part of June in Philadelphia and New York receiving additional anti-aircraft guns and trained gun crews prior to convoy duty. Departing New York on 14 June for St. Nazaire, France, she was the escort flagship for the third convoy to transit from North America to Europe. The convoy consisted of *Charleston* and four destroyers as escorts for three merchant ships. It sailed under confidential guidelines and sealed orders from the convoy commander (the commanding officer of *Charleston*). These orders contained instructions for each ship should the convoy become separated on the trip to Europe.⁶⁰

Charleston quickly established wartime manning stations, which would allow her to respond quickly to threats. Extra lookouts were posted day and night, and a minimum of five officers were on bridge watch at all times. On each side of the ship four 3-inch guns were manned at all times, as well as the smaller guns mounted in the superstructure. All gun crews were required to sleep in the vicinity of

⁵⁸ Chapman and others, 9 February 1919.

⁵⁹ Chapman and others, 9 February 1919.

⁶⁰ Chapman and others, 9 February 1919.

their weapons. The crossing was uneventful, although it was evident that the crews of all the escorts and merchants were jumpy and inexperienced at wartime operations. Three false sightings of submarines or torpedoes were given on the crossing and guns were accidentally fired on two of these occasions. The convoy reached St. Nazaire on 28 June and *Charleston* remained in France for little more than a week before returning to New York.⁶¹

In August she traveled to Newport, Rhode Island, and New London, Connecticut, for liberty and training. In New London the crew was able to observe a submarine maneuvering as it might be seen in combat and witnessed torpedoes being launched for torpedo wake recognition. The benefits of this training would be seen in significantly fewer false alarms on future convoys.⁶²

Returning to Philadelphia, *Charleston* received two companies of Marines for transport to Guantanamo Bay, Cuba. *Charleston* remained in the Caribbean visiting Panama and escorted a convoy from Panama to Bermuda before returning to the United States. On 15 October 1917, LT Heim was promoted to Lieutenant Commander (LCDR). In New York, *Charleston* took on ammunition, supplies, and coal for an upcoming convoy. To have enough fuel for the trip, 280 tons of coal was stored on the forecastle, quarterdeck, superstructure deck, and in ventilation chutes in bags. This was above the normal 2000 tons stored in her bunkers and boiler rooms.⁶³

Charleston's third convoy duty of the war began at midnight on 27 November. Once at sea, heavy weather required that the 70 tons of coal on the forecastle be struck below. The combination of the coal about the decks, handling it every second day, and the bad weather had an adverse effect on

⁶¹ Chapman and others, 9 February 1919.

⁶² Chapman and others, 9 February 1919.

⁶³ Chapman and others, 9 February 1919.

the health of the crew during this trip. A significant number of the crew reported to sick call with influenza and tonsillitis. By the seventh day at sea all the coal on the decks had been removed and in another day the coal dust was cleaned out of the living spaces. The only other incident of note occurred when one of the merchant ships became separated from the convoy. During the next few days of trying to affect a rendezvous using radio communications, the merchant ship inadvertently compromised a portion of the convoy's route. Luckily no enemy submarines intercepted the transmission and the convoy rendezvoused on 7 December, and then turned over to its eastern Atlantic escorts. *Charleston* and one destroyer returned to the East Coast, arriving in Hampton Roads on 17 December.⁶⁴

The remainder of the war would continue in much the same way for the *Charleston*. She escorted four more convoys from the eastern seaboard to the mid-Atlantic before LCDR Heim left the ship, and four more following his departure. For the period encompassing the war, the *Charleston* was underway 236 days; steamed 62,061 nautical miles; and her boilers consumed 23,532 tons of coal -- with no major engineering casualties.⁶⁵ As the Engineering Officer, this feat was largely due to the efforts and expertise of LCDR Heim. The vast distances traveled and amount of time underway, for a coal fired steam ship during hostilities with no major engineering casualties are a direct reflection upon his technical and leadership acumen. LCDR Heim detached from the ship on 28 August 1918, in New York with orders to report to the United States Naval Academy.⁶⁶

⁶⁴ Chapman and others, 9 February 1919.

⁶⁵ Chapman and others, 9 February 1919.

⁶⁶ When the war ended, *Charleston* was refitted to transport American troops back from Europe and made this trip five times. She was placed in reduced commission, acted as the administrative ship for Commander, Destroyer Squadrons, Pacific Fleet in San Diego, and decommissioned 4 December 1923. *DANFS*.

United States Naval Academy, August 1918 - June 1920

Lieutenant Commander Heim was assigned to the Department of Steam Engineering at the Academy instructing midshipmen in the theoretical and practical aspects of steam engineering.⁶⁷ The experiences gained as the Chief Engineer of the USS Charleston would have served him well on this tour and illustrated his respected expertise in the engineering field. He published an article in *Proceedings*, the United States Naval Institute's professional magazine, entitled "An improved towing spar which can be use as a navigational instrument." This piece presented a proposal on the use and design of a spar towed behind a ship as a means of taking sightings on celestial bodies to determine the position of the ship. Citing an example of a towing spar he had used during the war, he devised and tested a modified spar that produced better than expected results. Heim also provided insight into how the method could be improved to yield more accurate results when required. His desire to improve current technology and procedures is evident through out his essay, "The scheme seemed so simple and plausible that the writer wondered why it had not been done before...we have all experienced the occasion when a sight was highly desirable or even necessary...."⁶⁸ This drive to improve current situations and tackle difficult problems with technical expertise and common sense would continue through out his career.

⁶⁷ Resume, S.F. Heim.

⁶⁸ LCDR Schuyler F. Heim, USN, "An Improved Towing Spar which can be used as a Navigational Instrument," *Proceedings* 46, no. 3 (March 1920): 17+.

Chapter 4

The Early Interwar Years

The higher we rise, the more isolated we become; and all elevations are cold.

--Duc de Boufflers⁶⁹

From 1920 to 1926, Commodore Heim experienced his first command at sea, the goal of all naval officers eligible for command. He would command three destroyers and be involved in the commissioning of a fourth before returning to shore duty. The duties and responsibilities of a ship's commanding officer are probably the most daunting in the world, and the most rewarding. The "skipper" or captain of a ship is responsible for everything that a ship does or does not do, including the actions of all the crew. He has to be part mom, dad, teacher, counselor, and coach to his sailors --as well as commanding officer. He can not overlook the smallest error or fail to bring it to the attention of the responsible crewmen. More importantly, he must never miss the opportunity to praise his crew for a job well done. Most importantly, the captain must teach his crew how to work, fight, and survive together with the ship. His leadership will set the environment on the vessel that will either allow her and her crew to flourish or perish.⁷⁰

⁶⁹ Quoted in Robert D. Heinl, Jr. COL USMC(Ret), *Dictionary of Military and Naval Quotations* (Annapolis: United States Naval Institute, 1966), 59.

⁷⁰ The negative side of command comes in to play when the command or commander makes mistakes. Recent examples in late 2000 and early 2001 of the USS *Greenville* hitting and sinking a Japanese fishing vessel or the USMC Osprey crash are typical of the adverse scrutiny that a commander may have to endure. The inescapable responsibility of command and the rewards of accepting that responsibility combine to make it one of the most challenging of human activities.

Commodore Heim would experience both the victories and heartaches of command in these years.

USS *Simpson* (DD 221), June 1920 - January 1921

LCDR Heim reported to William Cramp & Sons Co., Philadelphia, Pennsylvania, for duty in connection with fitting out USS *Simpson*.⁷¹ That he requested destroyer duty suggests he realized that battleship duty may be glamorous, but as a Lieutenant Commander he could be the commanding officer of a destroyer rather than just the chief engineer of a battleship.⁷² The destroyer was receiving final work and equipment to enter active duty. As a ship nears completion the amount of material, personnel, and administrative details that require attention becomes staggering. Every item required for operating a ship at sea as well as providing living accommodations must be acquired for the vessel. That this responsibility was given to LCDR Heim suggests that he had demonstrated substantial professional competence and leadership.

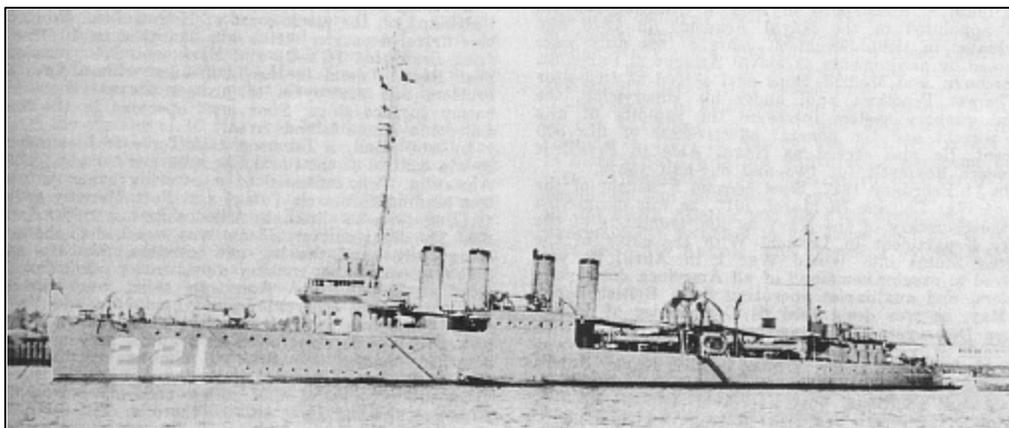


Figure 4. USS *Simpson* (DD 221) was the first ship that Commodore Heim commanded. In all he would command four destroyers of this class: *Simpson*, *MacLeish* (DD 220), *Hull* (DD 330), and *Rizal* (DM 14), formerly DD 174. He commanded *Simpson* from November 1920 to January 1921. *DANFS*, vol. VI.

⁷¹ Service timeline, S.F. Heim.

⁷² Heim letter to Bureau of Navigation, 16 April 1920. Service record, S.F. Heim.

Simpson was commissioned 3 November 1920, and LCDR Heim took command 12 November.⁷³ Following commissioning the new destroyer visited several East Coast ports and Cuba before being delivered to San Diego via the Panama Canal. Leaving Annapolis on 20 November *Simpson* ran afoul of another ship and was damaged on her stern. An inquiry was held that day and subsequently the Navy found fault with LCDR Heim. A letter of admonishment from the Secretary of the Navy, Josephus Daniels, stated that he as the Commanding Officer had shown poor judgement in handling the ship. The most interesting part of the letter is the following wording "... the [Navy] Department expects you in the future to exercise such judgement ... that there shall be no repetition of such an accident.... the matter is closed."⁷⁴ In today's Navy with a "zero defect" mentality such a letter would prevent an officer from having another command or being promoted and much less becoming an admiral. The wording of the letter emphasized the Navy's expectation that its officers learn from their mistakes, and that mistakes would be part of the learning process and not the end of a career.

Simpson was underway the day after the collision for Hampton Roads, Virginia, and Charleston, South Carolina, for repairs. During a port call in Cuba she was visited by the Mayor, Chief of Police, and Captain of Police of Santiago and the American Consul. She transited the Panama Canal and arrived in San Diego on 29 December 1920.⁷⁵ LCDR Heim then detached the 5 January 1921 to take command of the destroyer USS *MacLeish* (DD 220).⁷⁶ It appears that CDR Heim's purpose was

⁷³ Service timeline, S.F. Heim.

⁷⁴ The Secretary of the Navy, to LCDR S.F. Heim, USN, 6 January 1921[1]. Service record, S.F. Heim.

⁷⁵ Deck Logs of USS *Simpson*, 3 November 1920 - 31 December 1921. RG 24, NARS, DC.

⁷⁶ *Simpson* remained on active duty until May 1946. She saw service in the Mediterranean off Turkey from 1922 to 1924, where she evacuated Americans from Smyrna in September 1923. She was assigned to the Asiatic Fleet from 1925 to 1932. Prior to World War II the destroyer was conducted Neutrality Patrol in the Atlantic and during the war

to shake down the *Simpson*, deliver her to the West Coast, and gain command experience during his short tour as her commanding officer.

USS *MacLeish* (DD 220),⁷⁷ January 1921 - October 1921

Arriving in San Diego, LCDR Heim took command of the destroyer *MacLeish* on 5 January 1921, and the former captain of the *MacLeish* replaced him on the *Simpson*. *MacLeish* was commissioned in August 1920 and operated off the West Coast following activation. When LCDR Heim took command there were a substantial number of crewmembers (roughly 15 out of 101) who were absent without leave (AWOL). He quickly addressed this problem using Non-Judicial Punishment or Captain's Mast, Summary Courts Martial, and disseminating information to the crew at quarters. Notably, at quarters after the Masts and Summary Court Martials had cleared the books of AWOLs, he read the Articles Governing the Navy to the entire crew. AWOL crew members seemed to be a problem of the time and while he was not able to completely eradicate the problem; however, within three weeks he had the number absent down to only two or three. He also conducted weekly inspections of the crew and ship while in port, usually on Saturday mornings after quarters.⁷⁸ This would become a trademark that Commodore Heim would employ on every ship that he commanded.

While under LCDR Heim's command the *MacLeish* operated off the West Coast based out of San Diego. During this tour he also took temporary command of the USS *Litchfield* (DD 336) to complete the acceptance trials of that destroyer.⁷⁹ *MacLeish* frequented the ports of San Francisco,

she was engaged in convoy escort and patrol duty in the Atlantic. *DANFS*.

⁷⁷ Figure 4, the USS *Simpson*, is of the same class of destroyers.

⁷⁸ Deck Logs of USS *MacLeish*, 1 January 1921 - 31 October 1921. RG 24, NARS, DC.

⁷⁹ Senior Officer Present Afloat, to LCDR S.F. Heim, 2 February 1921. Service record, S.F. Heim.

Portland, and Monterey. In Portland, the governor of Oregon visited the destroyer. *MacLeish* also spent several weeks at sea helping search for the USS *Conestoga*.⁸⁰ The destroyer's typical employment was conducting daily training such as gunnery drills or formation steaming alternating between anchoring off South Coronado Island, Mexico, and mooring in San Diego. In October 1921, she returned to San Francisco, and LCDR Heim and thirty other crewmembers transferred to the USS *Hull* on 10 October 1921 to place that ship in full commission.⁸¹

USS *Hull* (DD 330),⁸² October 1921 - June 1923

Compared to the *Simpson* and *MacLeish* assignments, which were to break them in following the ships' commissioning, the destroyer *Hull* would be the first ship Commodore Heim commanded for a significant period. Commissioned in April 1921, *Hull* completed her shake down off the coast of California prior to LCDR Heim assuming command in October 1921. *Hull* conducted training off the California coast alternating between her home port of San Diego and anchored off South Coronado Island, Mexico. The training during this period included gunnery practice, torpedo firing drills, night and day battle problems, and supporting the torpedo drills of the Pacific Battleship Squadron. She accompanied the Pacific Battleship and Destroyer Divisions on a cruise to the Pacific Northwest in July and September 1922; visiting Port Angeles, Seattle, Tacoma, and Port Townsend, Washington. In

⁸⁰ The USS *Conestoga* was a submarine tender that put to sea from Mare Island for Samoa on 25 March 1921. A month and half later a steamer came across a lifeboat with a "C" on its bow. Despite a massive air and naval search in the vicinity, neither wreckage nor any of her crew of 56 of the 170' vessel was ever located. *DANFS*.

⁸¹ Deck Logs of USS *MacLeish*, 1 January 1921 - 31 October 1921. RG 24, NARS, DC. *MacLeish* continued in service seeing duty in the Black Sea and eastern Mediterranean off Turkey and with the Asiatic Fleet in Chinese waters from 1925 until 1938 when she was decommissioned. She was reactivated in 1939 for World War II and participated coastal convoy protection and North Atlantic convoy protection until the United States entered the war. After conversion to an auxiliary ship in January 1945 she trained submarines and aircraft until she was decommissioned in March 1946. *DANFS*.

October, she entered dry dock along with the destroyer USS *Corry* (DD 334) at Mare Island for installation of a sonic depth finder.⁸³

With the installation of the sonic range finders, *Hull* and *Corry* spent the next several months charting the bottom of the ocean off the coast of California, and on both terminals of the Panama Canal. This provided high visibility for the *Hull*, but also complicated completion of her normal yearly gunnery and engineering training cycle.⁸⁴ In one 35-day period the *Hull* and *Corry* surveyed a 12,000 square mile area between Cape Deseanso and Santa Rosa Island, and between San Francisco and Monterey Bay. Steaming 4,565 nautical miles, they discovered and reported several uncharted banks, and one underwater mountain range in the area. The *Hull* also experimented with the range finder as a navigation aid. Which LCDR Heim reported:

The Sonic Range Finder has proven extremely valuable as a navigation aid. The weather has been foggy and unsettled. With the aid of the sounding machine numerous landfalls at night during thick weather have been made on the unlighted islands in area of survey. It would have been impractical, indeed very dangerous to make these approaches without the sounding machine.⁸⁵

Here again, Commodore Heim identified uses of technology beyond its initial design and purpose. He forwarded his findings via the chain of command for dissemination to and use by other units, and in doing so helped improve the capabilities of the Navy as a whole.

⁸² Figure 4, the USS *Simpson*, is of the same class of destroyers.

⁸³ Deck Logs of USS *Hull*, 1 October 1921 - 30 June 1923. RG 24, NARS, DC.

⁸⁴ Commander in Chief Pacific, to OPNAV, subject: "Hydrographic officer letter 233429-183975 of 10 October 1922," 616, 18 October 1922. . Naval Records collection of the Office of the Navy Records and Library, Records Group 45. National Archives Building, Washington, DC. Cited hereafter as RG 45, NARS, DC.

⁸⁵ Commander Sonic Detachment (*Hull* and *Corry*), to Chief of Naval Operations, subject: "Progress and results of Sounding Operations," USS HULL #330, 17 December 1922. RG 45, NARS, DC.

The sounding survey tasking continued into 1923 with time being split between training and surveying. The data gathered created a demand as evidenced by the following log entry in *Hull's* deck log of 6 February 1923; "Commenced sounding depth of water with sonic range finder, as ordered by SECNAV [Secretary of the Navy] for all cruises of this vessel."⁸⁶ In February and March 1923, the two ships were surveying the Pacific approaches to the Panama Canal when they were ordered to transit the canal and survey the Atlantic side as well. When they completed this assignment both destroyers briefly joined the fleet exercises on the Pacific side. On 21 March, the *Hull* was chosen to transfer some observers back to Panama from the battleship USS *Maryland*, the guests being the President of Panama, Secretary of the Navy, Chief of Naval Operations and his staff, a congressional party, and some members of the press. While transiting back to San Diego, the two ships were again separated from the rest of the fleet to conduct a survey.

With the *Hull's* return to San Diego 11 April 1923, her routine of local area operations for training returned and there was no further mention of conducting depth surveys. However, the extra work and visibility was rewarded by the *Hull* being awarded the Battle Efficiency Trophy for the year 1922 -1923. LCDR Heim received a Letter of Commendation from President Calvin Coolidge for earning the trophy.⁸⁷ *Hull's* Efficiency Trophy meant that she and her crew was the best destroyer in the fleet during 1922.⁸⁸ That year the *Hull* also won the Gunnery Trophy in the destroyer class for which

⁸⁶ Deck Logs of USS *Hull*, 1 October 1921 - 30 June 1923. RG 24, NARS, DC.

⁸⁷ Chief of the Bureau of Navigation, to LCDR S.F. Heim, USN, 11 September 1923. The actual Letter of commendation was not found in the service record. Service record, S.F. Heim.

⁸⁸ The Battle E, as it is know today, is given to the unit which is considered the best prepared to conduct combat operations during the year. Winning the Battle E is considered the highest honor that a ship, its crew, and captain can aspire to short of successfully conducting combat operations. The *Hull* continued to operate on the West Coast until January 1924 when she deployed to the Caribbean and Vera Cruz, Mexico, helping to protect American interests during the Mexican revolution. In April she was back on the West Coast, conducting surveys for the Alaskan cable

LCDR Heim received a Letter of Commendation from Acting Secretary of the Navy, Theodore Roosevelt.⁸⁹ At the completion of this highly successful tour, it was difficult leaving the *Hull*. “When it came time for Commander Heim to part with his men on the *Hull*, it is said the occasion was like the breaking up of a family.”⁹⁰ He departed the ship on 20 June 1923 for a tour at the United States Naval Academy.⁹¹

United States Naval Academy, June 1923 - June 1926

When LCDR Heim reported to the Naval Academy he was originally assigned as an instructor in the Department of Seamanship. This entailed teaching ship handling, nautical rules of the road, and navigation as well as communications, tactics, leadership, and international law. He was then promoted to the rank of commander (CDR) on 16 September 1924 and reassigned to the Executive Department as a Battalion Commanding Officer. One of the midshipman companies in his battalion won the Efficiency Colors --the award given to the company with the best combination of academic and parade drill grades, intramural sports records, and a multitude of other factors.⁹²

In an unnamed and undated newspaper article, CDR Heim explained how midshipman were trained at the academy and the unique advantages the Academy possessed over other institutions in training naval officers.

and operating between San Diego and Panama. With another trip through the canal she visited New York before being decommissioned in June 1931. *DANFS*.

⁸⁹ The Secretary of the Navy to LCDR S.F. Heim, USN, Letter of Commendation, 24 July 1923. Service record, S.F. Heim.

⁹⁰ “Schuyler Heim is on Annapolis Faculty”, *Plymouth Daily Pilot*, 3 August 1923.

⁹¹ Heim, Schuyler Franklin, Commodore, USN(Ret), Biography, 4 April 1947; Officer Biographical Files, ZB Series, Operational Archives Branch, Naval Historical Center, Washington, DC. Cited hereafter as Biography, S.F. Heim.

⁹² Resume, S.F. Heim.

He must not only be a representative American, but must have at least two foreign languages at his command, must be thoroughly versed in international law, must be skilled in seamanship, navigation and nautical astronomy, must be thoroughly familiar with all problems of steam and electrical engineering. But if the qualifications of a naval profession are many and difficult to acquire the facilities for such acquirement at the U.S. Naval Academy are the best that can be had. At this school nothing is spared to give the midshipmen the greatest possible physical, mental, and moral training that can be crowded in the four-year course. The special advantages of the course of instruction at this school over that of other schools and colleges is the concurrence or harmonizing of theory and practice. The institution is thoroughly equipped with fine engineering buildings for this purpose and there are always stationed at the academy several monitors, torpedo boats and submarines to be used in the practical drills...⁹³

From the article it is obvious he was felt the Naval Academy was a great institution and was enthusiastic about its unique capability to prepare midshipmen for service in the Navy. He also saw the naval officer as a person who must be well rounded to carry out his functions aboard ship. A search of the Archives at Nimitz Library, U.S. Naval Academy, turned up no further correspondence regarding his time there.⁹⁴ In June of 1926, CDR Heim left the Academy for duty in the Far East with the Asiatic Fleet as the commanding officer of the USS *Rizal* and as Commander Mine Detachment, U.S. Asiatic Fleet.

⁹³ “Our Naval Officers: Schuyler Heim Tells How They Are Educated at Annapolis,” unnamed newspaper clipping, provided on 16 January 2001 by Donald Heim. See Appendix D for the entire content of the article.

⁹⁴ Beverly Lyall, Archives Technician, Special Collections and Archives Division, Nimitz Library, U.S. Naval Academy. Letter to author. Subject: “Response to request for information and photographs of CDR Schuyler F. Heim, instructor at the Naval Academy 1918-1919 and 1923-1925.” 15 February 2001.

Chapter 5

With the Asiatic Fleet

Punishing China is like flogging a jellyfish.

--Winston Churchill⁹⁵

The period that Commodore Heim was assigned to the Asiatic Fleet and Yangzte River Patrol was a particularly dangerous one for American interests in China. The Chinese Nationalist revolution was sweeping across China, bringing with it the goal of removing all aspects of foreign control and interference in Chinese affairs. The United States attempted to maintain a nonintervention role in China's civil conflict while still protecting the lives of American citizens. Other countries favored a more involved approach and criticized the United States for not doing its share. The United States like Great Britain, Japan, Italy, France, and a handful of other countries had military forces in China to protect their interests --but as Winston Churchill observed, there was little that could be done effectively against 400,000,000 Chinese with no functioning government. The United States had approximately 14,000 citizens in China in the period 1926 to 1928, and the Asiatic Fleet was the chief means of protecting these citizens.⁹⁶ The anti-foreign crises' of 1925 to 1928 in China can be traced back to the Boxer Rebellion of 1900. The rebellion occurred in reaction to European and foreign Asian powers carving out spheres of influence and an international zone in that country. Eventually an international

⁹⁵ Quoted in Bernard D. Cole, *Gunboats and Marines: The United States Navy in China, 1925-1928* (Newark: University of Delaware Press, 1983), 171.

military force composed of forces from Great Britain, Japan, Russia, France, Germany, and the United States had to relieve their besieged enclaves in Tientsin and especially Peking. In 1911 the Ch'ing monarchy collapsed and China was engulfed in civil war and revolution that lasted until 1949.



Map 1. Eastern China circa 1930. Commodore Heim commanded the USS *Rizal* attached to the U.S. Asiatic Fleet from July 1926 to June 1928. Cole, *Gunboats and Marines*, 14.

The Northern Expedition of the Chinese Nationalist Party's Revolutionary Army led by Chiang Kai-shek lasted from May 1926 until December 1928, when China was superficially united under the Nationalist Party. Its impetus came from the 30 May 1925 Shanghai incident, where British police fired on Chinese protestors. The Nanking Incident of 24 March 1927 was the height of the anti-foreign crisis, when British and American destroyers fired on Chinese troops who were shooting at foreign civilians

⁹⁶ Cole, *Gunboats and Marines*, 169-173.

and diplomats. As the Nationalist Revolutionary Army established control of the northern areas the incidents of anti-foreign activities subsided and by 1928 had all but ended.⁹⁷

USS *Rizal* (DM 14), July 1926 - June 1928

The USS *Rizal* is an interesting ship in that it was an American vessel, but paid for by the Philippine government and manned by a Filipino crew; only her officers and chief petty officers were American.⁹⁸ The Philippines then was a self-governing American colony, acquired in the Spanish American War of 1898. *Rizal* was commissioned as a destroyer (DD 174) on 28 May 1919 and named in honor of a Philippine patriot of the Spanish occupation, Dr. Jose Rizal. Figure 4, the USS *Simpson*, is of the same class of destroyers. After commissioning *Rizal* operated off the West Coast of the United States for a year and was modified to lay mines and reclassified DM 14. The mine laying modifications would not have changed her appearance greatly. In March 1920 she departed for duty with the Asiatic Fleet.⁹⁹

The *Rizal* was anchored in Chefoo, China, when CDR Heim reported aboard as captain on 31 July 1926 --at the height of the anti-foreign crisis and Chiang Kai-Shek's Northern Expedition. He had the additional duty of Commander, Mine Detachment Asiatic Fleet, with the responsibility of ensuring that all ships in the fleet with mine laying capability were properly trained and capable of performing that mission. Except for a three-week visit to Manila in August of that year, the *Rizal* remained in Chinese

⁹⁷ Cole, *Gunboats and Marines*, 19-22 & 74-76. The book and movie *The Sand Pebbles* deal with the US Navy's role in China during this period. Other films such as *55 Days in Peking*, *The Inn of the Sixth Happiness*, and *The Left Hand of God* can give the reader an appreciation of some of the issues Commodore Heim faced while stationed in the Far East.

⁹⁸ "*Rizal* Torpedo Boat Destroyer." RG 45, NARS, DC.

⁹⁹ *DANFS*.

waters operating out of the Chinese ports of Chefoo, Tsingtao, and Shanghai until returning to Manila in January 1927. While in Chinese waters she was engaged in routine training such as torpedo drills and towing targets for other ships.¹⁰⁰

During the winter and early spring of 1927, *Rizal* was dry docked in Subic Bay for two weeks in January and April, and spent the rest of the time in Manila Bay. The Nanking Incident occurred during this time. Returning to Chinese waters in mid April, she visited the coastal ports of Swatow, Hong Kong and, Shanghai. At Swatow on 17 April 1927, rocket fire was sighted in the town and a landing force of eleven sailors went ashore to investigate. Returning two hours later, they reported that all was quiet. Two weeks later during the night of 2 May another landing party was sent ashore in Swatow to make sure the American Consulate was secure. This patrol left a guard force of three men plus a signalman at the consulate.¹⁰¹



Map 2. Yangtze River Basin. In the 1920's, America's involvement in China centered on missionaries, educators, businessmen, diplomats, and military representatives mostly located along the 1,700 mile Yangtze River basin from Shanghai to Chungking. Cole, *Gunboats and Marines* 45.

¹⁰⁰ Deck Logs of USS *Rizal*, 1 July 1926 - 30 June 1928. RG 24, NARS, DC.

¹⁰¹ Deck Logs of USS *Rizal*, 1 July 1926 - 30 June 1928. RG 24, NARS, DC.

In June *Rizal* was at Shanghai on the mouth of the Yangzte River preparing to travel up the river to Hankow about 500 miles from the coast. Between 12 June and 19 August, she would make two trips up the Yangzte, past Nanking to Hankow and then return to Shanghai. There is no indication she was fired on during the trips; however, on the second trip, while anchored off Kiukiang from 31 July to 15 August, the crew witnessed some activity associated with the Chiang's Northern Expedition. They reported a tug towing a barge of artillery and Chinese soldiers up the river and three junks full of soldiers going down stream followed by two barges of Chinese soldiers being towed up the river.¹⁰²

The *Rizal* spent the rest of the fall of 1927 operating between Shanghai, Chefoo, Tsingtao, and Chinwangtao Harbor on the coast before returning to Manila in mid-October. From 20 October 1927 to 21 April 1928, she operated out of Manila and Subic Bays, conducting daily training, mining laying practice, and gunnery drills. The *Rizal* was also called on to help recover an aircraft that had ditched off San Nicholas Shoal. In April she returned to Chinese waters, visiting Hong Kong and Amoy in the south before heading north to Shanghai, Chefoo, and Tsingtao. In the northern ports from May to June, she carried out routine daily operations and training. On 28 June 1928 while at Tsingtao, CDR Heim detached from the ship and returned to America to take over the Maintenance Officer and Officer-in-Charge of the Optical Shop billets at the Naval Observatory in Washington, DC.¹⁰³

¹⁰² Deck Logs of USS *Rizal*, 1 July 1926 - 30 June 1928. RG 24, NARS, DC.

¹⁰³ Deck Logs of USS *Rizal*, 1 July 1926 - 30 June 1928. RG 24, NARS, DC. The *Rizal* remained with the Asiatic Fleet generally spending the winter and early spring months in Manila and the late spring, summer and fall months in Chinese ports. She also visited Guam and Yokohama, Japan in November 1928 and April 1929, respectively. She was ordered back to the United States in December 1930 and was decommissioned in August 1931. *DANFS*.

Chapter 6

The Late Interwar Years

Diplomacy without arms is music without instruments.

--Frederick the Great¹⁰⁴

The period 1928 to 1939 witnessed the world's spiral into the Great Depression and the rise of radical nationalism in Germany, Japan, and Italy. The resulting tensions between these dictatorships and their neighbors once again led the world down the road to war. The United States, however, was in a period of isolationism with the country trying to work its way out of the depression and determined not to be drawn into another war in Europe. When Commodore Heim returned to the United States, the Navy was preparing for a war that seemed inevitable --and one that was focused on the Pacific. He was assigned to procurement and repair activities where his engineering background was fully utilized. He also attended two professional military education schools: the Naval War College at Newport, Rhode Island, and the Army Industrial College in Washington, DC. He also worked at Navy headquarters in the Office of the Chief of Naval Operations developing industrial and war plans. And, of course, he was again at sea --as the Executive Officer and Commanding Officer of two cruisers.

¹⁰⁴ Quoted in Heinl, *Dictionary of Military and Naval Quotations*, 88.

Naval Observatory, October 1928 - June 1930

As the Maintenance Officer of the Naval Observatory CDR Heim was responsible for the procurement, maintenance, and repair of navigational and other precision instruments. While in charge of the Optical Shop at the Observatory he directed the effort that perfected American production of binoculars and other advanced optical instruments ending the U.S. Navy's dependence on foreign production of optical equipment.¹⁰⁵

Naval War College, June 1930 - May 1931

CDR Heim attended the Naval War College as a student in the Senior Class. This was a significant assignment for him; for attendance at Naval War College is a prestigious accomplishment in an officer's career. It is generally a sign that based on his previous performance the officer is considered a likely candidate for further advancement. CDR Heim had proven through his successful command leadership that he was ready for greater responsibilities. The course of study provided a graduate level education on international law, history, strategy and tactics, and national security.¹⁰⁶ No specific information exists on papers he may have written, class standing, or grades from student transcripts. Such records were not kept until several years later. A roster of the class was available, and from this, a list of the future flag officers and influential graduates of the class is available in Appendix C.¹⁰⁷

¹⁰⁵ Resume, S.F. Heim.

¹⁰⁶ Resume, S.F. Heim.

¹⁰⁷ Dr. Evelyn Cherpak, Archivist Naval War College, Newport, RI, e-mail interview by author, 7 November 2000.

USS *Cincinnati* (CL 6), May 1931 - June 1933

The cruiser USS *Cincinnati* was commissioned on 1 January 1924 and operated in the Atlantic, Caribbean, and the Panama Canal Zone until she joined the Asiatic Fleet in 1927. In 1928, she returned to the East Coast and was stationed in Newport, Rhode Island.¹⁰⁸ CDR Heim reported in late May 1931, after graduation from the War College, as the Executive Officer or the second in command. In this capacity he was responsible for the material condition of the living spaces of the ship and the administrative functions of the command. Additionally, he had to be prepared to assume command or act as the commanding officer should the captain be incapacitated or temporarily away from the ship. *Cincinnati* remained with the Atlantic fleet conducting routine training out of Newport until early 1932, when she transferred to the Pacific. On the West Coast the cruiser was assigned to Battle Force U.S. Pacific Fleet where she conducted routine training and operations for the remainder of CDR Heim's tour.¹⁰⁹

Army Industrial College, August 1933 - June 1934

Prior to attending the Army Industrial College in Washington, DC, CDR Heim was assigned to the Bureau of Navigation and the Office of the Chief of Naval Operations from 29 June 1933 to 19 August 1933, primarily as a "holding pattern" assignment until his course began. Contrary to its name,

¹⁰⁸ Figure 5, USS *Richmond*, is of the same class of cruisers.

¹⁰⁹ The *Cincinnati* continued on active duty serving with both the Atlantic and Pacific fleets. During World War II she operated in the Atlantic and Caribbean conducting patrols for German blockade-runners and convoy escort duties. She escorted three convoys from New York to Belfast during the spring of 1944 and supported the assault on southern France in the late summer and early fall of 1944. In the closing year of the war the cruiser was assigned to patrolling duties in the South Atlantic. After conducting two midshipmen training cruises in the summer of 1945 she was decommissioned 1 November 1945. *DANFS*.

the Bureau of Navigation was primarily responsible for the Navy's personnel and recruiting programs, and only peripherally involved in navigation to the extent of making some charts.¹¹⁰

The course of study at the Army Industrial College provided senior officers with business, industrial, and organizational training.¹¹¹ The curriculum consisted of five months of academic background study and five months of practical application case problems. The academic phase covered the topics of fundamentals of business, historical study, organization of the War and Navy Departments, current procurement, and War Department procurement planning. The 30 some case problems focused on industrial mobilization of the country in time of war. Case problems were discussed in student committees and then presented to the rest of the class. CDR Heim's grades for the course of study were slightly above average. He showed particular strength in the history, earning one of the two A+'s given for that unit. The future flag officers of the class are listed in Appendix C.¹¹²

Office of the Chief of Naval Operations, June 1934 - February 1936

On this tour CDR Heim was responsible for classified Industrial and Material War Plans.¹¹³ With the education he received at the Army Industrial College, and experience from fleet and shore duty assignments relating to engineering, procurement, maintenance, and manufacture, CDR Heim was superbly qualified for this duty. Research into the specific plans he worked on proved futile without further specific information on his duties. During this assignment he was promoted to captain (CAPT) on

¹¹⁰ The Bureau of Naval Personnel is the successor of the Bureau of Navigation.

¹¹¹ Resume, S.F. Heim.

¹¹² The Army Industrial College, *Annual Report on the Operation of the Army Industrial College for the Year 1933-1934*, 30 June 1934. Grades for the class of 1933-1934. National Defense University, Washington, DC.

¹¹³ Resume, S.F. Heim.

30 June 1935.¹¹⁴ In 1935, CAPT Heim returned to the Army Industrial College to give an informal orientation to the 1935 - 1936 class. He praised the College, congratulated the students, and pledged the support of the Navy's Procurement Planning Branch to the class.¹¹⁵ See appendix E for CAPT Heim's entire remarks.

USS *Richmond* (CL 9), March 1936 - June 1937

The light cruiser, USS *Richmond*, was commissioned on 2 July 1923 and assigned to the Atlantic Fleet as the flagship of the Scouting Force making trips to the Caribbean, the Gulf of Mexico, and the Panama Canal Zone. In 1925, she was in the Pacific operating off California and Hawaii, and then visited Australia and New Zealand before returning to the East Coast. The next year she operated with the Asiatic Fleet. From mid-1928 until 1934, *Richmond* was stationed on the East Coast, except for short visits to the West Coast. In September 1934, she began a three-year assignment on the West Coast with the Pacific Scouting Fleet.¹¹⁶

CAPT Heim assumed command of the *Richmond* on 14 March 1936 while she was stationed in San Diego. For the next several weeks the cruiser remained in the San Diego area conducting routine training such as defending against aircraft bombing and strafing attacks. The end of March she put to sea and sailed for Pearl Harbor. Arriving in Hawaii on 4 April 1936, *Richmond* spent the rest of April and

¹¹⁴ Service timeline, S.F. Heim.

¹¹⁵ CAPT S.F. Heim, USN; Informal orientation talk given at the opening of the Army Industrial College, September 3, 1935; Special Collections, Archives and History, National Defense University Library, National Defense University, Washington, DC.

¹¹⁶ *DANFS*.

the first half of June in port and dry-docks. Re-floated on 11 June, she soon headed back to the United States.¹¹⁷

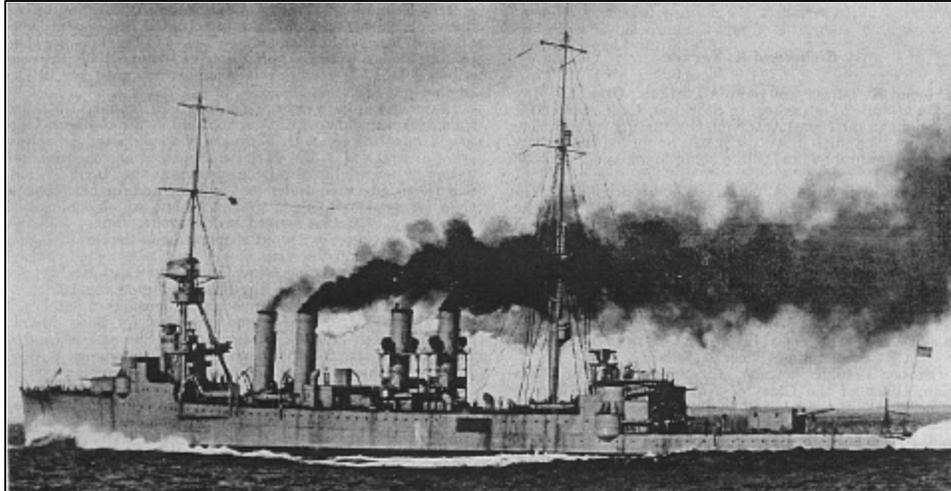


Figure 5. USS *Richmond* (CL 9) Commodore Heim commanded the *Richmond* from March 1936 to June 1937. The cruiser was the last ship that he commanded. *DANFS*, vol. VI.

While visiting Puget Sound that summer the *Richmond* nearly collided with a merchant ship in heavy fog. The near collision prompted CAPT Heim to write a letter to the Chief of Naval Operations (CNO) suggesting possible ways of improving the way ships operate in reduced visibility. As he significantly noted, “The present sound signals for fog were promulgated in 1890 and have not been changed since that date. Since promulgation of the Rules, practically none of the great scientific developments and advances in electrical, sound and radio communications engineering have been applied to improving fog signals.” CAPT Heim pointed out some ways that new technology, such as radios, fathometers, and directional sound signals, could be used to improve safety. “The two way radio telephone, operating on an assigned frequency, to give information in plain language and to furnish a

¹¹⁷ Deck logs of USS *Richmond*, 1 January 1936 - 31 December 1936. RG 24, NARS, DC.

target for radio direction finding. The magnavox for furnishing information and a target for direction by sound centering devices. A special radio

broadcast in code for furnishing information and target for direction finder and sound-radio distance finder.”¹¹⁸ The suggestions were well received, as indicated in one forwarding endorsement: “The suggestions and recommendations made by Captain Heim are worthy of serious and mature consideration the Navy itself would greatly benefit by such development.”¹¹⁹ However, the CNO’s office felt that while the suggestions were good they would be impractical to implement due to the difficulty of gaining international consensus and the current equipment aboard most vessels. It was recommended that U.S. Navy ships implement those procedures, which could be followed with their current equipment: “The Chief of Naval Operations concurs ... that within the Fleet improvements can be obtained and agrees with his proposal to effect such measures as are practicable under equipment limitations....”¹²⁰ As technology caught up with CAPT Heim’s ideas they have been implemented almost exactly as he recommended, with items such as bridge-to-bridge radios and radar transponders now standard on Navy ships.

¹¹⁸ Commander USS *Richmond*, to Chief of Naval Operations, 22 March 1937. General Records of the Department of the Navy, 1798-1947, Records Group 80. National Archives Building, Washington, DC. Cited hereafter as RG 80, NARS, DC.

¹¹⁹ Commander Cruiser Division TWO, BATTLE FORCE. Chief of Naval Operations, 29 March 1937. RG 80, NARS, DC.

¹²⁰ Chief of Naval Operations, to Commander-in-Chief, U.S. Fleet, 25 June 1937. RG 80, NARS, DC.

The *Richmond* was stationed on the Pacific coast for the rest of CAPT Heim's tour and he received an award for communications efficiency in 1936. As a result, CAPT Heim received a Letter of Commendation from the Chief of Naval Operation.¹²¹ He then detached from *Richmond*

on 19 June 1937, and reported to the Third Naval District in New York.¹²²

Director, Naval Reserve, Third Naval District, June 1937 - September 1939

As the Director of the Naval Reserves CAPT Heim was responsible for the enrollment, administration, and practical training of the reserves in the Third Naval District. The District encompassed New York and Connecticut.¹²³ His duties included inspecting the over 30 far flung reserve units in the district from Hartford, Connecticut, to Buffalo, New York. He also dealt with the Bureau of Navigation on issues of manpower for the reserves in the district.¹²⁴ In September 1939, CAPT Heim left the Naval District to become the Commander of Destroyer Squadron 30 where he would find himself involved in the complex, contradictory, and often dangerous period between peace and war.

¹²¹ Chief of Naval Operations, to CAPT S.F. Heim, USN, 19 August 1937. Service record, S.F. Heim.

¹²² *Richmond* remained on the West Coast serving as the flagship for the Submarine Force. During World War II she patrolled the Pacific and Atlantic before being assigned to the Aleutian Islands. She saw action against the Japanese in the Battle of the Komandorski Islands in 1943. The *Richmond* continued service in the Aleutians until the end of the war. She was decommissioned 21 December 1945. *DANFS*.

¹²³ Resume, S.F. Heim.

¹²⁴ CAPT S.F. Heim, USN, to Commandant 3rd Naval District, 4 August 1937 & 5 January 1938, and to CAPT Felix X.

Gygax, USN, Bureau of Navigation, 14 October 1938. Service record, S.F. Heim.

Chapter 7

World War II

Naval power is the natural defense of the United States.

--John Adams¹²⁵

In Europe, Germany's invasion of Poland in September 1939 signaled the abject failure of the policy of appeasement that had been Europe's, and especially Britain's, reaction to the horrors of World War I. Berlin's aggression caused Britain and France to declare war on Germany, and the ensuing winter months with little action became known as the "Phony War." In May 1940 that changed with Germany's offensive against the two allies (as well as Belgium, The Netherlands, and Luxemburg). France was defeated and Britain expelled from the continent in a 'blitzkrieg' war lasting only six weeks. In the Eastern Hemisphere, Japan had invaded China in 1937 without declaring war and had embarked on an expansion of the Japanese empire in the Pacific that placed Tokyo on a collision course with the United States.

The United States' reaction to what it had witnessed in World War I was isolationism. To ensure America would avoid becoming involved in future European wars the government created the Neutrality Acts. However, President Franklin Roosevelt soon realized that the Acts actually favored aggressor nations, as they treated all belligerents the same, regardless of who was the actual aggressor.

¹²⁵ Quoted in Heinl, *Dictionary of Military and Naval Quotations*, 289.

From the invasion of Poland to the attack at Pearl Harbor, FDR worked to remove the restraints of the Neutrality Acts, mobilize American public opinion, and rearm the American military.

Destroyer Squadron Thirty, 18 September 1939 - 28 September 1940

CAPT Heim assumed command of Destroyer Squadron Thirty (DESRON 30) on 18 September 1939, within two weeks of the declaration of war between Britain, France, and Germany. DESRON 30 was being reactivated at the Philadelphia Navy Yard, which required close coordination between the ships and the yard. CAPT Heim was singled out by the Yard's commander as providing "exceptional assistance to the Navy Yard in coordinating the work of the ship's and Yard forces [and] exhibited a keen appreciation for the difficult problem involved and has cooperated fully in its solution."¹²⁶

Washington's response to the invasion of Poland was the establishment of Neutrality Patrols on the eastern seaboard and Caribbean. On 1 January 1940, CAPT Heim was given the additional responsibility of Commander Middle Atlantic Patrol to enforce the Neutrality Acts. His forces included nine destroyers, five based in Norfolk, Virginia, and four in Charleston, South Carolina. He also had two patrol squadrons with fifteen seaplanes based in Norfolk and Charleston as well as a Charleston based seaplane tender.¹²⁷ As the commander of the Middle Atlantic Patrol, CAPT Heim was responsible for executing a national policy that was gradually changing from peace, isolationism, and neutrality, to one eventually resulting in active participation in the largest conflict the world has ever witnessed.

¹²⁶ Commandant, Philadelphia Navy Yard, to Chief of Naval Operations, 11 December 1939. Service record, S.F. Heim.

The Middle Atlantic Patrol was responsible for an area from Cape Canaveral to Long Island and up to 300 miles off the coast. Its mission was to "... observe conditions, report information, and take necessary action, all in connection [with the] enforcement [of the] neutrality of United States." To accomplish this, the area would be patrolled with seaplanes and destroyers. They would determine the neutrality of any suspicious vessel, make reports on the vessel via the chain of command, and report the presence of foreign warships. Additionally, the Middle Atlantic Patrol's destroyers were not allowed to loiter outside foreign ports waiting for ships to exit, the destroyers had to be easily identifiable as American warships, and the crews had to maintain training and maintenance schedules.¹²⁸

In reality the Neutrality Patrols were neutral only in name. They were the first step toward full British-American naval cooperation in the Atlantic. As early as April 1939 President Roosevelt made clear, at least to his Cabinet, that he would be more than happy to see U.S. warships sinking German or Italian submarines.¹²⁹ For the U.S. Navy, World War II started in the Atlantic in 1939 with the Neutrality Patrols. Three specific incidents can be pointed to: the aid U.S. vessels gave to the Royal Navy, the transfer of 50 U.S. destroyers to Great Britain in return for bases, and the stationing of a U.S. Marine Corps Brigade in Iceland. Hitler however was not ready to confront the United States on the high seas and ordered his U-boat captains not to seek or attack U.S. ships. This naval version of "chicken" reached a climax in September 1941 when a German submarine fired a torpedo at the

¹²⁷ Atlantic Squadron, United States Fleet, Operation Order 1-40, Enforcement of US neutrality in Atlantic, 1 January 1940; file A4-3(B1250) General Records of the Department of the Navy, 1798-1947, Records Group 80. National Archives Building, College Park, MD. Cited hereafter as RG 80, NARS, MD.

¹²⁸ Atlantic Squadron, United States Fleet, Operation Order 1-40, Enforcement of US neutrality in Atlantic, 1 January 1940. RG 80, NARS, MD.

¹²⁹ Thomas G. Paterson, *American Foreign Policy / A History*, 378.

destroyer *Greer* which was part of the Middle Atlantic Patrol.¹³⁰ There were no reports of confrontations during the time that CAPT Heim was responsible for the Middle Atlantic Patrol. After the *Greer* incident, President Roosevelt gave the Navy the order to “shoot-on-sight” any German submarines or ships found in the Neutrality Patrol zones.¹³¹

Destroyer Squadron Thirty-Three, September 1940 - December 1940

Between the fall of France in June 1940 and Germany’s invasion of Russia in June 1941, Britain faced the Nazi Reich alone. Berlin tried to strangle Britain with submarines and to bomb the United Kingdom into submission. Part of this was in preparation for Operation SEALION, the planned invasion of England. During this period Great Britain needed more than just neutrality, London needed war material. President Roosevelt’s effort to get aid to England was wrapped up in two main efforts: the largest was the Lend-Lease of 1941 and the other was the “Destroyers-for-Bases” deal of September 1940.

In June 1940, Britain’s shipping industry had not yet shifted over to wartime needs and she was loosing destroyers faster than she could produce them. Winston Churchill requested 40 or 50 old U.S. destroyers to fill the gap until British shipbuilding caught up with the demand. Over the next months the details were completed whereby the United States would lease British bases in Newfoundland, Bermuda, Jamaica, Antigua, St. Lucia, Trinidad, British Guiana, and the Bahamas in exchange for 50 old American destroyers. These 4-stacker destroyers were of the same class as those that CAPT Heim

¹³⁰ This was followed by the *Kearny* and *Reuben James* incidents in October 1941, the former was the first ship damaged in the naval war and shortly thereafter 115 sailors died in the later incident. I.C.B. Dear, gen. ed., *Oxford Companion to World War II*, (Oxford: Oxford University Press, 1995), 510, 646, and 946.

¹³¹ Paterson, *American Foreign Policy / A History*, 382.

had first commanded in the 1920's. The deal was finalized one year after the German invasion of Poland. Within two days the first eight destroyers sailed from America for Halifax, Nova Scotia where the Royal Navy and Canadian Navy accepted them. The ships were renamed for cities that were common to both America and Britain and as a group they came to be known as the "Town" Class.¹³²

CAPT Heim's connection with the Destroyers-for-Bases deal occurred while he commanded DESRON 33. He assumed command of the squadron on 28 September 1940 and relinquished it on 9 December of that year. The short tour suggests that it was specifically for the task of preparing and transferring the destroyers. Based on the timeliness of their departure, the initial ships transferred had to be destroyers that were still on active duty and fit for sea and combat. The others had only recently been reactivated and required varying degrees of refurbishment before they were ready for combat. The level of detail that CAPT Heim saw to in the preparation and transfer of the ships so that they would be immediately available for manning and service are illustrated in the following British officer's description of the destroyers' condition.

The ships had been refitted throughout. They were scrupulously clean and fully supplied. Complete outfits of ammunition and other warlike equipment were left on board, together with stores of all kinds. Everything was handed over to the new owners--paint and cordage; mess-traps, silver and china, all marked with the anchor and U.S.N.; towels, sheets, blankets, mattresses and pillows. Sextant, chronometer watch, high-power binoculars for the use of officers and look-outs, parallel rulers and instruments for navigation were not forgotten. A typewriter, paper, envelopes, patent pencil sharpeners, pencils, ink--everything and anything one could imagine, even to books and magazines, an electric coffee machine in the wardroom, were all provided. Storerooms were fully stocked with provisions...¹³³

¹³² *The "Town" Class Destroyers: The Story of the "Four-Stackers"*. Monograph. (London: Admiralty Historical Section, 1949), v-vi.

¹³³ *The "Town" Class Destroyers*, vii-viii.

It is apparent the CAPT Heim's experience in preparing ships for commissioning paid off, for nothing was left wanting, and the gratitude of the Royal Navy was obvious.

Ultimately, CAPT Heim was responsible for the actual transfer of ten of the 50 destroyers to Britain and Canada, and responsible for the preparation of twenty. Based on the dates and numbers of destroyers transferred, it can be ascertained that he prepared the ten destroyers delivered in November, and prepared and actually conducted the transfer of the last ten in December of 1940. Rear Admiral Ferdinand Reichmuth had been in charge of the actual transfer in Halifax of the first 40 destroyers. CAPT Heim then took over from the admiral and brought the last ten to Halifax. The transfers were complete on 3 December and he then returned to Hampton Roads and relinquished command of DESRON 33 on 9 December and reported to the 11th Naval District. For his efforts, CAPT Heim received recognition from the President, the Prime Minister of Canada, the Royal Navy Admiralty, and the American Consulate General of Halifax.¹³⁴

How combat capable the destroyers proved (they were World War I vintage) was much less important than what they symbolized. As one author commented, "What really mattered was not the conditions of the ship's tubes, but the enthusiastic acceptance of the deal by the American people. Even before the first British crews nervously tested their new antique warships, it was plain that the American people had passed the point of no return...."¹³⁵ The United States was slowly advancing toward participation in the war with the British --and the first substantial evidence of the American resolve was the destroyers that CAPT Heim helped deliver. Considering the additional preparation the twenty

¹³⁴ Appendix F contains the correspondence regarding the transfers. *The "Town" Class Destroyers*, vii; Resume, S.F. Heim; Service record, S.F. Heim.

¹³⁵ Philip Goodhart, *Fifty Ships that Saved the World: The Foundations of the Anglo-American Alliance* (Garden City, NY: Doubleday & Company Inc, 1965), 240.

destroyers CAPT Heim transferred, compared to the initial groups, he was responsible for the majority of the effort in getting the destroyers to Great Britain.

11th Naval District Port Director, December 1940 - June 1942

As the Port Director for the 11th Naval District, San Pedro, California, CAPT Heim was responsible for the planning and execution of the plans for the control, routing, and organization of convoys of ships in the district.¹³⁶ The area under his jurisdiction extended from southern California to San Francisco. He issued convoy routing instructions similar to those he executed during World War I. Routing instructions contained information for each convoy, such as which ships were in a convoy, schedule, route points, command relations, procedures, and enemy activity.¹³⁷ Another “odd” job that he had was coordinating escorts for commandeered vessels. In one instance his performance in getting a ship repaired and under way on time was commended by Admiral J.W. Greenslade, Commander, Western Sea Frontier. Citing CAPT Heim's work as "splendid" the Admiral went on to say, "...the excellent collaboration of Captain Heim and his staff, is most gratifying to this command."¹³⁸ CAPT Heim would retain these duties when he became the commandant of the Naval Operating Base, San Pedro, later renamed Terminal Island.

Naval Operating Base, Terminal Island, June 1942 - November 1946.

When CAPT Heim took over the Naval Operating Base it was a \$19,000,000 project started prior to the attack on Pearl Harbor. The base consisted of the naval activities in the Long Beach-Los

¹³⁶ Resume, S.F. Heim.

¹³⁷ Commandant Eleventh Naval District, Port Director to Convoy 1002, 31 December 1941. RG 80, NARS, MD.

Angeles harbor area and Roosevelt Base with its peacetime docking facilities, a recreation center, and the Terminal Island security office. Under his guidance the operating base expanded to a facility worth over \$100,000,000 with 22 major facilities for ships maintenance and repair; including, a naval hospital, a naval air station, a reserve aviation base, a small craft training center, a naval supply depot, a fuel annex, and a net depot.¹³⁹ During this enormous expansion of the base, it still had to carry out its wartime mission of: "... service to ships of the Fleet and vessels of the Marine Transport Service, including the berthing, docking and repair of ships, and the landing of, and recreation for officers and enlisted men of the forces afloat."¹⁴⁰ Also of significance, over 80% of the petroleum shipped to the Pacific during the war went through Terminal Island. The fuel annex also included a wartime secret --the world's largest underground fuel oil storage facility capable of holding 19,000,000 barrels of gasoline and oil.¹⁴¹

CAPT Heim also became the commander of Roosevelt Base, Terminal Island, when he became the Commandant of the Naval Operating Base, San Pedro, California. In 1944, his title was simplified to Commander, Naval Operating Base, Terminal Island, San Pedro, California, which encompassed all of his additional duties.¹⁴² However, it did not go unnoticed that it was **Captain** Heim in charge of the base at Terminal Island. Vice Admiral J.K. Taussig visited the base in 1943 on an inspection and later wrote a letter to the Secretary of the Navy recommending CAPT Heim be promoted.

¹³⁸ Commander, Western Sea Frontier, to CAPT S.F. Heim, USN, 18 March 1942. Service record, S.F. Heim.

¹³⁹ "Capt. Heim Now Heads Naval Base," *Long Beach Press Telegram*, 26 June 1942.

¹⁴⁰ Commandants Office, Naval Operating Base, San Pedro, CA and Roosevelt Base Terminal Island, CA; "War Diary", 1 January 1943 to 1 February 1943; Records of the Office of the Chief of Naval Operations, Records Group 38; National Archives Building, College Park, MD.

¹⁴¹ "Heim Turns Over Naval Command Tuesday to Wiltse," *Long Beach Press-Telegram*, 13 January 1946.

¹⁴² Service timeline, S.F. Heim.

The base, [Terminal Island] ... compares favorably with other operating bases ... all of which have flag officers in command ... I believe it would be to the advantage of the naval service to advance the present commandant, Captain S.F. Heim to the rank of commodore, and I recommend that this be done, not only because of his efficiency and qualifications for this rank but also the advantage gained to the Navy by having an officer of suitable rank in command of such a large and important activity.¹⁴³

On 8 September 1944, CAPT Heim was promoted to the rank of commodore to last until such time as he detached from duty as the commander of the base. However, Commodore Heim would remain in charge of the base through the end of the war.

In Commodore Heim's own words, he felt that the most difficult part of managing the base was not the establishment, enormous expansion, or actual running of the base. Rather, it was the vital but difficult military-civil relation challenge: "The greatest difficulties involved were not those of activating and operating the new units as part of the Navy, but rather the public relations angle, of coordinating them with the local civilian and municipal activities of the area."¹⁴⁴ Commodore Heim overcame whatever obstacles there were and earned more than just the admiration of his men and the local government. The *Christian Science Monitor* featured a story about the base in September 1943, titled "Naval Base Extraordinary." The newspaper directly addressed Commodore Heim's contribution:

The project can be measured, for instance, in terms of the man who is in charge and has seen it all the way from the blueprint stage through the question-and-opposition period to its present functioning usefulness. By co-ordinating efforts, by reconciling differences, by quiet, sound diplomacy, the men who work with him say that he has touched the keynote of possible accomplishment just at the moment when the nation needs needs to be assured that its wartime needs can be met.¹⁴⁵

¹⁴³ Senior Member, Naval Clemency and Prison Inspection Board, to The Secretary of the Navy, 8 December 1943. Service record, S.F. Heim.

¹⁴⁴ Resume, S.F. Heim.

¹⁴⁵ Kimmis Hendrick, "Naval Base Extraordinary," *Christian Science Monitor*, 18 September 1943, 9.

Commodore Heim relinquished command of the Naval Operating Base on 15 January 1946 to Rear Admiral L.J. Wiltse. He then retired from active duty 1 November 1946 at the permanent rank of commodore after more than 43 years of active duty with the Navy.

In February of 1947, the city of Long Beach adopted a resolution requesting the Navy Bridge connecting Long Beach and Terminal Island across the Cerritos Channel be renamed in honor of Commodore Heim. While commander of the base, he had recognized the need for such a bridge and secured an initial \$10,000,000 from the Navy to build it. When difficulties in selecting a suitable site stalled the construction, he overcame them and helped select a site.¹⁴⁶ The Secretary of the Navy, James Forrestal, approved the renaming of the bridge in August 1947 and the dedication occurred on 10 January 1948.¹⁴⁷ As the guest of honor, Commodore Heim delivered the dedication speech, which highlighted his recognition that he was the head of a team rather than one person doing everything on his own:

That this magnificent example of engineering is to bear my name is an honor I find difficult to acknowledge with the proper combination of pride and humility. But I am under no illusion that it stands as a monument to me; rather as a monument to Terminal Island and the twin harbors of Long Beach and Los Angeles where it was my privilege to represent the United States Navy.¹⁴⁸

Commodore Heim, like every true leader, gave credit to the people who worked for him because he knew that any honor given to the commander is really a tribute to the men whom he had the privilege of leading.

¹⁴⁶ "Navy Bridge May Be Named After Officer," Heim, *Long Beach Press-Telegram*, 18 February 1947.

¹⁴⁷ "Terminal Island Bridge Renamed to Honor Heim," *Long Beach Press-Telegram*, 26 August 1947.

¹⁴⁸ "Heim Span, World's Largest Vertical Lift Bridge, Opens," *Long Beach Press-Telegram*, 10 January 1948.

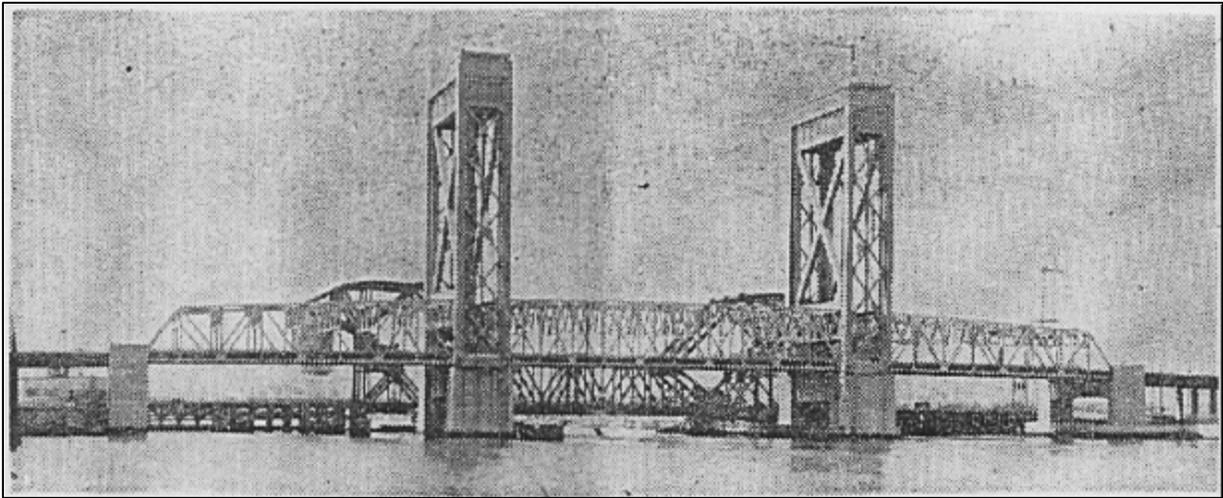


Figure 6. Commodore Schuyler F. Heim Bridge as it appeared in 1965. The smaller bridge in the background is the Ford Avenue Bridge. Commodore Heim Bridge, as of this writing, still connects Long Beach to Terminal Island. *Long Beach Press-Telegram*, 24 January 1965.

The Commodore remained active in Long Beach professionally, socially, and intellectually. He worked for an insurance company, played golf, and remained engaged in the events of the world. His wife, Ramona, passed away in 1962 at the age of 69 following a brief illness.¹⁴⁹ In 1965, George Robeson, of the *Long Beach Press-Telegram*, interviewed the Commodore and described him thusly: "The Commodore at 82 is as sharp, incisive and articulate as I hope to be at 42."¹⁵⁰ Appendix G contains the entire article from the *Press-Telegram*. Commodore Heim resided in Long Beach until his death at the age of 88 on 2 February 1972, and is buried in Fort Rosecrans National Cemetery, San Diego.

¹⁴⁹ "Death Takes Heim's Wife," *Long Beach Press-Telegram*, 1 August 1962.

¹⁵⁰ George Robeson, "The Bridge Ages, but Not the Man," *Long Beach Press-Telegram*, 22 December 1965.

Chapter 8

Summary

So what does this all mean to us today?

--Ltcol J.R. Atkins, USAF

The U.S. Naval Academy graduated 208 midshipmen in the Class of 1907. At commissioning two years later, Commodore Heim's class standing placed him in the lower third. However, his steady rise through the ranks shows that more than academic skill makes a successful leader. The mission of a commissioning program, the academy, ROTC, or OCS, is to produce ensigns and second lieutenants -- not flag officers. It is the confluence of personality, professionalism, technical expertise, and perseverance that will ultimately determine career success. Commodore Heim possessed all these attributes and became a truly successful leader and professional naval officer. His position as one of the 32 flag officers of the Class of 1907 places him in the top 15 percent in the final career class standing.

The naval career of Commodore Heim bridged some of the most exciting and tumultuous years for the U.S. Navy. His career can be traced by the events, which have become icons in the history of the Navy and country. He participated in the world cruise of the Great White Fleet, North Atlantic convoy duty during World War I, the Yangtze River Patrol during the Chinese Nationalist Revolution, the Neutrality Patrol prior to World War II, and the Destroyer-for-Bases deal with Britain in 1940. He worked headquarters duties and support activities to ensure the Navy was able to take the fight to the

enemy. Striking a balance between technical expertise, common sense, and engaging personality, he was one of the competent and dynamic leaders of the Navy when it needed them most. His ability to draw his men, officers, and the civilian agencies together in a common purpose was recognized and lauded in the Navy as well as by his civilian counterparts. His contribution to the country and the Navy is an example that should not be forgotten and can serve as a model for contemporary military officers of today and the future. Although the man is no longer with us, his experiences and the lessons we can draw from them are as vital today as they were when he lived them.

Commodore Schuyler F. Heim, USN.



Figure 7.

Appendix A

Career Timeline

Command	Dates	Remarks
U.S. Naval Academy	25 June 1903 - 6 June 1907	Midshipman, Student
USS <i>Nebraska</i> (BB 14)	26 July 1907 - 9 June 1911	Midshipman, Great White Fleet, Commissioned Ensign, Div Officer 8" Turret
USS <i>Smith</i> (DD 17)	10 June 1911 - 30 October 1911	Executive Officer, Gunnery Officer
USS <i>Michigan</i> (BB 27)	30 October 1911 - 10 April 1913	Div Officer 12" Turret, Promoted to Lieutenant (junior grade)
Mare Island Navy Yard San Francisco, CA	17 May 1913 - 10 May 1915	Executive Officer Receiving Ship Superintendent of Machinery
USS <i>Prometheus</i> (AR 3)	10 May 1915 - 5 January 1917	Engineering Officer
USS <i>Wyoming</i> (BB 32)	8 January 1917 - 29 April 1917	Assistant Engineering Officer Promoted to Lieutenant
USS <i>Charleston</i> (C 22)	2 May 1917 - 28 August 1918	Engineering Officer Frocked Lieutenant Commander World War I Atlantic convoy duty
U.S. Naval Academy	31 August 1918 - 15 June 1920	Instructor Dept. of Steam Engineering Promoted to Lieutenant Commander
USS <i>Simpson</i> (DD 221)	17 June 1920 - 4 January 1921	Commanding Officer
USS <i>MacLeish</i> (DD 220)	4 January 1921 - 10 October 1921	Commanding Officer
USS <i>Hull</i> (DD 330)	10 October 1921 - 20 June 1923	Commanding Officer Sonic depth surveys Won the Battle Efficiency Trophy
U.S. Naval Academy	29 June 1923 - 5 June 1926	Instructor Dept. of Seamanship Battalion Officer Promoted to Commander
USS <i>Rizal</i> (DM 14) U.S. Asiatic Fleet	31 July 1926 - 28 June 1928	Commanding Officer Commander, Mine Detachment
Naval Observatory Washington, DC	17 October 1928 - 14 June 1930	Maintenance Officer In charge of Optical Shop

Command	Dates	Remarks
Naval War College Newport, RI	19 June 1930 - 27 May 1931	Student, senior course
USS <i>Cincinnati</i> (CL 6)	31 May 1931 - 8 June 1933	Executive Officer
Navy Department Washington, DC	29 June 1933 - 19 August 1933	Temporary Duty
Army Industrial College Washington, DC	19 August 1933 - 30 June 1934	Student
Navy Department Washington, DC	30 June 1934 - 29 February 1936	In charge of Industrial and Material War Plans Promoted to Captain
USS <i>Richmond</i> (CL 9)	14 March 1936 - 19 June 1937	Commanding Officer Won Communications Efficiency Award
Third Naval District New York, NY	19 July 1937 - 13 September 1939	Director of Naval Reserves
Destroyer Squadron 30	18 September 1939 - 28 September 1940	Commanding Officer Established squadron
Destroyer Squadron 33	28 September 1939 - 9 December 1940	Commanding Officer Delivered 20 destroyers to Halifax, Nova Scotia for transfer to Great Britain
Eleventh Naval District San Diego, CA	30 December 1940 - 25 June 1942	Port Director, In charge of convoys
Naval Operating Base Terminal Island San Pedro, CA	25 June 1942 - 15 January 1946	Commandant Promoted to Commodore
	1 November 1946	Retired from active duty, in the permanent grade of Commodore.

Appendix B

Personal Awards and Decorations

Legion of Merit

(Naval Operating Base, Terminal Island, San Pedro, CA)

[World War I] Victory Medal, Atlantic Fleet Clasp

(USS *Charleston*)

Yangtze Service Medal

(USS *Rizal*)

American Defense Service Medal, Fleet Clasp

American Area Campaign Medal

World War II Victory Medal

Legion of Merit

For exceptionally meritorious conduct in the performance of outstanding service to the Government of the United States as Commandant, Naval Operating Base (later renamed the United States Naval Base) Terminal Island, San Pedro, California, from June 1942, to the cessation of hostilities. Assuming his responsibilities at a time when material shortages and inadequate facilities impeded the war effort, Commodore Heim organized and commissioned the new Operating Base on Terminal Island and, developing and expanding the many activities under his administrative control as parts of an integrated command, rendering invaluable service in providing essential services to combatant ships of our Fleet. An aggressive and resourceful leader, Commodore Heim skillfully handled the complex problems involved in directing the diverse functions of the Base, maintaining throughout a high standard of efficiency among all personnel engaged in this essential work. By his judgement, tireless efforts, professional ability and conscientious devotion to the fulfillment of an important assignment, he contributed material to the successful prosecution of the war and upheld the highest traditions of the United States Naval Service.

Appendix C

Notable Classmates

Flag Officers of the U. S. Naval Academy

Class of 1907

(208 Graduates)

Admiral (4 star)

Richard S. Edwards
Raymond A. Spruance

Henry K. Hewitt
Jonas H. Ingram

John H. Hoover

Vice Admiral (3 star)

Patrick N. Bellinger
Randal Jacobs

William S. Faber

Robert C. Giffen

Rear Admiral (2 star)

Ezra G. Allen
Harold M. Bemis
Charles W. Crosse
Allan S. Farquhar
Irving H. Mayfield
Garret L. Schuyler

Claude O. Bassett
Leslie E. Bratton
John W. W. Cumming
Felix X. Gygax
Earnest D. McWhorter
Robert A. Theobald

Augustin T. Beauregard
Bryson Bruce
Charles A. Dunn
Claud A. Jones
Albert C. Read

Commodore (1 star)

Cortlandt C. Baughman
Schuyler F. Heim

George H. Bowdey
Harry A. McClure

Samuel A. Clement
Charles F. Russell

Flag officers / Significant naval members of the Naval War College Class of 1931

(39 USN / USMC Graduates)

<u>Name</u>	<u>Final Rank (Service)</u>	<u>Remarks</u>
Thomas Holcomb	General (USMC)	17 th Commandant of the Marine Corps 1936 - 1944
Arthur J. Hepburn	Admiral (USN)	Retired as a rear admiral in 1941; returned to active duty for WW II, retired in 1946.
Emile P. Moses	Major General (USMC)	
Jesse F. Dyer	Brigadier General (USMC)	
Forde A. Todd	Rear Admiral (USN)	
Laurance W. NcNair	Rear Admiral (USN)	
David C. Cather	Rear Admiral (USN)	
Hayne Ellis	Rear Admiral (USN)	
George F. Neal	Rear Admiral (USN)	
John R. Beardall	Rear Admiral (USN)	
Schuyler F. Heim	Commodore (USN)	
Ellis B. Miller	Colonel (USMC)	Asst. Commandant of the Marine Corps Schools, Director of USMC Command and Staff College. Key reformer in curriculum of the school emphasizing amphibious warfare in the 1930's.

Naval flag officers of the Army Industrial College Class of 1934

(13 USN / USMC Graduates)

<u>Name</u>	<u>Final Rank (Service)</u>
Howard L. Vickery	Vice Admiral (USN)
Ross P. Whitmarsh	Rear Admiral (USN)
Schuyler F. Heim	Commodore (USN)
Leland S. Swindler	Brigadier General (USMC)

OUR NAVAL OFFICERS

Schuyler Heim Tells How They Are Educated at Annapolis

(1918-1920 or 1923-1926)

All Americans are proud of their navy. They do not begrudge the millions of dollars that congress appropriates each year for the building, repair, and maintenance of fine vessels of war. But I think the people as a whole know very little of the rigid course of training for the officers and men who handle these expensive implements and make the efficiency of the navy what it is; for after all it is the man behind the gun that count, and going still farther, it is the man behind the man behind the gun or the officer, who must be counted upon to maintain the navy in that efficient condition in which the people expect it to be maintained.

The men of the navy are trained at the naval academy. In this advanced age of steam and electricity the training of a naval officer is no small task. A visit aboard a modern battleship will leave no doubt about this statement. Probably the first thing to impress the visitor would be the massive twelve inch guns projecting from heavy steel turrets: closer investigation will reveal the complex electric...[equipment by which the]...turret is trained and the guns loaded, pointed, and fired. A visit below decks will show the dynamo rooms with the large dynamos for generating the electricity used in many parts of the ship. The boiler rooms and engines or turbines which develop possibly 35,000 horse power and the many auxiliary machines such as evaporators, condensers, ice machines, electric cranes and hoists, torpedo tubes, wireless telegraph outfits, electric signal outfits, ect., all of which the working, care and preservation must be understood by the officer.

He must not only be a representative American, but must have at least two foreign languages at his command, must be thoroughly versed in international law, must be skilled in seamanship, navigation and nautical astronomy, must be thoroughly familiar with all problems of steam and electrical engineering. Truly he is a "jack of all trades" and the task of learning this profession seems to the beginner an almost impossible one.

But if the qualifications of a naval profession are many and difficult to acquire the facilities for such acquirement at the U.S. Naval Academy are the best that can be had. At this school nothing is spared to give the midshipmen the greatest possible physical, mental, and moral training that can be crowded in the four-year course. A high standard of discipline and scholarship is maintained, and it is the duty of every midshipman to come up to this standard, and failing so to do he is dropped from the list.

The studies during the first two years at the academy embrace practically a college course of modern languages, physics and chemistry, English and literature and higher mathematics. Particular stress is laid on higher mathematics, which forms the foundation for the navigation and engineering sciences, which follow later. The last two years consist of modern languages (French and Spanish) nautical astronomy, navigation, marine surveying, electrical engineering, steam engineering and naval construction. The special advantages of the course of instruction at this school over that of other schools and colleges is the concurrence or harmonizing of theory and practice. The mathematics and theory of the various branches is thoroughly taught in the section rooms, and the theory is put into practice by drills in the machine shops, moulding shops or the various stations aboard real ships. The institution is thoroughly equipped with fine engineering buildings for this purpose and there are always stationed at the academy several monitors, torpedo boats and submarines to be used in the practical drills...

Appendix E

Informal Address to Army Industrial College 3 September 1935

I am very glad to be here this morning. I am grateful for the opportunity of expressing the Navy's appreciation of the excellent work that is being done in this institution and of the practical benefits, which accrue to the Navy thereby. As Colonel Jordan has told you nearly all of the key positions in the Navy's system of procurement planning are filled by graduates of the Army Industrial College.

As a graduate of the College, I congratulate each of the members of this new class on your assignment to the school. But, particularly I wish to congratulate the Naval Officers and Marine Officers of the Class on the opportunity of making a systematized study of Industrial Mobilization problems and at the same time learning a great deal about the organization and problems of our Sister Service. The personal contacts with the Army, both official and social, that you make here will continue through the years.

We of the Navy have always been welcome here in the Army Industrial College, and I reiterate we appreciate it. In fact, the cooperative spirit has been so fine that we have grown to feel that this College is a united Service College.

I wish to say in behalf of the procurement planning branch of the Navy that we are willing and anxious to advise and assist the students of the College, whenever possible, in work on their problems. I pledge you continued support, cooperation, and encouragement.

Appendix F

Destroyers-for-Bases Correspondence

The White House,
Washington

October 17, 1940

My dear Frank:

There is forwarded herewith a copy of a letter received from Mr. Mackenzie King which I have read with pleasure.

Please bring its contents to the attention of the officers responsible for this renewed evidence of naval efficiency and good will.

Very sincerely yours,

/s/ Franklin D. Roosevelt

The Honorable Frank Knox,
Secretary of the Navy.

OFFICE OF THE PRIME MINISTER

CANADA

Ottawa, 30th September, 1940

Dear Mr. President,

During the last few days I have been receiving reports from the Officers in Command of our Naval Service concerning the delivery and transfer of the United States destroyers to Canada and to the United Kingdom. One of the aspects of this transfer which has been repeatedly referred to in these reports is the splendid condition in which the vessels arrived in Canada and the cordial and co-operative attitude displayed by the Officers and crews when the transfer was actually being effected. I have been told, for example, that the vessels were so completely equipped that not only were the Mess appointments in perfect condition but that the larders were stored as though the vessels were to be used for prolonged cruises with their United States personnel aboard.

I want you to know that the thoughtfulness and consideration which have been displayed in these, perhaps minor, but very characteristic actions, have been recognized and very deeply appreciated by the Canadian Naval Service and the Government of this country as well. I hope that you will inform the responsible Officers that the way in which they have acted in arranging and carrying out the transfer of these vessels has been brought directly to my attention, and that I have asked that they should be thanked collectively and individually on behalf of the Canadian Navy, the Canadian Government and the Canadian people.

With kindest personal regards, I am

Yours very sincerely,

/s/ W.L. Mackenzie King.

The Honorable
Franklin D. Roosevelt
President of the United States,
The White House,
Washington, D.C.

No. 684

UNITED STATES OF AMERICA

CONFIDENTIAL

AMERICAN CONSULATE GENERAL
Halifax, Nova Scotia, December 3, 1940

SUBJECT: Transfer of American Over-age destroyers.

THE HONORABLE
THE SECRETARY OF STATE,
WASHINGTON.

SIR:

I have the honor to report that the work of transferring the last group of ten over-age destroyers to the British naval authorities at this port having been completed, Captain S.F. Heim, U.S.N., expects to sail for Hampton Roads today on board the U.S.S. Roe and it is my understanding that the U.S.S. Denebola will also depart today for Boston.

Under authority from the Navy Department, twelve United States Navy enlisted men are being left in Halifax for a period of five days under orders to report to me for temporary duty in carrying out instructions they have received from the Commanding Officer. The Consulate General will be kept informed of the movements of these men and will cooperate in every way to the end that they will depart from Halifax for their destination in the United States by rail at 8:45 a.m., December 9, 1940, upon completion of their duty.

I desire now to state that Rear Admiral F.L. Reichmuth, Captain William G. Greenman, Captain S.F. Heim, Commander R.A. Dyer, and all of the officers who have been engaged in the accomplishment of the mission assigned to them at this port have left a very fine and indelible impression upon the Dominion, British, Provincial, and City officials here, as well as upon the large number of the leading citizens with whom they were brought in contact. They were the recipients of a great deal of social attention from all quarters and reciprocated in a manner that is deeply appreciated.

The large number of United States Navy enlisted men who were in port at intervals during the several weeks required for the work involved conducted themselves in an exemplary manner without incident and have commendably upheld the excellent reputation for good conduct which our Navy personnel have long enjoyed in this city.

With respect to the relations of the Consulate General with the Commanding Officers and the members of their staffs, it gives me the greatest pleasure to state that in the efforts of this office to render all possible assistance to those officers during their stay here, no more complete or cordial cooperation could have been extended to me and to the other officers of the Consulate General.

Very truly yours,

Clinton E. MacEachran
American Consul General

ADMIRALTY WHITEHALL

December 25th, 1940

Dear Colonel Knox,

I have asked Mr. Eden to convey to the United States Government and all concerned our very sincere gratitude for the thorough arrangements which were made for the turn over of your invaluable destroyers, and for the unstinted help given by the naval officers and men who came up to Halifax to effect the turn over.

The good-will shown by all concerned on the American side in this matter has, however, been so great that I feel I must write to tell you personally how deeply we appreciate it. The decision to let us have these destroyers in our need was one which we shall never forget, and the arrangements for their actual turn over were entirely in keeping with this generosity.

I enclose an extract from the report rendered by Admiral Bonham-Carter, who was in charge of these matters at Halifax, which will give you some idea how well your people treated us, and I hope that our gratitude may be passed on to all concerned, and especially to the officers named in this report.

Yours sincerely,

A.V. Alexander

The Honorable
Colonel Frank Knox.

Extract from Report by Admiral Bonham-Carter

Rear Admiral F.L. Reichmuth, with Captain W.G. Greenman and a staff of specialists, arrived in the depot ship DENEbola with the first group of destroyers and stayed until the first forty had been taken over. Nothing was too much for them to do and their help was invaluable. All the help we asked for was given and their men in the DENEbola were prepared to work as much overtime as necessary to make good defects. Our relations could not have been more happy and cordial.

Captain S.F. Heim came on the DENEbola instead of Admiral Reichmuth the second time she came up and he, like the Admiral has done all he can to help.

Commander R.A. Dyer, the captain of the DENEbola, has also been most helpful. I should like also to mention the willing co-operation of the American Consul General here, Mr. C.E. MacEachern, who, whilst the DENEbola was away, passed all messages as required to the Navy Department, in fact I gave him a lot of extra work to do which I think he enjoyed.

"The Bridge Ages, but Not the Man"

22 December 1965



GEORGE ROBESON

The Bridge Ages, but Not the Man

DEC 22 1965

Business X 511-1

THE MASSIVE twin towers of the Commodore Heim Bridge rise 230 feet in the air over Cerritos Channel. It's one of the largest vertical-lift bridges in the nation. Until the Vincent Thomas Bridge was opened, it was the biggest bridge we had in the area. Hundreds upon hundreds of cars cross it each day, making a humming sound on its steel-mesh center span. Boatmen passing beneath it call it the Singing Bridge. If you've lived around here very long, you've probably crossed it.

But who is Commodore Heim for whom the bridge was named? Why was it named for him at all? Where is he now? I think I may say without fear of contradiction that you haven't given a great deal of thought to those questions recently. So it's a good thing I did, isn't it? Well, isn't it?

I found Commodore Schuyler F. Heim in a seven-room apartment at 3365 E. First St. where he has lived since World War II when he was the commander of the Long Beach Naval Base. Under his command, it grew from a \$19 million facility into a \$100 million naval giant.

The Commodore is 5' 5" tall and will be 82 years old next month. He greeted me in a sporty green sweater, slacks and sport-shoes with corrugated rubber soles.

"Let me get you a drink," he said, and shot off into the kitchen before I could say, "Yes, I believe I..." From then on, it was a toss-up over who was interviewing whom. The Commodore at 82 is as sharp, incisive and articulate as I hope to be at 42.

I asked him about the custom-built putter leaning against the sofa, with two golf balls on the floor near it.

"I watch television now and then," he said. "When the commercials come on, it's a good chance to polish up my game a little. I play golf three times a week with three octogenarians. It's not good golf, but it's good exercise."

(I just looked that word up. I always thought an octogenarian was an eye-doctor.)

"By the way," he said, "I read a story in your newspaper yesterday..." and he related a small but important story I hadn't read.

NOW, WHAT SORT of way is that for an 82-year-old man to behave? Why isn't he sitting in a rocking chair with a shawl over his shoulders? Why is he bouncing up to mix the drinks, and putting that damn golf ball around the room and discussing current affairs that are too current for me? Why should I feel so old?

People are always telling you that their grandfather is 82 years old and reads the paper and everything — understands what you say, and he's interested in everything." I've always been tempted to ask, "If he isn't interested in everything at 82, when is he going to be?"

We're always feeling so superior to people not in our own age group or from our own cultural background. We say, "He's an Eskimo, but you ought to see him play billiards." What makes us think that a man who can spear a fast-swimming seal with a homemade harpoon at 50 yards would be unable to shoot a good game of pool? Why must we say, "but?"

At any rate, Commodore Heim is the type of gentleman I would like to be at 82 if I get to be a gentleman at 82.

* * *

ABOUT THE BRIDGE: It was named for him because he was one of the men without whose efforts the bridge would not have been built. Or one of those it wouldn't have been built without, which is a lot easier to write.

The money for the bridge — it finally came to \$14 million — was appropriated during the war, but there was a steel shortage and too many other things to do in too little time, and it never got built. After the war, the Secretary of the Navy nixed the project, but Commodore Heim and a group of civic types here in town campaigned for it and there it is today.

It's days are numbered, I guess. There is another, bigger bridge being planned and subsidence damaged the Heim and Henry Ford bridges before the problem was licked.

But I won't be surprised if the Commodore is still around when his bridge is torn down. I'll get in touch with him out at the golf course and we'll toss down a couple to mourn the passing of old things.

Appendix H

"Distinguished alumni award bestowed by high school"

21 June 1986



The third Plymouth High School Distinguished Alumni Hall of Fame Award, initiated by PHS principal Larry Pinkerton was presented at the Alumni Banquet held at Story's Place last night.

Receiving the award posthumously was Commodore Schuyler F. Heim class of 1902 and a 1907 graduate of the US Naval Academy.

The award was accepted by Heim's nephew, David Heim of Plymouth class of 1926.

Commodore Heim's Navy record was read by two Plymouth residents and also Naval Academy graduates, Ensign Joseph Boener, class of 1986 and PHS class of 1982 and Eugene Chipman class of 1950. Boener and Heim are the only PHS graduates to graduate

from the Naval Academy.

Assisting with the presentation was Chief Petty Officer Dan Meehan of the South Bend Naval Reserve Recruiting office.

Schuyler F. Heim was born northeast of Plymouth on Jan. 14 1884. After a long career in the Navy and as his last tour of duty from 1942 to 1946, he was made commandant of the Naval Base at Terminal Island, California.

President Franklin D. Roosevelt recreated the rank of commodore during World War II and Heim was one of six to receive that rank. In 1948, the six-lane bridge across the historic Los Cerritos channel connecting the twin harbors of Los Angeles and Long Beach was named the Schuyler F. Heim Bridge because of his notable career.

In 1921, in command of the Destroyer Hull, Heim received a letter of recommendation from President Coolidge on winning a Battle Efficiency Trophy. In command of the Cruiser Richmond in 1926, he received another letter of commendation from the Secretary of the Navy for efficiency in communication.

Commodore Schuyler F. Heim died Feb 2, 1972 and is buried at Fort Rosecrans National Cemetery in San Diego.

Committee members selecting Heim, in addition to Pinkerton, were teachers Neil Sherwood, Beverly Kelso Brummett (class of 1965), Sally Johnson Greenlee (class of 1966), and Annette Sharp, Chairperson. Also serving on the committee were PHS graduates Mary Hawkins Durnan (class of 1947), Joanne Kubley Roberson (class of 1941) and Francis Johnson (class of 1933).

Previous winners of the award were Major General Larry Tibbets (class of 1952) in 1984, Louise Link and Dr Foster Montgomery (class of 1930) and James Parsons (class of 1933) in 1985.

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The most useful primary sources were the personal letters and resume provided by Mr. Donald Heim, the officer biographical files of the Navy Historical Center, and the command records and letters from Commodore Heim's duty stations. With specifics provided by these, the "story" was then fleshed using other sources such as deck logs and secondary sources. The available personal papers helped bring the Commodore's story to life. More personal papers may be held by Long Beach Historical Society, which was in the process of moving during this research and subsequently their archives were not available.

Not gaining access to the service record until all the other research was completed made the research of the archival sources difficult because there was no focusing of the effort. Unfortunately, when the service record did arrive it contained no fitness reports. With so little to go on all material had to be examined to determine if it contained information appropriate to the subject. For example, the ships' deck logs provide a record in four-hour blocks of events occurring aboard. This gives inordinate administrative detail that may or may not be related to the subject. Going through one month of a log routinely took 15 - 20 minutes yet produced relatively little usable material.

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Secondary sources used included books, newspapers, and command histories. Newspapers provided the best source as they often covered more personal topics and contained quotations from the Commodore. Books provided the broad background to set the scene for each chapter. The books on the Great White fleet and the Asiatic Fleet were particularly helpful in gaining an understanding of the issues of the day.

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