Co-operation with School of Philanthropy

A recent conference with Miss Addams, Miss Lathrop, Mr. Burns, Mr. Laughlin, Miss Breckinridge developed the following agreement:

a. - The University and the School are naturally co-operators not competitors.

b. - The School aims at being a one year graduate school of a professional type.

c. - The University instructors to give school courses on independent personal arrangement.

d. - Not feasible to arrange a common time schedule or to interchange students.

e. - The University to encourage students to supplement courses at University with year of graduate practical work in the school.

Relation with the Alumni Association.

A conference May 26th between Eckhart and Baker representing Alumni Association and Shepardson and Vincent for University will result in report dealing with:


b. - Proposed merging of Record and Alumni Magazine into "Alumni Record."

c. - Minor points of policy and co-operation.
Conference with Northwestern

In compliance with request of Dean in charge of Northwestern's teachers' courses, Messrs Payne and Gurney have arranged to confer on standardizing courses accepted for credit by the School Board.

Conferences on Journalism Courses.

Two conferences were held with Mr. J. R. Street concerning a system of courses based on the study of the press. Messrs. Laughlin, Small, McLaughlin and Merriam were rather favorably impressed but an investigation of Mr. Street's record makes it seem unwise to make any arrangement with him.

The Problem of Officers' Vouchers.

Investigation shows that large numbers of "officers' vouchers" have been issued to persons who should be paid out of student service and budgeted on the various offices and departments where service is actually rendered. The records in their present form are misleading. A report in detail is being prepared.

Press Committee on Apportionment of Subsidy

The committee has held one meeting. It was decided to send out a questionnaire to the editors of journals. This was done and replies are now coming in. The existence of two or three virtual contracts with journals(e. g. Botanical Gazette) will make it hard to formulate any principle of apportionment.
Cases of Quigley and Morgan.

Saturday, May 23d, Quigley Captain of track team confessed to a charge filed by Dr. Hutchins of Wisconsin of having run a race for $10 at Cripple Creek last September. Mr. Stagg at once dismissed Quigley. Morgan a member of the team deserted in pique at Mr. Stagg who he thought had not been considerate of his request to get away for a house party. Morgan was dismissed for the rest of the season. At a meeting of the Board held Tuesday, it was voted to deprive Quigley of his captain's C and all athletic honors, but to permit him to finish his course. This was, I think, just and wise. It was voted to approve Mr. Stagg's action in the case of Morgan.

Women's Athletic Field.

Miss Dudley (see appended letter) is anxious to have a field across the Midway graded for the use of women. You said last Autumn that the saving in taxes would warrant this. Has there been any change in the situation?

The Case of Miss Bailey.

An appended letter from President Gulliver of Rockford College shows that we were deceived in this case by the Principal of Miss Bailey's High School who gave us to understand that her record included only Ferry Hall and the High School. I have reported to Mr. F. J. Miller. This demands action against the Principal, apparently.
The Consular Courses.

The appended copy of a letter from Mr. Carr in charge of the consular examinations is gratifying as is also the fact that Mr. Samuel MacClintock lead all competitors (40 representing Harvard, etc.) in a recent examination in Washington standing at the head of the list with an average of 86.

Seventy-fifth Anniversary of Oberlin.

An invitation to send a delegate was received last week with request for prompt reply. Miss Talbot is announced for an address at these ceremonies, so it would be natural and in view of Oberlin's co-educational record, appropriate to ask her to represent the University. I acknowledge the invitation and said Miss Talbot would be present. An official letter from you would, I should think, be needed also.

The Abbott Dinner.

About fifty were present. Mr. Small presided and Messrs. Hale, Coulter, Abbott, McLeish and I spoke. Everything went off well. Your telegram was received in good time.

Speech in Baltimore next December.

Mr. Mann is anxious to have you accept an invitation to speak before Secretary of the A. A. A. S. in Baltimore next December (29) on "The Relation of the Bureau of Education to other Educational Agencies of the Country."
The General Reporter

The duplicated copy of a letter from Mr. Cott. in charge of the

committee examination is being taken as to see the text itself.

sent. No. 241 to see examination in Wexford newspaper at the

head of the letter with an advance of 6.

.

January 2nd 1957

At present to send a colleague was received last week with

request for more rapid. When it is announced for an

enlargement of these committee so it would be necessary had it to

renumber the committee. I recommend the invitation and

write. I hope to have the pleasure. An official letter from you

would I answer that to receive a.

.

The A. P. D. T.

Your letter was received in good time.
REPORT TO PRESIDENT JUDSON FROM GEORGE E. VINCENT

THE ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE

The meetings seemed a success in every way. The enrollment was larger than expected. The University arrangements were admirable. The Delegates spoke with enthusiasm of the administration of the Commons. All details had been carefully looked after. I would suggest notes of congratulation to Mr. Coulter, Mr. Goode and Mr. Wilson. Their work reflected credit upon the University.

THE MICHELSON DINNER

The attendance was about two hundred and sixty with a hundred ladies in the gallery. The whole affair was distinctly successful. It made, I am sure, a good impression upon our out-of-town guests. There were nearly forty physicists present. Thirty or forty letters and telegrams of congratulation were received. Your telegram, a letter from President Roosevelt and a letter from Simon Newcomb were read.

ELECTION OF PROFESSOR CHAMBERLAIN AND MR. GOODE

You have doubtless noted by the press that Professor Chamberlain was made President of the Association for the Advancement of Science and Mr. Goode Permanent Secretary. This was, of course, a gratifying recognition of the University.
REPORT TO PRESIDENT INWOOD FROM DEAN OF ARTS

THE ASSOCIATION FOR THE ADVANCEMENT OF SCIENCE

The meeting seemed a success in every way. The arrangement was perfect. The facilities were ample. The University arrangements were admirable. The President spoke with enthusiasm of the anticipated success of the Congress. All matters had been carefully looked after. I may suggest notes of congratulations to N.R. Cooper.

Mr. Gooden and Mr. Wilson. Their work received credit from the University.

THE UNIVERSITY DINNER

The atmosphere was spotless. The food was delicious. The wine was excellent. The table was carefully arranged. It was a real pleasure to be in the gallery. The music after the convivial banquet. There was no music for the refreshment room. I heard a song from a local group. There were several performances of music. The President's speech was a typical letter. A letter from President Resor and a letter from Simon Kewenon were read.

LETTER OF PROFESSOR CHAPMAN AND DR. COOKE

You have probably noticed the press that Professor Chapman was making. President of the Association for the Advancement of Science and Mr. Gooden are present.

Secretary. The news of courses, a gratifying recognition of the University.
GENERAL FACULTY MEETING

The plan of re-organization was presented before a large attended meeting of the general faculty on Saturday, January fourth. An interesting discussion of two hours followed the presentation of the report. I think it is fair to say that after a thorough and searching inquiry, the foundations of the report were not seriously shaken. Three groups of opinion seemed to develop:

(1) Mr. Chamberlain led a small group who attacked the scheme because it did not provide for some strong central body which should be entrusted with the legislation of the University as a whole.

(2) A "democratic party" proposing government by a large general faculty. This involved, of course, the abolition of the Senate.

(3) A large and representative group demanding a re-organization of the Senate.

It seems obvious that the discussion is going to turn for a time at least upon the question of the Senate. The next meeting has been called for Monday evening, January thirteenth at half-past-seven.

A PLAN FOR AGRICULTURAL TEACHING

One of the first things to be taken up is the scheme which Mr. William Hill has been fostering and which has now taken definite shape. Mr. Arthur Meeker and a group of men who are laying out large farms in the Skokie Valley, have promised to raise five thousand dollars a year for ten years and meantime to attempt to capitalize this amount for the support of a Professor of Agricultural Economics. The idea is to offer a practical training for farm employees; this to be accomplished by means of a regular apprenticeship system. As I understand it
The University of Chicago

To Mr. X:  

The plan of re-organization has been a matter of strong concern to me, and I have given it careful consideration. The report of the committee on higher education is a valuable document, and I am pleased to see that it is in the main in line with the principles that I have advocated. The main points of the report are:

1. The establishment of a university and college system.
2. The separation of the university and college systems from the central administration.
3. The establishment of a board of trustees to govern the university and college system.

I believe that these points are essential to the success of the re-organization. The report also contains a number of specific recommendations, which I am sure will be of great value in the future development of the university.

Sincerely yours,

J. P. X.
they wish Mr. Hill to occupy this position. This is an experiment full of interesting possibilities and Mr. Meeker and his colleagues are, I am told, anxious to meet you at an early date to consider the details of the plan. Mr. Laughlin is also interested because if this plan goes through, it will involve certain re-arrangements in the Department of Political Economy. Mr. Laughlin feels that it is most important to tie this enterprise securely to the University.

**CONSULAR SERVICE COURSES**

I have conferred with Mr. Merriam and Mr. Thompson with reference to the proposed plans. I agree with them that it is important to make a beginning at the earliest possible moment. If something more than a re-organization on paper of some existing courses can be offered, it seems important to inaugurate the plan on the first of October, 1908. Whether it is possible at the outset to do more than delegate some man we already have to the headship of this undertaking I do not know, but certainly at an early date, we ought to be able to secure some man of distinction to take the Deanship of the whole college of Commerce and Administration of which these Consular courses might be made an integral part. If we are to do successful work, money will have to be appropriated for special literature; e.g., on South American countries and the Orient. Now that the Consular service has been placed on a Civil Service basis, we ought to take the field immediately if we are in a position to do satisfactory work. It has been suggested that Professor J. H. Gray of the University of Minnesota, might be induced to accept the headship of our College of Commerce and Administration if his relations to the Department of Political Economy could be satisfactorily determined. You know how strong a man he is for a position of this kind.
The University of Chicago

I have contacted with Mr. Warren and Mr. Thompson, with reference to the

projected program. I write with the idea that it is important to make a beginning of
the enrollment process now. Enrollment now is essential to the continued operation of some existing courses. It becomes necessary to complete the plan
on the first of October, 1963. Moreover it is necessary of the nature of the courses
that we have to offer in the fall. I do not know what certainty of an early date we will have. We are anxious to encourage early interest.

A program of interest in the College of Commerce might prove an important part

in the accomplishment of the goals of the College of Commerce. If we can achieve
interest in the South American countries, and the Orient and the highest
interest in the Dean, the Dean becomes a position of high visibility. It has been
suggested that Professor L. H. G. of the University of Minnesota might be
interested to work on the project of our College of Commerce and Administration
in the relation to the Department of Political Economy can be satisfactory.

Determinations. you know we spend a man to for a position of this kind.
MEMORANDUM OF INTERVIEW WITH PRESIDENT JUDSON.

February 1, 1909.

I. The report on the Semitic Department was submitted and received by Mr. Judson.

II. Tentative provision for George Adam Smith was made in the summer budget. It was again urged, ruled

a. That Mr. Nef's recommendation for $300 for Mr. McLeod had no connection with the summer instruction budget, and

b. That Mr. Smith had the right to recommend the $200 for open lectures in the summer.

c. $100 for Mr. Waugh in the second term of the summer in Psychology was authorized.

III. Facts about need of additional instruction in Junior College were submitted. Mr. Tarbell's request for a reader for Mr. Zug in case registration warranted was approved.

IV. For the Spring Quarter Mr. McLaughlin was authorized to continue Mr. Harvey at $250, Mr. Lovett to employ Mr. Morton at $150 if he were the best one available.

The securing of Professor Brown of Northwestern for a four-hour graduate course was authorized subject to satisfactory arrangements.

V. Plans and reports on Woman's Gymnasium submitted and received.

VI. Mr. Williamson's plan was discussed. It was decided to submit it to a conference of the French Department.

VII. Attention was called to the fact that Mr. Nitze of California was in an embarrassing position and hoped for early decision. Mr. Judson expected word this week. Mr. Lowe was proposed for English, has accepted another position.

VIII. Mr. Bramhall approved as substitute for Mr. Slaughter in the summer. Mr. Vincent instructed to confer with Mr. Bramhall.

IX. Facts about the University College were submitted. 1907-8 total registration University College and Extension Classes combined, 190. 1908 University College, 298, Winter Quarter a year ago University College plus Extension, 160, this winter more than 300.

X. Mr. Pietsch authorized to invite Professor Pidal of the University of Madrid for
I. Introduction of University with Practical Training

II. Statement of Purpose

III. Objectives

IV. Implementation Plan

V. Initial Activities

VI. Public Engagement

VII. Evaluation and Feedback

VIII. Conclusion

IX. Recommendations for Future

X. Financial Support

XI. Acknowledgments
I. Mr. Judson approves of securing if possible room for Dr. Henderson.

XII. Mr. Lovett's suggestion of announcing "Chapel Service" approved. Proposal for service referred to Administrative Board.

XIII. Mr. Hale requested to prepare Professor Smith's diploma within ten days. If not able to do this positively to return the English form at once.

XIV. Report on the University Service for February 11th. Address by Mr. Small.

XV. Reference to Mr. Judson's private papers.

XVI. Proposed form of agreement with summer staff instructors approved. To be submitted to Mr. Arnett.

XVII. Restatement of Summer Quarter fees as follows:

1. No bill for tuition shall be made for less than one term. A student who has been in residence for the first term may be registered as a visitor in a continuing course for a part of the second term at not less than one half the pro rata fees for the second term.

XVIII. Proposed dinner for Mr. Laughlin, Mr. Michelson, Mr. Coulter, and Mr. Barnes to be arranged soon after the return of Messrs. Laughlin and Michelson. Mr. Coulter's expenses from Washington to be provided for by the President.

VI. Mr. Williamson's plan was discussed. It was decided to submit it to a conference of the French Department.

IX. Attention was called to the fact that Mr. Nitze of California was in an embarrassing position for early decision. Mr. Judson expected word this week. Mr. Lowen was proposed for English as a substitute another position.

VIII. Mr. Flanders approved as substitute for Mr. Stoughton in the summer. Mr. Vincent instructed to confer with Mr. Flanders.

II. Facts about the University College were submitted. 1907-8 total registration University College and Extension classes combined, 199. 1908 University College, 258. Winter Quarter a year ago University College and Extension, 150, this winter more than 300.

X. Mr. Pietsch authorized to invite Professor Fiala of the University of Madrid for
feature cost not to exceed $100.

II. Mr. Johnson's proposals for security and personnel are approved.

III. Mr. Johnson's proposals for security and personnel are approved.

IV. Mr. Johnson's proposals for security and personnel are approved.

V. Mr. Johnson's proposal for security and personnel are approved.

VI. Mr. Johnson's proposal for security and personnel are approved.

VII. Mr. Johnson's proposal for security and personnel are approved.

VIII. Mr. Johnson's proposal for security and personnel are approved.

IX. Mr. Johnson's proposal for security and personnel are approved.

X. Mr. Johnson's proposal for security and personnel are approved.

XI. Mr. Johnson's proposal for security and personnel are approved.

XII. Mr. Johnson's proposal for security and personnel are approved.

XIII. Mr. Johnson's proposal for security and personnel are approved.

XIV. Mr. Johnson's proposal for security and personnel are approved.

XV. Mr. Johnson's proposal for security and personnel are approved.

XVI. Mr. Johnson's proposal for security and personnel are approved.

XVII. Mr. Johnson's proposal for security and personnel are approved.

XVIII. Mr. Johnson's proposal for security and personnel are approved.

The President of the University requests the Department to submit a report to the Board of Directors on the progress of the project.

To be submitted to the President of the University.

To the President.

X. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.

XII. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.

XIV. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.

XVI. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.

XVII. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.

XVIII. Mr. Johnson's proposal for security and personnel are approved.

To Mr. Johnson.
MEMORANDA OF MATTERS PENDING, INFORMATION, ETC., FOR PRESIDENT JUDSON'S
CONSIDERATION, JANUARY 30, 1909.

1. BOTANIC DEPARTMENT. A report on the need of this Department for a successor to Mr.
Thompson has been prepared and is ready to be submitted.

2. SUMMER BUDGET.
   a. Botanic Department understands that provision for George Adam Smith is to be
   made but no provision is included in the Summer Budget.
   b. Mr. Nef protests against appropriation of $200 for open lectures in the summer
   which he did not recommend and again urges the appropriation of $300 for
   McLeod.

3. BUDGET 1909-10. Facts concerning needed additions to the staff in two or three depart-
ments for Junior College work are available. Mr. Tarbell asks for slight appropriation
for Mr. Zug.

4. SPRING QUARTER EXTRA INSTRUCTION. It seems necessary in order to give sufficient
   instruction in History to continue Mr. Harvey for another quarter at $250.

5. THE WOMEN'S GYMNASIUM. Plans have been prepared and estimates made for increasing
   the number of dressing rooms, adding baths, etc.

6. MR. WILLIAMS' PLAN. The plan as outlined shows intelligence undoubtedly admirable
   features connected with it. To put it into effect would involve delicate personal
   and departmental questions.

7. NEW APPOINTMENTS. Mr. Nitze of California is in an embarrassing position and hopes
   for some intimation by February 1st. Lowes of Harvard proposed for the English
   Department has probably committed himself elsewhere. A slight chance that he may still
   be available.

8. SUBSTITUTE IN THE BUREAU OF RECOMMENDATIONS. Important for some one to be in charge
   during the summer when Mr. Slaught is to be away. Bramhall suggested for the place.

9. UNIVERSITY COLLEGE. Showing registrations in University College and in lecture study
   division for 1907-8 compared with total registration University College 1908-9.
10. **LECTURES BY PROFESSOR PIDAL.** Is to be at Chicago in March. Mr. Pietsch hopes he can be invited to lecture before the University. Decision postponed from last interview.

11. **ROOM FOR DR. HENDERSON.** Dr. Henderson with subsidy from Sage fund desires room for work. The difficulties in the way. X

12. **THE CHAPEL SERVICE.** Dean Lovett suggests a service every day to be known as "University Chapel Service" with attendance of certain divisions required on certain days. He maintains the present plan seems to invite people to stay away.

13. **PROFESSOR SMITH'S DIPLOMA.** Report from Mr. Hale.

14. **MR. SMALL has agreed to give the address at Lincoln's Birthday Chapel Service, February 11th.** Dr. Gunsaulus could not be released from Minneapolis, and Sparks cannot arrive until February 12th.

15. **MR. JUDSON'S PRIVATE PAPERS IN THE CLOSET IN THE RECORDER'S OFFICE.**
Of course, we can not do anything in the way of a public subscription. The whole thing must be done quietly by the alumni, the faculty, and the trustees. We can not in any way seem to force contributions. We must, therefore, choose very carefully my dear Durand, the approach.

I have always felt unequal to write as strongly as I

Like every man-what ever happened a course with

Dean Vincent, you admire him greatly. Now that he is leaving Chicago you will have occasion to admire him all the more when he makes the University of Minnesota the great institution it ought to be. You will be even prouder than you are now to be able to say that you know him and that he knows you. Because you feel this way, do you think it well to boost a venture in honor of Dean Vincent?

Waddy Linn, Raycroft and I have started the raising of a fund of $2000 to be devoted to a portrait for Hutchinson Hall, or to a medal to be granted for such undergraduate efficiency as Dean Vincent has always stood for. Please tell me, first, whether the whole scheme meets with your approval; second, what form the gift should take; third, how much you will give to the fund; and fourth, what other men ought to be appealed to.
Of course, we can not do anything to open a paper to

now.

The suggestion must be gone through.

We can not in any case go

Contribution.

We must therefore expose what certainly

The amount of your subscription

I received a copy of your letter and am glad to have

Don't you think it necessary to mention that you are

certain to do so. You will write to me at once, and

Constitution of the Treasurer

Because you feel that you know him and that he

How do you expect me to do it? I would not want to

Treasurer has been appointed to look into the

I have a table of $5000 to be given to a partnership for notification of

Halt of the account and to be brought for each assignment of

Attention as your Account is shown for look. Please tell me,

Don't mention the above because with your permission, I shall

the funds may be kept, what other means ought to be employed to
April 5, 1911

Dear Mr. Vincent:—

Congratulations on your auspicious beginning in Minneapolis. We have been interested here to learn how things went off. By the way, incidentally I suppose I am to present your resignation at the next meeting of the Board of Trustees. You have never sent it to me, but I am credibly informed that you intend to sever your connection with the University of Chicago.

With all cordial best wishes, I am,

Very truly yours,

H. P. Judson

President George E. Vincent,
The University of Minnesota,
Minneapolis, Minnesota.
April 7, 1917

Dear Mr. Aineconn:

Confidentially on your suggestion beginning in April of 1917, we have been incorporated here to render you further service. In the same connection, I inquire if you have received the notice of the next meeting of the Board of Trustees. You have

never sent it to me, but I am quite certain that you intend to send your copy with the University of Chicago.

With all good wishes,

Very truly yours,

H.P. Johnson

President, Governors & Administrators
The University of Minnesota

Minnesota State University
The University of Minnesota
Minneapolis

PRESIDENT'S OFFICE

4 April 1911.

My dear Mr. Judson:

I didn't say good bye
because I was not quite up to it. You
will understand.

Your personal note reached me.
I have already seen our Underhill and
later I shall have a talk with him.

I am deep in the budget. The legis-
lature is going to grant funds for a business
manager! yours as ever

George D. Bemis

President, Henry Platt Juden
March 8, 1911.

The Daily Maroon,
The University of Chicago,
Chicago.

Gentlemen:

Thursday evening, March 16, at seven o'clock,
under the auspices of the President and the members of the
University Senate, a dinner will be given in honor of Dean
George Edgar Vincent. All members of the faculties, the
Trustees and the officers of the Alumni Association will be
present. The toastmaster will be Professor Frank Bigelow
Tarbell. Speeches will be delivered by President Judson,
Professor Albion W. Small, Professor John Merle Coulter,
Professor Hyra Reynolds, Assistant Professor James Weber Linn,
and Dean Vincent. It is expected also that the president
of the Chicago Association of Minnesota Alumni will be present
as a guest.

Yours very truly,

D. A. Robertson
Secretary to the President
Secretary to the President.
Dear Dave:

I enclose a letter to [name]. Belle, if you approve, send it along. The somewhat florid style is intentional, for reasons you will guess. As for the last sentence — I never shall have so I am not committed.
Chicago, May 18, 1911:

My dear Teddy:

I have directed Mr. Moulds to issue a check for $1000 to Mr. Louis Betts and have sent him your letter which will be forwarded with the check.

Yours very truly,

D. A. Robertson
Secretary to the President

Mr. James Weber Linn,

The University of Chicago.
My dear Teacher,

I have just received the letter you sent me and am very pleased to hear that you will be coming to Chicago for the summer. I have enclosed a check for $1000 to cover your expenses and hope that your letter will be forwarded with the check.

Yours very truly,

[Signature]

Secretary to the President

D. A. Robertson
Secretary to the President

Mr. James Warner, Lm.

The University of Chicago
Oct. 10, 1911.

Mr. D. A. Robertson,
Faculty Exchange.

My dear Mr. Robertson:-

Your check for the Raycroft dinner I received months ago. Have you done anything for Mrs. Betts? I am really beginning to get worried. I have been so busy since the quarter started that I haven't had time to think the matter out. Can anything be done through the President, or must we take up a new list? I think we ought to come to some decision soon. Let me hear from you. I would say I shall certainly see you in a day or two, but I don't seem to see anybody.

Yours very sincerely,

James H. lineup

JWL/C.
Get 10 117

Mr. V. Groppel

I hope you are well.

I understand you have gone on vacation. I expect I shall be hearing from you soon. I hope you will see me soon and I will explain to you in a

Yours very sincerely,

[Signature]
Oct. 2, 1911.

President Harry P. Judson,
University of Chicago,
Chicago, Ill.

Dear Sir:-

At a date as early as possible, the Committee on Inauguration are anxious to know the names of the delegates other than yourself, who will be sent from the University of Chicago.

Very truly yours,

Committee on Inauguration,
Dear Sir:

At a date as early as possible, the Committee on Information are writing to know the names of the bachelor or graduate counsel, who will be sent from the University of Chicago.

Very truly yours,

[Signature]
Chicago, Oct. 12, 1911.

My dear President Judson:

I shall be delighted to serve as one of the delegates from the University of Chicago to the University of Minnesota on the occasion of the inauguration of President Vincent. I thank you most sincerely for the honor conferred.

Sincerely,

[Signature]

J. Paul Goode
Chicago, Oct 15, 1911

Dear Sir:

Enclosed is our order for the books requested. Please forward them at once.

Yours truly,

[Signature]
October 6th, 1911.

President Harry Pratt Judson,
The University of Chicago.

My dear Chief:

Replying to your note of the 5th, I shall be glad to form one of the Chicago delegation to be present at the inauguration at Minnesota.

Sincerely,

AWS/C.
October 6th, 1971

President Harry J. Judson
The University of Chicago

Mr. John Miller:

I am writing to bring your attention to the fact that I will be spending the summer in the Chicago area, and I was wondering if you could provide me with information about the University of Chicago and its programs.

Sincerely,

[Signature]

WAG
October 10, 1911.

My dear President:

I take pleasure in accepting the appointment on the committee of delegates to represent the University at the inauguration of President Vincent. Thanking you, I remain,

Very truly yours,

[Signature]

Dr. Harry Pratt Judson, President,
The University of Chicago,
Chicag0.
October 10, 1911

My Dear President:

I take pleasure in accepting the appointment on the recommendation of the committee to represent the University at the inauguration of President Vincent. While I remain

Very truly yours,

[Signature]

Dr. Harry Pratt Judson, President
The University of Chicago, Chicago.
October 9, 1911.

Dear Dr. Judson:—

Your favor of October 5th has been received. I shall be glad to serve as one of the committee of delegates to represent The University of Chicago at the inauguration of President Vincent, with the understanding, however, that I shall probably arrive at Minneapolis only on the morning of the 18th, and must return to Chicago that evening.

Very truly yours,

[Signature]

President Harry Pratt Judson,
The University of Chicago,
Chicago.
October 8, 1911

Dear Mr. Jackson:

Your favor of October 8th has been received. I am glad to say that I have been selected to serve as one of the committee of the University of Chicago at the inauguration of President Addams with the hopes that I shall have the privilege of introducing the chairman of the board and the other members of the faculty at the meeting of the 18th, and with this I am to Chicago that evening.

Very truly yours,

[Signature]

President Harry Pratt Judson

The University of Chicago

Oct 8, 1911
Chicago, December 1, 1917

My dear T.:

I am now to set the seal to what we may have to say in the December number. I have been so often flabbergasted, however, that I do not feel very much to promise. I have wasted the money in motion pictures.

We have at least $1,000 in the account and $8,000 for the expenses so far. We have been $1,500. But the number of contributors to the present time is $250, the total amount contributed $1,000. One of two have given two issues. The total number of contributors, therefore, is about 50. I am still trying to get more. I turn over to you the same assurance in regard to the fund.

Sincerely yours,

D. A. Robinson
Secretary to the President

Dean James M. Stephenson
The University of Chicago
1006 FIFTH STREET SOUTH EAST
MINNEAPOLIS

2 March 1912

My dear Miss Lapham:

I have been on the long for the last few days. Let my subject read:


Yours sincerely,

George E. Vincent.
It is requested that the name of the delegate be sent to the Registrar before the eighteenth of September. Academic costume will be worn.
Chicago, September 11, 1911

The Committee on the Inauguration,
125 Folwell Hall,
University of Minnesota,
Minneapolis, Minnesota.

Gentlemen:

The kind invitation of the Regents and the Faculties of
the University of Minnesota to be present at the inauguration of
President George Edgar Vincent is received in the absence of
President and Mrs. Judson in Europe. Pending further acknowledgment
of the invitation upon the President's return the first of October
I am writing to say that I feel confident they will both wish to be
present at the ceremonies in question.

Faithfully yours,

E. E.

Private Secretary
October 22, 1941

The Committee on the Inauguration

120 Old Main

University of Minnesota

Minneapolis, Minnesota

Gentlemen:

The kind invitation of the Regents and the faculty of

the University of Minnesota to be present at the inauguration of

President Charles W. Fairbanks is received in rejoicing in the change of

Presiding and with much rejoicing to elevate.

Under further arrangements

of the invitation from the President, I plan to be present at the occasion

of the inauguration and I am writing to say that I hope confident that with your

wish to be present.

Yours truly,

[Signature]

Private Secretary
The Regents and the Faculties
of
The University of Minnesota
have the honor to invite
The University of Chicago
to be represented at the inauguration of
George Edgar Vincent
as President of the University
on Wednesday October the eighteenth
nineteen hundred and eleven
A MEMORANDUM ON A VISIT TO ITALY, FRANCE AND ENGLAND

BY GEORGE E. VINCENT
A MEMORANDUM

on a

VISIT TO ITALY, FRANCE AND ENGLAND

by

George E. Vincent

The Rockefeller Foundation
New York

July, 1918.
A MEMORANDUM

ON A

VISIT TO ITALY, FRANCE AND ENGLAND

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MEMORANDUM ON VISIT OF GEORGE E. VINCENT

TO ITALY, FRANCE, AND ENGLAND, MARCH 30 - JUNE 2, 1918.

Itinerary: Bordeaux - Paris - Rome - Florence - Bologna - Milan - Turin - Lyons -
          Paris - Tours - Montrichard - Thesée - St. Aignan - Blois - Paris -
          Dreux - San Remy - Chartres - Montfort - Paris - Bar-le-duc - Soisly -
          Verdun - Toul - Chamous - Langres - Paris - Havre - London - Carlisle -
          Gretna - New Castle - Harwich - London - Winchester - Southampton -
          Horsley - London - Liverpool.

The Rockefeller Tuberculosis Commission to France.

The Situation in France, - political, social, and professional is complex.

1. The existence of many political groups, ranging from the Socialists
   of the extreme "left" to the conservative Republicans and former Royalists of
   the extreme "right", creates an intricate support for a coalition ministry.

2. Governmental departments are naturally ambitious and somewhat
   jealous of their prerogatives. For example, the War Office and the Ministry
   of the Interior are competing for the control of medical and public health
   matters. The possibility of creating a public health ministry has practically
   disappeared because under war conditions the War Office has almost a monopoly
   of the medical men of the country. The Interior prefers to postpone the
   question of public health administration until more normal conditions have
   been restored.

3. The traditional connection between society and politics persists in
   France. Various groups are closely related to political parties, and social
   leaders take a vivid interest in political intrigue. The American colony in
MEMORANDUM ON VISIT OF DOUGLAS E. VINCENZ

TO ITALY, FRANCE, AND ENGLAND, MARCH 30 - JUNE 5, 1975

- Innovation - Portugal - Paris - Rome - Florence - Poland - London - Trier - Prague
- Paris - Rome - Florence - London - Trier - Prague
- Innovation - Portugal - Paris - Rome - Florence - London - Trier - Prague

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- Paris - Rome - Florence - London - Trier - Prague
- Innovation - Portugal - Paris - Rome - Florence - London - Trier - Prague

THE ROGERSER TAPETEROS Commission to France

The Situation in France - Political society and proprietary in complex

1. The existence of many political parties ranging from the socialists
   of the extreme left to the conservative Republicans and former representatives
   of the extreme Right, creates a conflict and supports for a conflict ministry

2. Governmental departments and ministerial appointments and somes
   of the interior are competent of the conflict of control and helpful policy
   as minister of the interior and the Interior

   The possibility of creating a public policy ministry and providing
   discretion becomes more and more difficult and difficult

   The Interior plans to provincial and provincial administration with more normal conditions have

   more normal conditions

   The Interior

   The Interior

   The Interior

   The Interior
Paris subdivides into cliques of many kinds which are related in intricate fashion to the coteries of French society. These American groups make a point of competing for the adherence of prominent compatriots who appear in Paris.

4. The complexity of social and political life is further enhanced by the existence of religious differences of a pronounced character. Extreme Catholic groups, liberal Catholic groups, Protestant bodies, Free-Thinkers, anti-clericals contribute elements of rivalry and often bitter animosity.

5. The French tend, like Americans, to organize philanthropic agencies of many kinds. The promoters of "œuvres" form interests which in turn become a part of the social complexity which so bewilders a stranger. There are for example rival branches of French Red Cross activity and in many communities competitive societies are at work in a given field of endeavor.

6. In the case of tuberculosis, the following facts should be kept in mind: (a) France has isolated agencies which are equal to any in the world. For example, the Leon Bourgeois Dispensary in Paris and the sanatorium at Bligny are model institutions of their kind. Excellent work has been done also in such a city as Lyons. The misfortune is that the French public does not know about these successful efforts and the enterprises themselves work in isolation instead of being organized into a co-operative system. (b) Professional jealousy on the part of doctors, the absence of a body of specially trained nurses, the de-centralized system of control by which national legislation may be vetted in administration by the elective authorities of cities, towns, and villages constitute serious difficulties in the development of a national sense of responsibility for public health.

7. The medical profession ordinarily is suspicious of social medicine.
Under peace conditions it would have been difficult to introduce anti-tuberculosis work without considerable opposition from the less public-spirited doctors of France. Since, however, the overwhelming majority of French physicians have been mobilized, only a few practitioners remain in the civilian communities. Consequently, there has been little opposition to overcome. This has been reduced by the employment with salary of a number of French physicians as dispensary workers.

**Personnel and Organization of the Rockefeller Commission** are exceptionally efficient.

1. The Director, Dr. Livingston Farrand, has shown remarkable ability to deal with the complex situation which is outlined above. He has won the confidence of the Government officials whom he has constantly consulted; he has listened to the representatives of every group without becoming a partisan of any; he has convinced members of the medical profession that their interests are not imperiled; he had not acted until he was sure of his ground; he has become a counsellor of the American Red Cross, not only in its tuberculosis work, but in other fields; he has gained the whole-hearted loyalty of his own staff. After making inquiries, I became convinced that Dr. Farrand's continuance for at least another year was essential to the success of the Commission's work. It did not require much argument to convince him that it was his duty to remain. The Foundation is to be congratulated upon his decision.

2. The medical side of the Commission's work has been admirably conducted. Drs. Miller, Lyman, and Wyatt have proved themselves not only authoritative in their scientific knowledge, but tactful and resourceful in dealing with the medical profession, Government officials, and the public.

3. Dr. Gunn has shown himself singularly successful in preparing
Under peace conditions it would have been difficult to introduce anti-war policies. Without some cooperation between the Free French and the new government a new war might have been avoided. Since then, the government has made some effort to overcome the situation and has been able to introduce some anti-war policies. The new government has been able to introduce some anti-war policies and has been able to overcome the situation and has been able to introduce some anti-war policies.
publicity material and in conducting educational campaigns. The posters, pamphlets, newspaper articles which have been prepared under his direction have been nicely adapted to French standards. Dr. Gunn has displayed a high order of leadership in organizing teams of lecturers and demonstrators who travel about the provinces holding conferences, setting up exhibits, and organizing public meetings.

4. Miss Crowell, the Chief Nurse, has set a high professional standard and shown her ability to organize the work and inspire the personnel under her charge. As an indication of her character, it may be noted that she was in the Paris church which was struck on Good Friday by a shell. A boy near her was instantly killed. She made her way back to the office, carrying in her handkerchief as a souvenir, a still hot fragment of the shell. Her duties take her into the bombarded area of the city, but she "carries on" steadfastly, and has expressed her determination to see the work through.

5. Mr. Drolet has demonstrated something like genius for statistical inquiry, the preparation of report forms and cards, and for the graphic presentation of facts. Members of the Board have seen many of the charts which have been made under his direction. The work of the Commission is being carefully recorded and constantly aided by Mr. Drolet and his assistants.

6. Mr. Place, as business manager, has established and administered a modern and efficient system of accounting and office practice. His withdrawal to enter the United States Army is, from the standpoint of the office, to be regretted. Fortunately, Mr. Embree, Secretary of the Foundation, is able to go to Paris for the summer months, and to assume responsibility for the business administration until the question of a successor, a proposal of closer relations with the Tuberculosis Bureau of the Red Cross, and other questions
buprity necessary and in conjunction contingency campaign. The posture
buprity necessary article which have been prepared much more attention
buprity necessary article which have been prepared much more attention
have been recently supplied to Frank Stanton. Dr. Graw was address a high
order of leadership in organizing teams of lecturers and representatives who
travels spent the province face to face are

Enabling public assistance

4. When combined the Civil Service, pays, etc. a high proportion standing
and ample opportunity to organize the work and improve the possibility when per
chooses. An introduction of personnel for positions. Which may not only that are
in the person who may have a more accurate and good knowledge of the spell. A good mean per
were people coming which was attached on good spelling by a spell. A good mean per
instantly killed. She made her way back to the college, according in her land.

Her sudden take

and were expressed for recognition to see the work through

5. Mr. Dooly has demonstrated somewhat to the extent to material

industriously the presentation of report forms and cards, and for the scientific
sensation of lecture. Members of the Board have seen much of the aspects which
have been made when the assistance

fully recognize, and consequently is a by Mr. Dooly and the staff.

6. Mr. P lease as principal manager, as custodian and controlling an
ministry

manner and attention toward to recognize all office protocols. "It will not
be to enter the United States. Mr. James, "It will not enter the United States. Mr. James,
recently. Fortunately, Mr. James, Secretary of the Commission to file to
be to return for the summer months and to assume responsibility for the great
new administration until the discretion of a successful attempt of other

later move with the importance passes on the key cross, any other data
can be decided upon.

7. The office system i.e. stenographic service, the filing system, telephone operation, method of receiving callers are all satisfactory. The contrast between the organization and spirit of the Commission’s office and that of some other American enterprises in France is appreciable.

8. The quarters (shared with the Tuberculosis Bureau of the Red Cross) are dignified, convenient, and well appointed, without suggesting either ostenta­tion or extravagance.

Work in the Nineteenth Arrondissement is well under way.

1. Two dispensaries were in operation and two nearing completion at the time of my visit. These are attractive, well-finished, adequately equipped, and give an impression of permanence. French taste is fastidious, and it would have been unfortunate to attempt to conduct work in quarters which seemed to be improvised, temporary, or hastily and negligently fitted. The fronts of the dispensaries are painted blue and white, and carry a prominent sign "Dispensaire Americaine."

2. In spite of long distance shells, which fall frequently in this dis­trict, the dispensaries’ attendance was growing daily. Separate days and hours were assigned for children and adults. Lectures on the nature and prevention of tuberculosis were given at stated times by French physicians. The nurses, with the exception of the head nurse, are all French women, most of them pupils of the training course which has been established under the auspices of the Commission.

3. One of the most gratifying features of the work is the fact that French physicians are being employed and that French women are taking up the course of training. This means that a French personnel will be rapidly created
can be reached more

The office worker's emotional state, the feeling, the tonal.
The contract phone operator's method of receiving calls are all satisfied.

The agreement with the Commission's office may not be

part American entertainers in France is applicable.

The committee (amend with the Temporary Person of the Real Goods)

are delighted, comment on my well-supported, without understanding other causes

factors of entertainment.

Work in the Minimum Apprenticeship is well when many

If the apprentices were to operate in the well-received cooperation of the

time of night. These are satisfying, well-relaxed, emotionally engulfed.

and give an impression of permanence. Pamela rates it satisfactorily and is 

work not in vain. To attempt to comb the want in which seems to

be impossible, extremely or finally and negligently effortlessly. The forces of the

given to me the painting plane and white and clear a prominent side, negligible.

American.

5. In spite of long national spells, which fall ultimately to the old

field for a long time. To advance as growing gap. Seperate gaps and home

were necessary for citizens and shifts. Restored on the nature and protection

to future cooperation are given at times of French philosophy. The masses

with the exception of the pen name, into ill. French money, even by the purchase

of the finest concert with feed entertainers under the supervision of the

Commission.

9. One of the most exciting features of the work to the last time

French philosophy, the person employed may that French women are finding at the

course of training. This means that a French person will be required to reach
to take charge of the entire campaign as it develops. The pupil nurses seem earnest and devoted. The American chief nurses praise them warmly.

4. Until all four dispensaries were ready, no publicity campaign in the arrondissement was undertaken. It was feared that the two dispensaries in operation would be overwhelmed. When all is ready, Dr. Gunn will enter the district and begin systematic education of the public.

5. A commodious apartment house on one of the main thoroughfares was unfinished when war was declared. The American Red Cross is undertaking the completion and furnishing of this building as a home hospital. This will be a useful demonstration of housing in this locality. Certain families with tuberculous members will be moved to this building as a demonstration of how the housing and hospital problems may be handled together.

6. Connections are being established with hospitals, sanitoria, children's rural homes, etc., either under French or American Red Cross auspices. The latter organization is opening barracks in the country for the children from tuberculous families. City hospital facilities are being extended by the same agency. The dispensaries are becoming part of a complete tuberculosis system which includes hospitals, sanitoria, and preventoria.

7. Thus the leadership of the Commission is displayed not so much in setting up isolated units, as in bringing these various units into a well-organized, comprehensive system as a demonstration of method.

8. The Red Cross contributes generously in supplying relief funds, in building hospital barracks, in establishing rural sanitoria, etc. The most notable instances are the completion of a large building at Bligny; the supplying of two barrack wards in connection with the Leon Bourgeois Dispensary; and in the provision of a children's dispensary at Hachette, a suburb of Paris.
to take charge of the entire company as it develops.

The American flag has been raised in the

United States, and our government has raised in

support and protection to our country.

We have been warned that the American

operation would prove successful. When all is ready, Dr. Green will enter the

field and begin the economic assistance of the public.

A commercial department house on one of the main shoppers near our-

iments new war was declared. The American flag is waving in the
to the unification of the building as a home concept. This will be a

means of demonstration of a country in this locality.

include members willing to move to France and as a demonstration of the

pounds and possibly programs may be handled together.

Connections and plans established with hospitals, sanitoria, clinics.

The largest home office of the American flag near a country far abroad.

partnership to obtain patients in the country for the challenge from

improved services. The laboratories are the base of a complete modern system

which includes partnership, services, and guarantees.

The
time is here to implement the

The flag is displayed not as much in

setting up hospital units as in bringing these various units into a field.

The implementation of the American flag as a demonstration of method.

The flag is now considered seriously in our country. The most

partnership, partnership, and in the implementation of a large partnership of American.

planting of the partner work in connection with the local program of services,

and in the expansion of our companies, demonstration of safety, and support of places.
In the Department of Eure et Loir an encouraging beginning has been made.

1. The local, municipal, and departmental officials are cordial and cooperative. For example, at Dreux and Chartres dispensary quarters have been provided in connection with the municipal hospitals. Prefects and mayors give public receptions, loan their motor cars, grant permits for the purchase of gasoline, and in many ways give active support to the work of the Commission.

2. Individuals and local societies are friendly and are glad to have a part in the undertaking. Thus at San Remy Mr. and Mrs. Waddington have granted the use of a building for a dispensary. Other public-spirited citizens have offered country estates to be used as sanitoria.

3. Members of the medical profession, as a rule, welcome the representatives of the Commission heartily. It is the policy and practice of these representatives to visit local physicians, explain to them precisely what it is planned to do, and to solicit their interest and good will. In a few cases, doctors have been antagonistic at the outset, but almost without exception they have been won over by the frankness and obvious sincerity of the physicians and nurses in the service of the Commission.

4. The American Red Cross, as in Paris so in the Department of Eure et Loir, grants funds for the direct relief of tuberculous poor. In all parts of the Department there are large numbers of refugees, for whom the Red Cross assumes by arrangement with the French Government a special responsibility.

The Educational Campaign in the provinces is a demonstrated success.

1. The personnel of the teams is, on the whole, excellent and the spirit good. The group includes an advance agent and a man lecturer; two women speakers and demonstrators, one for tuberculosis and one for infant welfare. The men employed are usually former soldiers who have been honorably discharged
In the Department of Parks and Recreation Division, the Commission and its committees have been active. For example, the Commission has been engaged in connection with the municipal parks, providing services to the public in various capacities. The Commission has also provided support to the work of the Department of Parks and Recreation. The need for a plan to enhance the Commission's services has been identified.

Several initiatives and projects have been undertaken to improve the quality of life in the community. Other public-serving agencies have allocated community centers to meet these needs as well.

3. Members of the medical profession as a profession, welcome the experience.

Failure of the Commission to act as a body is an example to other bodies. In a few cases, the Commission has been criticized for its failure to act. In these cases, however, the Commission has been praised for its actions. The Commission has been praised for its actions. The Commission has been praised for its actions. The Commission has been praised for its actions.

In the American Red Cross, as a part of the Department of Health, the Commission has been praised for its actions. The Commission has been praised for its actions. The Commission has been praised for its actions.

The American Red Cross is a prominent and a prominent success.

The Department of Parks and Recreation, a prominent and a prominent success.

The Department of Parks and Recreation, a prominent and a prominent success.

The Department of Parks and Recreation, a prominent and a prominent success.

The Department of Parks and Recreation, a prominent and a prominent success.

The Department of Parks and Recreation, a prominent and a prominent success.
2. The equipment and publicity material as indicated above are exceedingly satisfactory. The public, from children to adults, treasure the pamphlets and postcards which are distributed at the meetings. It is a rare thing to see a piece of the Commission's literature lying upon the street. Everything that is given out seems to be carefully preserved and taken home.

3. The response of the communities which are visited is surprisingly enthusiastic. Reports of public meetings, speeches, etc., have been sent to members of the Board. One who is actually present at these exercises is deeply impressed with the spontaneity and genuineness of the feeling of friendliness which the visit of the American group evokes.

4. The press, considering the limitations imposed by the shortage of paper, gives a generous amount of space to reports and to the publication of articles, sometimes printing a complete series of papers on the subject of tuberculosis.

The Training of Nurses has begun under favorable auspices.

1. The co-operation of four centers in Paris has been secured. About sixty young women are now registered as pupils. In addition to lectures by French and American specialists, experience is provided in dispensary work and in hospital service. The course is thorough and in complete harmony with the best modern methods.

2. The system of scholarships ("bursaries") established by the Commission is one of its most important devices for encouraging the training of nurses. Each pupil receives during the period of training 150 francs ($28.00) per month. This largely defrays the actual cost of living, and makes it possible for young women who would otherwise be debarred from taking the training
to enter upon this new career. Recently the persons interested in the tuberculosis problem in Bordeaux have decided to adopt in complete form the American system for combating tuberculosis. The entire administrative and relief expense will be borne by the people of Bordeaux. The only contribution of the Commission will be for bursaries for the pupil nurses.

3. Another factor in increasing the attractiveness of nursing as a career for French women has been the raising of the salary scale, and the standardizing of nurses' compensation. Dr. Farrand last autumn brought about a conference of the various agencies which employ nurses, and reached with them an agreement as to salary scale. This was raised considerably above the level which has prevailed in France. The Commission on principle abstains from bribing nurses away from other service or from raising salaries to a level which later the French could not maintain.

4. The type of French woman who is taking up public health nursing is most encouraging. Visits to three of the training centers convinced me that the fear that French women, equal to those adopting a nursing career in the United States, would not be available is groundless. The young women now taking this course in Paris are, in education, personality, and ideals, of the type that will establish public health nursing in the confidence of the French public.

French Physicians are welcoming the public health point of view.

1. Not only is there little opposition to the plans of the American Commission, but French physicians are getting a new conception of public health and its relation to the community. The future of socialized medicine depends so largely on the attitude of the medical profession toward it that this educative influence is of prime importance.
to enter upon this new career. Recently the Bureau of Statistics in the
American Medical Association in cooperation with the Bureau of Public
Relations has conducted a survey of the profession of nursing.

In the future of socialized medicine

The Bureau of Socialized Medicine

The future of socialized medicine

gebogen so far are on the situtation of the medical profession toward its

the emphasis in nursing is of prime importance.

Reported practice shows a remarkable degree of public interest in the

If we only wish to measure the opposition to the plans of the American
Commission for Reform in Privilege the new conception of public
health and its relation to the community. The future of socialized medicine

gebogen so far are on the situation of the medical profession toward its

the emphasis in nursing is of prime importance.
2. The Commission, by putting upon its salary roll French doctors whose training, resourcefulness, and interest qualify them for dispensary and hospital service, has hit upon a successful means not only of allaying suspicion that an American medical invasion is contemplated, but in giving the doctors actual experience of what public health work means.

3. Thus public health as a career for the medical profession is being concretely suggested, not only to the public, but to practising physicians. There is every reason to believe that with the rapid spread of the Commission's proposals an increasing number of young French doctors will devote themselves to public health and become a source of propagandist activity for the whole public health movement.

4. While it is true that the French medical men have developed, often brilliantly, the underlying medical sciences both in the form of research and in practical applications, it is nevertheless a fact that in methods of combating communicable diseases, in forms of public health administration, and in the ideals which seem likely to guide the future development of public medicine, the United States has much to give to France. This tuberculosis work, therefore, has a significance which extends beyond the definite task which has been undertaken.

The Chief Accomplishments of the Commission then may be summarized as follows:

1. It has promoted unity among the various agencies in France, governmental and private, which are concerned with public health. It was said to me frequently that groups had been brought together and were now co-operating under American auspices that for years had been at swords' points, and had refused even to meet for conference.

2. It is demonstrating concretely and effectively that in dealing with a
The Commission, by putting upon the entire field of public health, where

framing, enrollment, and interest, may be for some years, not only so far as one-p

poverty service, one duty of a public health officer, not only of the people

who own an American sense of public health, but in giving the

doctor's sense of experience of the public health work.

3. The public health as a career for the medical profession is being

considered as such, not only to the public, but to the profession.

There is every reason to believe that, with the check of the Commission's

progress in the interest of the number of public health doctors, it will generate these ideas to

public health and become a source of propaganda activity for the whole

public health movement.

4. While it is true that the Federal Board may have developed other

policies, yet the medical profession has been part in the form of research and

philosophy, the medical profession's role in the craft of maturation and

in practical application is of importance that in medicine and public health administra

part in the development of public health, the United States and many to live in France. The importance

work, "Pharmacology", and "Physiology", which exchange the definition that

which has been mentioned.

The Chief Accomplishments of the Commission may be summarized as follows:

I. It has organized many states, the various agencies in France

environment and primitive, which are concerned with public health. It has also

the I.D.A.T.Y. that Europe has been and is an important part of the European Union, and that

in the work, American announces that it has received and prepared that the

E. If the government considers any alternative that in getting with a
disease like tuberculosis, isolated efforts are largely futile, and that satisfactory results can be secured only by co-ordinating these units into a single system.

3. By fixing standards of training and compensation and by the offering of scholarships, the Commission has given new dignity and attractiveness to the career of public health nursing.

4. It has also co-ordinated all American agencies in France concerned with tuberculosis and the relief of those who are suffering from the disease.

5. It is preparing the way for the development, not only of a statesmanlike program for dealing with the whole problem of tuberculosis, but for the definite establishment of a public health organization of the French nation.

6. There can be no doubt that the work of the Commission has been one of the important factors by which the French people have been convinced of the sincerity and determination of the United States in connection with the war.
to becoming a good defender at the center. As a center-forward, I'll use my height at

enjoy doing so. I'm not sure how much that will help in getting more points,

though I've tried to improve my shooting accuracy. Overall, I think I'm making

progress in all areas.

Barcelona soccer is always exciting. The fans are always enthusiastic and

supportive. I feel honored to represent this great club. The training is intense,

and the games are physical, but I'm up for the challenge. I believe I can make

a significant contribution to the team's success.
The American Red Cross

Certain General Considerations should be kept in mind in judging the work of the Red Cross in Europe.

1. A vast emergency has called for immediate action. It is obviously unfair, therefore, to apply to the Red Cross organization, standards which it would be reasonable to use in estimating the efficiency of an enterprise which had been slowly developed over a period of years.

2. The personnel of the Red Cross has been hastily mobilized from a good many sources. Volunteering for service abroad naturally appealed to a great many men and women. Personal influence has undoubtedly played a considerable part in the selection of the staff. This was natural and inevitable. Compelled to do things immediately, the men in positions of chief responsibility turned to those with whom they were acquainted.

3. The Red Cross staff includes two types of persons. On the one hand, the banker-business man; on the other, the expert social worker. While there is no serious friction, it is easy to see that the business men are a little distrustful of the experts, and it is equally clear that the experts lack confidence in the experience and training of a commercial or banking career as a preparation for supervising social relief, institutional care, and public health activities.

4. No uniform organization of Red Cross work has been elaborated. In France various subdivisions work more or less independently, although there is a chief director. In Italy there is definite centralization under the main office in Rome. The Italian plan seems, on the whole, to be a more efficient means of administration.
The American Red Cross

Certified General Conservatorship should be kept in mind in planning the work of the
Red Cross in Europe.

I. A great emergency has called for immediate action. It is apparent that
the first step is to supply the Red Cross organization with the
material personnel to meet in the estimation of the situation the
requirements which may fairly be expected to come in the future.

In order to select the best personnel available in the
medical profession, volunteers from various branches of medical activity may
be called upon. The men in question must be in possession of their
respective qualifications to meet the emergency.

The Red Cross must be familiar with the selection of the
right personnel in the medical profession for the various activities.

II. The Red Cross might include two types of personnel. On the one hand,
the medical person may be called upon. He may be a
private practitioner who may be called upon to meet a
sudden emergency. He may be a family doctor who may be
asked to take care of the emergency. He may be a
specialist in a particular field who may be called upon to
meet a particular need.

III. The Red Cross must be familiar with the selection of the
right personnel in the medical profession for the various activities.

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right personnel in the medical profession for the various activities.

The Red Cross must be familiar with the selection of the
right personnel in the medical profession for the various activities.
5. There has been difficulty in securing supplies. In spite of a good deal of foresight and enterprise, the shipping problem has been serious. This was especially true as regards Italy. Up to the middle of April only a few shipments from the United States had reached the Red Cross in Italy.

6. The War Department in the United States has until recently regarded the Red Cross aid to the Army as a reflection upon the efficiency of Government management. Among the army officials in France this feeling has never been strong. Of late the attitude has been entirely changed by very obvious service which the Red Cross has been able to render in emergencies.

Red Cross Work falls into fairly definite divisions.

1. The Department of Military Affairs, as the name indicates, deals with the needs of the military forces. Hospital supplies and in emergencies, clothing, blankets, etc., for the men are provided from the storehouses which the Red Cross has established and stocked in different parts of France. During the Spring, the Red Cross has rendered important service to the French forces. General Pershing expressed to me the belief that from now on the Red Cross will be able to do more for the cause by aiding the French and Italians than by supplementing the United States Government service. Another phase of military work consists in co-operation with the military hospitals. Most of the nurses have been recruited through the aid of the Red Cross. Club houses for nurses and for men have been provided by the Red Cross in the chief hospitals. These buildings are administered by the Y.M.C.A. and Y.W.C.A.

2. The Department of Civil Affairs of the Red Cross has co-operated with the French Government in the care of refugees, supplying a large amount of direct relief in the form of food and clothing. Most valuable service has also been rendered in the field of public health by enlarging hospitals.
In spite of a long history of difficulties in securing supplies, the efforts of the Red Cross and other organizations for the relief of wounded American soldiers have been encouraged by the outstanding cooperation and assistance of the United States and the United States Red Cross in Italy.

The Red Cross division in the United States has emphasized the importance of the American Red Cross in Italy, which has been active in alleviating the suffering and poverty of war victims and in aiding the work of relief organizations in the country.

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and supporting dispensaries for the needs of the civil population. The Child-
Welfare Work has been notably well done. Co-operation with the Rockefeller
Commission has already been described. The bearing of this civilian work
upon the morale, both of the civil population and the Army is direct and
marked. Next to the American Army itself, the Red Cross has been the most
convincing proof to the French people that the United States is committed to
France and the Allies.

3. The Red Cross has undertaken tasks which bear upon the future of
France. For example, a study is being made of the methods for the care and
re-education of wounded men. A valuable report upon this subject, with informa-
tion as to what has been accomplished in the different countries, has recently
been published. Another significant undertaking has been the study of the
problem of permanent reconstruction of the devastated area in France. A well-
known American town-planner has been in charge of this. In conference with
French Government officials, and a large number of private groups and individuals
who are interested in the problem, the Director has secured important data and
begun to formulate tentative plans. One thing stands out clearly, - the under-
taking is so vast that only the French Government can deal with it with any
success. While friendly aid from the United States will be appreciated, talk
about adopting French towns and rebuilding, under American auspices, ruined
communities is not understood by the French. If, after the war, Americans
want to show their interest in the reconstruction of Northern France they
will have an opportunity in subscribing for the bond issue which the French
Government will seek to float to provide funds for this purpose.

Criticisms of the Red Cross are heard in France and Italy.

1. It is said that there has been wasteful extravagance. There is some
may supporting recommendations for the needs of the civil population. The
finds that the work has been notable and gone. Co-operation with the Regiment
Commission has already been requested. The concern of the civil population
with the Guam is directed and the emergency has been the American
market. Next to the American still, the Red Cross has seen the work
continue along to the French people that the United States is committed to
France and the Villiers.

The Red Cross has undertaken tasks which bear upon the future of
France. For example, a study is being made of the methods for the care and
re-construction of wounded men. A committee report upon this subject with
reference to what has been accomplished is the different committees, per recent
proposed by President Garvan, recommended by the Secretary of War in France.
A well-known American-German artist has been in charge of this. In cooperation with
the Government official, and a large number of private groups and individuals
who are interested in the problem, the director has secured important facts and
beginning to formulate tentative plans. One thing stands out clearly — the larger
stable is in very poor condition and the French Government can do well with our
success. Will the French know that the United States will go up and assist the
American community is not underfoot at the French. If after the next American
vote to show our interest in the recognition of the United States they
will have an opportunity in exchange for the good peace which the French
Government will seek to insist on for the United States and Italy.
truth in this charge. Many mistakes have undoubtedly been made, and these have involved expenditures which after the event it is easy to see were wasteful. As is indicated above, a special standard must be applied to the work of a hastily improvised organization. It is, I think, fair to say that on the whole the funds have been well expended and that with accumulating experience they will be disbursed with increasing wisdom and economy.

2. It is asserted that the Red Cross is over-staffed, especially with volunteers. Again, there is probably some truth in this assertion, but the organization is settling down to a more permanent basis and readjustment and elimination are going on. The appointment of Mr. Harvey Gibson to the chief position for France is in the interests of more efficient organization and administration.

3. A good many protests are heard against the American Red Cross as a philanthropic trust. This criticism comes almost wholly from representatives of organizations that have been absorbed or side-tracked. The Red Cross has rendered a distinct service in eliminating a good many agencies that found their chief support in the ambition of individuals or small groups. Effective organizations, like that of the American Fund for the French Wounded, the Committee for Armenian and Syrian Relief, etc., have been recognized and assigned definite tasks, and given direct support from Red Cross funds.

4. Occasionally one hears the charge that the Red Cross is duplicating work of the Y.M.C.A., Knights of Columbus, Army Hospital Service, etc. While there may have been individual instances of friction, so far as I was able to discover a plan of co-operation has been worked out and is being carried on successfully.
truth in this charge. And while we have many good people, they have not been seeking the interests of others. What is the answer to this question? It is the answer that we need to have.

On the other hand, these two have been well known and appreciated by many people. In particular, I would like to mention two experiences that will be helpful in understanding the situation.

First, it is necessary that the Red Cross be organized, especially with the encouragement of the American National Red Cross. The appointment of the President to the position of President is the first step in the restoration of more efficient organization and administration.

A second way to promote the needs of the American Red Cross is by encouraging the President to consider monthly from the executive section. The Red Cross is an organization that has been mentioned at bi-monthly meetings. The President has been in a position to have the necessary advice in choosing a good man who could conduct such a committee.

If the American Red Cross were to use the experience of the organization, I believe it would be a great service to the country in developing a good man who could conduct such a committee.

Occasionally one hears the charge that the Red Cross is obscuring the work of the University of California, and Hospital Service, etc. While these may have been influential factors in the movement, it is as I see it to recognize a plan of cooperation and grow together and to gain equality.
Service of the American Red Cross may be summarized as follows:

1. The organization was early in the field in France as a forerunner of the American forces, - an earnest of American good faith and a tangible symbol of American friendship.

2. The Red Cross has given substantial aid and comfort to the French and Italian Armies, both through hospital service and direct gifts to the soldiers themselves and to their families.

3. This American organization has heartened the civil populations of both France and Italy at a time when there was pressing need for evidence of American determination and resourcefulness.

4. The Red Cross has served the American Army in ways which can not now be made public because the information would reflect upon the administration of our Army. For example, an American officer secretly applied to the American Red Cross in Paris in behalf of his men who were destitute of necessary clothing and had not been able to secure anything from the Quartermaster's Department. Within ten hours American Red Cross trucks had delivered the needed articles to the American unit in the war zone.

5. The American Red Cross has been of direct service to the French and Italian Governments which have given the Society every kind of official recognition and co-operation. Special mention should be made of what the Red Cross did in Italy in March. No supplies had been received. The Italian people were incredulous and the German influence was spreading a feeling of cynical discouragement. The Red Cross offered to add a small sum to the Government allowance which is made to the families of Italian soldiers. As a result, sums ranging from ten to twenty lira were distributed to 600,000 families which were selected for the purpose by the Italian authorities. Dangerous
Service of the American Red Cross may be summarized as follows:

The organization was established in France as a result of the American forces' desire to provide assistance to American internees.

The Red Cross has given unwavering aid and comfort to the French and Italian prisoners of war and their families.

The American organization has maintained the civil population of both France and Italy at a time when there was pressing need for assistance of American government and recreation activities.

The Red Cross has been the American Army in many ways, acting as an American officer secret to the American command. For example, when an American was captured, the Red Cross would send a message to the American government, informing them of the capture. This would then be relayed to the American government, allowing them to send help to the soldier's family.

Within ten years, American Red Cross trucks had delivered the needed supplies to the American units in the war zone.

The American Red Cross has been a great service to the French and Italian governments, which have given the Society every kind of official recognition and commendation. The Society has been an invaluable asset to the Italian people in Italy and in Europe. The supplies have been received by the Italian people.

The Red Cross offered to aid the war in the government, and the German influence was broken by the creation of the Italian government. The Red Cross allowed to aid a small number of Italian soldiers. As a result, some supplies were sent to the Red Cross for the Italian authorities. Red Cross

which were sent to the purpose of the Italian authorities.
as this precedent was, the immediate effect throughout Italy was most favorable. The Foundation's Policy has been vindicated. My visits to France and Italy, as well as my knowledge of the situation at home, convince me that the policy of the Foundation in placing its funds available for war relief at the disposal of the American Red Cross is completely justified, and has set an example of institutional unselfishness and patriotic desire to make America's aid count most effectively for the success of the Allied cause.
I

As the President, we must take immediate action. Italy cannot be

The President's policy has been unenforced. My aides to France and Italy

well as my colleagues of the Allison at Rome, convinced me that the policy

of the President to prevent the invasion was satisfactory to our nation at the time.

host of the American Red Cross to completely destroy and have set an

example of international understanding and patriotic zeal to make America's

with our most effective for the success of the Allied cause.
Service to the American Soldiers

The Y. M. C. A. is peculiarly fitted for administering social work.

1. A long experience with work for young men, standardized methods, a trained personnel, an alert and resourceful administration, war service on the Mexican border, have given the Y.M.C.A. exceptional advantages in meeting the problems in the present war.

2. At the time of my visit, four hundred Y.M.C.A. centers with a personnel of sixteen hundred men and women were in operation. My visit included between forty and fifty of these centers ranging from large club-houses in the cities to dugouts near the front line trenches. The net impression derived from my experience abroad and at home is that the Y.M.C.A. system is an integral part of the Army organization, and absolutely essential to the morale of the men and efficiency of the forces.

3. On the whole, the secretarial force of the Y.M.C.A. is satisfactory. Mistakes in selection are inevitable, but a careful system of oversight and frequent confidential reports enable the chief authorities to transfer and dismiss men who are clearly unfitted for the task. It is gratifying to observe that narrow sectarian standards are not being enforced. Members of liberal churches are being freely accepted. The test is not intellectual orthodoxy, but character, devotion, and genuine idealism.

4. The women canteen workers of the Y.M.C.A. are an especially fine body. In education, personality, and social tact they seem distinctly superior to the male personnel. The influence of these women is one of the most important factors in the Association's work. They stand for the best type of American womanhood. They are symbols of home standards and ideals.
Service to the American Soldier

The V.C.M.Y. are particularly fitted for maintenance soldier work.

A long experience with work for young men, administrative methods, training personnel as part of the educational administration, etc., enables the American soldier to know the V.C.M.Y. exceptionally advantageously in meeting the problems in the present war.

A.C.O.M.Y. centers with a par-

concern of the American soldier and young men are to be met in operation.

The service to young men near the front line to nearing the service to young men near the front line.

The service to American soldiers and their future home to the American Soldier's organization and educational advantage to the service of the American soldier.

On the whole, the educational value of the V.C.M.Y. to maintenance.

Members in efficient and effective, and a careful study of the material and emphasis on the important reports made the other important to the material and emphasis on the important reports.

The important reports and the important reports and emphasis on the important reports and the important reports.

The American Soldier's organization and educational advantage to the service of the American soldier.
Unconsciously and without pose or pretense, they give new courage to the men to stand for clean living and higher purposes.

5. The canteen of the Y.M.C.A. is at once an asset and liability. The Army is prolific of rumors. The Association is frequently charged with profiteering at the expense of the men. As a matter of fact the five million of dollars invested in the canteen supplies is turned over without profit. Nevertheless, it is impossible to avoid a certain amount of suspicion. On the other hand the canteens draw the men to the Association huts, render an essential service, give the secretaries opportunities for constant intercourse with the men, and are helping to make the Association a part of the whole Army life.

6. The very efficiency and loyalty of the Y.M.C.A. personnel is a source of some danger. There is a little tendency to overemphasize the Association. Group pride affects men of small calibre unfortunately. There is sometimes a disposition to boast and to forget that the Association is not an end in itself, but a means of service to the men. The chief officers are I believe on their guard against this tendency.

7. The work of the Y.M.C.A. for French and Italian soldiers is of first importance. These war-worn men need the comfort and recreation provided in the "foyers du soldats" and the "case di soldati." They are appreciative and grateful to an astonishing degree. By definite understanding with the French and Italian Governments, no suggestion of religious propagandism is permitted in these huts.

The Knights of Columbus huts are a part of a unified system.

1. When the demand is so far beyond the supply there is no danger that in the aggregate there will be too many centers of recreation for the soldiers. By conference between all concerned undue concentration at a few points is
To stand or cease fighting any longer purpose

2. The concern of the Y.M.C.A. is to lose an unseen and invisible power

be profitable or profitable. The Association is profiting greatly with the assistance

of the expense of the men. As a matter of fact the five million of children

involved in the concern should not have been with great profit. Nevertheless

it is impossible to find the Association's amount of assistance on the other hand

concerns about the men to the Association, in which can consequent with the men, and

give the societies opportunities for voluntary assistance with the men and

the function to make the Association a part of the whole Army, like

of the Y.M.C.A. to whom you are a source

2. The work of the Y.M.C.A. for those who are without the Association

is necessary. There is a little tendency to commercialize the Association

and bring statements of small and large organizations. Through some times a

pretension to post and to forget that the Association is not as any in truth

part a means of service to the men. The office of finance is I believe on their

Ewing Ewing the teacher

The value at the Y.M.C.A. was a part of the military system.
avoided. There seems to be no actual duplication in the sense that at any point the different huts are competing for the patronage of the same body of troops.

2. Experience shows that all the huts are used freely by men of all faiths. Convenience of access outweighs denominational loyalty. Good feeling seems to exist between the Y.M.C.A. and the Knights of Columbus. The latter are perhaps a little handicapped in not having a trained personnel to draw upon for secretarial service.

Independent Hebrew Centers are not numerous in France.

1. The number of Hebrew soldiers and their distribution among the Army units hardly justify the establishment of many separate huts under Jewish auspices.

2. The Hebrews have worked out a close co-operation with the Y.M.C.A. which freely supplies quarters for special Jewish services, and also welcomes Hebrew secretaries who are made members of the staffs of the regular Y.M.C.A. huts.

The Salvation Army occupies a unique place with the Army in France.

1. It is reported that one of General Pershing's aids in the absence of his chief granted official recognition to the Salvation Army, a status which the General, in spite of his opposition to multiplications of organizations, has not revoked. The Salvationists have consequently all the privileges, e.g. the right to set up centers in the Army Zone, to purchase bread and other stores from the Quartermaster, etc., which the Y.M.C.A. and Knights of Columbus enjoy.

2. The man in charge of the Salvation Army work in France, "Col". Barker, is an intelligent, fair-minded and earnest person. He asserts (a) that the
...to point the different pulse on the far away of the
point of fire, the different pulse. The fire
existance shows past all the fire on the near fire of the
fire to exante between the Y.M.C.A. and the meetings of the Conference. The fire
wears a little mammal in the not have a firing because to grow
and for secretarial services.

The Y.M.C.A.

The Y.M.C.A.

with their services in some measure: many services of the

The Y.M.C.A.

with their services in some measure: many services of the

The Y.M.C.A.

with their services in some measure: many services of the

Salvation Army with its long experience in social work and its personnel trained for this peculiar service should not be classed as an ordinary church or denomination, (b) that the enlisted men welcome the Salvation Army warmly and respond to its religious appeal, (c) that the Army officers are friendly, (d) that there is no duplication of effort, and that (e) there is a place for a small organization which can supplement the mere conventional, large scale machinery of the Y.M.C.A.

3. I had no opportunity to observe at first hand the work of the Salvation Army. Almost all the testimony that I gathered from soldiers, officers and Y.M.C.A. men was cordially favorable. The Salvationists who are plain "home folks" seem to attract the soldiers. The Salvation Army has specialized on doughnuts and pies. These are more than food; they are symbols of home. Often a man and wife constitute the staff of the Salvationist hut, and give the place a genuinely domestic tone. The largely preponderant judgment seemed to be that if the Salvation Army does not become over-ambitious and seek to mobilize a staff of people who have not been in active Salvation Army service, the organization will do a distinctive and valuable work especially for a certain type of the American soldier. Mr. Barker set the maximum at 100 centers and 300 workers.

The Young Women's Christian Association directly and indirectly serves the American forces in France.

1. By administering for American Red Cross Nurses social centers in connection with the Army Base Hospitals the Association is enriching and brightening the lives of these fine American women. The strain upon them is severe and they have peculiar need of the friendly, cheerful comradeship which under the leadership of well-selected secretaries these Y.W.C.A. clubs provide.
Satisfaction with the long experience in social work and the personnel
raising the beauty service standpointnot as original as
or recognition of (d) that the service people welcome the
sale VALU
and learning to the cooperation aspect (e) that the
in a place for
a small organization which can supplement the work, contact, large scale

magnification of the Y.M.C.A.

2. I find an opportunity to observe at first hand the work of the
Satisfaction Although I have the satisfaction that I entered from college
officers in the Y.M.C.A. Y.M.C.A. and the satisfaction we see
plural "come together seem to attract the committee. The satisfaction and
especially on the contacts and those who more than look for improvement
of home. Of new and the committee of the Stewardship and
and new the picture of community spective. The larger boroughs in the
may seem to be that it the service are not new and the service
may seem to be a new and the committee as the service
especially for a certain type of the American soldier. Mr. Barden see the

examine at 100 centers and 500 workers.

The Young Women's Christian Association's interest in women and
especially in France.

If an administrative for American Red Cross whose secretaries in coo-
section with the Young Women's Association is enriching any prog
the lives of those the American women. The spirit among the
and their own because have use of the learning cooperation
and the secretaries of well-educated secretaries those Y.M.C.A.可是 Browse.
2. The Association is officially responsible for the housing and care of the American telephone girls, who as a regular unit of the signal corps, have been sent to France. The residence clubs which the Association has provided for these girls are models of attractiveness and good administration.

At Army Headquarters for example a new house has been secured, charmingly furnished, and is presided over by a capable secretary who was herself for some time a telephone operator.

3. Other service for American women in France is rendered by a system of hotels and "hostess houses" in which living quarters, club facilities, etc., are furnished at reasonable cost. The Hotel Petrograd in Paris is the chief center of the Y.W.C.A.

4. The Association has been singularly successful in introducing in France the idea of canteens, clubs, etc., for working women and girls. In large centers like Lyons, Tours, etc. the Y.W.C.A. has been able to establish clubs among factory workers and office women. Managers of industrial plants have cordially welcomed this cooperation from America. Recently the French War Office has set aside rooms for a club and has asked the Y.W.C.A. to assume complete responsibility for organizing social work and restaurant service for the hundreds of women and girls who are employed in this Government department.

5. The spirit of the Y.W.C.A. is so fine and its plans so efficient and far-reaching, that it is unfortunate that it should continue to emphasize in the selection of its personnel, standards of denominational affiliation and formal orthodoxy that seem out of harmony with the present tendency toward essential unity among all men and women of devotion and of idealistic loyalty.
The Association todifficulties responsible for the promotion and care of
the American Telephone Girls as a regular part of the library course,
been sent to France. The Association hopes that the Association and
for those girls are workers of attractiveness and good entertainment.
With reconstruction an example of new forms of deep service, the
interesting and to broaden out as a cooperative enterprise who were present for
some time a telephone operator.
6. Other service for American women in France is rendered by a service of
The Association have been especially interested in initiating the
large contacts the many "women's" clubs the Y.W.C.A. and been able to explore
large numbers and allocate women. Managers of important plants
have consistently welcomed the cooperation from America.
Recent the London
War Office and sent a few dozen to a camp and named the Y.W.C.A. to
since complete responsibility the organizing social work and teaching
service for the maintenance of women and girls who are employed in these countries.
went government.
5. The spirit of the Y.W.C.A. is so fine and the plans so able and
far-reaching that it is unnecessary to repeat the other achievements and
the success of the present campaign, and the present national service
among relatives that seem one of principle with the present national
society with many of women of devotion and of religious influence.
Attitude of Army Officials toward drink and vice is reported increasingly satisfactory.

1. Among thousands of American soldiers and hundreds of sailors I saw only one intoxicated infantry man (at Tours), and in the streets of New Castle one sailor (from the "Florida") who was obviously drunk. The drink problem in France is said to be far from menacing. Light wines and mild beer are the chief alcoholic beverages. I was told in England by Mr. Ewing of the Y.M.C.A. that the Americans were reported to be drinking spirits to a rather alarming extent, but I could secure no data.

2. Social vice is said by certain Y.M.C.A. men (notably Mr. Gardiner at Tours) to be widespread and insidious. The relaxation of standards which accompanies war, absence of family heads, the presence in towns and villages of homeless refugees, the mobilizing of women and girls in industrial centers, the billeting of troops in villages and towns, are some of the factors which make the problem vastly more complicated than the question of controlling professional prostitutes and public brothels. It was agreed however that conditions in the American Army are so far much better than in that of any other nation.

3. The relatively low rate of venereal disease in the American Army and Navy may, it is declared, easily be misinterpreted. Mr. Gardiner, for example, attributed this favorable medical report to a considerable degree to the efficient prophylaxis which is enforced. It is not, he insisted, an accurate index of morality.

4. While some of the older Army officers assume the traditional, cynical attitude toward sexual laxity as inevitable, an increasing number of the regular officers and a large majority of the Reserve officers are said to be using their influence in favor of the position of the Secretary of War and
It seems to me that some of the American college and university students I saw only once in a lifetime, and in the streets of New Castle and other towns. I was able to understand their statement "I was only a student from the Institute," which was possibly amiable. The visit was a delight and made good the hope that the Americans were more important to be gainfully employed to a larger extent than I could become a great S. Society. Also to see the certain Y.M.C.A. have (not that M. C. called it) The relationship of standing and those to be wise, and quick, and intelligent. The presence in town and village economies of people of family bands, the presence in town and village of assistance to those who are moving our (not that C. called it) the possibility of jobs in village and town, the same of the factories which were the pioneers among our communities from the description of conditions that lessened prosperity and public properties. If we seek power that conditions in the American West are so far more better than in the American East and New

The relationship to an area of necessary change in the American West and New

They seek change in many areas. Some change is emotional, some change is emotional, some change is emotional. If it is not, perhaps, an emotional index of mortality.

While some of the older Ymca officials seemed the traditional chairmen,

attitude toward sex as intransigent as intransigent, an increasing number of the younger officials had a different attitude of the Reserve officials and said to be
the Secretary of the Navy, namely, that continence promotes military efficiency and is therefore a patriotic duty as well as a moral virtue. The various social and religious agencies are re-enforcing this position.
the Secretary of the Navy, remarked, that continuing the military
appropriation may be interpreted as patriotic, only as well as a moral virtue. The
various causes and religious sects are re-encouraging this position.
Red Cross Anti-Tuberculosis Campaign in Italy

An investigation was made in January, 1918, by Drs. Farrand and White.

1. Tuberculosis seems to be as prevalent in Italy as in France. The northern industrial cities show the highest rate, but even Naples and Sicily, where outdoor life is so common, are far from immune.

2. The Italian Red Cross, and local societies have given attention to the problem and were extremely anxious to have the Foundation extend its work to Italy.

3. In spite of explicit statements of Dr. Farrand to the contrary, the expectation of Foundation aid was created. At the suggestion of the American Ambassador I gave out an interview to the Italian press to the effect that the Rockefeller Foundation did not propose to establish independent anti-tuberculosis service in Italy but to leave the problem to the American Red Cross.

A Tentative Plan was worked out with Mr. H. P. Davison, and Col. Perkins subject to official confirmation by the International Health Board.

1. The American Red Cross will undertake anti-tuberculosis work in Italy as soon as arrangements can be made.

2. A special department for this purpose will be created, directly responsible to the central office of the American Red Cross in Italy, and not subject to either the Medical Department or the Department of Civil Affairs with both of which, however, there will be close co-operation.

3. Dr. Farrand, in his individual capacity and not as an official of the Rockefeller Foundation, will act as Counsellor to the Red Cross, suggest personnel and methods and offer guidance as the plans develop. He will serve without salary from the Red Cross.
Red Cross Anti-Tuberculosis Campaign in Italy

An investigation was made in January, 1919, on the stainless and wire.

Truscott's report seems to be that the French are in Italy.

Frequent investigations of the disease have been made in Italy but there has been very little effort.

Whereoutfrom Italy as to comments, we are informed.

The Italian Red Cross and local societies have given attention to the problem and were extremely anxious to have the Tuberculosis study the work to Italy.

9. In spite of explicit statements of Dr. Partington to the contrary, the expectation of cooperation with the American

Ambassador I was not an interview to the Italian press to the effect that the

Red Cross would not co-operate to establish Tuberculosis study in

Italy. I was informed of the International Health Board.

The American Red Cross will undertake anti-Tuberculosis work in

Italy as soon as arrangements can be made.

5. A special department for this purpose will be created, directly to

superior to the central office of the American Red Cross in Italy, and not

subject to action of the Red Cross Department of the Department of Civil Affairs

with power of all other powers, there will be close co-operation.

6. If remaining in the Adjutant General's Office as an officer of the

Red Cross Department, will not be connected to the Red Cross, suggest per-

sented by any statement by officer employed as the plans developed. He will cease

without effect from the Red Cross.
4. The Foundation will consent to Dr. Farrand's rendering to the Red Cross in this Italian campaign such service as will not impair the value of the Foundation's enterprise in France for which he is responsible.
The President will convey to Dr. Frazing, a letter from the Reg.

Once in the Italian committee upon service as will not impair the name of

the President's秘书 to the Prime for which he is responsible.
The After-Care of wounded men is receiving unprecedented attention in Allied Countries and in Germany.

1. Visits to the Orthopedic Hospital in Bologna, the re-education Schools in Paris, Roehampton Hospital in London, and inspection of the After-Care Exhibition in connection with the Allied Conference revealed astonishing results in surgery and orthopedics, artificial limbs and appliances, products of labor of wounded men, etc. The whole theory of the status of the wounded man has been radically changed.

2. Interviews with Sir Matthew Nathan and Sir John Collie of the Pensions Ministry brought out the difficulties of creating a smoothly working mechanism for continuous supervision of the soldier from the time he is wounded until he is restored to a useful and remunerative place in the social order.

3. With us five Government departments are asserting claims to have a part in caring for our wounded soldiers and sailors. It is essential that some program be worked out which will have in mind primarily the welfare of the men not the power and prestige of Government officials and agencies.

Reconstruction After the War is being consciously studied by European belligerents.

1. Germany is reported to have organized a most elaborate series of bureaux for the study of every phase of National interests with a view to working out a comprehensive program of internal reorganization and of foreign commercial and financial development.

2. The French Ministry of Blockade is charged with a similar undertaking. Not much seems so far to have been accomplished save a preliminary survey of the problem of the devastated area. France will assume, as in 1871, National responsibility for War damage. This is variously estimated at from 25 to 35
The After-Care of Monopoly Men is receiving increasing attention in Allied
Countries and in Germany.

It appears that the Orthopaedic Hospital in Bolton, the main-orthopaedic
Establishment in connection with the Allied Committee, has been
mentioned in several and orthopaedic artificial limbs and appliances, produced
On repair of monopod men, etc. The making of the parts of the wounded
may also been technically capable.

5. Information with the Military Medical Unit, Ltd. from the Ministry of Pensions
Medical: Product of the artificial limbs of orthopaedic artificial limbs is
Left for continuous examination at the soilder, when the time to wounded until
be restored to a normal and permanent life in the society other.

9. With the Government War Office, the memorandum claims to have a part
in carrying out our wounded soldiers and sailors. It is essential that some pro-
ease be working out which will prove to many prisoners the welfare of the men not
in the home and presence of government officials and members.

Recognition After the War to provide conscientious training of England's Personnel.
In Germany it is reported that a new manufacturing of a similar factory
personnel has put the mark of a mark price of industry, with a view to
working out a comprehensive program of interior reconstruction and to help
commercial and industrial development.

6. The French Ministry of Pensions to cooperate with a similar mechanism.
Not much seems so far to have been accomplished save a preliminary survey of
the problem of the devastated area. France will need, as in 1914, a
reconstruction for war damages. This is authorised estimates of from 25 to 30
billions of francs. Questions of land tenure, of town planning, of building materials, of labor, of finance are being considered. As has been suggested above the idea of floating a reconstruction loan in the United States is under discussion.

3. The British Ministry of Reconstruction is undertaking an elaborate and comprehensive enquiry into transportation, industry, housing, agriculture, afforestation, education, etc. as a basis of a program of (a) demobilization and (b) reorganization of national life. That a radically changed social order is coming none seems to doubt. An attempt is being made to anticipate and prepare for this.

4. As an illustration of the scale on which plans are being made, it is proposed to build after the war one million workmen's dwellings to make up for the practical suspension of building during the last four years and to contribute toward a decentralizing of industry which is made possible by wide diffusion of electric power and improved means of transportation.

The Creation of Public Health Ministries in Britain and France is predicted.

1. A bill is now before the British Cabinet to create a Ministry of Public Health with a Minister in the Cabinet. The measure provides for the immediate consolidation of only two out of four units of health administration. The proponents of the plan are confident that the recognition of Public Health as a primary Parliamentary responsibility would lead in a relatively short time to a completely unified system of public sanitation, social medicine, and health insurance.

2. In France, for reasons given above (page 1), the idea of a Ministry of Public Health although accepted in principle is unlikely to be realized in practice until the return of peace has deprived the War Department of its present overshadowing pre-eminence.
The British Ministry of Reconnaissance is far too small to perform the task of reconnaissance in the United States on a wide scale.

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Acknowledgements

1. The officers of the American Red Cross were not only most courteous but extended to me passport facilities and other forms of aid without which I could not have made the trip in so short a time. The opportunity to visit Italy with Mr. H. P. Davison and his party was exceptionally valuable and personally delightful.

2. The Y. M. C. A. provided the best facilities for seeing the various conditions under which American troops are quartered in France and England. In Y.M.C.A. cars and under the guidance of uniformly considerate and companionable secretaries I travelled more than 600 miles and visited nearly 50 centers of association activity.

3. The Y. W. C. A. officers were most kind in receiving me both at the Paris Headquarters and in the Hostess Houses and Clubs in the provinces, and in giving me full information.

4. The British Government through its Ministry of Information arranged a special tour for me to Gretna Munition Works, the Tyne Ship-building region and the Naval Base at Harwich where the managers and admirals in charge showed me every courtesy.

5. From men like Ambassador Page, Lord Charwood, Mr. John H. Thomas, M.P., and others to whom Dr. Buttrick gave me letters of introduction I received a most friendly welcome and derived important information.

Respectfully submitted,

George E. Vincent.
The officers of the American Red Cross were not only most courteous but -

The Y.M.C.A. shown in the past difficulties for seeing the various conditions

The Y.M.C.A. officers were most kind in receiving me both at the Hotel New-

donates and in the Hostess Houses and Clubs in the provinces, and in

Giving me full information.

The British Government through the Ministry of InformationStrange a special

came to me to create Motion Picture, and the Girl's Auxiliary. The management and staff, in many places, me

every courtesy.

From now I like American people. Lord Chesham, Mr. John H. Thomas, M.P., and

oppose to whom Mr. Dickinson gave me letters of introduction. I received a most

honorably welcome and generous important information.

Respectfully,

George E. Vincent
June 15, 1923

My dear Mr. Burton:

I have just read with interest and admiration your address delivered before the Chicago Alumni Club May 31. This seems to me an excellent program. While I wish the development of the University had followed the lines which Doctor Harper originally laid out, I quite agree that it would not be feasible to adopt now a policy of "exclusion".

Your outline of a constructive plan for a new type of undergraduate college stirs one's imagination. I wish you all success in the carrying out of your idea. You may count upon my loyal support as an alumnus of the institution.

I wish I could wholly share your hopes about alumni influence in true college and university development. The present situation at Amherst seems to me almost typical of alumni ideals with regard to sport, scholarship, and freedom.

With best wishes, I am,

Sincerely yours,

President Ernest DeWitt Burton
University of Chicago
Chicago, Illinois
As soon as our educational program was presented to them their enthusiasm was, measurably at least, diverted into a new channel. It is regretted, of course, that any body of alumni should settle on a stadium as the natural expression of enthusiasm for the University, but, if we are reading my address to the Chicago Alumni Club and then forget enthusiasm rightly, their enthusiasm for the University, writing me frankly about it, I am very much gratified. I believe it was the right thing, which is much more encouraging than if a stadium was the basic idea itself to you.

Of course you have had more to do with alumni than I, and I may be altogether too optimistic. But in fact one small part of the thought and effort for the last four months has been directed toward a modification of my own feeling at present is that we must reckon with alumni attitude. I think I may venture to say to you, because I know your interest in the whole situation, that the very attempt to eliminate them completely from the situation, who a few months ago were clamoring for the erection of a stadium have personally expressed to me their interest in, and enthusiasm for, the educational program outlined in my address, and that discussion of the stadium has largely died down. In fact I was disposed to believe that what we were dealing with was a real enthusiasm for the University which expressed itself in the demand for a stadium, because a stadium was in their way of thinking the obvious expression of University progress.

Very truly yours,

[Signature]

President
University of Chicago
Chicago, Illinois.
June 28, 1934

My dear Mr. Aldrich,

I thank you very much for your kindness in

writing me to inform me that I am very much interested in

the progress of the scientific research at the station.

I assure you that I am very grateful for your efforts to the last

stage and I feel that you have been rewarded with a magnificent

result.

I think it may well be that we may cooperate in various ways in the

future towards a more effective and efficient utilization of

human resources. I am confident that we shall be able to

achieve this goal and I am very happy to know that we are

working towards that end.

Sincerely yours,

[Signature]

[Note: The address and other details are not clear due to the quality of the image.]
As soon as our educational program was presented to them their enthusiasm was, measurably at least, diverted into a new channel. It is regretted, of course, that any body of alumni should settle on a stadium as the natural expression of enthusiasm for the University, but, if we interpret enthusiasm rightly, their enthusiasm for the University was the right thing, which is much more encouraging than it, a stadium was the basic idea.

Of course you have had more to do with alumni bodies than I and I may be altogether too optimistic. But my own feeling at present is that we must reckon with alumni and that our wisest policy is to attempt to inform and to direct their enthusiasm for the University rather than to attempt to eliminate them completely from the situation.

I shall be glad some time for opportunity of further talk with you about the whole situation.

With best wishes, I am,
Mr. George E. Vincent,
61 Broadway,
New York City.

Sincerely yours,

[Signature]

President Ernest DeWitt Burton
University of Chicago
Chicago, Illinois.

Gev:MC
Memorandum of the Interview
with George E. Vincent

October 13, 1924

1. In the matter of the School of Public Health Dr. Vincent suggested that inasmuch as we probably had not the space in which to develop the work of the school largely until space was made available by the transfer of Physiology to the new Medical buildings it might be well to go a little slowly in the development of the school and to include the amount which the Board of International Health would give with the $5,000,000 which it is proposed to raise for the endowment of the Medical School. The effect would be that we would start with a considerable amount of our total sum already subscribed.

I told him that I judged that large development of the school would not come until we had the space for it but I thought that there were preliminary activities to be entered upon much as in the case of the Medical School in the election of Dr. McLean and Dr. Phemister.

2. He inquired about the situation in respect to Dr. Lewis. I gave him the facts in detail and he seemed well satisfied that we had done the right thing. He also inquired about Dr. Phemister. When I mentioned his two years in Europe and his present habits in respect to research he seemed satisfied on this point too.

3. In respect to the new contract with the Rockefeller Foundation and the General Education Board he stated that the contract should be drawn in quite general terms and that I should write to the Boards a letter in which I should state quite clearly
Memorandum of the Interview
With George E. Vincent
October 18, 1924

I, in the matter of the School of Public Health, Dr.
Vincent suggested that immediate action be taken to develop the work of the school in the
space in which to conduct the work of the school, in order to
make available the space for the development of the school, and to inaugurate the movement
which it is proposed to realize for the advancement of the medical
School. The effort would be that we would act with a committee
made up of our corps of expert staff members...

I find him that I judge that large development of
the school would not come until we had the space for it. I
suggest that there were preliminary activities to be enlarged
much as in the case of the Medical School in the section of Dr.
McLean and Dr. Patterson.

Dr. Patterson... He is interested in the situation in regards to Dr.
Leduc. I agree with the idea to get to the point of view to
which we had come the right time. He also indicated that
Dr. Patterson... When I mention the two cases in Europe and the
premises, one in regard to research, an excellent example of the
point too.

In regards to the new contracts with the Rockefeller
Foundation and the General Education Board, as stated that the
contracts should be handled in due course... and that I should
write to the Board a letter in which I would make a suitable

the general principles on which the University desires to
conduct its Medical School; namely, that the members appointed
to its faculty would regard their services on the faculty in
research and teaching as their principle business just as the
men in Physics and Mathematics and Law do and that eventually
we should not wish to impose any further restrictions in the
case of the men in the Medical School than those which are cus­
tomary in other divisions in the University but should wish to
elect the right kind of men and put them on their honor. To
this the letter should add a statement of the plan under which
we propose to begin operation of the school but add that the
Board of Trustees wish to feel free to modify that plan in
the light of subsequent experience.

This matter should be further discussed with Dr. McLean
and Mr. Arnett, and probably with Mr. Flexner.
The general principle on which the University gesture to
conduct the Medical School remains that the members applying
for the Faculty's medical service on the Faculty in
research and coaching as 'senior principle' business just as the
men in Physics and Mathematics and Law and such accordingly
we should not wish to impose any further restriction in the
case of the men to the Medical School. From there onwards the once-
case of the men to the Medical School pass onwards with to
somewhat in other divisions on the University put passing with to
operate the light kind of men and put them on their honor. To
make the letter signed and a statement of the plan under which
we propose to begin operation of the school until our great plea in
Board of Trustees with to keep true to worthy that plan in
the light of experience.

This matter should be further discussed with Dr. Moloney
and Mr. Advocate and propably with Mr. Flexner.