

CROSS REFERENCE SHEET

Name or Subject Jackman, Wilbur

File No.

Regarding

Date

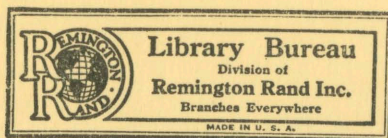
SEE

Name or Subject

File No.

School of Education

File cross reference form under name or subject at top of the sheet and by the latest date of papers. Describe matter for identification purposes. The papers, themselves should be filed under name or subject after "SEE."



Cat. No. 30-5902

For use in all Filing Systems

5724 Kimbark Av.,

Feb. 16, 1905.

My Dear Dr. Harper:

There is one matter in connection with the budget-making which I know you have overlooked, because I am certain you never got it down in the little "red book". I didn't put it down in mine either - it was not necessary, I shall not forget it.

Some weeks ago I was in Dr. Goodspeed's office and he drew forth a letter which he said he wished to read to me. In it he recited some of my shortcomings and I believe he expressed some hopes of my reform. He said that he had written it with the intention of sending it to me but that he had read it to you and

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you had advised against it on the ground that it was too severe. When I compared it with certain epistles received from other sources a year ago, the severity did not seem to me to be excessive. What very deeply impressed me, however, was that you possessed the insight which recognized the man behind the mere calculating budget maker; that you had the feeling — that you could take the time to place the man above a thing in the consideration of business matters. You must know that this incident was not needed to awaken within me feelings of affectionate regard, but it gives me the occasion to say how much I appreciate the patience and good nature with which you have borne with my apprenticeship in the making of the School of Education. In the upbuilding of this new feature of the University your personal

and professional policy has enlisted the entire confidence of all associated with you in the enterprise and it has secured at all times the very best that everybody could give. The result is that we have had a year of peaceful, quiet, and effective work, steadily progressing toward clearer understandings and better things. Without a dissenting voice, the credit for this belongs to you.

I but voice the sentiment of all when I express the hope and the belief that you will pass the present crisis safely and that we shall still feel the steadiness of your hand at the helm.

With the best wishes from Mr. Jackson
and myself

I am, sincerely yours,

Wilbur S. Jackson

Per

CHICAGO February 9, 1905.

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My Dear President Harper:

Touching the matter of our future University relationships, I find it very difficult to decide. You are in such complete possession of all the facts so far as anyone can have them, and you hold my confidence to such a degree, both as to intent and judgment, that I am disposed to leave the matter very largely for you to decide. I submit, however, a few suggestions that may be of some use in shaping the final result.

1. Let the school be as free as possible from all university entanglements. Let time and experience demonstrate what these should be and how they should be formed. Whatever quiet and progress we have had this year has been due to the fact that the faculty has been free to work out its own ideas. Last year showed what University interference will do.
2. Provide for democracy of government by insuring Faculty control in all matters that are not purely administrative and in all matters that are not vested in the Board of Trustees. The danger in the present arrangement is that a purely administrative function assumes more and more the character of a legislative function thus discrediting and disregarding the right of the Faculty as a whole. This tends to breed distrust where it is not deserved and a lack of confidence where confidence must be reposed if there is to be a successful organization. A suggestion from you at this juncture would do a world of good. This idea would eliminate the function of Director which I believe is in accord with your own view. At the same time, a Director of the right type is conceivable. You have been illustrating what I mean this present year. The function has been admirably filled.
3. Let whatever office, channel or means that may be provided as a "go between" for the School of Education and the University as a whole have its duties, and its limitations clearly defined, so that unwitting encroachments may not breed misunderstandings. I see almost no hope of preventing the individual who assumes this place from gradually piling up influence, of acquiring a momentum for the University side that will finally over-run the ideals of our school. This is because the idea of professional training for the teachers as we are trying to carry it out has almost no hold in the minds of the University people.
4. As to the name of the one to fill this place, I regret that I have no better one to suggest than the one which you propose. He has much in his favor: good presence, frank

CHICAGO February 9, 1903.

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Regarding the matter of our future University relationship, I find it very difficult to decide. You are in such complete possession of all the facts as far as anyone can have them, and you hold my confidence to such a degree, both as to intent and judgment, that I am disposed to leave the matter very largely for you to decide. I submit, however, a few suggestions that may be of some use in making the final result.

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Provide for democracy of government by insuring faculty control in all matters that are not purely administrative and in all matters that are not vested in the Board of Trustees. The danger in the present arrangement is that a purely administrative function assumes more and more the character of a legislative function thus discrediting and disorganizing the right of the faculty as a whole. This tends to breed distrust where it is not deserved and a lack of confidence everywhere. A suggestion from you at this juncture would do a world of good. This idea would eliminate the function of Director which I believe is in accord with your own view. At the same time, a Director of the right type is conceivable. You have been illustrating what I mean this present year. The function has been admirably filled.

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CHICAGO

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bearing, wide acquaintance with men, quick wit, promptness, forceful in presentation - all good, even indispensable. Per contra, he knows almost nothing of the ideas we stand for, he is saturated with certain university notions and traditions that are probably opposed to them, he seems to tend rather more towards the aristocratic than the democratic, and what was brilliancy and flash in earlier years is being more and more interpreted as flippancy as he grows older.

But as I have said already I have no wiser nor better person to suggest and if you feel that such a function is in the organization and necessary to it, and if you can make him see that the school is not a plaything - not a foot ball for the whims and personal ambitions of everybody in the University - I pledge myself to the school in the future, ~~as~~ I have tried to serve its interest in the past.

It is with endless regret and with the deepest sorrow that I cannot utter that I try to force myself to realize the unfortunate circumstances that make a consideration of this question at this time at all necessary. With your hand on the helm, our school has felt safe and it has had a sense of security not felt before in its history.

With the most earnest hope that the events of the immediate future may render any change in our present plan entirely unnecessary, I am

Yours most sincerely,

Wilbur S. Jackman

CHICAGO

- 2 -

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