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*Harvard university, Board of Overseers Committee
"on military science and tactics."*

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No. 105

REPORT OF THE COMMITTEE ON MILITARY
SCIENCE AND TACTICS

TO THE BOARD OF OVERSEERS OF HARVARD COLLEGE:—

The Committee on Military Science and Tactics has assumed that it is within the scope of its authority to visit and to report upon not only the courses on Military Science and Tactics and the military establishment conducted by Harvard University, but also the Naval course given by the University, the two Government schools conducted by the Navy in the buildings of the University, and the other War activities of the University. The Committee has held several meetings with the Professor of Military Science and Tactics, with the Instructors in the Naval course, and with the Commanders of the Cadet School of the First Naval District and of the United States Naval Radio School, respectively, and it has visited and inspected all of these several schools and organizations "in order to receive suggestions, inquire into defects and needs, hear complaints, and give encouragement and counsel," in accordance with the provisions of Section 29 of the Rules and By-Laws of the Board of Overseers. On November 26, 1917, with the Board, the Committee reviewed the Reserve Officers' Training Corps and the three Naval organizations on Soldiers Field. It has also considered the other War activities of the University.

This report is intended to record and to inform the Board of Overseers of perhaps the more obvious services rendered and being rendered by the University as its contribution toward the winning of the great War, and to bring to the attention of the Board certain recommendations and suggestions which the Committee deems fruitful; it does not and cannot attempt to record the countless daily War services and sacrifices of the University as an institution and of its officers, faculty, students and graduates as individuals.

For many of the statistics contained in this report, the Committee stands indebted to the Annual Report of the President of the University and the report of the special committee of the Board on Military Affairs.

This report will, therefore, cover:—

- I. Army or Military Instruction,
- II. Naval Instruction,
- III. Other War Activities, and
- IV. Recommendations submitted by the Committee.

I. MILITARY INSTRUCTION

(A) *History of the Harvard R. O. T. C.*

On January 10, 1916, a regiment was formed at Harvard under the command of Captain Constant Cordier, U.S.A., who was then on recruiting duty in Boston and who volunteered his services and was appointed Commandant and Instructor by the President of the University. Several Army non-commissioned officers were also later detailed as Assistant Instructors. This regiment was Harvard's first contribution in a strictly military way toward preparedness for War. The United States Government furnished the rifles, bayonets and belts for the regiment, but nothing more in the way of equipment, and the regiment had in a strict sense no Governmental connection. The total enrolment in this regiment amounted to about 1,000, and the regiment reached a high state of efficiency.

On June 3, 1916, an Act was passed by Congress authorizing the establishment in educational institutions of units of the Reserve Officers' Training Corps, having a prescribed course of four years, with a fixed weekly number of hours of instruction, and under an officer of the Army, active or retired, detailed as Professor of Military Science and Tactics; and the President was authorized to appoint in the Officers' Reserve Corps any graduate of such training corps who had completed the prescribed training.

Pursuant to the provisions of this Act and of General Order No. 49 issued by the War Department, Harvard University established a Reserve Officers' Training Corps for the academic year 1916-17 under the command of Captain Cordier, who was appointed Professor of Military Science, and a course of instruction and of drill was laid out to meet the requirements of the War Department. Later, the War Department detailed for this work two additional officers, Captain William S. Bowen and Captain James A. Shannon, and six non-commissioned officers.

On February 3, 1917, the very day upon which the German Ambassador was given his passports, President Lowell, with admirable foresight, wrote to the French Ambassador to the United States asking him whether it would be possible to carry out a plan approved by General Wood, General Scott and Captain Cordier, to obtain some French officers to assist in the instruction of the Corps. On the advice of the Ambassador, the French Government detailed six officers, chosen from among the best men in the service, for this duty, and these officers arrived in April,

shortly after the United States had entered the great War. The Chief of the French Mission was Commandant (now Lieutenant Colonel) Paul Azan, and the others were Commandant Jean de Reviers de Mauny, Capitaines Adolphe Dupont and Marcel de Jarny, and Lieutenants André Morize and Jean Giraudoux. These were the first French officers to come to this country to give military instruction, and their coming was an event of the greatest significance, not only to the University, but to the country at large. All of these officers had been, since early in the War, in the active service of France, and were especially selected for their ability to teach. For their expert knowledge of the most modern arts of War, for their enthusiasm, loyalty, intelligence and affectionate devotion, Harvard University and the American people will always owe a debt of gratitude — to the officers themselves and to the Nation which so generously loaned them to us.

Soon after this Country entered the War, on April 6, 1917, the University went on a War footing. Of the members of the R. O. T. C., 284 were admitted to the first officers' training camps established by the Government in May at Plattsburgh and elsewhere, while many others joined the Naval Reserve, the Aviation and Signal Corps, and other branches of the Army and Navy. The remainder of the Harvard R. O. T. C. finished their strictly academic work and concentrated upon their military training, to which they devoted all of their time. This intensive work lasted from May 8, 1917, to August 15, 1917.

To the R. O. T. C. were admitted not only students in the University, but also graduates of this University and of other universities, and others approved by the military commanders. The number of names on the roster from February to August was 1885, of which 1139 were those of Harvard students, 309 of Harvard graduates, 290 of men from other colleges, and 147 of men with no college affiliations. A particularly gratifying increase in the number came when some 100 members of the Yale R. O. T. C. late in June took their places as part of the Harvard Corps. After Commencement, the Freshman Halls were used as barracks, and the training included a three weeks' encampment at Barre, Mass. This training was conducted by the members of the French Mission and by Captains Cordier, Bowen and Shannon, and also for a short time by Captain Winfield S. Overton. To these intelligent and efficient officers of the Army the University also owes a debt of real gratitude.

After the completion of the training, 296 members of the Corps, being almost all of the men of the required age, were admitted to the second series of Government training camps; while 7 members, too young to go to the training camps, at the invitation of General Leonard Wood gave instruction to Army officers at Camp Funston, Kansas, on the methods of trench warfare learned from the French Mission.

It had been hoped that the Government would commission graduates of the R. O. T. C. without the requirement of attendance at further Government training camps. None of these men had been able to comply with the requirements of the Act of Congress and the orders of the War Department in respect to the number of years of work; but they had done a great deal more work and devoted more hours to it than were ever contemplated by the Act, and the training which they had received was found by experience to be fully equal to that given at the regular Officers' Training Camps, and in the knowledge of modern warfare, learned from the French Mission, probably far superior. However, for reasons which the War Department has considered for the good of the service, the Government has not seen fit to change the requirements in this respect, and, unless the Act is amended, it will still be necessary for members of college R. O. T. Cs., who have not been able to complete the full four years' course, to attend Government camps before they can obtain commissions in the Army.

The instruction given by the French Mission had been so successful and had become so well known that, after the close of the first series of Government camps, 550 newly commissioned Reserve Officers, holding ranks from Lieutenant to Major, were detailed by the Government to receive additional instruction in modern warfare from the French Mission at Harvard and the officers detailed by our Government. These men were quartered in the Freshman Halls and became known as the "Iron Battalion" out of compliment to Colonel Azan whose division in France had borne that name. It is interesting to note that many French officers have now been brought to this country for the instruction of the American Army, but of these the Harvard Mission will always stand as the pioneers.

Before the opening of the academic year in September, 1917, the officers detailed by our Government had been withdrawn and most of the French officers had left the University for broader fields of usefulness to the Nation. The University was, however, so fortunate as to retain the services of Lieutenant Morize, and to have

Colonel Azan, who had been appointed to command the French officers giving instruction in the training camps in the northern part of the United States, stationed most of his time near enough to Cambridge to supervise the work of the R. O. T. C. At the beginning of the year, also, the Government detailed Major William F. Flynn, U.S.A., retired, in charge of the Harvard R. O. T. C., and he was appointed by the University Professor of Military Science and Tactics, and has served as such throughout the year with marked loyalty and fidelity.

(B) *Courses of Instruction, 1917-18*

The University has offered this year two courses in Military Science and Tactics, covering both theoretical instruction and drill: —

No. 1. — An elementary half-course running throughout the year; and

No. 2. — An advanced full course continuing throughout the year.

The elementary course was open to physically fit Freshmen and other members of the University, and the advanced course was open to and could be counted for a degree by all who had completed Military Science and Tactics 1, as given by Harvard last year, or who had had equivalent training elsewhere.

The University has also offered three new courses for the second half-year, — a course on Engineering at the Wentworth Institute of Boston; a course on Company Administration; and a course on Advanced Topography.

It is in many respects unfortunate that these courses will not lead to commissions without further training at Government camps, especially since young officers of the quality and training possessed by members of the R. O. T. C. at Harvard and other colleges will be needed throughout this War in greater and greater numbers and with the least possible delay. It is also felt that it would greatly stimulate military instruction in colleges if officers of the United States Reserve could be appointed to assist the regular or retired officers appointed by the Government, or to act as instructors in such institutions as have been unable to obtain regular or retired officers. Many of these reserve officers, fresh from training camps, would be of the greatest possible assistance in instruction in modern warfare. The Act of Congress might well be amended in these respects.

(C) *Drill, 1917-18*

During the present academic year, the Harvard R. O. T. C. has continued its drill as well as its theoretical instruction. A regiment of 12 companies was reorganized.

The members of Military Science 1 have drill two hours a week; the members of Military Science 2 drill with the members of the elementary course, and in addition have had special drill by themselves of two hours each week. The total enrolment in the R. O. T. C. of this year was 1193, of whom 991 took the course in full and 202 drilled with the regiment but did not take the full course. These were distributed as follows:

1921.....	428
1920.....	247
1919.....	188
1918.....	123
Unclassified.....	45
Special.....	2
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College total.....	1,033
Graduate School.....	47
School of Business Administration.....	12
Law School.....	52
Divinity School.....	3
Dental School.....	28
Architecture.....	9
Outside graduates.....	9
	<hr/>
Total.....	1,193

Early in January, 1918, 51 men of the Corps went to the third Officers' Training Camp at Camp Upton, N. Y., and these were practically all of the members of the Corps of the requisite military age. It is interesting to note that the Dean of the College has reported that on January 18th there were left in Military Science and Tactics 2, 32 Seniors, of whom 17 were too young to be nominated for the training camp, 5 were physically disqualified for Camp Upton, and 3 are preparing to enter some other form of National service, while 2 others complete the requirement for their degrees at the mid-year and will leave college then.

There has been considerable difficulty in obtaining adequate drill during the winter time. After conferring with Major Flynn in November, the Committee endeavored to coöperate with him in obtaining the Commonwealth Armory in Boston as a drill hall,

but after one week's trial the attempt to drill in that armory was abandoned largely because of the matter of expense. Since then, drill has been conducted by companies in the baseball cage and in the Cambridge Municipal Drill Hall, but these have proved entirely inadequate, and some provision should certainly be made for proper drill facilities for the R. O. T. C. during the winter months for future years if not for this winter.

II. NAVAL INSTRUCTION

There are three distinct Naval Schools now in existence under the general auspices of the University:—

- A. The Naval course given by the University for members of the Naval Reserve;
- B. The Government School for Ensigns known as The Cadet School, First Naval District; and
- C. The United States Naval Radio School.

(A) *The University's Naval Course*

For the academic year 1917-18, the University has arranged a required programme of four courses for men in the Naval Reserve on leave of absence at the University, to occupy their full time and to prepare them for the Ensign's examination. These courses are conducted at the Astronomical Laboratory on Jarvis Street. They include:

Course 1. Mathematics. — A full course covering Plane Trigonometry, Solid Geometry, Spherical Trigonometry, and Analytic Geometry of two and three dimensions.

Course 2. Navigation and Nautical Astronomy. — A full course covering the Theory and Use of Nautical Instruments, Piloting, Dead Reckoning, Sailings, Nautical Astronomy, Theory and Practice in the use of the Sextant in the determination of the position of a ship at sea, and the Sumner Method and the Method of St. Hilaire.

Course 3a. A half course on Marine Meteorology.

Course 3b. A half course on Naval Principles and Practice.

Course 4. A full course on Seamanship, Ordnance and Gunnery, with Drill.

These courses have been conducted by Professors of the University and also by Lieutenant Edward Forbes Greene, U.S.N., retired, who was appointed by the Government for this work. Lieutenant Greene had also conducted practical drills for the members of these

courses as part of the Course on Ordnance. The sudden death of Lieutenant Greene on December 18, 1917, was a real loss to Naval instruction at Harvard. His earnestness, keenness, energy and knowledge of the intricate and difficult subjects which must be understood by a Naval Officer rendered his aid invaluable. Since his death, Ensign William Lambert Barnard, N.N.V., Harvard 1899, an instructor in the Government School for Ensigns, was appointed temporarily to take Lieutenant Greene's place and to conduct the mid-year examinations. Lieutenant Commander Joseph C. Nowell, U.S.N.N.V., has recently been appointed in charge of this course.

It is hoped that the Government will recognize the efficiency of the Naval courses being given by the University and if possible so arrange it that those who complete them satisfactorily will, on passing the Government examination, be commissioned as Ensigns without further study. No definite arrangement, however, has as yet been made in this respect.

(B) *The Government's Cadet School*

The Government has established at Harvard a Cadet School for the First Naval District. It is under the charge of Captain James P. Parker, N.N.V., a graduate of Harvard College of the Class of 1896. The purpose of the School is to prepare for commissions as Ensigns those members of the Naval Reserve Force, Coast Guard, or National Naval Volunteers, who have the necessary basis of education and are deemed to possess the requisite personal qualifications. The course is a four months' course. The first class of this School was held at the Massachusetts Institute of Technology from June until October, and the second class, the first one at Harvard, commenced in October and ended in February. The third class commenced on February 18, 1918. It is expected that there will be successive four months' courses conducted at Harvard throughout the War.

The candidates for this School are carefully selected by a Board at the Navy Yard in Boston, due consideration being given to professional knowledge, practical experience, general education, officer-like qualities, subordination and initiative. There are 150 cadets in this School. The course of instruction at the School is almost identical with the course given to the Reserve Officers at Annapolis, with the exception of the course in Ordnance, which is handicapped by lack of equipment.

For the use of the School, the University turned over the following buildings and facilities:

- Holyoke House as a dormitory; part of
- Dane Hall as an office;
- Harvard 1 as a lecture room; and the
- Dining Room in Standish Hall as a Mess Hall.

The dormitory and office have been furnished at the expense of the Government, which pays to the University the sum of \$1.25 a day for the board and lodging of each member of the School.

(C) *United States Naval Radio School*

In May, 1917, the Government, through Captain William R. Rush, Commandant of the Charlestown Navy Yard, organized in the University buildings at Cambridge a school for instruction in radio work in order to supply not only the Navy, but also the Merchant Marine, with radio operators. At the present time, about nine out of every ten radio operators appointed by the Government are being trained at this School. The School on January 1st had a total personnel of 3296, of whom about 3,000 were under instruction. By contract with the Government, the University is paid \$1.25 per day for each member of the School. The University has assigned to the use of the School for class-rooms about four-fifths of Pierce Hall, and practically the whole of Austin Hall; Memorial Hall has been given over to the members of the School as a Mess Hall; sleeping quarters are provided in Perkins Hall, Walter Hastings Hall and the Hemenway Gymnasium. The University has also assigned as a Sick Bay the little building formerly used as a Contagious Hospital, near Pierce Hall; and for recreation, the University has turned over to the School the Divinity Library. In addition, the Government has hired Craigie Hall and Winthrop Hall and is negotiating for Russell Hall and the land and buildings of the Palfrey Estate. A hut of the Y. M. C. A. has been erected on Holmes Field.

To have a Government school of 3,000 men in Harvard in addition to its own depleted numbers, is certainly an achievement for which the University may well feel considerable satisfaction.

The Radio School is in command of Lieutenant Commander Nathaniel F. Ayer, U.S.N.R.F., a graduate of Harvard College in the Class of 1900. The course of instruction is seventeen weeks in length. A new course is started every Monday morning, and approximately 150 men are graduated on each Saturday morning.

The Committee has inspected several of the buildings used by the School, and particularly Pierce Hall. It is felt that the extraordinary growth of the School makes necessary the use of the entire building of Pierce Hall and that the few members of the University who are still using the Hall should be accommodated elsewhere.

III. OTHER WAR ACTIVITIES

The other War activities conducted by the University have been manifold in number and of widely different types. The range of these activities is indicated by a recital of the following.

At the request of the Council of National Defence, the Graduate School of Business Administration established two courses of special training for those intending to enter the Quartermaster or Ordnance Corps; one course on Military Stores-keeping, and the other on Cost Inspection for War Contracts. In addition, a course on Supply, for prospective officers of the line, was offered to members of the Harvard R. O. T. C. In these three courses were enrolled 145 men.

The Medical School has given, at the request of the Surgeon General, courses in medicine for the Army and Navy and a course in orthopedic surgery for selected members of the Medical Corps. The medical personnel of four base hospital units has been composed almost wholly of members of the teaching force of the Harvard Medical School, or of its graduates; including the Harvard Surgical Unit, which occupies Base Hospital 22 with the British Expeditionary Force in France under the command of Dr. Hugh Cabot, '94, M. '98; the unit of the Medical School formed in connection with the Peter Bent Brigham Hospital under the lead of Dr. Harvey Cushing, M. '95; and the units of the Massachusetts General Hospital and of the Boston City Hospital.

Upon the request of the Government, the clinic of the Harvard Dental School with its 125 chairs has been utilized to give dental treatment to drafted men, and the Dental School also maintains two chairs at the Radio School and one at the Commonwealth Pier for members of the Naval Reserve.

Under the auspices of the Summer School, a number of courses were given on subjects relating to the War; the Bussey Institution is the headquarters of the Botanical Raw Products Committee organized under the Council for National Defence; and the Psychological Laboratory has been engaged in devising and standardizing tests for the selection of aviation volunteers.

At the request of the authorities of the Charlestown Navy Yard, members of the Department of German acted as translators of records and inscriptions on German steamers seized by the Government; while members of the French Department, at the request of the War Department, spent the summer months at West Point helping the cadets become proficient in French conversation.

The American University Union, in Paris, has been established by the leading American colleges and technical schools to meet the needs of American college men and their friends in Europe. For the convenience of Harvard men, a Bureau has been established in this Union as the center for all information relating to Harvard men abroad. A most valuable War service is being rendered by the Union and by this Bureau.

The records of Harvard men in War service are being kept systematically and efficiently by the Harvard War Records Committee in the Harvard Union, under the direction of Frederick S. Mead, '87. On October 11, 1917, the *Harvard Alumni Bulletin* compiled the list of those in War Service as follows:

United States Army	1,997
United States Navy	713
Foreign Armies	122
Medical and Surgical Service	591
Harvard R. O. T. C. and other military bodies	917
Ambulance Service	420
Red Cross and other relief work	229
National, State, and other committee work	498
Miscellaneous	125
Total	5,612

The number is now, of course, much larger.

It may also not be out of place to report that on January 1, 1918, the Harvard Club of New York City, out of a total membership of 4,919, old and young, resident and non-resident, had records of 870 members in the American, Belgian, British and French Armies and in the American Navy, as well as 44 members engaged in Field Service of the Red Cross in Europe and of the Y. M. C. A., about one out of every five members, therefore, being in active service, while many hundreds more were helping and serving in other ways.

The drain upon the members of the University has of course been great, as is shown by the President's report, the loss in students this year being about 2,000 from the numbers of last year, with a considerable loss in the teaching force.

Thus, in countless ways have the University and its sons given to the service of the Nation.

IV. RECOMMENDATIONS

So long as this World War shall continue, and until a satisfactory peace is achieved, the main object of the University must be to render every assistance possible to the Government in the prosecution of the War, consistent with maintaining its functions as a University and preserving its usefulness for the period of reconstruction after the War and the future. The services already rendered by the University and its sons have been in all respects commendable. Under the leadership of President Lowell, the University has already offered to the Government every facility and has rendered services of which we may all feel proud. That the usefulness of the University in the future will be even greater than it has been in the past, seems clear. New calls will come from time to time and new opportunities be open. That these will be met in the spirit of the highest and broadest disinterested patriotism is assured, and the working out of the future service of the University may safely be left in the hands of President Lowell and those coöperating with him. This Committee commends most heartily the accomplishments of the past and urges a continuance and development of the service of the University to the Nation as the War progresses.

With respect to specific recommendations, your Committee makes the following suggestions:

1. That the efforts of the President of the University to secure an amendment of the National Defence Act of June 3, 1916, should, when the time seems ripe, be renewed, in behalf not only of Harvard, but also of all other colleges giving adequate military training, in the following particulars:
 - (a) In order to permit of the assignment of reserve and other available officers to instruction in the colleges, Section 45 of the Act should be amended by inserting at the end of the first sentence the words "provided that during the existing emergency, reserve and other officers, as well as regular officers, may be assigned to this duty irrespective of their periods of service";
 - (b) In order to provide for the commissioning in the United States Reserve of graduates of Reserve Officers' Training Corps at colleges without the necessity of repeating much of their work at Officers' Training Camps, Sections 49 and 50 of the Act should be amended to provide that during the existing emergency the amount of training to qualify students for commissions in the Army shall be reckoned in hours, and that eligibility for commissions shall depend on the satisfactory completion of the hours of training required without regard to the number of years in which it is done.

2. In order that the training of the Harvard R. O. T. C. may be brought to a higher perfection, a Drill Hall should be provided for the winter training.
3. Throughout the War, Harvard should continue summer camps for intensive training, open not only to Harvard men but as broadly as possible to all men properly qualified, particularly those too young to attend the Government camps.
4. The Navy Department should be asked to commission as Ensigns, without the requirement of attendance at any further Government School, graduates of the Harvard Naval course, and of similar courses at other colleges, on their passing the examinations prescribed by the Government.
5. The Committee feels that the suggestion of Captain James P. Parker of the Cadet School should be brought to the attention of the Government, to the effect that the several similar schools on the Atlantic Seaboard might well be consolidated into one school held at Harvard, thereby promoting efficiency and saving expense.
6. The extraordinary growth of the Radio School requires that all of the available facilities needed by it be generously placed at its disposal, and your Committee feels that the Professors and other members of the University now using parts of Pierce Hall should be accommodated elsewhere, in order that the whole of that Hall may be not only used for the Radio School, but also under its sole command.

Respectfully submitted,

LANGDON P. MARVIN, *Chairman*,
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 FRANKLIN D. ROOSEVELT,
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 ELIOT WADSWORTH,
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Committee on Military Science and Tactics.

FEBRUARY 25, 1918.

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