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Washington, D. C.,  
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Honorable Ray Lyman Wilbur,  
Secretary of the Interior,  
Washington, D. C.

My dear Mr. Secretary:

In response to your recent request I am submitting the following suggestions concerning the Indian Service.

For sixteen years after leaving West Point my service in the Northwest brought me into contact with the Sioux, Cheyenne, Crow, and Blackfoot Indians. I have joined in their councils, investigated Indian supplies, got an insight into Indian customs and the ways of the Indian Bureau. This experience impressed me with the unsympathetic attitude of the officials of the Bureau, their lack of appreciation of the Indian and the utter lack of opportunity for advance of the young Indian.

This dark record is well known. A recent survey by the Institute of Government Research of Washington gives a clear picture of present Indian administration, and offers a feasible plan for the attainment of a higher standard of efficiency.

My experience in Philippine administration is pertinent. I organized and administered as Director for fifteen years the Philippine Bureau of Forestry. Under the Spanish regime the natives received scant opportunity for advancement in the Forest Service.

In 1910 at my suggestion a law was enacted providing a school of forestry giving a two years' course - forty-six scholarships were provided by law, twenty-three students in each of the two classes selected by competition in the high schools. Maintenance funds were also provided by law, and upon successful completion of the course the graduates entered, without further examination, the local Forest Service. After a few years the school was made a unit in the Philippine University and provided advanced courses leading to the bachelor degree in the Science of Forestry. Fifteen masters' degrees in forestry have been obtained in the United States by Filipino foresters at government expense. At present there are but five Americans in the Philippine Forest Service with a trained personnel now numbering more than five hundred. The Service is a great success, and the 40,000,000 acres of forest cared for by it is in better condition today than in 1900. Of the \$8,000,000 revenue from forest products, one-half was expended on administration and the other half was turned into the treasury as net profit.

This experience, in an undeveloped country with a primitive people, in a country less in area than the State of California, carrying a smaller budget than that State, can and should be repeated in this rich country. In addition to local scholarships, eighty-five Filipino students taking a variety of advanced work are maintained