

OFFICE OF THE COMMANDANT
NINTH NAVAL DISTRICT

GREAT LAKES, ILLINOIS

August 29, 1923.

24077-23
EJM:LMB.

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

Subject: Establishment of Naval Training Units.

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

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

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

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

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

OFFICE OF THE COMMANDANT
NINTH NAVAL DISTRICT
GREAT LAKES, ILLINOIS
August 29, 1928.

24077-28
JRM:LMB

President,
University of Chicago,
Chicago, Illinois.

To:

Subject: Establishment of Naval Training Units.

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

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

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

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

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

22M:RFB
SAC:LL-32

September 10, 1938.

My dear Mr. Wilkins:

I have received a letter from Captain W. Evans,
Commandant of the Ninth Naval District, proposing the establish-
ment of a naval training unit.
Captain W. Evans
Commandant Ninth Naval District
Great Lakes, Illinois

Dear Sir:

I have received yours of August 29 with reference
to the possibility of establishing a naval training unit
at the University of Chicago. You are doubtless aware that
there is already at this University a military training
unit. Your suggestion of the establishment of the naval
training unit is a matter which demands early and serious
attention. At the present I am only able to say that the
authorities of the University will give the matter their
careful consideration at as early a date as possible.

Very sincerely yours,

What method would you suggest of arriving at a clearer
judgment on the course to be pursued in these various matters? I
decline extremely to go forward under momentum without clearly
defined policies.

Very truly yours,

Mr. E. A. Wilkins
Faculty Exchange
EAB:RP

Also sent to
Mr. J. E. Tufts

My dear Mr. ...

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

Dear Sir:

I have received yours of August 22 with reference to the possibility of establishing a naval training unit at the University of Chicago. You are doubtless aware that there is already at this University a military training unit. Your suggestion of the establishment of the naval training unit is a matter which demands early and serious attention. At the present I am only able to say that the authorities of the University will give the matter their careful consideration as early a date as possible.

Very sincerely yours,

W. B. ...

September 10, 1923.

October 17, 1923

My dear Mr. Wilkins:

I have received a letter from Captain W. Evans, Commandant of the Ninth Naval District, proposing the establishment at the University of a naval training unit.

You are perhaps aware that at the retirement of Major Marr and the appointment of Major Barrows, General Hale called upon me and expressed his regret that the University was not promoting the military unit at the University more effectively.

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

These three matters lay before us forcibly the duties of the University toward training men for government service. The Government is already expending \$86,000 a year on its work here and its representatives doubt that they are getting their money's worth, yet feel very keenly that the University ought to cooperate with the Government.

What method would you suggest of arriving at a clearer judgment on the course to be pursued in these various matters? I dislike extremely to go forward under momentum without clearly defined policies.

Very truly yours,

Mr. E. H. Wilkins
Faculty Exchange
EDB:HP

Also sent to
Mr. J. H. Tufts

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defined policies.

Very truly yours,

Mr. E. H. Wilkins
Faculty Exchange
RDR:HP

Also sent to
Mr. J. H. Tutts

October 17, 1923

Dear Sir:

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

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

October 17, 1923

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

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

EDB:HP

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United States Government along the lines suggested by
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Captain W. Evans
U. S. N. Commandant
Ninth Naval District
Great Lakes, Illinois

WDE:HP

The University of Chicago

Office of the Dean of Faculties

223995

September 20, 1923.

Dear President Burton:

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

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

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

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

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

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

Mr Laughlin
Hall
Matthews
Lut

Gale
Malbone
Whitely
Reed
Spencer

The University of Chicago

Office of the Dean of Faculties

September 30, 1933

Dear President Burton:

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

At a meeting of the trustees which I attended in May of 1932, you spoke informally of the call which the General in charge of this district had just made upon you, and of his request for greater co-operation. At that time the trustees expressed a desire to know more fully what the Faculty might think. As to the present situation, in accordance with this desire, I called a conference of the Deans of the Colleges of Arts, Literature and Science. The chief statements brought out in this conference were as follows.

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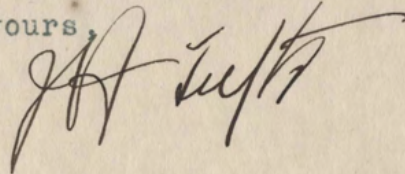
2. So far as the Deans of the Colleges of Arts, Literature and Science are concerned, there was no lack of friendly co-operation.

3. It was the opinion of those present that when the Department of Military Science complained of lack of co-operation it had in mind the Deans of the Colleges of Commerce and Administration, whose attitude was understood to be unresponsive.

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

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

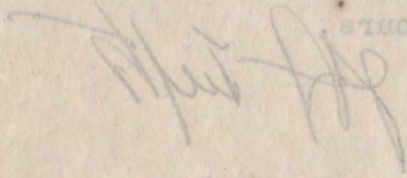
Sincerely yours,

A handwritten signature in dark ink, appearing to read "J. H. Tufts". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

T:W

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Sincerely yours,



Mil. Sci.

Mi 1

September 21, 1923

My dear Mr. Wilkins:

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

Very truly yours,

Dean E. H. Wilkins
Faculty Exchange

EDB:HP

1 Mr

Miss Lee

September 21, 1923

My dear Mr. Wilkins:

In view of the whole situation
respecting Military Science, may I raise the question
whether it is wisest to change the practice previous
years by withdrawing from Major Barrows the privilege
which Major Hart had? Or should we suggest to him
some change to be made in the character of the
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Very truly yours,

Dean E. H. Wilkins
Faculty Exchange

EDB:HP

Xii 1

The University of Chicago
The Colleges of Arts, Literature, and Science

224023

OFFICE OF THE DEAN

September 24, 1923

Military

President E.D. Burton
Harper Library
University of Chicago

Dear President Burton:

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

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

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

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

If he should still press the matter, I plan to say that I will consider it further--and in that case I plan to

President
Communi

The University of Chicago

The College of Arts, Sciences, and Education

934038

September 24, 1933

President E. B. Burton
Hatcher Library
University of Chicago
Near President Burton

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

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

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

It should still press the matter, I plan to say that I will consider it further--and in that case I plan to

President Burton--Page 2

9/24/23

communicate with you before coming to a decision.

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

Very sincerely yours,

Ernest H. Wilkins

Dean of the Colleges

EHW/ES

9/24/23

President Burton--Page 2

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

Very sincerely yours,

Ernest H. Williams

Dean of the Colleges

EW/ES

September 25, 1923.

My dear Mr. Wilkins:

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

Very truly yours,

Secretary.

Mr. E. H. Wilkins,
Office of the Dean of the Colleges.

September 25, 1923.

My dear Mr. Wilkins:

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

Very truly yours,

Secretary.

Mr. E. H. Wilkins,
Office of the Dean of the Colleges.

Xli 1

HEADQUARTERS SIXTH CORPS AREA
OFFICE OF THE CORPS AREA COMMANDER

IN REPLY REFER TO:

337-ROTC

1819 WEST PERSHING ROAD,

CHICAGO, ILLINOIS.

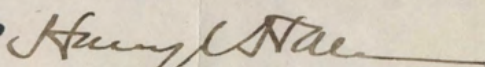
October 3, 1923.

The Dean, Rush Medical College,
Chicago, Illinois.

My dear Doctor Billings:-

1. The Officers' Reserve Corps is the organization upon which we mainly depend for the additional officers for any extension of our army in a National emergency.
2. The Reserve Officers' Training Corps is the student body from which we obtain our supply of officer personnel to fill the Officers' Reserve Corps to its required strength.
3. Each year since its organization the R.O.T.C. has increased its enrollment and its number of graduates. Last year its enrollment was 104,000. The percentage of enrollment to the total of eligible students is believed to be smaller than it might be and the percentage of those enrolled who complete their full course and qualify for a commission is very small in many institutions.
4. It is believed that a conference of our institution representatives would result in ascertaining the real causes of the small enrollment and determine upon a remedy; such a meeting would afford an exchange of views and experiences that would prove of great value to the institutions and to the War Department.
5. President David Kinley, of the University of Illinois, has suggested a conference of Presidents of the Institutions in the Sixth Corps Area, and he believes that as The Association of State University Presidents is to meet in Chicago on November 14th and 15th, 1923, that just before or immediately after that meeting would be the best time for the conference.
6. Will you kindly inform me of your views as to the feasibility of such a conference and give me any ideas that you may have that will make the conference a success? Attached hereto is a tentative list of subjects that might be discussed to advantage.

Sincerely yours,



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

1 incl.

HEADQUARTERS SIXTH CORPS AREA
OFFICE OF THE CORPS AREA COMMANDER

1515 WEST PULASKI ROAD
CHICAGO, ILLINOIS

October 3, 1933

33-1020

The Dean, South Medical College,
Chicago, Illinois.

My dear Doctor Williams:-

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

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

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Sincerely yours,

HARRY C. HALL,
Major General, U. S. Army.

I incl.

MEMORANDUM:

Notes on a conference on Military Training at the University,
held in the President's Office Wednesday, October 10 ¹⁹²³ at 4:30.

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

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

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

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

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

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

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

6. The question further raised is, is the University of Chicago the kind of University in which to do this work, or if it is to be done at a University, does not a state university furnish a better place for it? This question may be raised both from the point of view of the ends of the government in establishing military work and the purposes of the University. As a complement to this question may be asked whether the military work does not need the University atmosphere as a corrective,

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and the University need the military atmosphere as a supplement.

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

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

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

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

d) that such cooperation involves -

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

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

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- (1) careful study on our part of the results of the training as given at our own University;
- (2) criticism of the methods employed and of the plan, communicated at the proper time and in the proper way to government officers, such criticism, if necessary, to be an expression of the opinion that the whole system is either badly conceived or badly carried out.

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

9. Members of the conference were unanimous in feeling that it was entirely impracticable for the University to establish a naval unit as has been suggested by an officer of the government.

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conference with Major Barrows and thereafter, if it seemed best,
with General Hale.

9. Members of the conference were unanimous in feeling that it
was entirely impracticable for the University to establish a
naval unit as has been suggested by an officer of the Government.

October 17, 1923

My dear General:

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

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

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

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

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

May I still further venture the suggestion that the President of each institution who is invited to be present be authorized also to bring with him one or more members of his faculty who may have more or less acquaintance with

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Very truly yours,

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

EDB:HP

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HOB:HP

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James H. Tufts

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James H. Tuttle

The University of Chicago

The Colleges of Arts, Literature, and Science

OFFICE OF THE DEAN

March 8, 1924

Dean James H. Tufts
Harper Library

Dear Dean Tufts:

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

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

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

Very truly yours,

Ernest H. Wilkins

Dean of the Colleges

EHW/ES

The University of Chicago

The College of Arts, Literature, and Science

OFFICE OF THE DEAN

March 6, 1934

Dear James H. Tutts
Harper Library

Dear Dean Tutts:

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

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

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

Very truly yours,

Ernest H. Williams

Dean of the College

NEW/23

The University of Chicago

CHICAGO, ILLINOIS

Department of Military Science and Tactics

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

Mar. 7, 1924.

Dean Ernest H. Wilkins,

The University of Chicago,

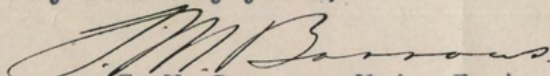
Faculty Exchange.

Dear Dean Wilkins:-

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

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

Very sincerely yours,


F. M. Barrows, Maj., F. A.

The University of Chicago
CHICAGO, ILLINOIS
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Very sincerely yours,

T. M. BROWN, MAJ., U. S. A.

March 12, 1924

Major F. M. Barrows,
Faculty Exchange.

My dear Major Barrows:

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

Cordially yours,

James H. Tufts.

T.S

June 10, 1915

Mr. E. E. Johnson
Portland, Oregon

My Dear Mr. Johnson:

I have written you some time ago about the
fact that we were sending you the following
on general principles. I was not prepared to do this at that
time and only wrote in the letter. The only thing
which I had in mind was to mention it in passing and
this is the case of the matter which was not mentioned for some
(possibly, possibly, possibly) in which there was a little
arranged for the future. There is not, I think, any more
to be said and it might be better to say nothing at all
and not mention it for the future. I am sure that you will
be satisfied with the result and that the present will be
with reference to the future.

Sincerely yours,

John D. Johnson

15

Oct 11 / 1923

Wm 1

My dear President Burton:

Perhaps I can give you my thoughts on the military matter in a few words. I possibly they may be useful.

- 1) If the United States is to have ~~preparation~~ for ~~war~~ war, that have a large standing army, there must be means for quickly forming an emergency army.
- 2) For this army a prime necessity is a body of trained officers, fit to train the men & intelligently participate in making the army.
- 3) To this end the government is seeking to give civilians a certain amount of technical training.
- 4) One of the methods hit upon is to associate this training with university work. It is an experiment. Will it be successful?
- 5) Success is doubtful. This plan & perhaps any other meets with inevitable obstacles.

Oct 11/1905

Mr 1

My dear General Dyer

I believe I have seen you very
often on the military matters in
your course. I have been very
impressed

1) I of the United States is to have
preparation for war, I feel
that a large standing army
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a body of trained officers, fit to
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4) One of the methods of doing this
is to assist this training with
government money. It is an
expensive method, but it is successful.

5) Success is doubtful. The plan
perhaps may be more successful
in the future.

- 6) Only a few young men of ability & ambition are attracted to a military career. Whether this is regrettable or not is beside the question. It is I believe a fact. This does not imply any absence of either courage or patriotism in students.
- 7) Such young men hesitate to give much time to military study to prepare for a possible war; they do not visualize, even now, a war as a reality.
- 8) There is likely to be a very distinct difference between the kind — perhaps the quality — of instruction received in the military courses on the one hand and the usual college work on the other.
- 9) There is danger that students will go into these courses for some reason beside that of earnest desire to learn military technique. There is danger of making the courses in some way alluring, the method being unintentionally but really deceptive. If this be not so

6) But a few thousand men of ability
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on the one hand and the other
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9) There is danger that students
will go into the service for
some reason which that of
conscientiousness to serve without
thinking. This is a danger of
increasing the number in service
very seriously, the military being
conscientiously, but really
disobedient. If this be the case

this at least is: that nothing should be said or published, but a plain statement of the government's aims & the general advantages a student might expect from such study.

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

11) Probably the time has not come for us to refuse to carry the experiment further. Personally I doubt if it will ever be a success. It is very difficult to prepare for war effectively & enlist the best brains, unless as in Germany war is made a

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(11) That is, the time to be used
for us to refer to the
presented further. The
I think it will not be
there. It is very difficult
to prepare for such efforts
without the best results, which
as in the present work is

career & glory. It may be
an undesirable fact, but a fact,
that unpreparedness is a
symptom of American life,
just as tip-toe preparedness
was a symptom of German
life. Perhaps there is no
possible ground between
them,

I have tried to look at this
from a minority viewpoint.
Of course I personally deplore
anything that will add to the
likelihood of war or the
cultivation of the military
spirit —

Respectfully

A. M. Sargent

even 7 o'clock. It was the
an undesirable fact, but a fact,
that unpopularity is a
symptom of American life,
just as the too frequent
was a symptom of American
life. There is a
horrible gulf between
them.

I have tried to look at this
from a human point of view.
Of course I personally sympathize
and think that will add to the
interest of our work
and the work of the
spirit.

Very respectfully,
J. C. M. [Signature]

Mi 1

The University of Chicago

Office of the Dean of Faculties

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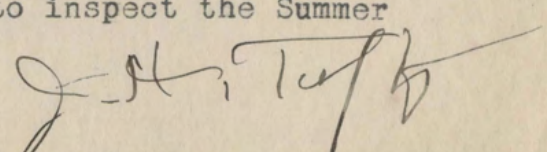
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James H. Tate

Tentative List of Subjects for Discussion

- a. Personnel, commissioned and enlisted.
 - 1) Number required
 - 2) Continuity of the 4 year tour of officers.
 - 3) Minimum enlisted personnel required.
- b. Enrollment.
 - 1) Cause of small percentage to total of eligibles
 - 2) Methods to increase percentage of students in advanced courses.
- c. Courses of Instruction
 - 1) Subjects taught
 - 2) Arrangement of these subjects in different semester and years
- d. Camp Attendance.
 - 1) Method to indrease attendance
 - 2) Earliest date the army officers and enlisted personnel can be relieved from institution to go to camp.
- e. Uniforms and equipment of student.
 - 1) Any desirable change in quality or distinctiveness of uniform for basic or advanced course students.
 - 2) Any deficiency, or desirability of change in equipment furnished
- f. Commutation of rations
 - 1) Is it sufficient to induce students to enroll in the advanced course?
 - 2) If not sufficient what change is recommended.
- g. Credits for admission to advanced course.
 - 1) Any changes in present law
 - 2) Any changes in present practice.
- h. Organization of 6th Corps Area educational institutions:
 - 1) Formation of a permanent society to:-
 - (a) Exchange views on their R.O.T.C. units
 - (b) Co-ordination of plans to increase the efficiency of the units, the enrollment and the camp attendance.
 - (c) Definite plan to keep informed the members of Congress in the Sixth Corps Areas of the R.O.T.C. activities and the necessary legislation to improve its efficiency.

Later addition to list: Methods of Instruction

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MCI

The University of Chicago

CHICAGO, ILLINOIS

Department of Military Science and Tactics

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

Mar. 18, 1924,

President Ernest D. Burton,

University of Chicago.

Faculty Exchange.

My dear President:-

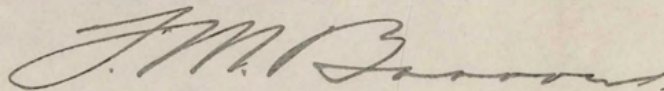
In our talk yesterday morning I failed to bring in one or two matters which I believe might well warrant some thought. One of them is for me to go before the Board of Trustees to place before them the present status of the department, what it means to our government, and what I believe would make it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

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

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

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

Very sincerely yours,



F. M. Barrows, Maj., F. A.

THE UNIVERSITY OF CHICAGO

CHICAGO, ILLINOIS

Department of Military Science and Tactics

Mar. 18, 1924

FIELD ARTILLERY UNIT
RESERVE OFFICERS' TRAINING CORPS
TELEPHONE MIDWAY 0800
LOCAL 123

President Ernest D. Burton,

University of Chicago.

Faculty Exchange.

My dear President:-

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

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

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

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

Very sincerely yours,

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

University of Chicago	Western Kentucky State Normal
Harvard University	Ohio State University
Yale University	University of Cincinnati
Princeton University	West Virginia University
Mass Institute of Technology	Northwestern University
Cornell University	University of Illinois
Johns Hopkins University	Michigan Agricultural College
University of Michigan	Ripon College
University of Colorado	University of Arkansas
Leland Stanford	Coe College
University of Wisconsin	Rhode Island State College
Conn. Agricultural College	Norwich University
University of Maine	University of Vermont
Boston University	University of Delaware
Mass. Agricultural College	Albany Medical School
University of New Hampshire	University of Porto Rico
Rutger's College	St. John's College
College of the City of N.Y.	Western Maryland College
New York University	Drexel Institute
Syracuse University	Gettysburg College
University of Buffalo	Jefferson Medical College
Georgetown University	Lafayette College
George Washington University	Hampton Institute
University of Maryland	Medical College of Virginia
Carnegie Institute of Technology	Virginia Military Institute
Lehigh University	Alabama Polytech Institute
Penn. State College	Marion Institute
University of Pennsylvania	Tuskegee Institute
University of Pittsburg	Emery University
Virginia Agricultural & Mechanical College	No. Georgia Agricultural College
University of Alabama	Gordon Institute
University of Florida	Mississippi Agricultural & Mechanical College
Louisiana State University	Davidson College
University of Georgia	North Carolina State College of Agriculture and Engineering
Georgia School of Technology	Clemson Agricultural College
University of Tennessee	Presbyterian College of South Carolina
Vanderbilt University	Wofford College
DePau University	Rose Polytech Institute
Indiana University	Dennison University
Purdue University	Municipal University of Akron
University of Kentucky	

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Harvard University	Indiana University
Yale University	Dartmouth University
Princeton University	University of Illinois
Mass Institute of Technology	University of Wisconsin
Cornell University	University of Michigan
Johns Hopkins University	University of Colorado
University of California	Stanford University
University of Wisconsin	University of Minnesota
Comm. Agricultural College	University of Maine
University of Vermont	Boston University
University of Delaware	Mass. Agricultural College
Albany Medical School	University of New Hampshire
University of Porto Rico	Rutgers College
St. John's College	College of the City of N.Y.
Western Maryland College	New York University
Braxel Institute	Syracuse University
Gettysburg College	University of Buffalo
Jefferson Medical College	Georgetown University
Lafayette College	George Washington University
Hampton Institute	University of Maryland
Medical College of Virginia	Carnegie Institute of Technology
Virginia Military Institute	Lehigh University
Alabama Polytechnic Institute	Penn. State College
Morton Institute	University of Pennsylvania
Tennessee Institute	University of Pittsburgh
Emory University	Virginia Agricultural & Mechanical College
No. Georgia Agricultural College	University of Alabama
Gordon Institute	University of Florida
Mississippi Agricultural & Mechanical College	Louisiana State University
Davidson College	University of Georgia
North Carolina State College of Agriculture	Georgia School of Technology
and Engineering	University of Tennessee
Clemson Agricultural College	Vanderbilt University
Presbyterian College of South Carolina	Duke University
Wofford College	University of North Carolina
Rose Polytechnic Institute	
Domini University	
University of Akron	

University of Dayton
Wilberforce University
Knox College
Northwestern College
Campion College
Little Rock College
Ouachita College
Iowa State Agricultural
& Mechanical College
State University of Iowa
Fairmont College
University of Kansas
College of St. Thomas
University of Minnesota
Mississippi School of Mines
St. Louis University
School of Medicine of Miss.
Washington University of St. Louis
University of Nebraska
N. Dakota Agricultural College
University of N. Dakota
S. Dakota State College of
Agriculture and Mechanical Arts
University of S. Dakota
University of Arizona
Colorado Agricultural College
State School of Mines, N. Mexico

New Mex. College of Agriculture and Mechanical
Arts.
Oklahoma Agricultural and Mechanical College
University of Oklahoma
Texas A & M
Baylor University
California Institute of Technology
Loyola College
Pamona College
University of California
University of Idaho
Montana State College of Agriculture &
Mechanical Arts
University of Montana
University of Nevada
Oregon Agricultural College
University of Oregon
Agricultural College of Utah
University of Utah
State College of Washington
University of Washington
University of Wyoming
University of Hawaii

New Mex. College of Agriculture and Mechanical Arts.
Oklahoma Agricultural and Mechanical College
University of Oklahoma
Texas A & M
Baylor University
California Institute of Technology
Loyola College
Tulane College
University of California
University of Idaho
Montana State College of Agriculture & Mechanical Arts
University of Montana
University of Nevada
Oregon Agricultural College
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University of Wyoming
University of Hawaii

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File

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OUTLINE OF A UNIVERSITY POLICY
RESPECTING MILITARY INSTRUCTION

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

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

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

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

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3. The Government has appealed to the universities of the country and to the University of Chicago in particular, to cooperate with it in raising up a limited number of such men.

This fact itself creates a strong presumption in favor of our complying with this request. Unless the policy of the government is clearly wrong, so that it is our duty to resist it, its request in accordance with the policy which has been officially and nationally adopted has a strong claim upon us.

4. If the University responds to this request, it has a right to demand^d that the work shall be (a) in all respects of high quality educationally, (b) conducted⁵ in the spirit and with the aims above stated - as a means of preventing rather than encouraging war.

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

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

7. It does not follow that students should be urged to take this work in preference to other kinds of study, or in any way constrained or pressed, but there should be such a declaration of the University's attitude as would leave the students in no doubt that if they choose this work they have the full approval of the University in doing so. This result would probably be best achieved by some public utterance by the President or over his name.

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