To: President, University of Chicago, Chicago, Illinois.

Subject: Establishment of Naval Training Units.

1. The Secretary of the Navy has directed a general survey of the schools and colleges of the United States as a possible source of officer personnel for the United States Navy in the event of war.

2. The general scheme, if put into effect, probably will be to establish training units similar to those established by the Army, the Reserve Officers' Training Corps, except that the training will be Naval, in certain schools selected for their resources, educational features, class of students, nature of environs, their locality, and their patriotic temper.

3. It is therefore requested that you favorably consider the possibility of establishing a training unit, taking into account convenient bodies of water available, average age of student body, success of R.O.T.C. Unit if established, possibility of expansion, the training of technicians if no naval facilities would be available, and whether there have been naval units previously established.

4. It is hoped that your sentiment, the sentiment of the faculty and controlling body will be favorable to the possible establishment of these units and that a reply to that effect will be received from you.

W. Evans, Captain, U.S.N. Commandant.

Commandant.
Office of the Commandant
Ninth Naval District
Special Finance Office

To: President
University of Chicago

Subject: Reassignment of Naval Training Units

The Secretary of the Navy's personal letter on this subject is enclosed.

The Secretary's directive is quoted below. This is an urgent matter as the United States Navy is transferring certain of its auxiliary personnel to the United States Navy yard in the near future.

The Secretary of the Navy has directed that all properly qualified personnel will be assigned to Navy Yard and Reserve Officers. Therefore, it is imperative that the appropriate units be transferred to the Navy Yard for expansion and recreation. It is expected that proper arrangements will be made for the efficient operation of the new units.

If you are interested in this matter, please contact me at your earliest convenience.

Sincerely,

W. H. Smith
Captain, U.S.N.
Commander
September 16, 1898.

My dear Mr. Wilkins:

I am about to write a letter from Captain W. Evans, Commandant of the Ninth Naval District, proposing the establishment of a naval training unit. Captain W. Evans, of the Ninth Naval District, Great Lakes, Illinois, has expressed the desire that at the retirement of Major Harris and the appointment of Major Barrows, General Half-called, there is already at this University a military training unit. I am writing to express my regret that the matter was not brought to the University authorities' attention. I have received yours of August 29th with reference to the possibility of establishing a naval training unit at the University of Chicago. You are doubtless aware that there is already at this University a military training unit. Your suggestion of the establishment of the naval training unit is a matter which demands early and serious attention. At the present, I am only able to say that the authorities of the University will give the matter their careful consideration at as early a date as possible.

Very sincerely yours,

[Signature]

Mr. E. A. Wilkins
Faculty Exchange

Also sent to
Mr. T. H. Taft
September 10, 1923.

My dear Mr. Wilkins:

This morning I have received a letter from Captain W. Evans, Commandant of the Ninth Naval District, proposing the establishment of a Washington area training unit of a Naval Training Camp. You are perhaps aware that at the retirement of Major Marr and the appointment of Major Barrows, General Hale called me upon and expressed his regret that the University was not able to continue the efficient training of the military unit at the University more effectively.

I have recently received requests from the Rifle Club for increasing their annual appropriation, as compared with the recent years.

These three matters lay before me forcibly the duties of the University toward training men for government service. The Government is already expending $85,000 a year on its work here and its representatives doubt that they are getting their money's worth. Yet feel very keenly that the University ought to cooperate with the Government.

What method would you suggest of arriving at a clearer connection with the government and development of the training of the units? I dislike extremely to go forward under momentum without clearly defined policies.

Very truly yours,

[Signature]

Mr. H. H. Wilkins
Faculty Exchange
EDB: MF
Also sent to
Mr. J. H. Tufts
I have the honor to send you the copy of the
Commander of the Navy's letter of the 20th
month of the University of a very important
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I have the honor to send you a copy of the letter of the
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October 17, 1925

Dear Sir:

Not long after receiving yours of August 29 with reference to the establishment of a Naval Training Unit at the University of Chicago I acknowledged it and promised a further communication. I have now been able to canvass the matter somewhat more carefully and am obliged to reply that it does not seem to me practicable to establish such a unit at the University of Chicago.

You are doubtless aware that there already exists here a Military Training Unit. The number of registrations for its courses has increased from year to year, and the University is interested in the maintenance and development of its work. It seems to us, however, perfectly clear that the measure of interest in military and naval affairs which it is reasonable to expect to be developed in a University situated as we are and with such a student body as we have, finds full expression in connection with the Military Unit, and that the establishment of a Naval Unit would almost inevitably result in inadequate development of one or both of the units.
Dear Sir:

I write with reference to the communication of a letter in the University of Chicago. I have been told by Mr. Thompson, a professor at the University, that I have been known to you for some time and, therefore, I am writing this letter to inform you about my recent experiences.

Mr. Thompson has kindly informed me that you are interested in the University of Chicago and have been following its progress. I have been a regular visitor to the University and have been interested in its activities. I have also been associated with the University for some time and have been able to contribute to its development.

I would like to take this opportunity to thank you for your interest in the University of Chicago. I hope that you will continue to support its activities and contribute to its development.

Yours sincerely,

[Signature]
Regretting that it seems impossible for the University of Chicago to cooperate with the United States Government along the lines suggested by your letter, I am

Very truly yours,

Captain W. Evans
U. S. N. Commandant
Ninth Naval District
Great Lakes, Illinois

EDB: HP
Heretofore, such it seems impossible

For the unreason of, himself to cooperate with the

United States Government since the June seventeen of

Your letter, I am

A. E. Smith, Secretary

Organic
U. S. S. Commandant

Northwest District

Great Pacific

WIP
September 30, 1923.

Dear President Burton:

As to the question of a Naval Training unit which you raise in your letter of September 10, I think it would be useful to call a conference of ten or a dozen members of the Faculty. The Senate Committee might be the nucleus, but there should be representatives who are more closely in touch with undergraduate affairs. Dean Cale should be included also.

At a meeting of the trustees which I attended in May or June, you spoke informally of the call which the General in charge of this district had just made upon you, and of his request for greater cooperation. At that time the trustees expressed a desire to know more fully what the Faculty might think, as to the present situation. In accordance with this desire, I called a conference of the Deans of the Colleges of Arts, Literature and Science. The chief statements brought out in this conference were as follows.

1. The Department of Military Science had been given a good opportunity to present to the undergraduates the opportunities offered by the Department and the reasons why, in the view of the Government, young men should undertake this training. No other department had so good an opportunity to present its work.

2. So far as the Deans of the colleges of Arts, Literature and Science are concerned, there was no lack of friendly cooperation.

3. It was the opinion of those present that when the Department of Military Science complained of lack of cooperation it had in mind the Dean of the College of Commerce and Administration, whose attitude was understood to be unsympathetic.

4. The principal reason in the opinion of some of the Deans who were present, why students did not take these courses in larger numbers and did not maintain their interest during the Spring quarter, was the weakness of the courses, from the academic point of view. In the opinion of the Deans, some of the courses were distinctly below the level of our better University courses in their material and in presentation. Some of the instruction was given by persons without much teaching experience.
Dear President Porter:

As the President of the University of Chicago, I think it must be noted that the present Committee, which is to be a Committee of the faculty, does not have the power to admit women students. The present Committee, which is to be a Committee of the faculty, does not have the power to admit women students. Therefore, I am writing to you to express my concern about this matter.

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I intended to call another conference which would include Dean Marshall and Dean Gale, but Dean Marshall was out of the city for the last days of the quarter, and it was not possible to arrange such a conference. I do not know what Dean Spencer's views may be, or how far he would feel free to act on them in case they did not agree with those of Dean Marshall. I do not know whether Dean Marshall's attitude was due to a general principle as to the advisability of such courses, or whether it was due to a belief that the courses at present offered were not strong. I shall be glad to talk with you about further steps.

Sincerely yours,

[Signature]

T:W
I intend to call another conference again soon. I notified Dean Marvin and Dean Gates, and Dean Marvin went one of the only for the first days of the month. I can not see you at present to arrange more or less. I hope we get along well. We have Dean's request's please take some of your time to please find this note. With you, and we are Dean's request. We are Dean's request to this. I hope we get along well. Dean's request is to appreciate all the difficulties we face. We have to be able to work in a field where. I am not afraid to face more. You may expect more.
September 21, 1923

My dear Mr. Wilkins:

In view of the whole situation respecting Military Science, may I raise the question whether it is wisest to change the practice previous years by withdrawing from Major Barrows the privilege which Major Harr had? Or should we suggest to him some change to be made in the character of the statement he may make? I think you have seen the article in the Christian Work. If not, I should be glad to show it to you.

Very truly yours,

Dean E. H. Wilkins
Faculty Exchange

EDB: HF
In view of the whole situation,

I propose to withdraw from the practice of

I have now removed from my hotel at the invitation

which I have previously made. I am prepared to

some extent to do work in the opinion of the

assistant in the opinion of the

I don't know how to

very kind yours,

Dean E. H. M'Kinzie

Dean E. H. M'Kinzie

Dear Sir,

Yours truly,

HM
September 24, 1923

President E.D. Burton
Harper Library
University of Chicago

Dear President Burton:

I have not received from Major Barrows any request relative to the initial meeting at which the freshmen gather for registration; and in view of the absence of such a request I infer that he has no plan in the matter, as it seems to me most improbable that he would assume the right to participate in that meeting without making such a request.

At the meeting on Tuesday afternoon at which I have invited Major Barrows to speak to the deans (an opportunity of a type never extended, I think, to Major Marr) I plan to make a statement in his presence to the following effect:

"In my introductory talk to the freshmen I plan to read the official statement with regard to Military Physical Culture 1. I take it that the reading of that statement, together with the fact that the deans with whom the students are to register are now informed of your plans for the department, will meet your desires with regard to bringing the department to the attention of freshmen."

In the case (a very improbable one, I think) that he should then request the privilege of speaking at the initial freshmen meeting, I plan to ask him not to press the request, upon the ground that no representative from any other individual department is to speak at that time—the reasons being (1) that it does not seem just to accord to any one department an opportunity not given to all departments; and (2) that it is in the highest degree desirable that the procedure at the first meeting of the freshmen, a procedure intricate and long at the best, should be kept as simple and as brief as possible.

If he should still press the matter, I plan to say that I will consider it further—and in that case I plan to...
communicate with you before coming to a decision.

I should be very glad to have a copy of the article in the Christian Work. If you would be so kind as to send me your copy, I will at once have a typewritten copy made, and will return the original to you.

Very sincerely yours,

Ernest H. Wilkins
Dean of the Colleges

EHW/ES
communicates with your gate that only a natural phenomenon is going to be very easy for me to have a book on the article in the National Work. If you would be so kind as to send me your book I will be glad to have a photograph of it made.

Very sincerely yours,

[Signature]

Dean of the College
September 25, 1923.

My dear Mr. Wilkins:

The course of action suggested in yours of September 24th in regard to Major Barrows is approved by President Burton.

Very truly yours,

Secretary.

Mr. E. R. Wilkins,
Office of the Dean of the Colleges.
September 5th, 1936

My dear Mr. Wilkins,

The course of action suggested in your letter of September 20th is regrettable. I am informed in advance of Mr. London's appearance in the matter.

Yours truly,

Secretary

Mr. E. R. Wilkins
Office of the Dean of the College.
HEADQUARTERS SIXTH CORPS AREA
OFFICE OF THE CORPS AREA COMMANDER

IN REPLY REFER TO:
337-ROTC

1819 WEST PERSHING ROAD.
CHICAGO, ILLINOIS.

October 3, 1923.

The Dean, Rush Medical College,
Chicago, Illinois.

My dear Doctor Billings:

1. The Officers' Reserve Corps is the organization
upon which we mainly depend for the additional officers for any
extension of our army in a National emergency.

2. The Reserve Officers' Training Corps is the student
body from which we obtain our supply of officer personnel to fill
the Officers' Reserve Corps to its required strength.

3. Each year since its organization the R.O.T.C. has
increased its enrollment and its number of graduates. Last year
its enrollment was 104,000. The percentage of enrollment to the
total of eligible students is believed to be smaller than it
might be and the percentage of those enrolled who complete their
full course and qualify for a commission is very small in many
institutions.

4. It is believed that a conference of our institution
representatives would result in ascertaining the real causes of
the small enrollment and determine upon a remedy; such a meeting
would afford an exchange of views and experiences that would prove
of great value to the institutions and to the War Department.

5. President David Kinley, of the University of Illinois,
has suggested a conference of Presidents of the Institutions in the
Sixth Corps Area, and he believes that as The Association of State
University Presidents is to meet in Chicago on November 14th and 15th,
1923, that just before or immediately after that meeting would be the
best time for the conference.

6. Will you kindly inform me of your views as to the
feasibility of such a conference and give me any ideas that you may
have that will make the conference a success? Attached hereto is
a tentative list of subjects that might be discussed to advantage.

Sincerely yours,

HARRY C. HALE,
Major General, U. S. Army.
MEMORANDUM

OFFICE OF THE COMRADE COMMANDER

October 8, 1935

Mr. John McIntosh

The Dear, Earl McIntosh College

Greetings, Earl.

As far as I know, your application for the scholarship has been accepted by the organization. Your membership in the organization and the wide range of your interests in the field of journalism have been noted. Your work in the newspaper as an editor and your participation in various clubs and organizations have been recognized. Your persistence and dedication have been noted.

I would like to remind you of the importance of your work. Your contributions to the organization have been significant. Your articles have been widely read and your work has been praised. Your dedication to your work has been recognized.

I would like to encourage you to continue your work and to continue to contribute to the organization. Your work has been recognized and your contributions have been noted.

I look forward to hearing from you. Please keep me informed of your progress.

Sincerely,

[Signature]

Commander
MEMORANDUM:

Notes on a conference on Military Training at the University, held in the President's Office Wednesday, October 10 at 4:30.

Present: Messrs. Tufts, Gale, Wilkins, McLaughlin, Spencer, Whittlesey.

1. Forcing measures, such as are reported to have been used by Major Barrows and were specifically charged in the Maroon article reproduced in the Christian Work, are to be deprecated as being foreign to the spirit of the University, and eventually injurious to the Department of Military Science itself.

2. Greater freedom, perhaps, than has hitherto been allowed should be permitted in the election of courses in this department without committing the student to the completion of the full course. In short, the election of single majors should be permitted without prejudice.

3. There is reason to suspect that there is a marked contrast between the methods of instruction in this department and in other departments of the University, and that this difference tends to repel students from military courses. The method adopted by the military instructors is very likely not only in imitation of instruction which they have themselves received in preparation for the work of teaching, but in considerable extent imposed upon them by military authority - it may often arise, to some extent, out of the very necessities
MEMORANDUM

Month 10, 1953

Subject: Report on the President's Office Proceedings October to December

Enclosures: Notes, Minutes, Reports

Mr. President,

I am writing to report that the recent meeting of the executive committee of the university focused on the priorities and strategies for the upcoming academic year. The committee discussed the need for a comprehensive plan that addresses the current challenges faced by the university.

Specifically, we have identified the following areas for improvement:

1. **Academic Excellence**: There is a need to enhance the quality of instruction and research. We recommend the implementation of a new curriculum that aligns with the latest developments in various fields.

2. **Financial Sustainability**: The university faces a significant financial challenge. We propose a strategic approach to improve revenue generation and cost efficiency.

3. **Community Engagement**: There is a growing need to strengthen the university's relationship with the local community. We suggest the establishment of partnerships with local organizations to facilitate community-based projects.

4. **Faculty Development**: The growth of our faculty is critical to our academic success. We recommend providing ongoing professional development opportunities and incentives for faculty members.

In conclusion, the executive committee is committed to working collaboratively to address these priorities. We believe that by focusing on these areas, we can ensure the continued success and prestige of the university.

Yours sincerely,

[Signature]

Assistant Director, Office of the President
of the case. The leading difference seems to be that in the military courses accurate memorization is demanded, even to preciseness of language; whereas, in University courses in general, students are taught to think and weigh and decide, maintaining their own intellectual initiative and independence. Whether this difference is inevitable and ineradicable is a question to be considered.

4. It is suggested that the Department should try for better men rather than for more men. It is certainly not now securing the best type of men.

5. The question is raised whether the kind of work which the government needs to have done can be done most effectively at a University. Does the University attract a different type of mind from that which is attracted by the opportunity for military training? Is the spirit of the University which is distinctly one of large intellectual freedom inconsistent with that of military training, which is by its very terms and necessity standardized and imperative?

6. The question further raised is, is the University of Chicago the kind of University in which to do this work, or if it is to be done at a University, does not a state university furnish a better place for it? This question may be raised both from the point of view of the ends of the government in establishing military work and the purposes of the University. As a complement to this question may be asked whether the military work does not need the University atmosphere as a corrective,
What kind of difference is noticeable in art and literature in your opinion? It is in art perhaps that the Department shows its finest work, in literature we find the best. The vision of the University is quite different to the University of a University. And the University shows its finest work. The modern Department has to take account of the opposition of foreign artists and art works, which is not difficult, neither is it the work of a University. The University of the modern Department has to take account of the opposition of foreign artists and art works, which is not difficult, neither is it the work of a University.
and the University need the military atmosphere as a supplement.

7. While there was, in the course of the discussion, much difference of opinion, at the close there seemed to be general agreement:

a) that there is a real need of men who, not expecting to enter the army as a profession, shall, nevertheless, in connection with their education receive such a measure of military training that in the unhappy event of war they may be called upon to take further training and become officers in a citizen army,

b) that the government is hard-put to secure a sufficient number of men of this class,

c) that while our own personal judgment might suggest a different method from that which the government has adopted, yet this method having been adopted it is really a part of our loyal citizenship to cooperate with the government in it to the extent of our ability,

d) that such cooperation involves -

(1) careful study on our part of the results of the training as given at our own University,

(2) criticism of the methods employed and of the plan, communicated at the proper time and in the proper way to government officers, such criticism, if necessary, to be an expression of the opinion that the whole system is either badly conceived or badly carried out.
any of the universities have the military service to an appropriate and

While there may be the opinion in the discussion that

It seems to me that there may be a military service for the students, which

in connection with their education and may be a recreation of military

It seems to me that the government is working to secure a military

a part of the training of the student at the university.

1. In order to have the cooperation of the

2. The training of the students should be

3. The training of the students should be

4. That such cooperation发挥作用

5. That the training of the students should be

6. That the training of the students should be

7. That the training of the students should be

8. That the training of the students should be
8. It was thought best that the President should have a conference with Major Barrows and thereafter, if it seemed best, with General Hale.

9. Members of the conference were unanimous in feeling that it was entirely impracticable for the University to establish a naval unit as has been suggested by an officer of the government.
0. It is very familiar that the President Idaho
connects with the parts of his government to make full
with General Hale

on parts of the government made responsible to General Hale
was entirely inapplicable for the University to accept a
may not be recommended by an officer of the Government.
October 17, 1923

My dear General:

I have read with interest and attention your letter of October 3 and beg leave to reply that I should be glad to attend a conference of Presidents of institutions in the Sixth Corps Area, just before or after November 14 and 15. I should be glad to be informed as early as practicable what day is agreed upon and the place of conference.

Should you so desire, the University of Chicago would be glad to provide a room for the meeting of the conference.

Replying farther to your courteous request for suggestions, with a view to making the conference a success, I beg leave to ask whether there might be added to the list of subjects for discussion under C 3 an item reading, "Methods of Instruction."

It happens that, recalling the request which you made when you were kind enough to call on me in my office some months ago, I held, a few days ago, an informal conference of six or eight members of our faculty upon the whole question of cooperation between our University and the War Department. In this conference the question was raised, without being in any way definitely answered, whether the methods of instruction commonly pursued in the University
OCTOBER 17, 1938

My dear General,

I have long with interest and expectation your letter of October 9 and your note of today that I should be free to accept a position of that nature of importance to the University. I have been considering the position very carefully, and I am of the opinion that it would be very advantageous to the University if I could accept a position of that nature.

I am glad to say I do not have any object or purpose of consequence in my present position, and I am therefore free to accept a position of that nature.

I am glad to have a chance to work for the welfare of the University.

I am willing to accept a position of that nature at any time.

Yours sincerely,

[Signature]

Re: Appointment of Professor J. E. T. for Undergraduate Education.
and those commonly adopted by the members of the Department of Military Science were so diverse as to make this diversity an obstacle to large enrollment in the courses in Military Science. It was suggested that possibly this difference of method, if such exists, grew out of the difference in purpose or the difference in subject matter and was, perhaps, inevitable; but that the subject was probably worthy of investigation because of its possible relation to the success of the Department of Military Science.

May I further venture to suggest that it would contribute to the success of the conference which you propose if you were to arrange in advance for some individual to open the discussion of each of the sub-topics which you decide to include in the program. Very likely you had this in mind, but I venture to suggest it as avoiding the danger that a purely extemporaneous discussion might lack definiteness in thought and result.

May I still further venture the suggestion that the President of each institution who is invited to be present be authorized also to bring with him one or more members of his faculty who may have more or less acquaintance with
I shall go on to say that in the case of individual women who have undergone sterilization, the Court has the power to order the State to provide, at the State's expense, a medical examination to determine whether the woman's marital status has been changed by the sterilization. This examination is required to conform to the standards of medical practice and to ensure the accuracy of the information provided. The Court has held that the State must provide this examination if requested by the woman.

In the Trop v. U.S. decision, the Court stated that a woman's marital status should be determined by a competent medical authority, not by the State. The Court has emphasized the importance of ensuring that the woman's rights to privacy and autonomy are protected.

The Court has also held that the State must provide a medical examination if requested by the woman, even if the examination is not required by law. This is because the woman's right to privacy and autonomy is protected by the Constitution, and the Court has held that the State must provide reasonable accommodations to protect these rights.

The Court has also held that the State must provide a medical examination if the woman has undergone sterilization, even if the examination is not required by law. This is because the Court has held that the State must provide a medical examination to determine whether the woman's marital status has been changed by the sterilization.

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the military work. It is certain in my own case, for example, that some other member of the faculty would be able to contribute much more to the discussion than I could bring. Because of his responsibility it is doubtless desirable that the President should be invited, but for the sake of his knowledge, some other member of the faculty might also be very desirable.

Very truly yours,

Major General Harry C. Hale
Sixth Corps Area
Chicago, Illinois

EDS: HP
example. This seems often warranted of the recent work by

speak to contemporaneous many more to the Glasgow

have made of the contemporaries in

completed research that the previous one was

in fact, but for the sake of the knowledge, some other

memorandum of the research which for very gradually

Very Early Rome

M. H. H. Hayt & Co.

M. H. Hayt & Co.
November 15, 1923

Report on Conference concerning the Military Department, held at the call of General Hale on Wednesday, November 14.

Major Barrows, Dean Spencer and Mr. Tufts attended the Conference which convened at 10:30 and continued until 3:30 with a short intermission for lunch. There was a very good attendance from the institutions of this region. The three state institutions where a certain amount of military training is required naturally reported the larger units. Of the institutions which do not have required military training the chief universities and colleges represented were The University of Chicago, Northwestern University, Northwestern College, Knox College, Campion College, Ripon College, University of Michigan (at the Michigan Agricultural College at Lansing the training is required.

President Kinley of the University of Illinois at whose suggestion the conference was called was unable to be present on account of illness. President Birge of Wisconsin was chosen to preside at the conference. The War Department was represented by Colonel Reese of Washington, who is the general officer in charge of R.O.T.C. for the nation, and by the general staff officers of this Corps Area.

The assembled delegates were first taken for a trip around the general administration quarters of the Corps Area. Each officer of the general staff and each of the heads of operating divisions, such as the Adjutant General, the Judge Advocate, the Surgeon General, the Quartermaster, explained briefly the functions
November 15, 1953

Report on Conference concerning the Military Department held at the call of General Hase of Washington, November 15, 1953. It was attended by Major General Bowron, Chief of Staff, and Major General Melvin. The following conference was convened at 10:30 a.m. and continued until 2:30 p.m. with a short interval for luncheon.

There was a very good attendance from the institutions of the region. The three state institutions were a certain amount of military training in training activities. Reporting the letter written to the institutions which do not have regular training in training activities.

The university of Michigan, the Michigan Agricultural College, the University of Wisconsin, the University of Chicago, the University of Wisconsin, North Western University, Northwestern College, Knox College, Carbondale College, and the Mid-American College of Science.

President Kinnel of the University of Illinois spoke.

Suggestions for the conference were calling the following institutions to be present for a meeting of the presidents of the military department to present their case to the university of Minnesota. President of the University of Minnesota was granted to the presidency of the conference. The military department was represented by General Kinnel. The letter to Washington, which is the president in charge of the C.O.T.C. for the nation and by the president, and the college of the Corps, A.T.C.

The assembled delegates were then taken to a trip around the General Administration and Special Staff of the General Staff. Each of the general staff divisions, such as the Assistant General, the State of the Art, the general of the Grand Army, the Surgeon General, the Quartermaster, explaining fully the functions...
and duties of their specific departments. It was stated that the government now has supplies stored there to the value of thirty million dollars. It is a great purchasing center for the army as well as an administration center for this area.

When the conference had been called to order the topics on the accompanying sheet were taken up. Certain resolutions were passed favoring the appointment of approximately one officer to one hundred enrolled students, the continuity of service on the part of officers detailed and the fulfillment of the maximum term of four years allowed by law for special duty. Very brief attention was given to the subjects considered in our conference of the methods of instruction. More time on the whole was given to consideration of equipment and uniforms.

Under it was the hope of certain of the military officers present that an organization might be formed that would exert some influence upon Congress. This was mistrusted by some at least of the academic representatives. It was finally voted on the suggestion of President Birge that each institution appoint a member of its faculty to be a sort of Liaison officer to keep in touch with the military headquarters on the one hand and with the university or college on the other.

A stenographic report of the proceedings was made and will be sent to the various institutions represented. The general impression which I received was that the conference was decidedly worthwhile. The hope was expressed by military officers that the institutions would send representatives to inspect the Summer Camp at Camp Custer.

James H. Tufts
and galilee of their respective departments. If we were abreast of
and eager, no one could impede the advance of the
millions of soldiers. If I were an administration, I might
well be so administratively赛特 for this event.

When the conferences had been called to order the topics

on the economic balance were taken up. Certain resolutions
were passed favoring the appointment of appropriate one official
who, after briefing the situation, submitted to the committee of
were based solely on the report of the principal official and the
offices of the president and the administration. We were given to
the subject. In our communication to the members
of the committee. More time on the reports was given to consideration
of the committee, and minutes later.

Under the site were the officers of the committee of the

officers present, each an organization might be located then and

expected some influence on the committee. This was manifestly the case.

It was finally noted

of the several recommendations. It was finally noted

on the suggestion of the principal official that some

in the committee of the faculty to be a series of position reports to keep in

connection with the military recommendations on one hand and with the

绉皱公团 of officers on the other.

A comprehensive report of the proceedings was made and

the General

impression was that the conferences were held in

the aggregate.

The hope was expressed in military officials that

the conferences would send recommendations to inspect the summer

of Camp General.
March 8, 1924

Dean James H. Tufts
Harper Library

Dear Dean Tufts:

I inclose herewith an inquiry from Major Barrows, the answer to which I think should come from you. I am informing him that I have referred the question to you.

Major Barrows, who is evidently doing all that he can to be perfectly in order and perfectly courteous in his dealings with the University, has sent to me from time to time several inquiries of rather general bearing. It so happens that those sent previously have been perfectly simple to answer, and I have therefore answered them directly, instead of referring them to you; but inasmuch as Major Barrows teaches not only students in Arts, Literature, and Science, but a rather large number of students in Commerce and Administration, it would seem to me more appropriate that such inquiries on his part should be made directly to you.

If you share this opinion, will you so notify him? Or would you prefer that I do so?

Very truly yours,

Ernest H. Wilkins
Dean of the Colleges

EHW/ES
March 8, 1944

Dear James E. White

Harvard Library

Dear Dear Father:

I hope you are well, that your health is good.

I have received the message of your letter. I am glad to know that you are feeling better. I hope you will continue to do so.

I have been considering the question of your future studies very carefully. I believe that your decision is the best one for you. I hope you will be successful in your studies and in your future career.

May God bless you always.

I am looking forward to your return.

With love,

[ Signature ]

Peter White
Mar. 7, 1924.

Dean Ernest H. Wilkins,

The University of Chicago,

Faculty Exchange.

Dear Dean Wilkins:

This Spring I wish very much to have the Military Department take one or more weekend trips and a number of students have spoken to me about it and wish to do so.

I am writing to ask if there are any objections on the part of the University. We could arrange for a camping place about twelve miles from here and could leave here on Friday afternoon or Saturday morning, coming back Sunday afternoon. I believe it would do a great deal to arouse interest in the unit and to make the students feel that they really belong to a unit, rather than the way most of them now feel because they are never together.

Very sincerely yours,

F. M. Barrows, Maj., F. A.
March 12, 1924

Major F. M. Barrows,
Faculty Exchange.

My dear Major Barrows:

Dean Wilkins has sent to me your letter of March 8 relating to one or more weekend trips for the Military Department. On general principles I see no objection to the plan of such weekend trips and many things in its favor. The only specific conflict that should be avoided if possible is a possible conflict in the case of students who may be registered for courses (Geology, Geography, Botany) in which there are field trips arranged for Saturdays. These do not, I think, come every Saturday and it might be there would be no students in your unit who are registered for those courses. Conference with Professors Bastin, Barrows and Cowled would show what the arrangements are with reference to those field courses.

Cordially yours,

James H. Tufts.

T.S
My dear President Burton:

Perhaps I can give you any thoughts on the military matter in a few words. I fancy that may be useful.

1) If the United States is to have preparation for event, it must have a large standing army, there must be means for quickly forming an emergency army.

2) For this army a prime necessity is a body of trained officers, yet to train the men and intelligently participate in making the army.

3) To this end the government is seeking to give civilians a certain amount of technical training.

4) One of the methods hit upon is to associate this training with university work. It is an experiment. Will it be successful?

5) Success is doubtful. The plan of perhaps another meets with inevitable obstacles.
6) Only a few young men of ability or ambition are attracted to a military career. Whether this is regrettable or not is beside the question. It is, I believe, a fact. This does not imply any absence of either courage or patriotism in students.

7) Such young men hesitate to give much time to military study to prepare for a possible war; they do not visualize, even now, a war as a reality.

8) There is likely to be a very distinct difference between the kind—perhaps the quality—of instruction received in the military courses on the one hand and the regular college course on the other.

9) There is danger that student will go into these courses for some reason beside that of earnest desire to learn military technique. There is danger of making the courses in some way alluring, the method being unintentionally but really deceptive. If this be not so
This at least is: that nothing should be said or published, but a plain statement of the government's aims and the general advantages a student might expect from such study.

10) In this work as in others nothing is really gained from mere numbers. It appears that 200 or more are in these courses. If twenty-five able and competent young men could be turned out — I mean put through the course in four years, that would make it a success, in my judgment. Three appears to have been too much emphasis on numbers.

11) Probably the time has not come for us to regret to carry the Re-Purpament further. Personally, I doubt if it will ever be a success. It is very difficult to prepare for war effectively without the best brains, unless as in Remarry war is made a
career & glory. It may be an undesirable fact, but a fact, that unpreparedness is a symptom of American life, just as tip-toe preparedness was a symptom of German life. Perhaps there is no possible ground between them.

I have tried to look at this from a humanitarian viewpoint. Of course I personally deplore any such that will add to the likelihood of war or the nullification of the military spirit.

Respectfully,

[Signature]
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A stenographic report of the proceedings was made and
will be sent to the various institutions represented. The general
impression which I received was that the conference was decidedly
worthwhile. The hope was expressed by military officers that
the institutions would send representatives to inspect the Summer
Camp at Camp Custer.

James H. Tufts
We are pleased to report that the Army Medical Department has made great progress in the field of malaria. We have established a center at the Borden Institute for the study of malarial parasites and their control. The center is equipped with modern laboratories and is staffed by experienced scientists.

The center is being directed by Dr. John Doe, who has made significant contributions to the field of malaria research. We are confident that this center will be a valuable resource for the study of malaria and the development of effective treatments.

In addition to the center at the Borden Institute, we are also supporting research at other institutions around the country. We believe that by coordinating our efforts, we can make significant progress in the fight against malaria.

We would like to thank all of the individuals and organizations who have contributed to this project. Your support has been invaluable and has allowed us to make significant progress.

Sincerely,

[Signature]

James E. White
Tentative List of Subjects for Discussion

a. Personnel, commissioned and enlisted.
   1) Number required
   2) Continuity of the 4 year tour of officers.
   3) Minimum enlisted personnel required.

b. Enrollment.
   1) Cause of small percentage to total of eligibles
   2) Methods to increase percentage of students in advanced courses.

c. Courses of Instruction
   1) Subjects taught
   2) Arrangement of these subjects in different semester and years

d. Camp Attendance.
   1) Method to increase attendance
   2) Earliest date the army officers and enlisted personnel can be relieved from institution to go to camp.

e. Uniforms and equipment of student.
   1) Any desirable change in quality or distinctiveness of uniform for basic or advanced course students.
   2) Any deficiency, or desirability of change in equipment furnished

f. Commutation of rations
   1) Is it sufficient to induce students to enroll in the advanced course?
   2) If not sufficient what change is recommended.

g. Credits for admission to advanced course.
   1) Any changes in present law
   2) Any changes in present practice.

h. Organization of 6th Corps Area educational institutions:
   1) Formation of a permanent society to:
      (a) Exchange views on their R.O.T.C. units
      (b) Co-ordination of plans to increase the efficiency of the units, the enrollment and the camp attendance.
      (c) Definite plan to keep informed the members of Congress in the Sixth Corps Area of the R.O.T.C. activities and the necessary legislation to improve its efficiency.

Later addition to list: Methods of Instruction
President Ernest D. Burton,

University of Chicago.

Faculty Exchange.

My dear President:

In our talk yesterday morning I failed to bring in one or two matters which I believe might well warrant some thought. One of them is for me to go before the Board of Trustees to place before them the present status of the department, what it means to our government, and what I believe would make it a success.

The other is this - practically all of the leading Universities and Colleges have R.O.T.C. Units and the three Universities which I consider rank with the University of Chicago, namely Harvard, Yale and Princeton, all have only Field Artillery Units which would seem to show that Universities of the standards of Chicago have chosen the Field Artillery Unit for their part in helping our government in its policy of national defense. The enrollment in Harvard, Yale and Princeton R.O.T.C. Units is as it is here - voluntary. Even such Universities as Johns Hopkins and Massachusetts Institute of Technology have R.O.T.C. Units. On a separate sheet I am giving you a list of some of the Universities and Colleges which have Reserve Officers' Training Corps Units.

In my conversation with you yesterday I fear I might have led you to think that I was of the opinion that most of the faculty were not in favor of having a unit here. I do not feel that way. I most sincerely believe that practically all of the Trustees and the great majority of the faculty are in favor of having a unit here, but active rather than passive support is what the department needs.

Our government has chosen this means of educating men to take the reins as officers should it ever be necessary to organize an army to defend our country and I most solemnly believe it is the duty of our Universities and Colleges to do what our government asks of us.

Very sincerely yours,

F. M. Barrows, Maj., F. A.
The University of Chicago

CHICAGO, ILLINOIS

Department of Military Science and Tactics

FIELD ARTILLERY UNIT
RESERVE OFFICERS' TRAINING CORPS
TELEPHONE MIDWAY 0800
LOCAL 143

SOME OF THE UNIVERSITIES AND COLLEGES
MAINTAINING
RESERVE OFFICERS TRAINING CORPS UNITS:

University of Chicago
Harvard University
Yale University
Princeton University
Mass Institute of Technology
Cornell University
Johns Hopkins University
University of Michigan
University of Colorado
Leland Stanford
University of Wisconsin
Conn. Agricultural College
University of Maine
Boston University
Mass. Agricultural College
University of New Hampshire
Rutger's College
College of the City of N.Y.
New York University
Syracuse University
University of Buffalo
Georgetown University
George Washington University
University of Maryland
Carnegie Institute of Technology
Lehigh University
Penn. State College
University of Pennsylvania
University of Pittsburgh
Virginia Agricultural & Mechanical College
University of Alabama
University of Florida
Louisiana State University
University of Georgia
Georgia School of Technology
University of Tennessee
Vanderbuilt University
DePau University
Indiana University
Purdue University
University of Kentucky

Western Kentucky State Normal
Ohio State University
University of Cincinnati
West Virginia University
Northwestern University
University of Illinois
Michigan Agricultural College
Ripon College
University of Arkansas
Coe College
Rhode Island State College
Norwich University
University of Vermont
University of Delaware
Albany Medical School
University of Porto Rico
St. John's College
Western Maryland College
Drexel Institute
Gettysburg College
Jefferson Medical College
Lafayette College
Hampton Institute
Medical College of Virginia
Virginia Military Institute
Alabama Polytec Institute
Marion Institute
Tuskegee Institute
Emery University

Gordon Institute
Mississippi Agricultural & Mechanical College
Davidson College
North Carolina State College of Agriculture and Engineering
Clemson Agricultural College
Presbyterian College of South Carolina
Wofford College
Rose Polytech Institute
Dennison University
Municipal University of Akron
University of Dayton
Wilberforce University
Knox College
Northwestern College
Campion College
Little Rock College
Ouachita College
Iowa State Agricultural
& Mechanical College
State University of Iowa
Fairmont College
University of Kansas
College of St. Thomas
University of Minnesota
Mississippi School of Mines
St. Louis University
School of Medicine of Miss.
Washington University of St. Louis
University of Nebraska
N. Dakota Agricultural College
University of N. Dakota
S. Dakota State College of Agriculture and Mechanical Arts
University of S. Dakota
University of Arizona
Colorado Agricultural College
State School of Mines, N. Mexico

New Mex. College of Agriculture and Mechanical Arts.

Oklahoma Agricultural and Mechanical College
University of Oklahoma
Texas A & M
Baylor University
California Institute of Technology
Loyola College
Pomona College
University of California
University of Idaho
Montana State College of Agriculture & Mechanical Arts
University of Montana
University of Nevada
Oregon Agricultural College
University of Oregon
Agricultural College of Utah
University of Utah
State College of Washington
University of Washington
University of Wyoming
University of Hawaii
OUTLINE OF A UNIVERSITY POLICY
RESPECTING MILITARY INSTRUCTION

Presented by the President to Deans of the University
for their consideration in March, 1924.

1. The government, presumably and at least officially, representing the mind of the people, has decided on a policy of moderate preparedness. This policy is neither militaristic nor anti-militaristic, in the sense that it represents a determination not to go to war even for purely defensive purposes, but distinctly precautionary. Under it the country is hoping to avert war, but is prepared not to be taken wholly at a disadvantage if war should come. It also takes account of the necessity for a certain amount of police duty even in time of peace.

2. On the whole, there is much to be said for this attitude of the government. We do not want war; we hope, and will do all in our power, to avert it, even submitting to great loss if necessary, and using every possible effort to settle differences domestic or international without resort to force; yet we cannot shut our eyes to the fact that we may sometime be forced to defend ourselves against aggression, and that it is necessary for that reason to have a few men who have knowledge enough of military affairs to be fairly quickly convertible into officers capable of training and leading others.

3. The government has appealed to the Universities of the country and to the University of Chicago in particular, to cooperate with it in raising up a limited number of such men.
OUTLINE OF UNIVERSITY POLICY

REDUCING MILITARY INSTRUCTION

Preparation of the Professor to Teach at the University

for Fair Conduct as an Educator.

1. The government recognizes the need for the preparation of a policy for the reduction of military instruction.

The policy is based on several principles:

a. The maintenance of a balanced curriculum.

b. The provision of adequate funding for military education.

c. The importance of cooperation between military and academic departments.

2. It is imperative to ensure that the reduction of military instruction is not at the expense of the quality of education.

3. The government acknowledges the necessity for a transition period to allow for the effective implementation of the new policy.

4. The transition period will be monitored by an independent commission to ensure compliance.

5. The government recognizes the importance of international standards in military education.

6. The reduction of military instruction is expected to result in an increased focus on academic disciplines.

7. The government is committed to the continuous evaluation of the policy to ensure its effectiveness.

8. The university community is encouraged to participate in the development and implementation of the policy.

9. The government is prepared to allocate sufficient resources to support the transition process.

10. The government is committed to the welfare of all students, particularly those who may be affected by the reduction of military instruction.
This fact itself creates a strong presumption in favor of our complying with this request. Unless the policy of the government is clearly wrong, so that it is our duty to resist it, its request in accordance with the policy which has been officially and nationally adopted has a strong claim upon us.

4. If the University responds to this request, it has a right to demand that the work shall be (a) in all respects of high quality educationally, (b) conducted in the spirit and with the aims above stated — as a means of preventing rather than encouraging war.

5. Properly conducted, such work as the Military Department offers has real educational value, and is on that ground educationally defensible.

6. If the work is put on a sound educational basis, and conducted in the spirit above indicated, and if on this ground and those previously stated it is included in the plans of the University, it ought to have the unequivocal endorsement of the University. It is just neither to the government nor to the University nor to the students to continue it, as it were on sufferance, existing but without hearty approval.

7. It does not follow that students should be urged to take this work in preference to other kinds of study, or in any way constrained or pressed, but there should be such a declaration of the University's attitude as would leave the students in no doubt that if they choose this work they have the full approval of the University in doing so. This result would probably be best achieved by some public utterance by the President or over his name.
To understand the flow of communication within a team, it is important to employ effective communication strategies. The establishment of clear goals and objectives can ensure that all members of the team work towards a common goal.

In the context of software development, effective communication is crucial for the success of the project. It is essential to involve all team members in decision-making processes and to encourage open communication.

Regular meetings help in aligning the team's efforts and ensuring that everyone is on the same page. It is also important to provide feedback and recognition to motivate the team and maintain a positive work environment.

In conclusion, effective communication is a key factor in the success of any project. By fostering an environment of open communication and collaboration, teams can achieve their goals more efficiently and effectively.