



**The University of Florida's SunMUN III**

————— *Crisis Committee* —————

# **Shattered Union: The Second American Civil War, 1931**



**Nicholas Campione**



## Conference Policies

### Equity Statement

The SunMUN III team is dedicated to creating and maintaining a safe, inclusive, and equitable environment for all delegates, staff members, and advisors. Through collaboration, open-mindedness, and diplomacy, the SunMUN III Secretariat is committed to providing each and every participant with an equitable and positive experience.

To uphold this commitment, all SunMUN III secretariat members, directors, chairs, and staffers have completed training, including University of Florida Model United Nations equity standards training and Meridians Title IX training.

For any questions, comments, or concerns regarding equity, please contact our Chief of Staff, Alonzo Rojas, at [sunmun.fl@gmail.com](mailto:sunmun.fl@gmail.com).

### General Conduct Policies

The SunMUN III team is dedicated to enforcing proper conduct throughout the conference weekend. This includes but is not limited to:

1. Abiding by ALL hotel policies, including maintaining proper volume levels, respecting non-SunMUN III hotel guests, possession/use of illegal substances, underage drinking, etc.
2. Being present at ALL committee sessions. If a delegate must miss a committee session, they must contact their head delegate and their committee director immediately.
3. Delegates are expected to maintain respectful and equitable conduct towards all committee attendees and staff.

### Sexual Misconduct Policy

The SunMUN III team is dedicated to providing a safe environment for all delegates, staff members, and advisors free from discrimination on any grounds and from harassment during the conference including sexual harassment. Sexual harassment is unwelcome conduct of a sexual nature which makes a person feel offended, humiliated and/or intimidated. Sexual harassment can involve one or more incidents and actions constituting harassment may be physical, verbal and non-verbal.

Examples of sexual harassment include but are not limited to:

- Making derogatory or demeaning comments about someone's sexual orientation or gender identity
- Name-calling or using slurs with a gender/sexual connotation
- Making sexual comments about appearance, clothing, or body parts
- Rating a person's looks or sexuality
- Repeatedly asking a person for dates or asking for sex
- Staring in a sexually suggestive manner
- Unwelcome touching, including pinching, patting, rubbing, or purposefully brushing up against a person
- Making inappropriate sexual gestures



- Sharing sexual or lewd anecdotes or jokes
- Sending sexually suggestive communications in any format
- Sharing or displaying sexually inappropriate images or videos in any format
- Attempted or actual sexual assault including rape

SunMUN III will enforce a zero tolerance policy for any form of sexual harassment, and will treat all incidents seriously and promptly investigate all allegations of sexual harassment. Any and all acts of sexual harassment will not be tolerated and may result in delegate excusal from the conference, with no payment refund in addition to mandatory reporting of all occurrences. An anonymous sexual harassment reporting form will be provided at the conference.

### **Photo Policy**

SunMUN III staffers will be present at committee rooms, socials, and other SunMUN III events in order to take photos and videos of the conference weekend. These photos will be used in SunMUN III's closing ceremony, SunMUN III's social media, and possibly promotional material for SunMUN III and future iterations. If you are uncomfortable being photographed and/or recorded, SunMUN III would like to give you the opportunity to opt-out. To do so, please follow this link in order for our photography team to be aware of your situation: [tinyurl.com/sunmunoptout](https://tinyurl.com/sunmunoptout)

### **Dress Code Policy**

All delegates attending SunMUN III are expected to attend committee sessions in Western Business Attire (WBA). WBA is expected due to its role in creating a professional work environment conducive to debate and diplomacy. Examples of WBA are collared, button-down shirts, blouses, blazers, slacks or formal pants, pencil skirts, closed-toe professional shoes, and a tie or bowtie.



## Land Acknowledgment

SunMUN III and the University of Florida Model United Nations team acknowledges that the land we occupy for this conference is the homeland of the Seminole and Miccosukee people. We recognize that the Seminole and Miccosukee peoples, as well as many other tribes, were forced out of their rightful land. The consequences of this brutal removal on the Indigenous communities are still being felt to this day. SunMUN III and the UF Model United Nations team honor the history, perseverance, and strength of the Indigenous people on a national and international scale. As students in the state of Florida, we continue to educate ourselves and reflect on the state's history of colonization and advocate for awareness about Indigenous cultures and issues. During SunMUN III, we ask for everyone to reflect on the effects of colonization while in committee and participating in conference activities this weekend.

For more information on the Seminole people, please refer to the [Seminole Tribe of Florida website](http://seminoletribe.com).  
*seminoletribe.com*

For more information on the Miccosukee people, please refer to the [Miccosukee Tribe website](http://miccosukee.com/miccosukee-tribe-history).  
*miccosukee.com/miccosukee-tribe-history*



### Committee Mechanics

Although this will largely be a traditional crisis committee, I will employ several unique committee mechanics in order to enhance the delegate experience. These mechanics relate to the tracking of the passage of time, visual depiction of military units, and a budget mechanic for the recruitment and development of military power.

I have noticed that in many crisis committees directors often struggle to accurately keep track of time. To ameliorate this, I will use the time spent in unmoderated debate in order to calculate the passage of time in committee. The way that this will work is that **for every 2 minutes spent in unmoderated debate, 1 month will pass in committee**. So for example, a 10 minute unmod would result in a 5 month passage in time. This also plays into the budget mechanic to be outlined next, because every year the committee will be expected to pass a budget.

This budget will be calculated by the number of states still controlled by the Federal Government contributing to the tax base.

State	Revenue (in Millions)		
Alabama	\$37	Florida	\$43
Arizona	\$18	Georgia	\$52
Arkansas	\$31	Idaho	\$15
California	\$474	Illinois	\$543
Colorado	\$48	Indiana	\$145
Connecticut	\$92	Iowa	\$85
Kansas	\$51	Wyoming	\$5
Kentucky	\$45	North Dakota	\$9
Louisiana	\$47	Ohio	\$283
Maine	\$29	Oklahoma	\$37
Maryland	\$90	Oregon	\$45



Massachusetts	\$252	Pennsylvania	\$479
Michigan	\$205	Rhode Island	\$31
Minnesota	\$97	South Carolina	\$33
Mississippi	\$25	South Dakota	\$14
Missouri	\$103	Tennessee	\$69
Montana	\$12	Texas	\$280
Nebraska	\$39	Utah	\$15
Nevada	\$6	Vermont	\$10
New Hampshire	\$22	Virginia	\$66
New Jersey	\$193	Washington	\$65
New Mexico	\$12	West Virginia	\$22
New York	\$1,410	Wisconsin	\$118
North Carolina	\$73	Total Revenue 1930	\$5,895

Based on the total revenue delegates will pass an overall budget with three categories to break down; economic development, government function, and military spending. Delegates may also pass a request for a loan. At that time, the Crisis Director will give the committee an option to accept a loan at a certain interest rate. If the committee chooses to accept the loan they may spend it on this year's budget, but must then allocate funds to pay off interest in future budgets.



Delegates will then use this budget to purchase military units which will be deployed at a later date based on the units selected. Concurrently, the back room will deploy units for enemy forces based upon the number of states that each faction controls. Below is the cost and time to raise the different military units that delegates can budget for.

Unit Type	Cost	Time to Raise/Construct
<i>Infantry Division</i>	\$20 million	6 months
<i>Tank Division</i>	\$25 million	1 year
<i>Wing of Bombers</i>	\$22 million	1 year
<i>Wing of Fighters</i>	\$20 million	6 months
<i>Battleship</i>	\$40 million	4 years
<i>Submarine</i>	\$8 million	1 year
<i>Cruiser</i>	\$20 million	2 years
<i>Destroyer</i>	\$10 million	1 year
<i>Aircraft Carrier</i>	\$50 million	4 years

The position and number of troops remaining will be depicted on a map in the committee room and will be updated after each crisis cycle. I have found that a visual aid enhances debate and grounds directives.

Besides military expenditure, delegates may also elect to develop different states still under the committee's control in order to increase its income for next year's budget. Delegates will select an amount and the recipient state, which will increase the revenue collected from the state in the next year at a rate of \$1 million in income per \$10 million spent. You may also elect to spend this money to reduce the time it takes to deploy troops. You can spend \$20 million per unit to reduce production time by 1 month, with the lowest production time being capped at 6 months for



naval and air units, 4 months for tank divisions, and 2 months for infantry divisions. Delegates must also spend at least 20% of the budget on government function. You may elect to lower that amount at the cost of negative impacts on the outcome of your directives or vice versa. You may specify which federal departments are to receive increased funding. An example is provided below. If new agencies are created, their funding must be listed here,

Department	Treasury	Interior	Justice	State	Agriculture	Commerce	Post Office	All else
\$ (in millions)	\$95	\$60	\$25	\$15	\$42	\$11	\$25	\$75

Finally, foreign aid may be given in any amount to different countries which will impact the committee's arc and the development of events. The committee will be given a 30 minute period to pass a budget in the form of a directive, during which note writing will be suspended. Surpluses will simply be rolled over to the next year.

A final note, directives should be written with the authority of the US executive branch in mind. Delegates should consider the legality and feasibility of their directives and whether the President of the United States would be able to implement their directives. For example, if something would require the approval of Congress, then that must be stipulated in the directive, and the backroom would evaluate whether or not the listed directive would pass congress or not. Failure to take this into account will result in issues for the committee. If delegates wish to circumvent the law and the Constitution, they must then take steps to do so via directive, JDP, or crisis notes.

Outside of these additions the committee will utilize standard rules of procedure. Should the need arise please do not hesitate to suggest improvements or alterations in order to better serve the delegate experience.





## Letter from the Director

Dear Delegates,

It gives me great pleasure to welcome you to the University of Florida's third iteration of our SUNMUN conference and the Second American Civil War Committee. My name is Nicholas Campione and I will be serving as your Crisis Director. As somebody with a passion for alternate history, military history, and strategy games; this committee is designed to be a synthesis of all three interests and I hope that you find the committee as fun to participate in as it was to make.

As a historically based committee, I will place a high premium on historical accuracy in both arcs and in room debate. Delegates who are able to effectively integrate relevant historical events, norms, social forces, people, and ways of thinking into their front room and backroom are likely to find more success. Despite being an alternate-history committee, I want delegates to meaningfully interact with this period of 20th century history and try to place themselves in the shoes of the men that they are representing. That being said, I will strive to create a fun and engaging committee.

I look forward to making each of your acquaintances, overseeing a weekend full of spirited debate, and watching how you guide the United States out of (or into further) crisis.

God bless,

Nicholas Campione



### Background

This committee will begin during an alternative timeline beginning on October 26th, 1931, this timeline's Black Tuesday. This background guide will serve to explain the divergences from our timeline as well as the current situation and relevant information for delegates. The crux of this alternate history is that the United States did not get involved in the First World War. This difference is combined with a series of different decisions made by European leaders in conjunction with American indifference to the warning markers, creating a global crisis that the President has called upon you to solve.

#### *Divergence on the Western Front*

The history of our world and the world of this committee will remain identical until February 1st, 1915, when German Chancellor Bethmann Hollweg makes a decision on the adoption of a strategy of unrestricted submarine warfare.<sup>1</sup> In our world, Chancellor Hollweg signed off on the strategy and the Kriegsmarine began targeting all shipping suspected of aiding the Allied war effort regardless of where the ship was from. This culminated in the sinking of the civilian ocean liner *Lusitania*, leading to the death of 128 American citizens on board and over 1200 civilians.<sup>2</sup> Although the ocean liner was carrying war materials on board bound for the Entente,<sup>3</sup> many Americans viewed the sinking as a direct assault upon US neutrality and public opinion began to shift decidedly against the Central Powers and towards the Entente. This also forced American financiers to roll back support for members of the Central Powers and stop extending loans due to fear of domestic backlash. The shift in public opinion also led millions of Americans of German descent to begin hiding their heritage and to no longer publicly support the German Empire. This coupled with the Zimmerman telegram,<sup>4</sup> forced President Wilson to ask Congress for a declaration of war against Germany in 1917.

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<sup>1</sup> "Unrestricted U-boat Warfare", National WW1 Museum and Memorial, October 10th, 2024, <https://www.theworldwar.org/learn/about-wwi/unrestricted-u-boat-warfare>.

<sup>2</sup> *Ibid.*

<sup>3</sup> The Entente refers to the alliance between the UK, France, Russia, and their allies. The Central Powers refer to Germany, Austria, and the Ottoman Empire.

<sup>4</sup> This was a telegram sent to the German ambassador in Mexico promising the return of lost territories such as Texas and Arizona to Mexico in exchange for a joint declaration of war against the US in order to prevent her from intervening in Europe.



What is often forgotten is that in 1917 prior to the US declaration of war, to many of the people living at the time, it looked as if the Central Powers were on the verge of victory. Russia had dropped out of the war freeing up millions of German and Austrian soldiers, the French Army was on the verge of mutiny, and the British public was beginning to feel the impact of German submarine warfare. If Germany had not pursued unrestricted submarine warfare and had the US had not intervened at such a pivotal moment, the war could have gone in any number of directions. For the purposes of this committee, this is just one of those versions.

Coming back to 1915 in this alternative timeline (following Germany's decision not to engage in unrestricted submarine warfare) German American interest groups were able to successfully lobby the Wilson administration to adopt a strict policy of neutrality. Despite his own personal reservations, Wilson was unwilling to risk alienating the millions of voters who claimed German descent and supported the German war effort. Without a Lusitania-esque event to galvanize the American public against the Central Powers and President Wilson's unwillingness to enforce a biased neutrality, German businessmen such as Hugo Stinnes were able to facilitate hundreds of millions of dollars in loans to the Central Power. They used Swiss and Dutch banks as informal channels to connect the Kaiserreich with willing financiers who wanted to challenge the hegemony of J.P. Morgan as well as citizen groups of German Americans secretly wishing to support their motherland. Although the amount paled in comparison to the billions loaned out to the Entente by American banks, this marked a serious increase in the amount of capital being injected into Central Power economies. Compared to our timeline in which the Central Powers were unable to secure significant sources of foreign credit, the addition of these loans would have greatly enhanced (especially) Germany's ability to wage war and stay in the fight.

Outside of the altered financial landscape, the lack of German submarine warfare also played into the Entente's favor. Without prowling U-boats threatening Atlantic shipping lanes, resources and war materials being purchased in the US were able to flow into Liverpool and Marseille unabated, limiting the strain that the War took on the British and French economies and reducing domestic malcontent that both powers witnessed in our timeline. This meant that by 1917, in this timeline, the Western front of the conflict was fully in stalemate. Verdun had resulted in hundreds of thousands of casualties and the Somme had shattered any lingering delusions in the British high command for a single offensive capable of ending the war. Both sides were exhausted, but yet due to the



changed circumstances, neither were quite as weakened as in our timeline's 1917. This meant that both the Western Allies and the Central Powers began shifting their attention to the Eastern front in a bid to break the stalemate.

### *Divergence on the Eastern Front*

As the War<sup>5</sup> devolved into stalemate on the Western Front, both sides began probing other fronts looking for weaknesses. In early 1916 the British and French general staff convened to determine their international strategy going into the year, with generals from both sides debating intervention in the orient or further support to Russia being the two top contenders amongst the generals.

Looking at Russia, her performance in the war had been mixed to say the least. To her credit, she had managed to mobilize her vast empire much sooner than any of her adversaries had predicted. Her armies had repelled Turkish attempts to seize the Caucasus and seized Galicia from the Austrians. Unfortunately, while simultaneously winning victories against Austria and the Ottomans, Germany had dealt her a crushing defeat near Königsberg despite being heavily outnumbered. This defeat arrested the Russian advance and the subsequent arrival of German reinforcements forced the Russians to withdraw in 1916.

Where our timeline and the timeline of this committee diverge is in the outcome of the Brusilov Offensive. The Brusilov Offensive, led by General Aleksei Brusilov, was Russia's attempt to relieve her western allies in Verdun and break the Austrian Empire. It was to be launched in conjunction with separate British, French, and Italian offensives in 1916 per the Chantilly agreement in a bid to overwhelm the Central Powers. In our timeline the offensive was launched on June 4th, 1916 and lasted until September 20th. It was arguably one of the most effective offensive actions of the First World War, pushing the Central Powers back nearly 60 miles and forcing Germany to halt offensive actions in Verdun in order to reinforce the Eastern Front. The Russians captured hundreds of thousands of prisoners and completely overwhelmed Austrian defenses. Despite the overwhelming success, a lack of material and reinforcements caused the offensive to inevitably lose momentum. Russia also suffered immense numbers of casualties, and her other offensives failed to make any headway, essentially negating the gains made by Brusilov.

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<sup>5</sup> This document will "War" with a capital "W" to refer to the First World War.



In this committee's timeline, the British and French had the breathing room to lend Russia significant amounts of support in the lead up to the Brusilov offensive. A lack of prowling U-Boats allowed Entente aid to reach Russia via US shipping due to secret agreements made with US shipping companies. This allowed Brusilov to continue his offensive well into the start of winter, shattering the Austrian army and forcing her to take a defensive posture for the remainder of the war. This essentially knocked Austria off of the chessboard and greatly bolstered flagging morale in Russia. Germany was forced to send additional resources east, allowing the Western allies to stave off collapse. This put Germany in a desperate position and, like in our timeline, they sought a solution in a certain exiled Russian communist.

### *The Revolution that Never Was*

In the committee's timeline, by 1917 the outcome of the War was on a knife's edge. The Western front was gridlocked with neither side wanting to quit, and despite Russia's battlefield success Germany believed that her people were angry with the Czar and sick of war. In a bid to take Russia out of the war following her surprise military successes, Germany sent the communist Vladimir Lenin back to Russia in order to incite a revolution and extricate Russia from the war.

Like in our timeline, Lenin successfully made it back to St. Petersburg and started the Bolshevik movement, but unlike in our timeline he was unable to topple the Czar. In this timeline, the influx of material aid from the western Entente allowed Russia to achieve significant victories over her enemies, improving morale and faith in the Czar among the Russian people. Additionally, the successful assassination of Grigori Rasputin on December 30th, 1916 allowed a cabal of nobles to gain influence over the Czar, convincing him to hand overall command of the army back to the generals and return to St. Petersburg. The presence of the Czar in the capital and the efforts of these nobles to suppress dissidents weakened revolutionary movements and delayed their ability to launch a revolt.

Despite this, growing malcontent forced Czar Nicholas to make concessions to the Dumas and implement reforms, reducing his absolute authority and transitioning Russia towards a parliamentary monarchy. The Menshevik and Bolshevik movement quickly moved to secure control of the Dumas, but a hasty coalition between moderate



socialists, republicans, moderate monarchists, and reactionary conservatives were able to stop them and successfully ban them from participating in the legislative process. The legislator was able to pass limited political and land reforms that appeased the Russian peasantry. Czar Nicholas, under the influence of nobles desperate to stave off revolt, was begrudgingly convinced to sign off on these reforms and Russia remained in the war.

### *The War's Conclusion*

In 1918, unlike in our timeline, an end to the war was nowhere in sight. Russia, albeit weakened, remained in the fight, tying down millions of German troops and preventing her from dealing a knockout blow to the UK and France. Austria was hemmed in on all sides by Russia and Italy, but was able to prevent total collapse via a series of steep concessions made to minority groups in the empire which were to take effect after the conclusion of hostilities.

In the orient, the Ottoman Empire had collapsed in all but name. The Dardanelles had been seized by the Royal Navy and the successful invasion of Gallipoli by ANZAC<sup>6</sup> forces had driven the Turks out of Istanbul and into Anatolia. Arab revolts, supported by the famous Lawrence of Arabia, had become bolder by the day, and the Russian army looked like it was gearing up to invade Anatolia. The Young Turks had essentially sidelined the Sultan within the Ottoman government and began making overtures for peace to the Entente. Wanting to avoid unconditional surrender, the Ottoman military rallied under the leadership of Mustafa Kemal Atatürk and successfully held the Entente off until the end of 1919. In early 1920, despite moderate Turkish success, a peace agreement went into effect handing vast swathes of previously Ottoman territory to Greece, Russia, the UK, France, and the Armenians.

In Europe, the implementation of modern technology and tactics slowly began to break the deadlock. Small unit tactics allowed both sides to probe enemy trenches for weaknesses, while armor and air power made offensive actions increasingly effective. The break came in the summer of 1920 shortly after Turkey's exit from the war. Using French light tanks sent the previous month, the Russian army managed to besiege the city of Königsberg and open up the road to Berlin. To the west, the German summer offensive broke through the city of Rheims after months of probing attacks by elite storm-troopers and non-stop artillery bombardment. With the fall of Rheims, Paris lay open

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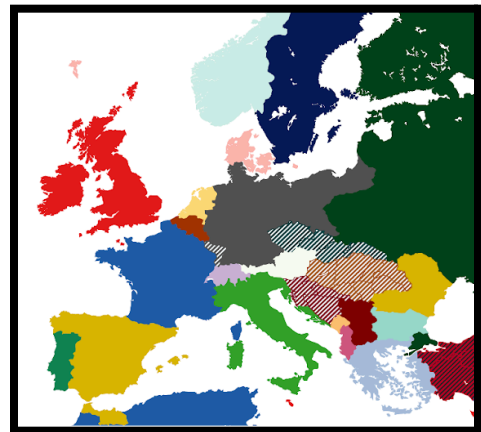
<sup>6</sup> Australian and New Zealand Army Corps



to attack and the war became a race to see who could seize Paris or Berlin first. As the year progressed, both sides became increasingly desperate. Each side threw all of their remaining reserves into their respective offensives. By the end of the campaign season as winter set in, Posen had fallen and German troops were less than 50 miles outside of Paris. Both sides had failed to achieve a final breakthrough and both sides had pushed their militaries and nations to the breaking point. With casualties in the tens of millions, and neither side capable of mounting another attack, a ceasefire was declared and the warring parties met in Amsterdam in January of 1921 in order to negotiate a peace settlement. What resulted after 3 months of negotiation was the Treaty of Koninklijk.

### *The Treaty of Koninklijk*

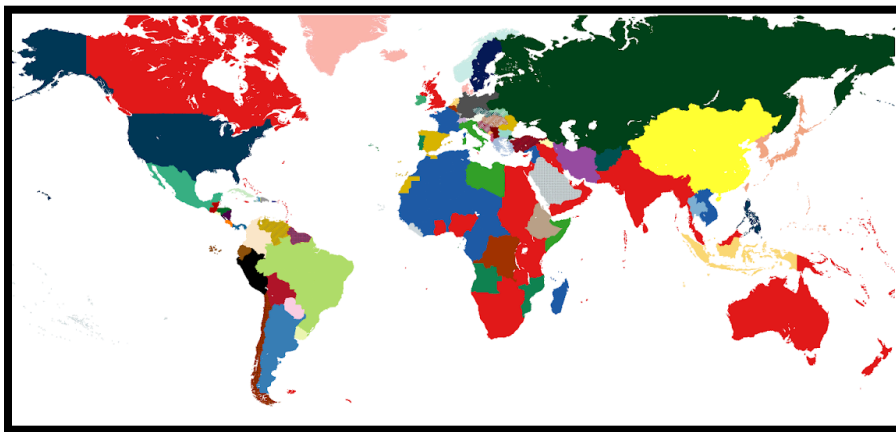
Although it came with a price tag of nearly 30 million dead, the Treaty of Koninklijk left the borders of Europe relatively unchanged. Germany would retain control of Alsace–Lorraine, but would agree to demilitarizing it indefinitely and allow French citizens to travel freely between the region and France. The border between Russia and Germany would remain unaltered, but in exchange Germany agreed to grant Russia a 99 year port lease in Königsberg, to allow the independent Balkan states to fall into Russia's sphere of influence, and to guarantee Serbia's independence. Italy managed to secure Dalmatia and Istria from Austria. Austria was forced to pay reparations to Serbia, cede Galicia to Russia, and cede Moldova to Romania. The Allies also made it a point to push for Austria to honor the promises that she made to the many different ethnic groups within her empire and grant them wide degrees of regional autonomy. This, in essence, ended the Habsburg monarchy's attempt to centralize their realms and all but ensured that independence was not far off.



*Europe following the Treaty of Koninklijk.*



Globally, Germany was simply not in a position to maintain her colonial possessions, which she ceded to Britain, France, and Japan for bottom of the barrel prices. As a consolation, Germany was able to negotiate a Naval Disarmament treaty between herself, Britain, France, Russia, the US, and Japan which disproportionately impacted the Royal Navy. In Asia, Japan declared war on the Central Powers in 1914, motivated by the promise of Germany's possessions in the Pacific. Despite her limited involvement, Japan walked away from the negotiations feeling slighted by the small role her diplomats were allowed to play. In the end, the treaty left all parties involved dissatisfied and hollow. People across the world were disgusted at how many died for so little.



*The World in 1921.*

### *The Aftermath*

In the aftermath of the war to end all wars, the world attempted to rebuild. Europe's economies were in shambles, and most of the nations involved owed hundreds of millions if not billions to international creditors. Despite the best efforts of Metternich's Europe, the consequences of 7 years of total war could not be averted and the Old World Order began to crumble.

### *Syndicalism*

Syndicalism is a strain of thought that developed within the wider socialist labor movement during the late 19th century. Unlike Bolshevism in Russia, which advocated for a highly centralized state seizing the means of production on behalf of the proletariat, syndicalism aligned more closely to anarchist strains of thought within socialist ideology. Syndicalists advocate for the organization of society to be based upon regional and industry based





unions.<sup>7</sup> Syndicalists view labor strikes as the primary method by which to extract concessions and affect change. Emerging in Spain and the US, syndicalist organizations soon began popping up across all over the globe. In our timeline syndicalism began to lose popularity after the war throughout the 1920s, but in the committee's timeline, the prolonged War, failure of the Bolshevik revolution in Russia, and worse economic conditions pushed people towards syndicalism.

### *Russia*

Although Russia was able to avoid falling to communism, after the war the uneasy coalition that had governed began to splinter as the differences in their vision for Russia became too wide to bridge. Currently, the Czar sits atop a precarious government with a gridlocked legislator and rising calls for change. Liberal republicans and moderate socialists are increasingly calling for additional reform, or even an end to Romanov rule. On the other side, religious conservatives and powerful nobles chafe under the changing social order and long for the old days. The empire appears to be on the verge of civil war. Underneath this bubbling tension, a communist movement is quietly and slowly rebuilding after their crushing defeat in 1917.

### *Great Britain*

In the twilight of her empire, Great Britain reached her population and territorial zenith, with nearly  $\frac{1}{3}$  of the world's inhabitants calling King George V their sovereign. Despite ostensibly coming out ahead/breaking even, the War marked the end of the Pax Britannica and made the Victorian social order untenable going into the rest of the 20th century, leaving the population disillusioned with the traditional elites. Millions of scarred veterans returned from the frontlines to a homeland that did not seem to want them. Jobs were scarce, pensions non-existent, and the amount of support that veterans received was close to zero. The British economy was sluggish after the war, the billions in debt owed to the United States weighing down any growth and slowing down recovery. This malcontent led the British public to elect a Labour government for the first time in 1924, a premonition for what was to come.

Shortly following the conclusion of hostilities, Parliament extended home rule and eventually independence to Ireland in 1922 and 1924 respectively, with Northern Ireland electing to remain a part of Great Britain. Across her

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<sup>7</sup> Werner Sombart, "Socialism and the Social Movement", (E. P. Dutton & co., 1909), 98.



international territories, there arose a growing clamor for home rule and independence. Even among those on the home island a number of people were becoming disillusioned with Empire. Amidst it all the British government tried desperately to hold the Empire together and prevent a communist revolution.

### *France*

France was hit hardest by the War of her Entente allies. Her countryside bore the scars of the German war machine and her economy had suffered the most relative to where it was in 1914. The War deeply traumatized the French people, and they struggled to come to terms with what had happened. As a result, after the war a cavalcade of ineffective governments came in and out of power and only made the situation worse. As the situation continued to deteriorate, the French people became increasingly drawn to radical solutions.

In 1925, the situation came to a head after yet another president failed to form a government. Following these results and the start of a recession later that year, Syndicalist groups in Paris, Marseille, and Nice seized governmental buildings and proclaimed a revolution. The situation quickly spiraled out of control, and within three months most of mainland France had fallen to revolution. The French government and hundreds of thousands of emigres fled to France's colonial possessions and declared the 4th French Republic. Despite vowing to reclaim the mainland, the 4th republic has been mired in corruption and with each passing day the dream of once more walking the boulevards of Paris seems less and less likely.

### *Germany*

The German people ended the war feeling exhausted and listless. Millions of Germans had died in a war whose initial purpose was almost forgotten. She had lost her empire, navy, and much of her prestige. Germany felt isolated in the new world and struggled to rekindle the industrial growth and military might that had propelled her into great power status 40 years earlier. Kaiser Wilhelm II was more unpopular than ever, which forced him to enact constitutional reforms in 1922 handing more authority to the Reichstag and turning Germany into a parliamentary monarchy. Despite these reforms, Germany looked ripe for a communist revolution. In response, far-right militias often comprised of veterans called Friekorps mobilized across Germany to suppress communism. This staved off revolution in the short term, but greatly destabilized the nation in the long run as both far right and far left groups

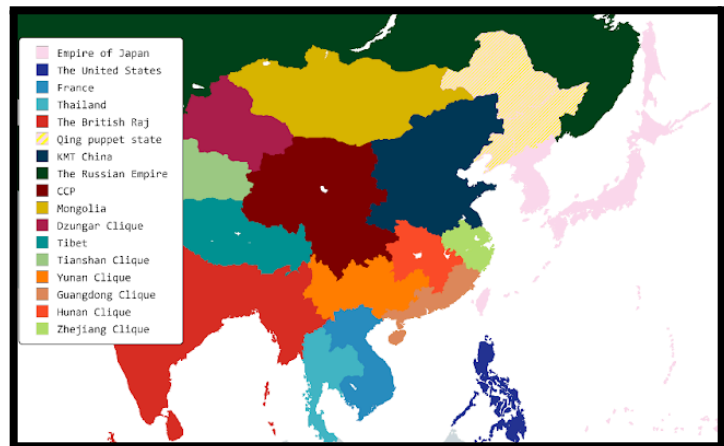


began gearing up to control the future of the Reich. In 1925 following the syndicalist revolution in France, Germany moved to remilitarize Alsace-Lorraine and reclaim total sovereignty. Heading into 1931, Germany is slowly recovering. She has successfully avoided insolvency, and has begun the slow and painful journey of rebuilding her military and national pride.

### *Asia*

In Asia the effects of the War seemed remote. China, mired in internal conflict and disinterested in the affairs of Europe, was coming to the end of centuries of Manchurian rule. Unable to keep up with Europe technologically, economically, or militarily the Qing dynasty had endured a century of upheaval and humiliation.

The Taiping civil war and Boxer rebellion had consistently undermined the Emperor's authority, until in 1923 the last Qing Emperor lost the mandate of heaven and was forced to abdicate the throne. The Republic of China was soon established, but within 2 years the country had devolved into warlordism and anarchy. Japan used the opportunity to establish a Qing puppet regime in Manchuria and hawkish elements within Japan's government began secretly preparing for further war. Inside the remainder of what was once the Qing dynasty, different factions vie for control of the country. From the diplomatic quarters and European enclaves the world watches in horror as another war breaks out with no end in sight. Warlords, republicans, communists, Qing loyalists, and foreign powers all compete to secure their place in the Land of Dragons.



As China collapsed, the Land of the Rising Sun moved to take its place as the preeminent power in Asia. Japan had rapidly modernized following centuries of isolation and now could contend as an equal with the other great powers in Europe and America. She possessed a powerful navy, her own colonial empire, and a growing industrial base that required more oil, iron, and coal to fuel its meteoric rise. Left feeling snubbed after the end of the War, Japan views the chaos in Europe as an opportunity to remove European influence from East Asia and to seize



their colonial possessions for herself. For too long has Nippon played second fiddle to the West, now she would fulfill her heavenly destiny and unite Asia under the Emperor's pagoda.

### *The United States*

The American people entered the 1920s optimistic for the future. The economy was booming, they had avoided the horrors of the War, and technological advancement promised a better future for all. Although Wilson had kept his promise to keep America out of the War, declining health prevented him from seeking reelection in the 1920 Presidential Election. Instead, Americans responded to the Republican Warren G. Harding's promises of good times and hands off governance. Harding won handily and appeared to keep his promise for his four year term. The standard of living climbed steadily during the decade, industrial output doubled, and as Europe burned Americans were content to remain isolated from the happenings around the world. Harding's presidency was largely uneventful, punctuated only by his death in 1923 and the series of moderate scandals that came to light following his death.<sup>8</sup>

Americans were largely happy with the posture of the Harding administration and chose to overwhelmingly reelect his Vice President Calvin Coolidge in the 1924 Presidential election, largely ignoring the scandals that had come to light in 1923. Coolidge continued the laissez faire policies of Harding, and as a result the American economy continued to boom. Coolidge lowered taxes, removed regulation, and facilitated the growth of a burgeoning radio and airline industries. Both Presidents maintained a posture of isolationism, largely remaining uninvolved in affairs outside of the Western Hemisphere. Though many were shocked by the rise of communism in France and invasion of Manchuria by Japan, most Americans did not want to get involved and the administrations were happy to oblige. Following his 4 year term, Calvin Coolidge declined to run, and his popular Secretary of Commerce Herbert Hoover was selected at the 1928 Republican Convention. Hoover won the election of 1928, extending Republican control of the White House to a 12 year streak.

Despite the optimism, beneath the glitz and glam of the Roaring 20's there were worrying indicators of future disaster bubbling below the surface. Labor disputes were rife, as inequality still plagued society and poverty was still a very real threat to millions of Americans. Unlike in our timeline, where the war provided the government

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<sup>8</sup> These included the Teapot Dome Scandal and Veterans Affairs Scandal.



with an excuse to crack down on socialist political organizations, in this timeline the socialist party continued to slowly build its popularity especially in the midwest among industrial workers and newly arrived immigrants. Based in Chicago, the Industrial Workers of the World (IWW) was growing at a worrying rate and soon became the largest labor organization in America, becoming increasingly radical throughout the late 20s. In the South, populist figures such as Louisiana's Huey Long were beginning to gain traction capitalizing on red scares and a feeling of being ignored by DC prevalent in the South.

Economically, the growth that sustained the US post-War was built largely off of debt owed to American institutions by the War's combatants. Speculation was rife, as it looked as if markets would never decline. Financial institutions liberally used debt held by France and Great Britain as collateral for transactions, embedding this debt deeply into US Capital Markets and the New York Stock exchange. When France fell to syndicalism, she defaulted on her debts to the US. This caused a slight panic in the US, but the amount was relatively small compared to the amount Great Britain owed, and in an unprecedented step, the Coolidge administration moved to use the budget surplus of 1924 to guarantee creditors and prevent a panic. This warning sign for what was to come went unheeded as many considered the idea of the mighty British Empire falling anytime soon preposterous.

### *The Current Situation*

In 1931, 3 years into Herbert Hoover's presidency, America was violently shaken out of the dream that she had existed in for 10 years. Despite a widespread attitude of cautious optimism at the beginning of the year, a growing chorus of experts and officials began warning that the current economic trajectory could result in disaster. Growth was sluggish, and by February news from Great Britain began worrying investors.

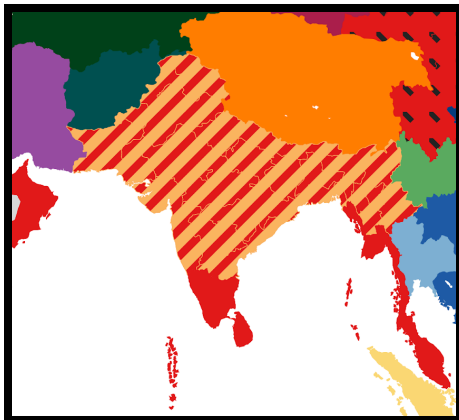
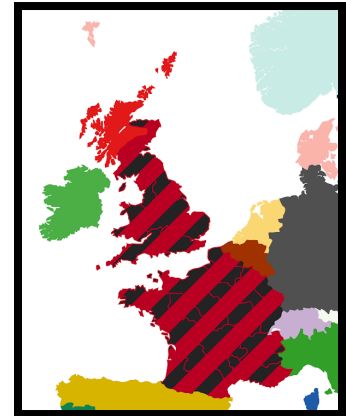
The Labour government elected in 1924 was quickly voted out of power in 1925 by British voters afraid of radicalism. This became a self-fulfilling prophecy, as the electoral loss pushed the Labour party away from more moderate ex-Liberals and led it to be increasingly infiltrated by more radical elements especially following the successful revolution in France. Labor strikes became more and more common as the Liberal government failed to properly address the crises facing the Empire. In January of 1931 a vote of no confidence triggered a general



election in which the Tories were given a majority in parliament. The Conservatives promised to crack down on communism, led by the hero of Gallipoli Winston Churchill who was to be appointed Home Secretary.

While the Conservative government was still preparing to take office, unbeknownst to them, the French Syndicalist Union had been secretly providing arms and training to British communists in preparation for a revolution in the UK for several years. Fearing that a Tory government would close their window of opportunity, on March 17th, 1931 syndicalists in Liverpool and Birmingham seized military installations and key infrastructure. They broadcasted calls for revolution across British airwaves using seized radio stations, and syndicalists cells in Norwich, Manchester, and Cornwall similarly rose up.

His Majesty's Government was caught by surprise, and severe cuts to the military budget made by successive Liberal and Labour governments hamstrung the government's response. Additionally, insiders within the military sympathetic to the revolution attempted to bungle the government response and aid the revolutionaries. This meant that after months of fierce fighting across the Home Counties and the south of England, communist rebels entered London on October 17th, and reached Westminster on the 24th. The fall of London caused most organized resistance on the Home Islands to collapse, and the King and his government fled to Canada to set up a government in exile. His Royal Majesty managed to salvage most of the still formidable British Fleet, and as a result has held on to most of their colonial possessions. The only exception being India, where Indian nationalists seized the opportunity to



declare independence and push the remaining British forces into the south of India in an ongoing bloody conflict.

The revolution had already nearly triggered a recession in America as investors became panicked, but reassurances from the British government of victory and continued interest payments from the exchequer allayed fears and limited the damage. When London fell, the writing was on the wall that the legitimate British government could no

longer fulfill financial obligations to their creditors. The following day, nearly \$10 billion dollars was wiped from



the \$130 billion US GDP. People awoke to find their fortunes now worthless and their investments gone. The panic selling began almost immediately. As the stock market crashed, everyday people began attempting to withdraw their savings, causing runs on banks across the nation. People were turned away in droves, told that the bank did not have their money. In the following days the situation only further deteriorated, and by the 26th (when this committee begins) over \$30 billion had been lost from the GDP and the Dow Jones was down 40% at close.

7:31 pm EST, October 25th, 1931. President Hoover sits in the Oval Office. Bleary eyed and in desperate need of some rest, he asks the crowd of aids surrounding his desk if anything could be done, “I don’t give a damn, get that bastard Baldwin on the phone now and tell him that his government needs to pay its debts.”

“Sir, I think we’re far past that, plus, the entire British government is currently on a steamer crossing the Atlantic.” His Chief of Staff retorted.

“Right.” Sighed Hoover. After a few moments of silence that seemed to stretch on for hours, the President finally spoke. Pensively he said, “I fear I am not equipped to deal with the disaster currently facing our country, tell Walter to get in here.”

“Walt, I’ve got a list here of people. Get on the phone with each of them, and tell them to come to Washington right now. I’ll send a plane if need be. I need them all here by tomorrow morning.”

“Yes sir.” said Walter, the President’s Personal Secretary. The shy Minnesotan was a tall and imposing man, yet his thick spectacles belayed a bookishness that made him an efficient secretary. As he left the room the President stood up, signaling an end to that night’s meeting.

Later that hour, you receive a phone call from the White House. The person on the other end of the phone introduces themselves as someone representing the President. They ask you to appear at the White House by tomorrow as early as possible at the request of President Hoover. You are told that it is a matter of national importance and that the President is willing to send a military aircraft to pick you up if necessary. You never much liked flying, so you politely decline the offer of a plane, but tell your interlocutor that you would be happy to oblige the President’s invitation. You quickly pack and book the overnight train to DC, pulling into Union Station some 6 hours later. When you arrive at the White House you are greeted by a flurry of activity. No one seems to notice your



arrival, and you begin to wonder if the person who had called you had been pulling your leg. Just as you are about to get up, a young Marine Corps sergeant greets you and apologizes for the delay. You are led into the West Wing and shown into the Oval Office, where the furniture has been pushed to the side, and a table brought in to set up a makeshift conference room. Sitting at the table are some of the most powerful and important men in America. You see the President at the head of the table and upon your entry he says, “That appears to be everyone. Gentlemen, I have gathered you here today in order to save the Union.”





### Questions to Consider

1. How should the President respond to the ongoing economic crisis? Should the government adopt a more interventionist policy? If so, how much money should be injected, and where would it come from? What are the positives and negatives of pursuing monetary intervention?
2. Will the federal government attempt to centralize more power in a bid to handle the crisis? Will it uphold the tenets of Federalism and leave much of the response up to state and local governments? How will the committee navigate the need to respond quickly, with the inherent inefficiencies that come with a republican form of government?
3. How should the government respond to rising fears of communism? Should the administration crack down and risk only further alienating people, or should the communists be left alone, allowing them to spread and risking revolution?
4. How will the government deal with America's financial institutions? Will the government bail out large banks and investors to hopefully lessen the blow? Will they focus on individual Americans? How will they balance large scale economic concerns with the concerns of everyday Americans?
5. What will America's foreign policy look like going forward? If conditions back home are stabilized, will the US continue to adopt isolationist policies, or will she support France and Britain against communism? Is it in America's interest to become involved abroad? Will she defend her overseas territories from foreign powers such as Japan?
6. Should the US cut or enlarge military spending? Are the costs of maintaining a modern military worth it during an economic crisis? If so, then should one branch receive more cuts than others?



### List of Positions

#### 1. General Douglas MacArthur - Chief of Staff of the Army

- a. Douglas MacArthur comes from a storied military family and has led a prestigious career in the army so far. His service in the Philippines under his father (another general), his time serving as the Commandant of West Point, and his outspoken calls during the War for American intervention has made him an eccentric, well respected, yet divisive figure in the American military. His decision to volunteer for the British Expeditionary Force made him famous to the American public, as throughout the War Americans were thrilled by stories of the lanky West Point grad walking along trench parapets in a gray turtleneck sweater leading trench raids and “showing those Limeys how it’s done”. Mac despises communism and has a soft spot for the American Philippines, wanting to end the perfidious influence of leftism in America and protect the Philippines from Japanese conquest. Will his undeniable brilliance and flair for leadership allow him to save the Union or will his eccentricities and propensity for instability make him a liability to the President?

#### 2. Ogden Mills - Secretary of the Treasury

- a. Ogden Mills is the son of a wealthy financier and a lifelong New York Republican who served as the Undersecretary of the Treasury during the Coolidge Administration. The Mills family is extremely well connected amongst New York elites, and Ogden has relied on them for decades. He is a strong supporter of austerity measures in order to address the economic crisis and remains a close advisor to the President. Ogden is an enthusiastic race horse breeder with the likes of Seabiscuit and Secretariat coming from the Ogden stables. Ogden fears a rapid increase in Federal spending and worries that such stimulus spending will doom the nation and its entrepreneurial spirit, putting him at odds with his counterpart at the Federal Reserve Eugene Myers. Will Ogden serve as a cool head and voice of reason against overreaction, or will his advocacy for caution only deepen the crisis?

#### 3. Eugene Myer - Chairman of the Federal Reserve



- a. The son of a California Jewish financial advisor, Myer has made a name for himself as a successful speculator and the mastermind behind the merger of chemical companies that later became known as Honeywell. Myer used the War to expand his wealth exponentially and he was appointed by President Coolidge to the Federal Farm Loan Board in 1927. In 1929, Myer purchased the Washington Post for \$6,000,000 and ostensibly left it to his 20 year old daughter Florence in order to quell accusations over conflicts of interest caused by his appointment to his current position. Later, in 1930, President Hoover promoted him to chair the Federal Reserve. Although also generally a fan of austerity, Myer is more open to the use of limited stimulus to keep businesses above water. Will Myers' keen eye for investment and ability to read situations allow him to navigate the Fed through the storm, or will his inaction make his tenure short lived?
4. Henry Stimson - Secretary of State
  - a. Henry Stimson is the son of the first man to perform a public surgery in the US, a premonition for a lifetime spent in the public arena. Stimson has been prominent in American politics and foreign policy since the Taft Administration, having served as the Secretary of War and the Governor-General of the Philippines where he successfully inhibited independence movements. He was an advocate for the preparedness movement during the War and has served as the architect behind a series of Naval Disarmament treaties following the end of the War designed to maintain US Naval parity with the UK and Germany (which may come to haunt the administration in these trying times). Stimpson is largely looked at as a pragmatist who prioritizes US interests both foreign and domestic. He is a fiercely intelligent political operator capable of deftly navigating both sides of the aisle.
5. William Mitchell - Attorney General
  - a. A native Minnesotan, Mitchell was born the son of a Minnesota Supreme Court Justice. Mitchell ran a successful law firm in the Midwest, chaired the Citizens Charter Committee of St. Paul, and served in the Minnesota National Guard during the Spanish American War. President Coolidge appointed him to serve as the Solicitor General of the United States which springboarded him into the position of Attorney General following Hoover's election. Mitchell is a moderate conservative



who is chiefly concerned with corruption and the enforcement of a fair legal system. As the country devolves into crisis, will Mitchell maintain his reputation as a principled man devoted to justice, or will he cut corners in order to ensure the nation's (or his own) survival?

6. William Noak - Secretary of Labor

- a. William Noak was born in a rural backwater in the state of Virginia to a Methodist working class family. Noak never attained a higher education. Instead he worked on the railroads from a young age, becoming a respected labor organizer and rising through the ranks of the Brotherhood of Railroad Trainmen (one of the nation's largest labor unions) eventually becoming the organization's Vice President. Despite his humble origins, Noak is a staunch conservative whose approach to labor relations is pro-business and pro-employer. Noak is currently pursuing a policy of mass deportation of illegal migrants and is attempting to reduce the authority of labor unions in order to avoid economic disruption and general strikes. He seldom fits in with the rooms of Ivy League alumni and well pedigreed family names that mark the nation's decision makers, though he has never let that stop him. Noak won't let communist rhetoric and weak men destroy the nation that he loves.

7. Patrick Hurley - Secretary of War

- a. Born to Irish immigrants in the Choctaw Nation's Indian territory, Hurley is a bona fide product of the Wild West and a true American cowboy. Having earned two law degrees, run a successful legal practice, and served as the national attorney for the Choctaw Nation, Hurley prides himself on being a truly self-made man. Given to Choctaw War cries and strong drink (despite prohibition) even during important meetings, Hurley has managed to muscle his way into politics by leveraging his distinguished service in the Oklahoma National Guard during the Pancho Villa Expedition and time in the French Foreign Legion during the War. He secured his role as the Secretary of War following his appointment as the Assistant Secretary and the death of his former boss Senator William Good. Hurley is a strong believer in military preparedness and conservative values, but is also a strong advocate for Indian civil rights. Hurley's chief concern is ensuring that the American military is funded and prepared for all eventualities.



### 8. Charles Francis Adams III - Secretary of the Navy

- a. A direct descendant of President John Adams, Charles is about as close to being American nobility that one can be. Charles is a man who has struggled his entire life to find a career path to settle into. After graduating from Harvard he bounced around between 43 companies and even served as the mayor of Quincy, MA for a year before abruptly resigning the post. Despite his lack of committed work experience, his family name allowed him to secure an appointment to the Massachusetts Constitutional Convention of 1917 where he played a key role in the convention's proceedings. His performance at the convention caught the attention of the GOP, which allowed him to eventually secure his appointment as the Secretary of Navy by President Hoover (Despite being an extremely accomplished yacht skipper Charles had not served in the Navy). As Secretary of the Navy Charles has thus far waged a successful public relations campaign to reinforce the importance of the Navy to the American public. He is chiefly concerned with protecting the Navy's funding despite economic conditions, as he fears that a weakened navy would open up America to foreign attack.

### 9. Ray Lyman Wilbur - Secretary of the Interior

- a. Born in Iowa to a successful local attorney, Wilbur moved to California at the age of 12 where he later went on to attend Stanford and befriend fellow classmate Herbert Hoover. After graduating, Wilbur went on to simultaneously become a medical doctor and professor at Stanford during the early 20th century. He was appointed dean of Stanford's new medical college in 1911 and was eventually named President of university in 1916, a position he holds even today. He was nominated by his friend President Hoover to serve as his Secretary of the Interior in 1929. Wilbur is mainly focused on quelling concerns about corruption surrounding naval oil reserves due to the teapot dome scandal. A well known eugenicist and a strong believer in self-reliance, he has likened those that advocate for government intervention in the economy to domesticated animals fit only to be "eaten by their 'protectors'".

### 10. Charles Evans Hughes - Chief Justice of the Supreme Court



- a. Charles Evan Hughes was born the son of a Welsh immigrant in 1862. Despite receiving little formal education prior to university, he graduated from Brown at the age of 19 and Columbia Law School at 24. After graduating he received the highest New York bar exam score awarded in the organization's history thus far. Becoming a lawyer on Wall Street soon after, he made a name for himself going after corrupt companies. This reputation led him to be nominated by the Republican party for the 1906 New York gubernatorial race. Hughes narrowly won, and governed until 1910, when he accepted a position on Taft's Supreme Court as an associate justice. He remained in that post until 1916, when he was tapped by the Republican party to run for President, narrowly losing to Woodrow Wilson. Afterwards he returned to law, but was asked by Harding to serve as his Secretary of State, a post he held until 1930 when he was selected to serve as Chief Justice of the Supreme Court following Taft's death. Hughes is a moderate, reform minded Republican. Though his court leans conservative, Hughes has been known to act as a swing vote and side with the liberal "Three Musketeers" on his bench. Hughes has a reputation for intelligence and integrity. A firm believer in the Constitution as it stands, Hughes seeks to preserve the United States and use his influence on the court to steer the nation to a better future.
11. John Nance Garner - Speaker of the House
    - a. A hard boiled Texan Democrat, Garner was born in a mud lined log cabin in 1868. He attended Vanderbilt for one semester before dropping out and instead studying for the bar at a Clarksville law firm. After being admitted to the bar he entered politics by running to be the county judge of Uvalde in 1893. In 1896 he ran for the Texas House of Representatives, and in 1902 was elected to the House of Representatives, a position he held for 31 years. In 1929 he was selected by the Democratic party to be the House Minority Leader and in 1931 became Speaker of the House when the Democrats reclaimed the majority in the House. Garner is a conservative Dixiecrat. A product of the reconstruction era, he represents the conservative wing of the Democratic party. Despite his opposition to most of the President's agenda, his significant legislative clout makes him a key asset if Hoover wishes to keep Congress on side. A fan of balanced budgets and poll taxes, Garner embodies a dying breed of southerners who neither represent the Magnolia studded



past of the antebellum south, nor the progressive populism of Huey Long's Southern Democratic party.

### 12. Admiral William V. Pratt - Chief of Naval Operations

- a. William Pratt was born the son of a sailor in Belfast, Maine in 1869. Graduating from the Naval Academy in 1889, he would spend the rest of his career in the United States Navy. Working his way through the ranks he saw action in the Spanish American War and Philippine-American War. In 1919 he found himself the commander of the battleship USS New York, and attended the Naval Disarmament conferences held in Amsterdam in 1921. He was soon promoted to Rear admiral, and in 1930 President Hoover appointed him to the Chief of Naval Operations. Hoover appointed him because of his agreement with wide scale disarmament. Pratt is a quiet career man who wishes to finish out his tenure in peace, but the current situation may upset his plans and force him to reverse course on the path of disarmament.

### 13. Major General Ben H. Fuller - Commandant of the Marine Corps

- a. A Michigan native, Ben Fuller was classmates at the Naval Academy with William Pratt, graduating in 1889 as well. Another career military man, Fuller has been deployed across the Western Hemisphere in Cuba, Panama, Haiti, the Dominican Republic and all over the United States. He saw action in the Philippine American War, as well as the Boxer Rebellion in China. He has been an instructor at the Naval College and the Chief Instructor at Marine Corps School in Quantico, Virginia. His performance saw him steadily promoted to eventually attaining command of the prestigious 1st Brigade in 1924. In 1928 he was appointed Assistant to the Commandant of the Marine Corps until in 1930, upon the death of his boss, he was promoted to Major General and the role of Commandant. Fuller, thus far as commandant, has overseen the general withdrawal of the Marine Corps from foreign deployments and a general retooling to a fleet security force. Fuller is approaching retirement, but hates to see his beloved corps pushed to the side. Now, with crisis upon the US, Fuller knows that his Devil Dogs are going to be integral if things go south, and he will fight to ensure that his marines are ready and funded.

### 14. J.P. Morgan Jr. - Senior Partner at J.P. Morgan & C.O.



- a. Son of the famous (or infamous) John Piermont Morgan, junior has spent his entire life in the shadow of his father. A Harvard alum, he has proven to be an adept financier in his own right. In 1913 following his father's death, Morgan took over his father's firm and largely maintained his father's policies. At the outbreak of the War, Morgan saw a golden opportunity to make millions for his firm. Positioning himself as the liaison between American business and Entente governments, Morgan charged a 1% commission in order to facilitate loans and transactions. Morgan's firm also extended hundreds of millions in loans to Britain, France, and Russia. Becoming the face of war profiteering, many Americans feared that Morgan was attempting to entangle the US in the War in order to save his financial positions in the War's outcome. In 1915, a man broke into his house and shot him twice, failing to kill him. By the end of the War, his firm had arranged for billions in loans and had personally enriched himself by over \$100 million. During the 20s, the value of his firm moved north of \$1 billion as interest payments from France and the UK roled in. The fall of London and subsequent economic crisis slashed his firm's value in half, but even in this state Morgan is still the most powerful financier in the world. Looking to recoup his losses and take advantage of the situation, Morgan must decide if the interests of the US align with his, or if he must force them to.
15. Robert Lehman - CEO of Lehman Brothers
- a. Robert is the son of prominent Jewish commodity trader Philip Lehman, whose father immigrated from Bavaria in 1847 and made his money trading cotton commodities and becoming a founding member of the New York Stock exchange. Graduating from Yale in 1913, Robert went on to work for his father until 1925, secretly helping his father facilitate loans to Germany in a bid to undercut his competitor J.P. Morgan Jr. When his father retired and named him CEO of the firm, Lehman shifted the company's focus from commodities to burgeoning consumer industries such as film and airlines. Betting early on Pan American Air and Paramount films, Lehman made a fortune during the 20s as consumer spending boomed. His move to venture capital has made Lehman brothers a force to be reckoned with on Wall Street and Lehman sees this crisis as an opportunity to unseat his main rivals. Though the stock market crash has hit his firm hard, Lehman is known





for his cool head and ability to respond to a crisis. A compulsive collector of art, Robert has purchased thousands of some of the world's most prominent pieces of art.

16. Albert Wiggin - President of Chase National Bank

- a. A shrewd and eccentric man, Albert Wiggin is one of the smartest men on Wall Street. Born in 1868 to a Massachusetts Unitarian minister, Wiggin spent his career working his way through the banking industry. Starting as a runner at a mid-sized regional bank, Wiggin climbed the ranks to become a Vice President at National Park Bank (one of the largest commercial banks in the US at the time) in 1899. Helping to organize the German conglomerate Bankers Trust gained him recognition among bankers and propelled him to become the youngest Vice President at Chase National Bank in 1904. By 1911 he had become President. Over the course of his tenure he grew Chase from a bank with \$91 million in deposits and 20 shareholders into a juggernaut with over \$2 billion in deposits and 90,000 shareholders by the time of the crash in 1931. When the crash happened, Wiggins met with other prominent financiers to organize stock purchases in order to prevent the crash. While he was publicly lauded for this effort, unbeknownst to the public, Wiggin was secretly shorting his shares in Chase using a Canadian shell company. As the market continued to crash, Wiggins made a fortune. A trusted confidant of the President, will Wiggin use his position to help his fellow American or further enrich himself?

17. Owen Young - President of General Electric

- a. Owen Young was born the son of a small German farmer in upstate New York on October 27th, 1874. Always interested in education, his parents mortgaged their farm in order to afford his tuition at St. Lawrence University. He went on to study law at Boston University, graduating in 1896. Becoming a lawyer for a Boston firm soon after graduating, Young received his big break in 1911 after successfully defeating General Electric in a case representing the engineering firm Stone & Webster. This impressed the President of General Electric at the time, Charles Coffin, and in 1912 Coffin offered him the role of Chief Counsel at GE. 10 years later, Young was appointed President of GE. During his tenure he shifted GE's focus to consumer electric products such as appliances and helped to electrify American industry and agriculture. In 1923 Young was charged



by the US government with spearheading the American radio industry. He founded the Radio Corporation of America, and by 1929 had grown it into the world's largest radio company. In 1930 he was named Time Magazine's man of year for establishing the "Young Plan" which would have reduced Great Britain's debt to American creditors and created a more manageable payment scheme, although the plan fell through following London's fall to communist rebels. A prominent Democrat, Young sees this meeting as an opportunity to test his political mettle and gain a leg up on his competitors for the 1932 DNC presidential nomination by helping to save America from crisis.

### 18. James Farrell - President of US Steel Corporation

- a. Born in New Haven Connecticut in 1863, James Farrell is a product of the Gilded Age. His father was lost at sea when James was 16, forcing him to find a job in order to support his family. Starting his career as a salesman for US Steel and Wire, he rose to become the firm's manager in 1899. In 1910 he founded the Isthmian Steamship company, with a goal of lowering transportation costs for US Steel. In 1911 US Steel appointed him President of the company, a position he holds to this day. During his tenure, he grew US Steel to be the first company worth \$1 billion. A firm believer in the importance of foreign trade, Farrell has routinely expressed his belief that the Orient is a lucrative opportunity for the US. While his fellow Americans look inward, towards the end of his life the steel tycoon looks outwards. He sees a world of opportunities that the US could seize, if only the nation saw what he saw.

### 19. Alfred Sloan - President of General Motors

- a. Born in New Haven, Connecticut in 1875, he graduated from the Massachusetts Institute of Technology in 1895 with a degree in electrical engineering. Sloan began his career at Hyatt Roller Bearing Company, where he demonstrated a keen eye for innovation and a strong business acumen, helping the company become a major supplier to the burgeoning automobile industry. In 1916, Hyatt merged with United Motors Corporation, which itself became part of General Motors (GM) two years later. Sloan quickly ascended through GM's ranks, becoming vice president and then president of the corporation in 1923. As president, he revolutionized GM's management



structure by introducing a decentralized system that allowed each division autonomy while maintaining centralized oversight of strategy and finance. Sloan's vision transformed GM into a consumer-focused company, emphasizing product variety, annual model changes, and installment financing to attract a broader customer base. His strategies helped GM surpass Ford as the world's largest automaker by the late 1920s. Will Sloan be able to apply his business savvy to the country?

### 20. Edsel Ford - President of the Ford Motor Company

- a. Edsel Bryant Ford was born in 1893, the only child of Henry Ford, founder of the Ford Motor Company. Born in Detroit, Michigan, he grew up deeply immersed in the automotive industry, joining the family business in 1912 after attending the Detroit University School and taking courses at Harvard. By 1919, Edsel became president of Ford Motor Company at the age of 26, succeeding his father. (though Henry Ford retained significant control over the company's operations) As president, Edsel sought to modernize the company by introducing modern design and marketing strategies, including the development of the iconic Ford Model A in 1927, which replaced the aging Model T. Edsel emphasized style and consumer appeal, pioneering Ford's entry into luxury vehicles with the establishment of the Lincoln Motor Company, which he helped turn into a prestigious brand. He also spearheaded the creation of Ford's first factory in Europe and played a major role in expanding the company's global presence. Despite his vision, Edsel often faced opposition from his father, whose conservative approach to business frequently clashed with Edsel's more progressive approach to business. Will Edsel be capable of escaping his father's legacy, or will he be doomed to live in the shadow of his old man?

### 21. William Wallace Atterbury - President of Pennsylvania Railroad

- a. William Wallace Atterbury was born in New Albany, Indiana in 1866. He attended Yale University, but left before graduating to begin his career in the railroad industry. Joining the PRR in 1886 as an apprentice, Atterbury quickly rose through the ranks due to his expertise in engineering and operations. By 1912, he became the company's vice president in charge of operations, overseeing the modernization of infrastructure and the introduction of more efficient practices. During the War, Atterbury volunteered for the British Expeditionary Force as a brigadier



general, helping to organize British logistics in Europe, where he earned acclaim for organizing rail systems in support of Entente operations. After the war, he returned to the Pennsylvania Railroad and became its president in 1925. Under his leadership, PRR expanded its freight and passenger services, introduced new technologies, and maintained its position as one of the largest and most profitable railroads in the world. By 1931, Atterbury had become a key figure in American transportation. Will the coming crisis be an opportunity for the rail giant, or will the company be swallowed by chaos and anarchy?

22. Walter Teagle - President of Standard Oil of New Jersey (Exxon)

- a. Walter C. Teagle was born in Cleveland, Ohio to a wealthy oil family in 1878. He graduated from Cornell University in 1899, where he studied chemistry and developed an early interest in industrial processes. He joined Standard Oil in 1901 after the company bought out his family's refinery. By 1917, at the age of 39, Teagle was appointed president of Standard Oil New Jersey. Under Teagle's leadership, Standard Oil expanded globally, investing heavily in refining capacity, transportation infrastructure, and marketing operations. He grew Standard's market share from 2% to 11.5%. He played a pivotal role in forming partnerships with foreign oil producers, securing access to vast reserves, and establishing Standard Oil as a dominant force in the global energy market. Teagle was also instrumental in introducing advanced research and development efforts, including the creation of the Esso brand. By the time of the crash, Teagle is looking to rekindle the glory of the Standard Oil brand, and protect the interests of oil producers within the US.

23. Charles Schwab - President of Bethlehem Steel

- a. Born in Williamsburg, Pennsylvania, Schwab studied briefly at Saint Francis College before starting his career as a stake driver at Carnegie Steel Company in 1879. Schwab's talent caught the attention of Andrew Carnegie, and by 1897, he was appointed president of Carnegie Steel at just 35 years old. He played a pivotal role in the company's growth, leading efforts to streamline operations and adopt advanced manufacturing techniques. In 1901, after the formation of U.S. Steel Corporation, Schwab became its first president, overseeing what was then the largest industrial corporation in the world. Schwab later left U.S. Steel in 1903 to lead the struggling



Bethlehem Steel Corporation, transforming it into a major competitor by focusing on specialized products such as structural steel. Under his leadership, Bethlehem pioneered the H-beam, revolutionizing modern construction and contributing to iconic projects like New York City skyscrapers. Although Bethlehem has been pounded by the stock market crash, he sees potential rearmament programs as the best way to save his company.

### 24. Irene du Pont - President of DuPont

- a. Born in Wilmington, Delaware, into the prominent du Pont family, he graduated from the Massachusetts Institute of Technology in 1897 with a degree in chemical engineering. Shortly after graduating, he joined the family business, DuPont, which was primarily a gunpowder manufacturer at the time. In 1919, he became president of the company, steering it through a period of rapid expansion and diversification. Under his leadership, DuPont shifted its focus from explosives to chemical manufacturing, developing new products such as synthetic materials, dyes, and cellophane. Irénée played a pivotal role in forging strategic partnerships, including DuPont's influential investment in General Motors, which became one of its most profitable ventures. Looking to further expand DuPont's reach, a potential armed conflict could mean that his company's services would be of vital importance to the US government.



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