

The University of Chicago

The School of Education

January 24, 1916.

My dear President Judson:

The statement regarding the people
about whom I wrote you on January 19 is as follows:

Ayres is a doctor from Teachers College.

Morrison never was at Teachers College.

Spaulding, Kendall, and Van Sickle never were
at Teachers College.

Bliss is a graduate of Teachers College.

Hartwell never was at Teachers College.

Hanus never was at Teachers College.

Inglis is a doctor from Teachers College.

Cubberley and Jessup are both, I think, graduates
of Teachers College.

Very truly yours,

Charles H. Judd.

President H. P. Judson,
The University of Chicago.

CHJ-G

The University of Chicago

The School of Education

OFFICE OF THE DIRECTOR

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Charles F. Johnson

President H. F. Johnson
The University of Chicago

CH-2

Columbia University
in the City of New York

PRESIDENT'S ROOM

January 25, 1916

President H. P. Judson

University of Chicago

Chicago, Ill.

My dear Judson

Referring to the subject matter of our telephone conversation this morning, I cannot recall at the moment just what names I suggested to Judge Bordwell, of Los Angeles, when he called to see me the other day in reference to the proposed school survey there. I did mention particularly the name of Professor Cubberley of Stanford University, who is not only a Pacific Coast man but a very real authority on questions of organization and administration in school work. Another man of the same type is my colleague, Professor Strayer of Teachers College.

My notion would be that the board of survey should consist of a man who, like Cubberley or Strayer, is a specialist in school organization and administration, including matters of finance and school law; of a man who knows the inside school work, including such matters as the program of study, the methods of teaching, the systems of

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of study, the methods of teaching, the systems of

grading and promotion, the preparation and appointment of teachers and so on; of a man who could speak with authority on the physical and sanitary side of school work, including all questions relating to health and exercise; and of a fourth man chosen for his general educational experience and for his reputation as a man of common sense.

Sincerely yours

Richard Henry Batten

7
Chicago, February 3, 1916

My dear Judge Bordwell:-

I have conferred with President Butler, and I think we substantially agree on the recommendation that it would be advisable to have a group of specialists covering different fields of the work of the Board. President Butler's suggestion is that there should be one man who is a specialist in school organization and administration, including matters of finance and school law; a second man who knows the inside school work, including such matters as the program of studies and the needs of teaching, systems of grading and promotion, preparation and appointment of teachers, etc; a third man who could speak with authority on the physical and sanitary side of school work, including all questions relating to health and exercise; and a fourth man chosen for his general educational experience and for his reputation as a man of common-sense.

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My dear Judge Bordwell:-

Chicago, February 2, 1916

work, although I should hope that each of the men might be endowed with President Butler's notion as to the possession of common-sense. It would be quite possible to make the classification a little more elaborate. For instance,

- A. Organization. This would include the powers and activities of the Board, the organization of a school census, the tracing of the progress of pupils through the school, and the functions of the Superintendent.
- B. Finance.
- C. School buildings and health.
- D. Teachers, appointment and continuation of training.
- E. Classroom work, especially classroom work in the elementary grades. So important is the distinction between elementary work and high-school work that I suggest
- F. High-school organization as a separate topic.

I would suggest a list of those who I think would be quite competent to discuss the topics above noted. The letters at the right of the names indicate the fields in which these men are best qualified to serve.

- 1. Ayres A B C
- 2. Cubberley A B
- 3. Morrison C D E F
- 3. Spaulding D E F

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1. Ayres A B C
2. Campbell A B
3. Morrison C D E F
3. Spaulding D E F

4. Bobbitt A D E
4. Strayer A B
4. Jessup D E F

These men I think are already known to you. Dr.

Leonard P. Ayres of the Russell Sage Foundation, is one of the best men in the country. Professor Cubberley of Leland Stanford University of course you know, and know his reputation. Mr. H. C. Morrison is the Superintendent of Education of the State of New Hampshire. Superintendent Spaulding of Minneapolis, Minnesota, is an excellent man. I understand that he is just recovering from a serious illness, and perhaps could not be obtained. Professor Bobbitt of the School of Education of the University of Chicago, Professor Strayer of the Teachers College, Columbia University, New York, and Professor Jessup of Iowa City, Iowa, are men whom I should rank as entirely equal in their qualifications, ^{for this work} I may say that the numbers indicate the order in which I should recommend the choice to be made.

With best wishes, I am,

Very truly yours,

H.P.J. - L.

Judge Bordwell,
President of the Board of Education,
Los Angeles, California.

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President of the Board of Education,
Los Angeles, California.

H.P.2. - L.

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4. Strayer A B
4. Bobbitt A D E

NORMAN BRIDGE
SECURITY BUILDING
LOS ANGELES, CAL.

66

Feb. 3, 1916.

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

My dear Dr. Judson:-

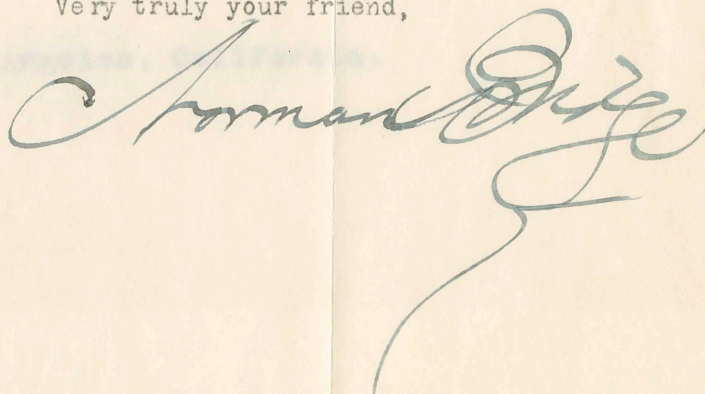
I lunched yesterday with a prominent ex-banker here who is on our School Board and he told me that our mutual friend Judge Bordwell, President of the Board, had gone East to ask you and President Butler to recommend somebody to make a survey of the School Department of Los Angeles. I told him I thought it was a good scheme, and that a survey made by an able man, unbiased by his own possible school experiences and with a business head ought to be very useful.

I told him of the survey of the medical schools made by Dr. Abram Flexner a few years ago and what an immense amount of good it had done. I furthermore said that I thought a man who was familiar with such survey work and not a school master would be the best person for the job. He insisted that I should write you this. I told him I thought that might be or seem impertinent, but he insisted that you must know me well enough to know that I would not wittingly meddle with your tasks, either impertinently or otherwise.

It seems to be true without question that Los Angeles has some very good schools, albeit very expensive ones and with an amazing tendency for the school people to divide into opposing factions as to how the schools should be run.

I hope you are very well, and I know the university is prospering.

Very truly your friend,



NB-EC

Chicago, February 7, 1916

My dear Dr. Bridge:-

Your favor of the 3d inst. is received. I wrote Judge Bordwell the other day after consultation with President Butler, sending suggestions as to the survey desired in Los Angeles. Mr. Abraham Flexner would not be available for the work in question. I am quite sure, as he is very closely occupied with the duties of his secretaryship in the General Education Board. Of course anything you write me on any subject, as you know, will always be welcome.

I trust that things are going well with you and with all in which you are interested.

Cordially yours,

H.P.J. - L.

Dr. Norman Bridge,
Security Bldg., Los Angeles, California.

Chicago, February 7, 1916

My dear Dr. Bridge:-

Your favor of the 2d inst. is received. I wrote Judge Bordwell the other day after consultation with President Butler, sending suggestions as to the survey desired in Los Angeles. Mr. Abraham Flexner would not be available for the work in question. I am quite sure, as he is very closely occupied with the duties of his secretaryship in the General Education Board. Of course anything you write me on any subject as you know, will always be welcome. I trust that things are going well with you and with all in which you are interested.

Cordially yours,

H.P.J. - L.

Dr. Norman Bridge,
Security Bldg., Los Angeles, California.

The University of Chicago

The School of Education

7 Los Angeles
February 9, 1916.

My dear President Judson:

I was very much interested to read over your letter to the president of the Los Angeles board. I appreciate very much your acceptance of my suggestions in these matters.

Very sincerely yours,

Charles H. Judson


President H. P. Judson,
The University of Chicago.

CHJ-G

CLASS OF SERVICE	SYMBOL
Day Message	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION



TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, VICE-PRESIDENT

BELVIDERE BROOKS, VICE-PRESIDENT

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RECEIVED AT CORNER JACKSON BOULEVARD AND LA SALLE STREET, CHICAGO

ALWAYS
OPEN

FEB 16 1916

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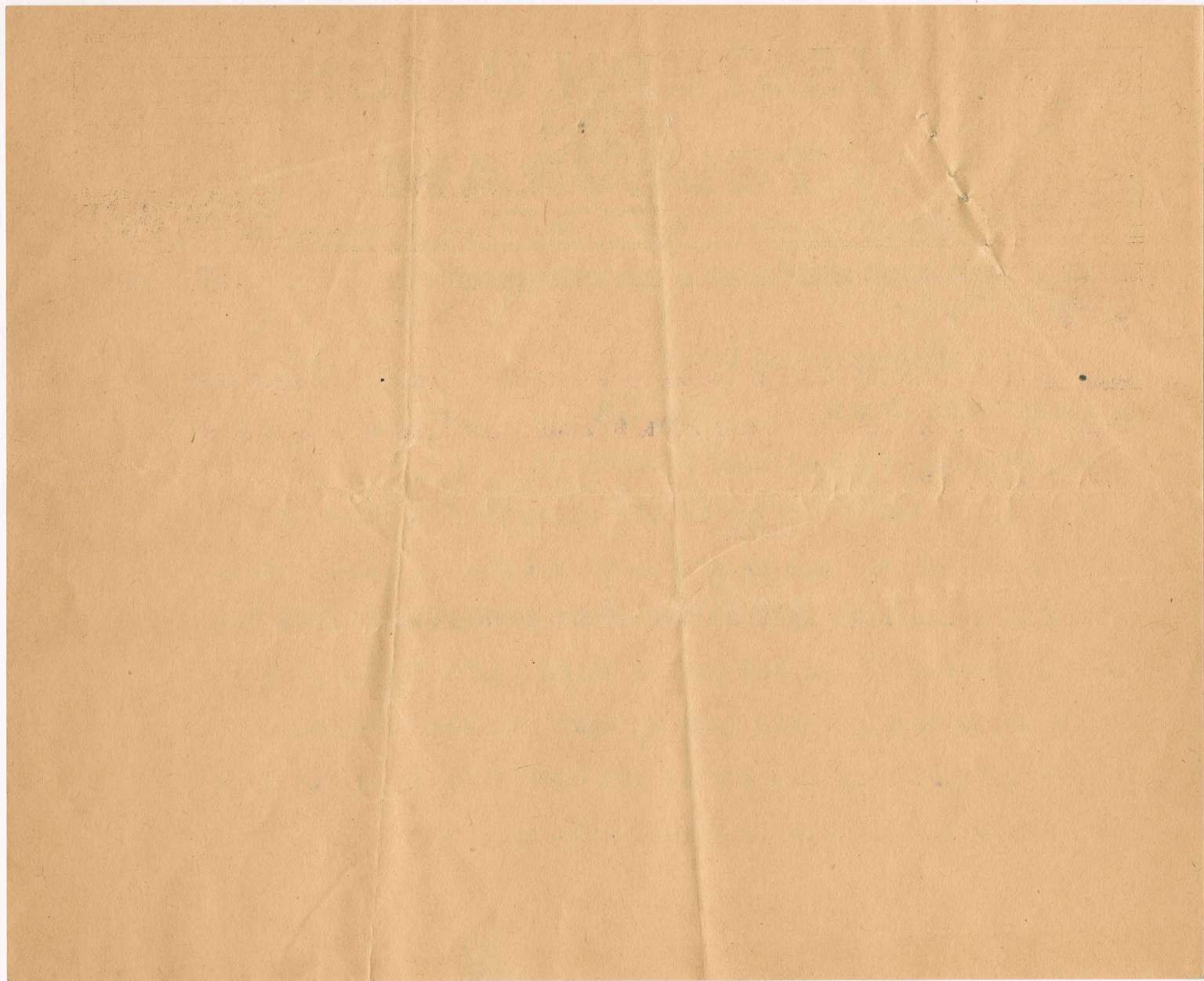
LOSANGELES CALIF 16

DR HARRY PRATT JUDSON

6158

PRES UNIVERSITY OF CHICAGO CHICAGO ILL

AUTHORIZED BY FORMAL ACTION OF THE BOARD OF EDUCATION AND
COMMITTEE I ASK YOU AND DR BUTLER OF NEWYORK TO SELECT THREE
SPECIALISTS RESIDING EAST OF THE ROCKY MOUNTAINS TO COME HERE
AND MAKE SURVEY OF OUR SCHOOLS ON PLANS INCORPORATED IN MY
LETTER GOING FORWARD THIS DATE WE WANT THE WORK COMMENCED
AT THE EARLIEST POSSIBLE MOMENT AND COMPLETED NOT LATER THAN
MAY FIFTEENTH THIS DATE IS PRACTICABLE AS YOU WILL SEE BY MY



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A786GS SHEET 2

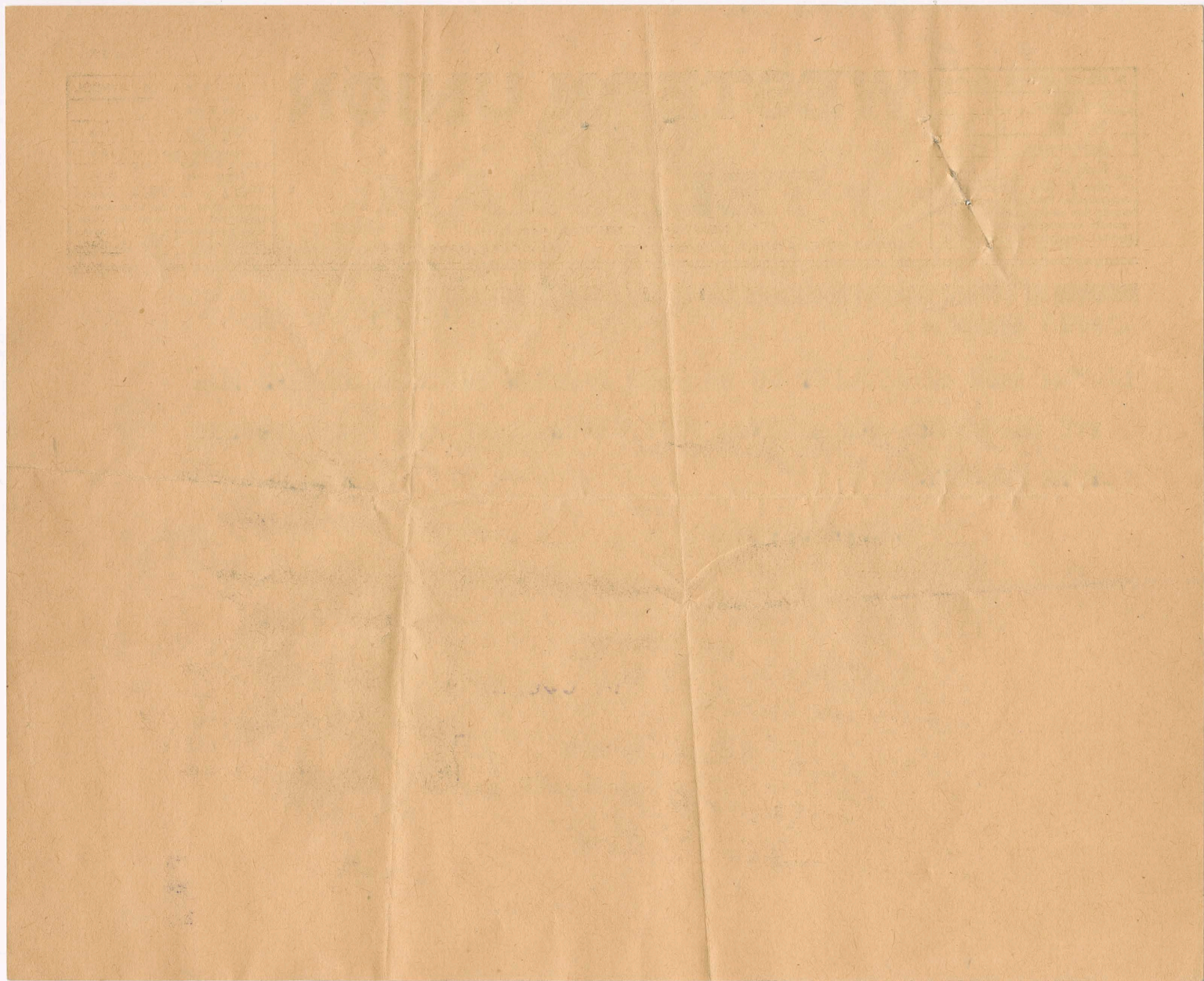
6158

LETTER EACH SPECIALIST TO BE PAID FIFTEEN HUNDRED DOLLARS FOR
SIXTY DAYS WORK AND ALLOWED FOUR HUNDRED DOLLARS FOR EXPENSES
LETTER FOLLOWS

WALTER BORDWELL.

3200

17.



Mr. Judson
WALTER BORDWELL
W. B. MATHEWS

214
LAW OFFICES OF
BORDWELL & MATHEWS
SUITE 814 MERCHANTS NATIONAL BANK BUILDING
MAIN 793 60806
LOS ANGELES, CAL.

5 copies
February 16, 1916.

Dr. Harry Pratt Judson,
President, The University of Chicago,
Chicago, Illinois.

Dear Doctor Judson:

I acknowledge receipt of your communication of the 3d inst. informing me of your recent conference with Dr. Butler concerning survey of our schools.

I thank you for your kindness in giving this your attention, and please be assured of my appreciation of the wisdom of your observations.

The members of the Board of Education are highly pleased with my report of my conference with you in Chicago, and at your interest as evidenced by your letter. And they are greatly delighted that you are willing to aid us.

Our Board has fully determined that a survey of our schools is highly desirable. We wish you and Dr. Butler, President of Columbia, to select the specialists to do it. And we wish it undertaken at the earliest possible moment and completed not later than the 15th of May next. This may seem a short time, but from the conversation with you and Dr. Butler (and I discussed this point more freely with the latter) I entertain the feeling that it can be accomplished. If the gentlemen selected

LAW OFFICES OF
BORDWELL & MATTHEWS
SUITE 814 MERCHANTS NATIONAL BANK BUILDING
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that it can be accomplished. If the gentlemen selected

February 16, 1916.

can commence very soon, they will be able to advise us on the most important points that are troubling us by that time.

At the present writing it does not seem desirable to have those selected by you and Dr. Butler undertake any particular investigation and report upon the subject of finance. Of course some consideration of finance will, incidentally, arise. The accounting department of our State Board of Control has been making an exhaustive investigation of our business affairs. The matter of finance is receiving full consideration and will be an important part of their report -- and this we are expecting in a very few days. The delay of the State Board of Control's completion of their work is, in part, the cause of not finally taking up this matter with you and Dr. Butler sooner.

THE PERSONNEL OF THE INVESTIGATORS:

We have no suggestions whatever to make, except that we desire that the number be three, and that all of them be selected from east of the Rocky Mountains. Other than this suggestion you and Dr. Butler are to have absolutely a free hand. We know that your selection will be accepted without question of their skill and impartiality and possession of common-sense. (Of this we are especially interested in what you write.)

THE SCOPE OF THE SURVEY:

(a) Organization of our schools for educational purposes, courses of study; the number of teachers employed -- whether sufficient or too many; the proper number of pupils per teacher in the various grades and departments.

February 16, 1916.

(b) Intermediate Schools (Junior High Schools):
The value of the work now being done by such schools already established in our Department; are they desirable in our system? Whether the number is sufficient, or whether they should be extended.

(c) Junior colleges already established: Are they desirable as a part of the educational system of the Los Angeles schools? If so, should they be extended?

(d) Manual training; vocational training; scientific instruction; instruction in the arts, agriculture, commercial work -- are they properly established in our system, and to what extent, generally speaking, is it desirable that they should be a part of our public school system, and specifically, have our schools gone too far or not far enough in these matters?

(e) Desirability and extent of permitting elective subjects.

(f) Evening schools, High and Elementary: Is the Board of Education of Los Angeles justified in the use of public funds in establishing and maintaining these schools to the extent now employed, or should they go farther, and, if so, to what extent?

(g) Form of report cards.

(h) Manner of selection of teachers.

(i) Standard of efficiency of teachers and dismissal of those who fall below.

(j) Quantum of work demandable of teachers.

(k) Employment of teachers in night work as well as day work, and payment of double salary.

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February 16, 1916.

- (l) Social activities.
- (m) Home teaching.
- (n) Health Department and scope of work desirable.
- (o) Libraries.
- (p) Equipment: Unnecessary duplication of, if any.
- (q) Unnecessary duplication of work, if any.
- (r) Cost of plants and the relation of the cost of High School plants to Elementary plants - whether reasonable or unreasonable. Can the unit system be adopted to advantage in the construction of buildings?
- (s) To what extent is it desirable that the Board of Education regard beauty of architecture of buildings and landscape garden work surrounding the same?
- (t) Desirability and extent of specializing in High Schools in Los Angeles city proper.
- (u) Practicability of employment of applied psychology in our schools.

The foregoing is not to be regarded as exclusive nor comprehensive -- it may be increased or restricted. When the surveyors are on the ground many things will suggest themselves to them, and we may bring up matters of which they would consider a discussion with and advice to the Board, desirable.

It is our idea that those whom you and Dr. Butler select are to consider themselves as employed by the Board of Education for their information and instruction, and not otherwise. The surveying party will not be expected to prepare a report for publication and general circulation

February 16, 1916.

Dr. Harry Pratt Johnson

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Dr. Harry Pratt Judson #5

February 16, 1916.

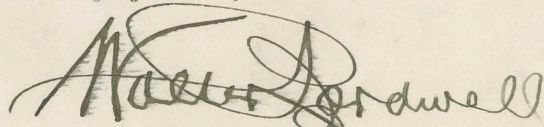
-- and we think no publication of the Committee's report desirable, unless authorized by the Board. The Board of Education, as the elected head of the School Department, feels the necessity for expert advice for their information, assistance and guidance. When the surveying party is on the ground, the members of the Board will expect and desire occasional, and perhaps frequent, conferences with them. At that time the scope of the survey can be extended as seems best.

COMPENSATION:

Our Board is short of funds. We found the treasury short when we took office last July, and the Board of Supervisors, having jurisdiction thereover, reduced our budget to the extent of \$160,000. It is therefore necessary for us to be economical. I discussed with Dr. Butler the matter of compensation, and he volunteered the suggestion that if each member of the surveying party was paid \$1,000 and was allowed, say, \$250 for his expenses, it would be sufficient. Our Board, although feeling the pinch of shortage of funds, thinks we ought to do better than that, and it is willing to pay to each of the three members of the surveying party \$1,500, and allow him \$400 on account of expenses, and will not require of them more than two months' work on the ground.

Very truly yours,

WB-W



President Board of Education of
Los Angeles City.

February 16, 1916.

Dr. Harry Pratt Johnson #5

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COMPENSATION:

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President Board of Education of
Los Angeles City.

WB-W

Columbia University
in the City of New York

PRESIDENT'S ROOM

February 17, 1916

President H. P. Judson

University of Chicago

Chicago, Ill.

Dear President Judson:

You have undoubtedly received this morning the same night letter that I have received from Judge Bordwell of Los Angeles, reading as follows:

"Authorized by formal action of the Board of Education and Committee I ask you and Dr. Judson of Chicago to select three specialists residing east of the Rocky Mountains to come here and make survey of our schools on plans incorporated in my letter going forward this date. We want the work commenced at **earliest** earliest moment and completed not later than May fifteenth. This date is practicable as you will see by my letter, each specialist to be paid fifteen hundred dollars for sixty days work and allow four hundred dollars for expenses. Letter follows".

I am writing him to say that I will confer with you while his letter is en route, in the hope that we may be able to make some prompt suggestion.

What do you say to selecting a member of the Faculty of Education of the University of Chicago, a member of the Faculty of Education of Columbia University, and some man chosen from outside educational work, who has a reputation for sound judgment, public spirit and interest in the relations of an educational system to its community?

Awaiting your suggestions, I am,

Faithfully yours,

Wm. L. Butler

Monahan?

Columbia University
New York City
PRESIDENT'S ROOM

February 17, 1918

President H. P. Judson

University of Chicago

Chicago, Ill.

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Awaiting your suggestions, I am,

Faithfully yours,

Handwritten signature

Handwritten signature

Chicago, February 21, 1916

My dear President Butler:-

Your favor was duly received Saturday, and I concur in your suggestion as to the general composition of the Commission. Meanwhile Judge Bordwell's letter has arrived this morning. You will doubtless receive your copy immediately. One member of the faculty of our School of Education could undertake the work, but probably could not begin it before the 1st of April. It seems to me that perhaps that would enable him to do his part, however, so as to complete the work by the middle of May. What would you think of Morrison of New Hampshire as the third man? Of course I don't at all know that he would be able to consider undertaking a share in the case. I should say that when the Commission is formed it would be desirable for them to meet, perhaps in New York, and sketch out their plan of operation. Then the work can be divided, and may be

Chicago, February 21, 1916

My dear President Butler:--

Your favor was duly received

Saturday, and I concur in your suggestion as to the general composition of the Commission. Meanwhile Judge Bordwell's letter has arrived this morning. You will doubtless receive your copy immediately. One member of the faculty of our School of Education could undertake the work, but probably could not begin it before the last of April. It seems to me that perhaps that would enable him to do his part, however, so as to complete the work by the middle of May. What would you think of Morrison of New Hampshire as the third man? Of course I don't at all know that he would be able to consider undertaking a share in the case. I should say that when the Commission is formed it would be desirable for them to meet, perhaps in New York, and sketch out their plan of operation. Then the work can be divided, and may be

undertaken possibly at different times by the different men, but the final report might be made as a unit.

Very truly yours,

H.P.J. - L.

President Nicholas Murray Butler.
Columbia University, New York City.

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men, but the final report might be made as a unit.
Very truly yours,

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President Nicholas Murray Butler,
Columbia University, New York City.

LAW OFFICES OF
BORDWELL & MATHEWS
SUITE 814 MERCHANTS NATIONAL BANK BUILDING
MAIN 793 60806
LOS ANGELES, CAL.

March 13, 1916.

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

Dear Doctor Judson:

I have had recent correspondence with Doctor Butler and his office as follows:

TELEGRAM, February 28. Butler to Bordwell:

"Find difficulty in securing best possible men under limitations named. Could time in Los Angeles be reduced to one month. First class men all busily engaged now."

TELEGRAM, February 29. Bordwell to Butler.

"Do you think possible to give us what is wanted as outlined in letter of sixteenth in one month? We have large amount of data already accumulated for the use of the specialists. If time be reduced to one month should compensation and expenses as stated in said letter be modified and if so what would you suggest? We want action as early as possible and are quite willing to cooperate and meet any reasonable requirements as to time or otherwise."

LETTER, March 2. Butler to Bordwell.

"Your telegram has been received and I am giving close attention to the important matter of the Los Angeles school inquiry and conferring freely with my colleagues, Secretary Fackenthal and Dean Russell of Teachers College. We are in telegraphic communication with President Judson, and hope to be able to send you some specific recommendations very shortly. Unfortunately, I am just leaving for the Pacific Northwest, to be away until the 1st of April, and cannot participate further in the conferences here. I have, however, fully expressed my views and suggestions to Secretary Fackenthal and to Dean Russell, and they will act on my behalf both in receiving communications from you, in answering them, and in conferring with President Judson. Secretary Fackenthal will receive and send all communications."

LAW OFFICES OF
BORDWELL & MATTHEWS
SUITE 814 MERCHANTS NATIONAL BANK BUILDING
MAIN 700
LOS ANGELES, CAL.

WALTER BORDWELL
W. B. MATTHEWS

March 13, 1916.

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

Dear Doctor Judson:

I have had recent correspondence with Doctor Butler
and his office as follows:

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"Kind difficulty in securing best possible men
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are quite willing to cooperate and meet any reason-
able requirements as to time or otherwise."

LETTER, March 3, Butler to Bordwell:
"Your telegram has been received and I am giv-
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Los Angeles school inquiry and conferring freely
with my colleagues, Secretary Eckenhead and Dean
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communication with President Judson, and hope to be
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Pacific Northwest, to be away until the last of April,
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lating communications from you, in answer to them,
and in conferring with President Judson. There-
fore, Eckenhead will receive and send all communi-
cations."

March 13, 1916.

As indicated in wires of yesterday I am quite anxious about this matter. I have not, nor has any member of our Board, any pride of opinion, nor, as suggested in my telegrams, of yesterday, any hard and fast views as to specifications or limitations. But, as I indicated to you when I saw you in Chicago, what we want is a viewing of our school system and its works by disinterested persons who are experts in educational matters to the end that we may be properly advised as to whether or not we are doing the right thing, and if not, what we ought to do to make it right. If we are doing the wrong thing we want to correct the error.

We not only want disinterested, fair-minded, experienced men, but also men who, while being properly progressive, are not faddists nor given to radicalism, -- men who are sane, sound and reliable.

Personally I do not consider it necessary that those selected by you and Dr. Butler should be especially prominent in the educational world. As for me, -- and I believe I may safely say the same for the other members of the Board, -- I should be entirely satisfied with any men selected by you. It is your selection, and not the standing of the parties selected, nor their reputation nor fame, which will give us confidence.

If the work cannot be entirely finished by the 15th of May to the satisfaction of the experts themselves, they need not, nor need you, have any fear but that the work may be continued at once, or, if necessary, later on, to make the survey as full and complete as is necessary for the purposes indicated. Should it be possible that anyone might entertain the idea that we have any ulterior purpose whatsoever in limitations, suggestions or specifications outlining what we think we want, the mind of such person should be immediately disabused. We seek the light, honestly and fervently, and nothing else, for our guidance in the matter of the policy and administration of our school affairs.

I sincerely hope arrangements can be made very, very soon to have men come on here and start in on this work, and do as much as possible before the 15th of May, to the end that we may, as indicated in my wire of last evening, have their assistance and advice in formulating the policies and plans of the school work of next year. We must know about this before the first day of June, and long enough before that date to enable us to digest what the experts advise.

Very sincerely yours,

WB-W

Walter B. Dowdell

March 13, 1916.

Dr. Harry Pratt Judson

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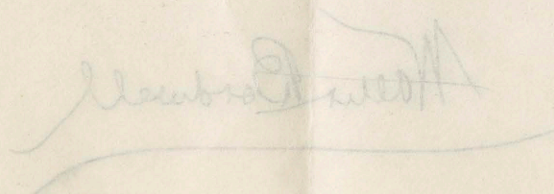
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Very sincerely yours,



WB-W

March 13, 1916.

TELEGRAM, March 6. Butler to Bordwell.

"One month of ground probably sufficient. Would consider reduction of compensation and expenses inadvisable as survey will involve considerable time and labor beyond that expended in actual investigation."

TELEGRAM, March 7. Bordwell to Butler.

"In our school system twenty-nine hundred fifty teachers, one hundred thousand enrollment, about eighty thousand average attendance. Some of our board feel doubtful sufficiency one months time of experts. Personally I think it might suffice. Would be glad if you will telegraph at once amplifying your wire of sixth stating somewhat in detail what might be expected of experts."

TELEGRAM, March 7. Fackenthal to Bordwell.

"President Butler away. Have consulted with educational officers and deem it unwise to define too closely plans for survey until appointment of commission. Find it will be difficult to secure good men who can give much time if investigation must be completed by May 15. More men available and for longer period if survey could be postponed to September."

TELEGRAM, March 12. Bordwell to Fackenthal.

"Our board not of any hard and fast opinion matter of specifications plans for survey. Willing await appointment as suggested. Exceedingly anxious have investigators get to work very soon so that before fifteenth May they can give us advice on some important points to enable us to properly make plans for next year which should be completed before the first June. Much disappointed at delay. If you cannot send just the men you wish please send others at once and if the work cannot be completed by fifteenth of May it may be continued without or with vacation."

And I yesterday telegraphed you as follows:

"Messages from Butler's office indicate some hitch in procuring right men for our survey. If can't get men you prefer please get others doing the best possible. Most important that survey be commenced very soon so that we may be properly advised by May fifteen to enable us prepare for work of next year. Survey can be extended beyond that date if unfinished without or with intermission."

March 13, 1916.

Dr. Harry Pratt Judson.

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Would consider reduction of compensation and
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educational officers and deem it unwise to define
too closely plans for survey until appointment of
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good men who can give much time if investigation
must be completed by May 15. More men available
and longer period if survey could be postponed
to September."

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anxious have investigators get to work very soon
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DAY LETTER

THE WESTERN UNION TELEGRAPH COMPANY

INCORPORATED

25,000 OFFICES IN AMERICA

CABLE SERVICE TO ALL THE WORLD

This Company TRANSMITS and DELIVERS messages only on conditions limiting its liability, which have been assented to by the sender of the following Day Letter. Errors can be guarded against only by repeating a message back to the sending station for comparison, and the Company will not hold itself liable for errors or delays in transmission or delivery of Unrepeated Day Letters, sent at reduced rates, beyond a sum equal to the amount paid for transmission; nor in any case beyond the sum of Fifty Dollars, at which, unless otherwise stated below, this message has been valued by the sender thereof, nor in any case where the claim is not presented in writing within sixty days after the message is filed with the Company for transmission.

This is an UNREPEATED DAY LETTER, and is delivered by request of the sender, under the conditions named above.

THEO. N. VAIL, PRESIDENT

BELVIDERE BROOKS, GENERAL MANAGER

RECEIVED AT 53rd ST. I. C. STATION, PHONE MIDWAY 4321

81 AM 28BLUE

CO, NEWYORK MAR 21 326PM

PRESIDENT HARRY PRATT JUDSON

U OF C

YOUR TELEGRAM TO GARY ABOUT LOSANGELES REACHED ME HERE THIS
MORNING AM GOING OVER MY CALENDER IN THE HOPE OF
MAKING TIME FOR LOSANGELES WILL WRITE YOU TOMORROW

ABRAHAM FLEXNER

430PM

430PM

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PRESIDENT HARRY PRATT JOHNSON

00 NEWYORK MAR 21 326PM

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Handwritten: Bondwell

The University of Chicago

The School of Education

OFFICE OF THE DIRECTOR

March 28, 1916.

My dear President Judson:

I beg leave to report to you the correspondence which I have had with the various gentlemen who were invited to go on the Los Angeles survey. On Friday I telegraphed in identical form to Mr. Morrison and Mr. Jessup as follows:

"President Judson is making commission for Board of Education of Los Angeles. They want private advice. No printed report. Want report May fifteenth. Will require about two weeks in California. President urgently invites you. Expenses and compensation will be arranged. Hope you can go. Bobbitt and probably Jessup (Morrison) other members. Please wire me at once."

I found later in the day that Mr. Jessup was in attendance at the meeting of the North Central Association and I had a personal conference with him and he accepted.

I received a telegram that night from Mr. Morrison as follows:

"Can join commission if I can leave Chicago by April seventh and return here by twenty-eighth."

I then telegraphed to you at the Cosmos Club as follows:

"H. C. Morrison accepts on condition that he can go on April seventh and be in Concord April twenty-eighth. William A. Jessup accepts. Bobbitt is now in Denver. Can go on April first. If the arrangement is made I should notify Bobbitt as soon as possible."

The University of Chicago

The School of Education

OFFICE OF THE DIRECTOR

March 28, 1916

My dear President Jackson:

I beg leave to report to you the correspondence which I have had with the various gentlemen who were invited to go on the Los Angeles survey. On Friday I telegraphed in identical form to Mr. Morrison and Mr. Jessup as follows:

"President Jackson is making commission for Board of Education of Los Angeles. They want private advice. No printed report. Want report May fifteenth. Will require about two weeks in California. President urgently invites you. Expenses and compensation will be arranged. Hope you can go. Hobbs and probably Jessup (Morrison) other members. Please write me at once."

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"W. C. Morrison accepts on condition that he can go on April seventh and be in Concord April twenty-eighth. William A. Jessup accepts. Hobbs is now in Denver. Can go on April first. If the arrangement is made I should notify Hobbs as soon as possible."

I have found on my desk the letter from California which was sent to you on February 16 and am having copies of that letter made and sent to each of the gentlemen concerned with my own letter, a copy of which is also enclosed.

Very truly yours,

Charles H. Judd

President H. P. Judson,
The University of Chicago.

CHJ-G

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Very truly yours,

Charles H. Jones

President H. F. Johnson
The University of Chicago

CHJ-6

C O P Y

March 28, 1916.

My dear Jessup:

I enclose a copy of a letter which was sent under date of February 16 to President Judson. The rest of the correspondence with regard to this survey has been largely carried on in a series of telegrams of which I cannot send you copies. In the course of this telegraphic correspondence it has been suggested that a very much less period of time is necessary for the kind of survey that is demanded and it has appeared that if the three members of the commission can spend two weeks in Los Angeles possible they can accomplish all that is desired. Furthermore, it has been suggested that the basis of payment be entirely changed and a per diem basis be arrived at which would give to each member of the commission, say, twenty-five dollars a day for expenses, or whatever other sum may seem desirable. At all events, the financial matter has not been determined beyond the rather vague statements contained in this letter; nor, indeed, have the particular items of investigation been carefully worked out.

The character of the survey has been repeatedly defined as one which does not call for a printed report. It appears to be a matter of advice to the Board and to

C O P Y

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My dear Jessup:

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The character of the survey has been repeatedly defined as one which does not call for a printed report. It appears to be a matter of advice to the Board and to

the superintendent on certain crucial questions which it is believed by those who were organizing the commission could be settled in a shorter period of time. The final telegraphic correspondence with regard to the organization of the commission is in the hands of President Judson. He is at Pinehurst and got my last telegram as he went through Washington, telling him that the various persons suggested for the commission were willing to accept. I dare say that the further correspondence about the survey will also be in telegraphic form, so that the sending of this letter is merely to give you the details as they were in the hands of the President early in February. They do not define the present scope of the survey as I attempted to define it to you briefly in my last letter.

Very truly yours,

Professor W. A. Jessup,
State University of Iowa,
Iowa City, Iowa.

CHJ-G

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State University of Iowa,
Iowa City, Iowa.

CH-1-G

-2-

Los Angeles Survey

Columbia University
in the City of New York

PRESIDENT'S ROOM

April 3, 1916

President Henry P. Judson

Shoreham Hotel

Washington, D.C.

My dear Judson:

On arriving home from the Pacific Northwest on Friday, I took up at once the matter of the Los Angeles Survey Commission, finding that three names had not been agreed upon in my absence. The names of Bobbitt and Jessup seemed to me excellent, and those two men can take care of the theoretical and academic aspects of the problem. I felt that the Commission needed a sternly practical person who knew something of the actual workings of a large city school system, its limitations as well as its opportunities. I therefore approached Dr. Albert Shiels, a very scholarly and experienced man who is Director of Reference and Research under the New York City Board of Education. He thinks he can get leave of absence to participate in this work, and I feel sure that he is right in this. Inasmuch as another telegram from Judge Bordwell had been received urging haste, I am sending him today the night letter which follows:

"Have now agreed with Judson on three following names. All excellent. Albert Shiels, Director of Reference and Research Board of Education New York City. Walter A. Jessup, Dean College of Education, Iowa State University, Iowa City, and John F. Bobbitt, Assistant Professor School Administration, University of Chicago. All three await telegraphic instructions from you as to next step. Am writing more fully".

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Columbia University
Institute of Education

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April 3, 1916

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All three await telegraphic instructions from you as to next
step. Am writing more fully."

The Los Angeles people will get a strong body of men in Shiels, Jessup and Bobbitt, all of whom can be trusted to do excellent work.

With best regards, I am,

Faithfully yours,

Richard Henry Butler

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With best regards, I am,

Faithfully yours,

