COMMENTS ON TRAINING ROOM

LINCOLN MOTOR COMPANY, DETROIT (LIBERTY MOTORS)

By J. M. Eaton, Assistant to President Henry M. Leland

Our school is going along nicely and while we are not perfecting machine tool operators to the degree I would like because of the necessity of rushing them through the school to the shop proper, we are accomplishing, I think, that which we set out to do, namely to take away from the girl the fear of the shop and to give her a fair knowledge of the tool she is to handle. The women undoubtedly have benefited beyond measure by the short time spent in the school room, and have gone into the factory with the confidence that carried them through the first few days and made them efficiently productive in a shorter period of time.

They are doing wonderful work although I cannot agree with many statements I read tending to prove that they are greater producers upon machines than men. I think this may be true where the work is small and where the prime essential is dexterity, but it is certainly not true upon such work as we are doing. The women may be even a little slower than men of a relative degree of intelligence but their apparent slowness is more than offset by the care and conscientious attention given to the matter of having all the work properly done. The percentage of scrap is marvelously low.

The training room is located in the smaller of our two plants in a room approximately 18' x 40' and is equipped with a lathe, milling machine, gear cutter, drill press, profiler, etc; those being the tools upon which it was decided to train operators. In charge of this room was placed an instructor who had had some slight experience in a continuation school and who went to work under the direct supervision of a high grade specialist secured from a well known eastern factory efficiency organization. The instructor was given no special instruction beyond being told what we hoped to accomplish in the way of building up an organization of women of more than ordinary ability and moral character.

The training room up to the present time has been used only in connection with supplying the factory with women workers. Women of the age of twenty-one and upwards have been taken, their references carefully examined, and they have been given from one to three days training in this school. Because of the demand of the shop for help it has not always been possible to keep them in a training room for as long a period as would seem desirable, and in some instances they have stayed only on day. This, however, has been sufficient to take from them the fear of the shop (for more than fifty percent of the first five hundred had never been in a manufacturing establishment) and has given them some knowledge of the function of the tool upon which they were placed.

During the training period they have been paid the regular rate for women, thirty cents per hour, which rate maintains after they enter the shop until such time as they are placed upon a piece work basis.
We believe however, that through the medium of the training room we shall be able to instruct women workers in machine tool operation so they will go direct from the school room into the shop without fear of what is to be encountered therein, and with a better knowledge of the tool they are operating, and the reason they are operating it, then they could possibly acquire through any other method.

While we have no experience which will enable us to compare labor turnover we do not believe that the very small number of women who have left machine operation in this plant since we started in business is accounted for by the care which is put upon them while in the school room and during the early stages of their employment.

The school is favorably looked upon by all of the employes and in those cases where it is found that a woman is not working out well upon the work to which the school has assigned her, and is returned to it for further instruction, she has in all cases gone back to it with a cheerfulness and willingness that is both surprising and gratifying.

The writer is of the opinion that the school in this factory has come to stay and that when we build up our organization and get through the strenuous times we are now experiencing, the advantage of the vestibule school instruction will be given men employes as well as women.
President Harry Pratt Judson  
University of Chicago

My dear Mr. Judson:

I return the file of correspondence from the Intercollegiate Intelligence Bureau.

1. My opinion is of little value concerning the merits of the plan. Major Bell or General Wood would undoubtedly have clear opinions on the matter. What I say below is merely the guess of a layman.

2. All of us are so eager to serve in such a case as this that I think we need be on our guard lest we are chasing moonbeams. I confess that I suspect the moon of complicity in this present venture.

3. The organization proposed would reach its highest usefulness in the case of technical schools. For other schools, the information would seem to me comparatively futile, unless it were made very detailed and kept up to the minute. It is worth noting in this connection that Mr. McClellan, who is the guiding spirit of the enterprise, is by training and profession an engineer.

4. Assuming that it is worth while to have such an organization, the following comments seem pertinent:

   a. With respect to the cost: I should think the initial cost would range between $150 and $250, and the annual cost of upkeep would range from $50 to $200, the amount depending upon the finish given to the job.

   b. If it is feasible to have this work done in connection with Major Bell's operations, that would seem a proper course of action. I do not know the details of the arrangement in his case.

   c. As for the suggestion that I should be adjutant, my ignorance concerning the name of the person who made the suggestion saves me from committing murder. Speaking seriously, of course I shall be glad to do it if it really appears to persons who are expert in this matter that it is a service worth rendering, and that it can best be performed outside of Major Bell's jurisdiction.

   d. With respect to the suggested committee, I should think it advisable to have representatives of law, geology, geography, history and chemistry on the list, in addition to the men named.

Yours very sincerely,

L. Marshall
President
The University of Chicago
Office of the President

John F. Monroe, Secretary
Dean L. C. Marden
Dean H. G. Yager
Dean H. H. Lovejoy
Prof. C. P. Malet
Prof. C. C. von Ranke
Dr. G. J. G. Land

I suggest Dr. Land as a substitute.

Note that Baycroft represented
President and Council made
some comments.
January 31, 1918

President Harry Pratt Judson
The University of Chicago
Chicago, Illinois

My dear Mr. Judson:

While the situation is such that it would not be best to quote me, I think very poorly of the Intercollegiate Intelligence Bureau. Its organization is sloppy, and I cannot detect that it is doing a grade of work which would justify the payment of a fee to aid in supporting it. It would be well to check this unfavorable opinion by securing the judgment of Professor F. H. Miller, who has been the Adjutant of that organization in the University of Chicago. As I see it from this end of the line, it is one of the several thousand activities which ought to be suspended.

I am sure you will be interested in knowing that the Secretary of Labor last Saturday approved the entire scheme of organization of the new labor administration which was proposed by his Advisory Council. Appropriations now have to be secured from Congress, but our present feeling is that the outer defenses have been captured.

Yours very sincerely,

[Signature]

LOMarshall
President Harry Pratt Judson
The University of Chicago

Dear Mr. Marshall:

My dear Mr. Judson: Thanks for yours of the 31st of January, on the matter of the Intercollegiate Intelligence Bureau. I think very poorly of the Intercollegiate Intelligence Bureau. It is about what I should have expected. I am gratified to know that the Secretary of Labor would be well to check this unfavorable opinion by securing the approval of the new organization. I have no doubt that the Adjunct of that organization in the University of Chicago will come to its support. With best wishes, I am resented.

I am sure you will be interested in the Secretary of Labor last Saturday approved the entire scheme of organization of the new labor administration which was proposed by his Advisory Council. Appropriations have now been secured from Congress, but our present feeling is that the outer defenses have been captured.

Very truly yours,

L. C. Marshall

Professor L. C. Marshall
Department of Labor
Washington, D. C.
OFFICE OF THE SECRETARY

DEAR MR. MERRALL:

Thank you for your letter of the 8th of
January, on the matter of the Inter-Departmental
Recommendation.

Believe it or not, I have never heard of
enough to know that the Secretary of the
Department will come to the same

I am, very truly,

[Signature]

[Name]
My dear Mr. President:

To start the campaign for raising the University of Chicago's share in the work of the International Young Men's Christian Association for our army, there is to be a meeting at dinner in Hutchinson tomorrow evening. They have asked me to be chairman of the committee and also of this dinner. Mr. Farquhar, who has had practical experience in this work, is to be present and give some description of it. We should greatly appreciate it if you could be present and give the great weight of your personal and official approval.

We should also like to have a representative of the Army. Is Major Bell a man who understands what we are trying to do and will be in sympathy with it? There is a Captain McCann, who was a student in the Divinity School and is now a recruiting officer in the city, whom we could perhaps get. But Major Bell is the most natural man to call on first, if you think he would really help us.

Very truly yours,

Ernest D. Burton

President H. P. Judson,

The University of Chicago.

EDB-N

Dictated by Mr. Burton, but signed in his absence.
Dr. R. W. Pratt,

April 7, 1914.

I know Mr. President:

To start the campaign for raising the University of Chicago's share in the work of the International Union now, the Curriculum Association for our work, have to be a meeting to plan an International Congress among them and now a meeting to state to a committee any ideas on this subject. If you have time for a committee, the committee may give some suggestions for that work. It is to plan and give some suggestions of it. We cannot entirely agree on the program and give some suggestions of it.

I am, yours sincerely,

[Signature]

President R. W. Pratt,

The University of Chicago,

April 7, 1914.
My dear Dr. Judson:

Thank you for yours of the 7th instant.

May I suggest that we need not perhaps be pessimistic save over the evils that are now being suffered by the world? It seems to me that this great war may be the very thing needed to crystallize public sentiment everywhere in favor of a practical International Tribunal. We cannot disguise from ourselves the fact that such a Tribunal will require for its establishment certain sacrifices of national pride. Only the chastening of the present conflict would make those sacrifices possible at an early date.

In any case, my dear Dr. Judson, it seems to me we may well continue our efforts.

I feel great confidence in the fact that if we can only turn our Congress into a debating society on this subject, progress may be far more rapid than we could in any other way obtain. I am enclosing herewith two letters which will be sent out to a number of people with whom I have had correspondence, and to others who have not yet been approached in the matter. I vary from the fixed form in addressing you because I want to express appreciation of the interest which you are showing in the matter.

I am expecting to be in Chicago to address the City Club, on the 19th of this month. If it were possible, I should like to have an opportunity of some conference with you because I know how much you could do toward insuring Congressional action
along the lines indicated by the enclosures. I shall, there-
fore, endeavor to communicate with you by telephone, in order
to determine whether our mutual convenience will permit such
a conference.

Meanwhile, I remain,

Very truly yours,

[Signature]

Dr. Harry Pratt Judson,
University of Chicago,
Chicago, Ill.
Stand the issues containing the information I really see.

The answer to communication with you by telephone is taken
to facilitate speedier and better communication with those who
are waiting.

Yours sincerely,

[Signature]

Mark Smith, RN
Provided, however, if at any time before the appropriations made by this enactment shall have been expended, there shall have been established, with the co-operation of the United States of America, an International Tribunal or Tribunals competent to secure peaceful determinations of all international disputes, thus rendering unnecessary the maintenance of competitive armaments, then and in that case, such expenditures herein authorized, as may be inconsistent with the engagements made in the establishment of such Tribunal or Tribunals, shall be suspended, if so ordered by the President of the United States.
1707 H St., N.W., Washington, D.C.,
February 16, 1916.

Dear Sir:

In an earlier communication I took the liberty of calling your attention to Senate Bill 2710. That Bill provided:

First. For an appropriation (amount in blank) for defense of the country by land and sea, to be controlled by a special Commission.

Second. For the return of unexpended balances upon the establishment of a competent International Tribunal.

Third. It further set forth a tentative draft of articles of agreement constituting an effective International Tribunal directly controlling an international force.

Fourth. It authorized the President to institute negotiations for the creation of such a Tribunal.

The Bill thus outlined was intended chiefly as a carrier for the provision relating to the International Tribunal, rather than as a substitute for the regular appropriation Bills.

In order to free the subject from all other considerations, and from the necessity of discussing, during a crowded session, the details of an international organization, Senator Shafroth has concluded to present the matter in a simpler form, indicated in the enclosed communication.

Very truly yours,
Dear Sir:

Senator Shafroth has introduced an amendment to the Naval Appropriation Bill, a copy of which is herewith enclosed. The simple declaration contained in the amendment will constitute a rallying-point for all who are working for the establishment of a true International Tribunal, effective to preserve international peace.

The implication of our readiness to aid in such an establishment may be drawn clearly from the language of the amendment, even though no positive committal is made.

Diplomatic action is not required of the Executive, but it is suggested.

This declaration will moralize our militarism. It will sterilize our "preparedness" of all taint of aggression.

It indicates that we will seek protection for our rights through decrees of a proper Tribunal, rather than through the arbitrament of competitive force.

However long the time may be before this can be accomplished, it is well worth while, even if only for the hope that will spring up in men's breasts throughout the world, that this declaration should be made at once.

It should be acceptable to those calling for large armaments, to those calling for small armaments, and to those who are against all armaments.

Having co-operated with Senator Shafroth in this proceeding, I write, with his authority, to urge that you express by letter to me, at the address indicated above, your
own opinions as to this amendment.

Any communications to me concerning the matter will be reported directly to Senators and Representatives favoring the Amendment.

May I further urge that you endeavor to obtain (and report) the approval of as many individuals and organizations as possible?

The subject is surely one of sufficient importance to warrant the conscientious investigation of everyone to whom it is presented. If you desire our Government to make the declaration indicated, will you not also desire to aid in the great work of which this measure would be the official foundation?

As for the specific Constitution of an effective International Tribunal, that matter will be presented for separate consideration.

Your attention has been, or will be, called to Senate Bill 2710, which contains a tentative draft of Articles of Agreement constituting an International Tribunal directly controlling an International Force.

Very truly yours,
1707 H St., N.W., Washington, D.C.,
February 4, 1916.

Dr. Harry Pratt Judson,
University of Chicago, Chicago, Ill.

Dear Sir:

I have to thank you for your favor of the 2d instant. Evidently Senate Bill 2710 does not immediately carry its true meaning, for I entirely agree with you in believing that nothing can be done with foreign Governments during the present war. The effort represented by the bill was begun long before the war, having no direct reference to it.

I also agree with you that we should immediately prepare for our own defence, and the Bill is drafted with that intent. Its first two sections carry distinctly an appropriation for that purpose. It is only in the third section that the matter of an International Tribunal is raised, and it is my hope that it will continue to be raised in the same way after this war is ended, and until something can be accomplished.

Section 3 provides that unexpended balances of military appropriations shall be returned to the Treasury in case there shall be established an International Tribunal with an international army and navy. Now the accomplishment of this may require--Heaven knows how long. But it seems to me that if our Government will pronounce itself in this alternative way, we shall advance the date by perhaps a great many decades. We say to the world, "We are going to prepare with our own military strength, but we are ready to do the other thing if you are."
Such a declaration will incite all of the nations to a serious consideration of any means that may be available to prevent military competition which, in my judgment, after this war will be keener than before. You will note that President Wilson suggests a navy larger than that of any other power. I am inclined to agree with him. Whether or not his views will be immediately backed by large numbers, we do not know; but I think the chances are that we shall build such an armament as the world never saw. It is to prevent this armament from being accepted as an unqualified challenge to competition of this kind throughout the world that I have hoped to see our Congress moralize the whole situation by the adoption of Section 3.

I recall having had the pleasure of meeting you for a moment, as passing strangers, in a hotel at Kioto, Japan. I had already written and had translated into Japanese at that time (before the war) a pamphlet of which I take the liberty of sending you a copy. As you may note, it is an extension of a pamphlet on the same subject, written seven or eight years ago.

Very truly yours,

[Signature]
and another letter from Mr. J. K. Smith.

If you have any comments or suggestions, please let me know. I appreciate your help.

Yours sincerely,

[Signature]
1707 K St., N.W., Washington, D.C.,

February 4, 1916.

Judge,

University of Chicago, Chicago, Ill.

Chicago, February 7, 1916

Dear Sir:

I have to thank you for your favor of the 3d instant. Evidently Senate Bill 2712 does not immediately carry its true meaning, for I entirely agree with you in believing that nothing Your favor of the 4th inst. is received. can be done with Foreign Government's during the present war, The I am interested in your statement as to the bill, and efforts represented by the bill was begun long before the war, certainly should be gratified if anything could come to having no direct reference to it.

from the policies which you have in hand. Perhaps I I also agree with you that we should immediately dream unduly pessimistic, but the world situation in the prepare for our own defense, and the bill is drafted with that in last two years has destroyed so many of my dreams and intent. Its first two sections carry distinctly an apprehension ideals that I am hardly prepared yet to reconstruct them. for that purpose. It is only in the third section that the I shall be glad to receive the pamphlet which you matter of an International Tribunal is raised, and it is my have sent. I remember the meeting at Kyoto, where my hope that it will continue to be raised in the same way after party spent a very busy but very delightful month. this war is ended, and until something can be accomplished. Very truly yours.

Section 3 provides that unexpired balances of military appropriations shall be returned to the Treasury in case there shall be established an International Tribunal with an International army and navy. Now the accomplishment of this way requires-- Heaven knows how long. But it seems to me that if our Government will 1707 K St., N.W., Washington, D.C. the way, we shall advance the date by perhaps a great many decades. We say to the world, "We are going to prepare with our own military strength, but we are ready to do the other thing if you are,"

H. F. J. - L.
Dear Sir-

Thank you very much for your kind note of appreciation. I am interested in your statement on the pill and cannot think of anything to say in reply. Perhaps I know the influence which you have in hand. Perhaps we ought to co-operate and make money statement in the form of a report. From time to time you have newspaper articles and I have always been grateful to them.

I hope that I may be able to inform you of another story.

Yours ever,

[Signature]
Dear Sir:

May I bespeak your attention to the enclosed notes on Senate Bill 2710,

Knowing the great pressure under which your work is performed, I would not add to your burden, did I not feel profoundly convinced that good—great good—may result from your consideration of the subject treated by the Bill.

Very truly yours,

President Judson,
University of Chicago,
Chicago, Ill.

\* Sent under separate cover.
Dear Sirs,

I am writing to request your assistance in the purchase of a new automobile. I have been considering the purchase of a vehicle for some time now and have noticed that your dealership has several options that I am interested in.

I would like to schedule a test drive for the models you have on display. Could you please provide me with the available times and any special offers you may have?

Thank you for your time and consideration.

Sincerely,

[Signature]
Mr. Sir:

May I bespeak your attention to the enclosed notes on Senate Bill 3710, introduced by Senator Shafroth?

Dear Sir—owing the great pressure under which your work is performed, I could not add to your burden, and I not

only feared that good—great—good—may result

from your attention to the subject involved by the bill.

But I must frankly say it seems to me futile at the present
time. The United States must arm and arm immediately
for its own defense. The formation of any general
agreement among nations looking toward the prevention
of war it seems to me can only be considered after this
President judgment.

Present European situation is ended, and it is in my
opinion idle to attempt anything at the present time in
that direction.

Very truly yours,

H. P. J. — L.

Mr. Oscar T. Crosby,
1707 H St., N.W.,
Washington, D.C.
Dear Sir:

Your letter of the 28th of January with

The importance of the question of the property of the

and I want to note that a copy can be obtained after

of the letter before you and the immediate

The commission of any General

The commission of any kind

struggle made since looking forward the phenomenon

of may to become so can only be accomplished after

the present condition of the country and to its my

opinion that is to attempt any kind of the present time in

Best. Clara Jones.

H. T. T. R.
EDWARD CAPPS

PRINCETON, NEW JERSEY, May 6, 1916

President Harry Pratt Judson
University of Chicago

Dear President Judson:

Answering your letter of the 3d inst. regarding the age requirement for the University of Chicago Scholar at the Junior Plattsburg this summer: Our general intention was that the inductee should be of full military age at or near the completion of the term of the Camp, i.e., should be twenty years and ten months of age on July 1. Interpreting this strictly, the first candidate you name, who will be 21 on June 6, would most nearly fulfill the condition.

Our larger purpose, however, was to give the privilege of the Camp to the best man from each institution who could reasonably look forward to entering the service of the country in the near future. I should feel that this purpose were best carried out if the matter of the selection were left entirely to your discretion. We'll take any man you name.

Sincerely yours,

Edward Capps
Dear President Jackson:

Aware of your letter of the 30th inst.

I am prepared to make appointment of Mr. Brown, Professor of the Law School of the University of Chicago.

You have informed me that you have approved the appointment of Mr. Brown.

I have been informed by Mr. Brown that he will accept the appointment.

I am enclosing a copy of the letter from Mr. Brown.

I have the honor to be, with the highest respect,

Sincerely yours,

[Signature]
Chicago, May 13, 1918

Dear Mr. Capps:

Your favor of the 6th inst. is received.

I beg to nominate for a free scholarship in the Junior Flattensburg Camp this summer, in accordance with yours of the 20th of April, Charles C. Greene, of the Senior Class of our Colleges. He will be twenty-one years old on the 6th of June next. He is a good student, a member of the track team, and an all-round fine fellow. He should be addressed here in care of Dean James Weber Linn, who will put any documents in his hands. Appreciating the privilege, and wishing all success to the Camp, I am,

Very truly yours,

M. P. J. - L.

Professor Edward Capps
Princeton University
Princeton, New Jersey
In my town there are many people who are not like everyone else. I often wonder about their lives and what they do. One day, I decided to ask one of them what they do in their free time.

"I volunteer at a local food bank," he said.

"That's interesting," I said. "What do you do there?"

"I help sort and organize the food," he replied. "It's a lot of work, but it's rewarding to help those in need."

I was impressed by his dedication and decided to volunteer with him. It was a wonderful experience, and I learned a lot about the importance of helping others.

Later that day, I asked him why he decided to volunteer.

"I just thought it was the right thing to do," he said. "I want to help make a difference in the world, even if it's just a little bit at a time."

His words inspired me, and I've been volunteering ever since. It's a great feeling to know that I'm making a positive impact on the lives of others.
Chicago, May 8, 1918

Dear Mr. Linn:

In further reference to your recommendation for the University of Chicago Scholarship in the Junior Plattsburg Camp, I beg to say that Charles C. Greene is hereby appointed. Please notify him, and let me know at once as to his acceptance, so that I can send an official letter to Professor Gapps.

Very truly yours,

H.P.J. - L.

Dean J. W. Linn
The University of Chicago

May 11, 1918
Honey Root Judson, President

Dear Mr. Judson:

I have reviewed the situation in regard to an appointment to the Junior Plattsmouth Camp, and find:

The best man available, apparently, is Charles C. Greene, 27, Pullman, Illinois; 30 years, A- average, new editor of the Monitor, member of the track team; a very fine, able fellow.

But, leave me to 21 or June 6. I do not think that would disqualify Greene, as he would not be subject to the draft this next year. Still, the requirements say the age must be 20.

The next best man is Elmer Donnisee, 21, 10 years, A- average, a splendid boy, who has been trying to get into aviation. Best time so
لا يوجد نص يمكن قراءته بشكل طبيعي من الصورة المقدمة.
The University of Chicago
The Faculties of Arts, Literature, and Science

OFFICE OF THE DEAN OF THE
JUNIOR COLLEGES

The third best man seems to be

Paul H. Willett, 27 years, B+ average, 20 on June 1. Co-Take-er
of military science and the ordnance course. Willett is physically not
impressive, but is a fine fellow.

Yet another possibility is J. K.
Kemp. 19 years, B-; 20 April 6;
3 yrs. military science; a very good
man indeed, better physically than
Willett.

Care one of the four would ref.
لا يمكنني قراءة النص العربي من الصورة المقدمة.
sent me admirably. I give them in
the order of my personal judgment.
I have interviewed about a dozen.

Their addresses are:
Charles C. Greene, 5235 University Avenue
Elmer Donahue, 1311 S. 52nd St.
Paul Y. Willett, 6119 Woodlawn Avenue
J.K. Kemp, 5741 Blackstone Avenue.

Yours very truly,

J.W. Linne

June 2, 1918
لا يوجد نص يمكن قراءته بشكل طبيعي من الصورة المقدمة.
Chicago, April 26, 1916

My dear Mr. Capps:

Thank you very much for your note of the 20th inst., with the previous provision of a scholarship for one of our students. I shall take that matter up immediately, and see that the right man is selected.

With all best wishes, I am,

Very truly yours,

R.F.J. - L.

Mr. Edward Capps
Junior Plattsburg
Shoreleigh-on-Lake Champlain, New York
Chicago, April 26, 1910

Mr. Great Mr. Cape:

Thank you very much for your note.

At the 200th, upon the proviso that a seat in the Assembly for one of our candidates I will take great interest in the matter and immaterially see you that the right man is elected.

With all good wishes, I am,

Very truly yours,

R.T. L.

Ht. Warrant Cape

Senator Peebles

Specialist-in-Jake O'Connell, New York
Chicago, April 1, 1918

Dear Mr. Miller:

I am enclosing material about the Junior
Plattsburg. This is an organization of which Capps of
Princeton is President. I don't know whether any of our
students in the Colleges or in the High School would be
interested, but it seems to me advisable to see that
proper notice is given, so that any who might be interested
would have a chance.

Very truly yours,

H.F.J. - L.

Mr. F. J. Miller
The University of Chicago
President Harry Pratt Judson
University of Chicago

My dear President Judson:

The suggestion you made, in your letter of April 8th, that some arrangement might be made with the colleges for granting credit for the military courses creditably taken at the Junior Plattsburg, was very interesting to me. Considerable evidence has come from the military commandants at several institutions (e.g. at Cornell and the University of Michigan) that they would regard such a plan with distinct favor. Our Military Commandant here at Princeton is advising the members of our R.O.T.C. to avail themselves of the opportunities offered at Plattsburg, and assures them that he will take such work into account on their return. But no formal arrangement has as yet been proposed or considered.

As soon as our tactical staff has been fully organized, I hope to draw up a formal proposal, which the military authorities at each institution can then consider. General Wood has made some suggestions as to personnel, and we hope in the near future to have the staff complete. It will consist of seven or eight Regular Army officers of the rank of Colonel to Captain, eleven West Point Cadets, probably five Midshipmen from Annapolis, two Canadian officers, and one British, French, and Italian. The recommendations of the Commandant with such a staff should carry great weight; and their instruction will undoubtedly be distinctly valuable for any man who intends to offer himself for the examinations for a commission.

Thanking you for taking the lead in this matter, and with best wishes, I am

Sincerely yours,

Edward Capps

PRINCETON, NEW JERSEY, April 27, 1918
Dear President, Head of the University of Cape Town,

I hope this letter finds you well. I am writing to express my gratitude for the opportunity to join your esteemed institution. As a new student, I am excited about the prospect of contributing to the academic community and learning from the faculty and fellow students.

The recent invitation to participate in the PhD program has filled me with joy and anticipation. I am confident that my background and skills will complement the research being conducted in your university. I am particularly interested in the interdisciplinary nature of the program, which I believe will be instrumental in fostering innovation and collaboration.

I am committed to the mission of the university and look forward to being a part of its rich history and tradition. I am eager to contribute to the academic environment and to the growth of the institution. I have no doubt that my presence will add value to the research and teaching activities.

Thank you for considering my application. I am looking forward to the opportunity to join the university and contribute to its excellence.

Sincerely,

[Signature]
Mr. Harry Pratt Judson
University of Chicago

My dear President Judson:

Chicago, April 30, 1918

The suggestion you made in your letter of April 8th, that some arrangement might be made with the colleges for granting credit for the military courses creditably taken at the Junior Plattsburg was very interesting.

Dean Professor Carps' evidence has come [from] the military commanders at several institutions (in favor of the 27th Inst. is Cornell and the University of Michigan) that they would consider this as an interested to know that the matter of possible credit for work at Plattsburg is under consideration at the headquarters of the opportunities offered at Plattsburg. It seems to me that it will give a decided impetus to the good cause, and personally I can see no reason why creditable work done there under so efficient a staff as our military staff has been fully prepared to perform as that which is proposed should not receive the military authorities at each institution can then consider the proposal. You have made some suggestions as to personnel, and the staff in the near future to have the staff complete. It will consist of seven or eight Regular Army officers of the rank of Colonel to Captain, eleven West Point Cadets, probably five Midshipmen from Annapolis, two Canadian officers, and one British-French and Italian. The recommendations of the Commandant with such a staff should carry great weight; and their instruction will undoubtedly be distinctly valuable for any man who intends to offer himself for the examinations.

Very truly yours,

Professor Edward Carps
Princeton University
Princeton, New Jersey

I am grateful to you for taking the lead in this matter, and with best wishes, I am

Sincerely yours,

Edward Carps
Chicago, May 3, 1918

Dear Professor Capps:

In interpreting the question of the scholarship for the Junior Platteburg, I should like to know specifically about the age requirement. We have several good candidates. One will be 21 on June 6; another will be 20 on September 13; another will be 20 on June 1; another was 20 April 6 last. Which of these would be eligible, and which ineligible?

Very truly yours,

H.P.J. - L.

Professor Edward Capps
Princeton University
Princeton, New Jersey
Dear Professor Cappe:

In interpreting the decision on the recommendation for the junior placement, I am pointing out to you specifically that the age requirement we have specified does not apply to any candidate. One will be selected at any time if there are candidates who meet the criteria.

Several good candidates are expected to be available in September and another will be available in October. Among these, I expect we will have at least one very suitable and with qualifications.

Very truly yours,

[Signature]

Professor Francis Cappe
Professor University
Princeton, New Jersey
Dear Mr. Tomlinson:

Your favor of the 21st inst. is received. I shall be glad to have any subsequent copies of the folders, and to be of any service in the entire matter. I am sure that the University of Chicago High School, connected with our Department of Education, will be especially interested.

Very truly yours,

E.F.J. - L.

Mr. H. A. Tomlinson
Junior Plattsburg
Shorleigh-on-Lake Champlain
New York
Dear Mr. Tomlinson:

Your letter of the 1st inst. is received. I am sorry to have any recurrence of the cough at the College, but it is somewhat natural. I am sure that the University of Chicago will be especially interested in your work and I hope to benefit from your experience. Thank you for your cooperation with our department and especially for your interest.

Very truly yours,

[Signature]

Mr. H. A. Tomlinson
Assistant Professor
Columbia University, Teachers College
New York
Chicago, May 6, 1918

Dear Mr. Linn:

In further reference to your recommendation for the University of Chicago Scholarship in the Junior Plattsburg Camp, I beg to say that Charles C. Greene is hereby appointed. Please notify him, and let me know at once as to his acceptance, so that I can send an official letter to Professor Capps.

Very truly yours,

M. F. J. - L.

Dean J. W. Linn
The University of Chicago
Orange, May 8, 1916

Dear Mr. King:

In further reference to your recommendation for the University of California Scholarship in the science Klossenschein. I beg to say that O. Greene is perfectly entitled. Please notify him and let me know if I can send an official letter to Professor Gibbs.

Very truly yours,

[Signature]
Company A, 1917 Camp

Junior Plattsburg

ON LAKE CHAMPLAIN

500 ACRE CAMPUS

Summer Vacation Military Training Camp

Four Divisions: INFANTRY—CAVALRY—ARTILLERY—NAVAL

THE PROBLEM SOLVED—"Train Without Strain"

Military training without encroachment upon the scholastic year. The Junior Plattsburg plan endorsed by leading educators of the country provides the ideal solution. West Point and Annapolis methods, supplemented by practical training in all branches of modern warfare.

Modern Warfare—machine guns, hand grenades, military map-making, camouflage, trench warfare, and defenses against gas attacks—using gas masks (no gas used).

Special Courses—Inseparably connected with modern warfare—Aeroplane (ground work, no flying); hydroplane; automobile; motor boats; civil engineering; road building; drainage; sanitation; refrigeration; electrical apparatus (general repairing and assembling); telegraph and wireless; war farming and gardening; food conservation.

Amusement

Athletics

Opportunity for Make-up or Tutoring

Military Staff and Instructors—The Junior Plattsburg Tactical Staff is composed of U.S. Army and Navy officers, who will be aided by British, Canadian, French and Italian officers, who have seen service in the present war. These officers as well as all others have been selected because of their peculiar fitness to train young men during the formative period of their characters.

HONORARY PRESIDENT—Edmond J. James, LL.D., President of the University of Illinois.

PRESIDENT—Edward Capes, LL.D., Professor of Classics, Princeton University.

DIRECTOR OF MILITARY COURSES—Colonel T. L. Reeves, United States Army, LL.D., President of Norwich University.

QUARTERMASTER—Colonel Medad C. Martin, United States Army, Retired.


At least one of the students must be a member of the University for the period of war.

Executive Secretary—H. A. Tomlinson, Formerly of the Culver Summer Schools.

Staff for Special Courses

Director of Field Engineering—Charles Surplus Cadenhead, L.E., Norwich University.

Director of Electrical Engineering and Wireless Telegraphy—John H. Moreseh, C.E., Columbia University.

The Advisory Board

Samuel E. Tolman, Colonel U. S. A., Superintendent of the United States Military Academy, West Point.

Edwin A. Alderman, LL.D., President of the University of Virginia.

Lewis H. Bailey, LL.D., Former Director of the Department of Agriculture, Cornell University.

William Lowry Bryan, LL.D., President of the Indiana University.

Marion Lord Burton, LL.D., President of the University of Minnesota.

Charles W. Dabney, LL.D., President of Butler College.

Edgar S. Dunton, C.E., President of the University of North Carolina.

John Grier Hibben, LL.D., President of Princeton University.

Henry Bums Hopkins, LL.D., President of the University of Michigan.

Harry Pratt Judson, LL.D., President of the University of Chicago.

James H. Kirkland, LL.D., Chancellor of the Vanderbilt University.

Edgar Odell Lovett, LL.D., President of Rice Institute.

Samuel B. McCook, LL.D., Chancellor of the University of Pittsburgh.

Alexander Meiklejohn, LL.D., President of Amherst College.

Georges M. P. Thomas, LL.D., Acting President of the University of Colorado.

Charles Henry Sibley, LL.D., President of Illinois College.

George Birkhoff Ransier, Rear Admiral, United States Navy, Retired.

Robert M. Barron, C.E., Lawrence, LL.D., President of Union College.

James G. Scribner, LL.D., President of Cornell University.

Rev. Dr. John A. Hilly, LL.D., Rector of the Catholic University of America.

Temple Shain, LL.D., President of the University of Pennsylvania.

Engel Farc Scharf, LL.D., President of the University of Pennsylvania.

Edwin E. Stumpf, LL.D., President of Pennsylvania State College.

Frank W. Smith, LL.D., Chancellor of the University of Kansas.

James M. E. Twining, LL.D., President of the Western Reserve University.

Benjamin Ide Wheeler, LL.D., President of the University of California.
The immediate purpose of the Junior Plattsburg Camp is to establish upon a firm foundation a permanent American Institution, national in scope and representation, which shall provide advantages for the younger men to whom the general conditions of the regular military training camp are not adapted, and which shall become and remain a model in spirit and organization.

The development of a sense of order and system, of self-mastery, of the capacity to command and lead by first learning practice and obedience, and of personal responsibility; and the acquirement of knowledge of superior methods in the fundamentals of civilian and military organization—these are the basic principles of the Junior Plattsburg training.

The members of the Camp will be made to feel that they are working in a common cause, that of preparing the nation to fulfill its destiny; and they will be selected with a view to their capacity for co-operation and comradeship. Every man will be given recognition as an American ready to do his part.

The six hundred cadets to be enrolled for the Camp of 1918 will be drawn, not only from the list of sixty-five institutions given below, from which cadets registered for the 1917 Camp, but also from many others in all parts of the country. The number from any one preparatory or high school will, as a rule, be limited to four; but this limitation does not apply to colleges and universities. The applications will be individually passed upon by the Executive Staff, and admission will be granted to those only who are regarded as qualified.

It is essential in applying for terms of admission to give the name of the educational institution the applicant is now attending.

Adelphi Academy
Ashland High School
Berkeley-Irving School
Berkshire School
Bishop's College School
Blair Academy
Bridgeport High School
Carlton Academy
Carteret Academy
Chauncy Hall School
Chestnut Hill Academy
Choate School
Collegiate School
Columbia High School
Commercial High School
Delavan High School
Elementary School
Fessenden School
Franklin School
Germantown Academy
Hartford High School
Haverford School
Hill School
Holderness School
Holderness School
Manual Training School
Montclair High School
Nichols High School
Noble and Greenough School
North High School
Pawling School
Phillips Academy
Phillips Exeter Academy
Brooklyn, N. Y.
Ashland, Pa.
New York, N. Y.
Sheffield, Mass.
Lenoxville, Canada
Blairstown, N. J.
Bridgeport, Conn.
Summit, N. J.
Orange, N. J.
Boston, Mass.
Chestnut Hill, Pa.
Wallingford, Conn.
New York City
New York City
Brooklyn, N. Y.
Delavan, Wis.
Brooklyn, N. Y.
West Newton, Mass.
New York, N. Y.
Germantown, Pa.
Hartford, Conn.
Haverford, Pa.
Pottstown, Pa.
New Haven, Conn.
Plymouth, N. H.
Brooklyn, N. Y.
Montclair, N. J.
Buffalo, N. Y.
Boston, Mass.
Columbus, Ohio
Pawling, N. Y.
Andover, Mass.
Exeter, N. H.
Pittsfield High School
Plainfield High School
Polytechnic Preparatory School
Pomfret School
Princeton University
Prout Preparatory School
Rayam High School
Reading High School
Sharon High School
Sheffield Scientific School
South Manchester High School
St. Bernard's Prep. School
St. James School
Springfield High School
St. Luke's School
St. Paul's School
State Normal Training School
Stevens School
Taft School
Trinity School
University of Alabama
University of Rochester
University School
University of Texas
Volkman School
Washington College
West High School
West Orange High School
William Penn Charter School
Worcester Academy
Wyoming High School
Yale University
Pittsfield, Mass.
Plainfield, N. J.
Brooklyn, N. Y.
Pomfret, Conn.
Princeton, N. J.
Houston, Texas
Sarazan, N. Y.
Reading, Pa.
Sharon, Mass.
New Haven, Conn.
New York City
St. James, Md.
Springfield, Mo.
Wayne, Pa.
Concord, N. H.
Terre Haute, Ind.
Hoboken, N. J.
Watertown, Conn.
New York City
New York City, N. Y.
University, Ala.
Rochester, N. Y.
Cleveland, Ohio.
Austin, Texas
Boston, Mass.
Washington, D. C.
Minneapolis, Minn.
West Orange, N. J.
Wyoming, Ohio
New Haven, Conn.
HEALTH AND SANITATION

To keep well and fit while working and sleeping in the open is the first lesson of a soldier. Life in the open on the Junior Plattsburg reservation is absolutely free from the usual disadvantages. The land and the surrounding bays are sheltered by higher upland, and the waters of the lake are uncontaminated by seepage or sewage. The water supply is from artesian wells on the ground, scientifically analyzed.

The region within which the Camp is located is entirely outside of and on a different route from the resorts for tubercular patients in the Adirondacks and lends itself to positive sanitary conditions in an unparalleled degree. There is no village or other popular settlement within eight miles.

The Camp is in immediate proximity to excellent sources of food supply from celebrated experimental farms, and all food products undergo careful scrutiny. The milk comes from cows which have been tuberculin-tested. For the year 1918 a new and complete plant will be installed for the preservation of food, including a modern refrigerating plant, and all precautions will be taken to safeguard against adulteration.

The health and sanitation of the Camp will be in charge of the Chief Medical Officer and the Sanitary Engineer. A new Camp hospital will be completed in time for occupancy at the opening of the Camp where trained nurses will be on duty to render service at any time.

Officers, instructors, members of the Camp and employees on the grounds will be inoculated against typhoid before entering upon their duties at the Camp.

A new laundry is being constructed on the grounds for the exclusive use of the members of the Camp.

During the summer of 1917 there was not a single case of infectious disease or an accident of any kind. The accompanying letter by Chief Surgeon Col. A. H. Appe!, U. S. A., addressed to the Administration at the close of the Camp of 1917 speaks for itself.

HEADQUARTERS JUNIOR PLATTSBURG TRAINING CAMP

General E. C. O'Brien, Junior Plattsburg, Inc.
Managing Director, Plattsburg, N. Y.

Dear Sir:

As the Camp is about closing, I feel that it is due to you to express my appreciation of the manner in which you have responded to my every requisition for securing the sanitary condition of the Camp.

Every known provision against infection has been made; the Camp location, the latrine arrangements, the water and food supply, the sanitary police, etc., have been of the most approved character.

During the entire session there has not been a single case of infectious disease, a result I have seldom found achieved in my experience of military camps, extending over a period of thirty years.

Yours truly,

(Signed) A. H. APPEL, Colonel, U. S. A. Med. Dept.

TESTIMONIAL LETTERS

"I am glad to advise you that my son unreasonably derived great benefit from his work at camp last summer. Not only was he physically benefited, but I consider he was helped in every way, both from the standpoint of personal responsibility and discipline.

"He is a student at University School, Cleveland, and before going to camp last year was Corporal in the school company. The training he received at camp was such that he was appointed Captain on his return to school at the opening of the fall term, and besides this he is at present undertaking the instruction of the school company in semaphore practice.

"It is a little early to say whether he will join the camp this coming summer, but, if he undertakes military work at all in the vacation time, you may be sure it will be at Junior Plattsburg."

Sincerely yours.

(Signed) R. G. A. PHILLIPS,
40th St. and Kelly Ave.,
Cleveland, Ohio.

"It is with great satisfaction that I am sending you my son's entrance application for the Junior Plattsburg Camp, and I can only hope that I may be able to give my boy the advantage of Junior Plattsburg until his country has need of his mature services."

Very sincerely,

(Signed) MRS. Wm. C. HAYES,
2027 Pine Street,

"It is of supreme importance to me that a boy should receive a military training during his vacation. My object is to make this boy a man with all the qualities of a soldier. I have poured into him a desire for the simple life of the soldier, and he has come to me with a desire to be trained in the military art."

Very truly yours,

(Signed) W. B. TOPPING,
Terre Haute, Indiana.

"I have the honor to recommend to your attention the case of my son, John, who has been a member of the 1917 Junior Plattsburg Camp. He is a very able youth, and I am sure that he will be a valuable addition to the camp."

Sincerely yours,

(J. M. DAVIS,
33 Market Square,
Trenton, N. J.)

"I have the honor to recommend to your attention the case of my son, John, who has been a member of the 1917 Junior Plattsburg Camp. He is a very able youth, and I am sure that he will be a valuable addition to the camp."

Sincerely yours,

(J. M. DAVIS,
33 Market Square,
Trenton, N. J.)
TECHNICAL TRAINING AND MODERN WARFARE

The extension training provided for embraces all the technical sciences now employed in modern warfare. The staff of instructors selected for this training include officers who have had from one to two years' actual service in France, and are therefore competent to give minute demonstrations in all the methods employed by the contending forces.

PREVIOUS MILITARY TRAINING

Applicants who enroll and who have had previous military training in any camp, school, college or university, will wear service stripes, and they will immediately upon the opening of the camp be tried out and those who in the judgment of the Commandant, a United States Army Officer, prove themselves capable will be designated commissioned or non-commissioned cadet-officers. Engraved certificates for work done and rank attained will be given by the Commandant at the close of the camp.

TESTIMONIAL LETTERS

"I trust that you are to continue the camp at Plattsburg this year, and I am writing this in order to inform you at this early date that I hope to arrange to have my son attend the camp again. "Last summer I visited the camp twice while he was there, and it made me feel that I were a boy again and had the opportunity of being a member of such a camp." Very truly yours,

(Signed) PHILIP FARNSWORTH,
149 Broadway,
New York.

"His experiences at your camp last season more than justify your claims that at Plattsburg the 'man-power in the boy is brought out.' My son gained in every way—physically, through his fine routine and good food; mentally, through team work and association with your fine class of young men; morally, through the high and splendid ideals always kept before them by your efficient leaders." Yours very truly,

(Signed) (Mrs.) I. S. WALKER,
200 Irvington Avenue,
South Orange, N. J.

"I can bear most enthusiastic testimony as to the life and the training of the Junior Plattsburg Camp for 1917, as my son was the youngest member of the camp and went through the whole tour of duty with the most wonderful results. Your slogan—'Train Without Strain' was certainly well exemplified in him, as he never had a sick day and was most enthusiastic about his daily experience, which really made a man of him. "He had always been somewhat delicate, and we were afraid the rigor of camp life might be too much for him, but it braced him up in the most wonderful way, and I am glad to bear this testimony for the good the camp has done him. "I am looking forward with the greatest anticipation for another year for him in Junior Plattsburg and trust you will have the very greatest success this year, even greater than last year." With all good wishes for your work, I remain,

Yours cordially,

(Signed) WM. CARTER,
362 Jefferson Avenue,
Brooklyn, N. Y.

"My son spent two months at your camp last summer, and I feel that his stay with you was highly beneficial in a number of directions. The military training was especially valuable to him, and had a splendid effect upon his health, habits, etc. He is now attending a preparatory school, where the work that he did with you last summer is standing him well in hand. "I had the pleasure of visiting your camp in August, and was very much pleased with what I saw and found there. In my opinion, any young man is fortunate who is able to avail himself of the rare facilities and advantages offered by your institution." Yours very truly,

(Signed) F. M. LAW,
First Nat. Bank,
Houston, Texas.

"As you know, my two sons were there last year through July and August. The oldest son is and has been in France for some time, leaving on the 30th of October, and is now in the United States Army in ambulance work somewhere along the western front. I feel sure that he finds the training received at your Camp of great value to him. My other son, Harold, is at Taft School, and the evidence of the training received at Plattsburg last summer has been quite marked.

The Junior Plattsburg Camp was undertaken in 1917 at the suggestion of Major General Leonard Wood, Commander of the Department of the East, and was subsequently commended by General H. P. McCain, Adjutant General, War Department. The Junior Plattsburg, Inc. has expended $100,000.00 in lands, buildings, tents, arms and equipment, and is prepared to train 600 cadets during the months of July and August, 1918.

COMPLETE CATALOG UPON REQUEST

Address all communications to

JUNIOR PLATTSBURG

8 WEST FORTIETH STREET,
NEW YORK CITY
My dear Dr. Judson:—

As a member of the Advisory Board of the Junior Plattsburg you will be interested in seeing the enclosed announcement, which gives our organization as it exists at this date. It has seemed advisable, after consultation with well-informed Army officers in Washington, to defer the appointment of the military staff until later, when a large number of officers who have been at the front will be available.

If you could use a number of these folders, we shall be glad to send them to you. The complete catalog of thirty-two pages will be ready about April 1st, and a copy will be sent you.

We should be glad to receive any suggestions that may occur to you. It is our purpose to make the work of the Junior Plattsburg, as far as possible, a continuation and supplement of the military courses now being given in the colleges and universities, and in general to make this Camp a serviceable auxiliary to them. Practical suggestions that will help us coordinate our work with theirs will be heartily welcomed. We already have the assurance of the War College at Washington that definite advice will be given us to enable us to adapt our work to the present needs of the Government.

During the spring President Capps expects to invite you to nominate a suitable candidate for a scholarship. The number will depend upon the registration, for, as you doubtless know, we receive no financial support from the Government, or equipment or detail of instructors. All our officers and instructors are paid by the camp, with the exception of Colonel Ira L. Reeves, Director of Military Courses, who is on active service in the Adjutant General's office in Washington.

Very sincerely yours,

H. A. Tomlinson
Executive Secretary.

Harry Pratt Judson, LL.D.,
Pres. University of Chicago,
Chicago, Ill.
The letter reads:

"As a member of the Auxiliary Staff at the camp,
I have been involved in a variety of tasks.
I am responsible for maintaining the camp's
facilities, ensuring the safety of the children,
and coordinating activities with the
main office.
My duties include attending meetings,
planning events, and keeping track of
the camp's operations.
I am happy to report that the camp
is running smoothly.
I am pleased with the progress
made so far, and I am looking
forward to the rest of the
summer.

Best,
[Signature]

Kennedy Branch,
Auxiliary Staff Leader"
My dear Dr. Judson:

In my early letters I have foreshadowed a possibility which I am now glad to announce has been realized.

Through the generosity of the patriotic citizens of Plattsburg, whose support of General Leonard Wood's original plans for the Plattsburg Camps made their great success possible, and on whose initiative the present Junior Plattsburg was organized, I am able to make the following proposal:

I cordially invite you, in view of your relation to the Junior Plattsburg as a member of the Advisory Board, to name a cadet who shall receive a free scholarship in this summer's Camp. This scholarship includes quarter, subsistence, and military training. The only conditions attached to the offer are that the cadet named shall be a student in your institution, in good physical condition, twenty years of age (so that he will presumably be in the United States service within a year), and that he shall be of such a character and standing among his fellow students, that he will not only creditably represent the institution, but shall also be of value to us in sustaining the standard of morale, which we hope will characterize Junior Plattsburg.

We desire to promote these qualities among our cadets:

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<tr>
<th>Qualities</th>
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<tr>
<td>Patriotism and Loyalty</td>
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<td>Self respect and pride</td>
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<td>Alertness</td>
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<td>Esprit</td>
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<td>Cheerfulness</td>
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Under the leadership of this body of twenty-five young men carefully selected by the members of our Advisory Board, we believe that a great step will be taken for the establishment of this high standard of morale.

On receipt of your nomination, the candidate will be immediately enrolled. I trust that our cooperation in this manner will be beneficial to both institutions.

With sincere regards, I am

Cordially yours,

Edward Capps
President.

Dr. Harry Pratt Judson, Pres.,
University of Chicago,
Chicago, Ill.