January 31, 1918.

Honorable Pope Smith, Chairman Senate Committee on Education and Labor, Washington, D.C.

Dear Sir:

The new conditions which the war has produced, the supreme importance of education to the country, and the need of taking advantage of opportunities which are appearing daily, make the present time one of the most critical in the history of education in the United States. Our educational relationships are growing steadily in extent and in importance. It must be a national, not a separate effort of individuals, states, or localities, all of which are represented in the President's Cabinet.

In compliance with your request, the undersigned, a committee of representatives of various national educational associations meeting in Washington during the present week, very respectfully submit the following considerations, bearing on the questions involved in an important bill before your committee, authorizing the creation of a Department of Education under the direction of a Secretary who shall become a member of the Cabinet.

It seems clear that the complete and efficient mobilization for purposes of the war of all the educational resources of the country — amounting to nearly a billion dollars in capitalization, thousands of trained experts and instructors, and hundreds of thousands of students — calls for some great central organizing agency to serve both as a clearing house for plans and a source of effective practical leadership and of inspiration. It is believed that many of the governmental organizations already at work in the field of education might profitably continue their operations undisturbed, at least for the period of the war; but it also appears that a great part of the field of useful activity has not yet been touched, and can best be reached through a large and comprehensive national agency.

Following the usual history in the development of large undertakings, many independent organizations have sprung up, actuated by patriotic motives, and many of these are either wasting energy through overlap of endeavor, or are actually hindering one another by working at cross purposes. The time has come for coordination and direction through a national agency which can both be uniform and stimulate effort.

It also seems clear that since the nation is forced into a position of leadership in the conflict for world-wide democracy, it will be force to help make democracy safe for the world as well as the world safe for democracy. This means great international relationships to be established between the educational system of the United States and those of Europe, South America, and the Orient. These relationships will need to be established and directed by national educational ministries in the various countries involved, just as education is already directed by well-organized ministries in some of the most important European countries. In dealing with France or England, a state department of education would be at a great advantage over lesser governmental.

OFFICE OF THE SECRETARY
(TELEPHONE MAIN 9138)
1400 MASSACHUSETTS AVENUE
WASHINGTON, D.C.

NATIONAL HEADQUARTERS
WASHINGTON, D.C.

DEPARTMENT OF SUPERINTENDENCE, ATLANTIC CITY, N. J., FEBRUARY 25—MARCH 2, 1918

ANNUAL MEETING NATIONAL EDUCATION ASSOCIATION, PITTSBURGH, PA., JUNE 30—JULY 6
The opportunity is before us of cooperating in large educational undertakings with France, England, and Italy, and of helping in the educational reorganization of Russia and the educational awakening of China. Our educational relationships with the South American Republics also are sure to grow rapidly in extent and in importance. We must act in all these matters as a nation, and not as separate and independent agencies. While leaving to the states all the old measure of autonomy in their own educational systems, it will be necessary to provide some central and general agency through which they may all express themselves in policies which are either national or international in scope.

January 31, 1918.

Dear Sir: Under the new conditions which the war has produced, the supreme importance of education to the country stands out more clearly than ever before. The great ideals which have always been in the minds of the people more or less in solution, need to be crystallized into definite form, and to become the well defined directing motives in the national consciousness. In the absence of a state religion, both educational organization of the country must be the means of placing emphasis upon the great moral and spiritual values which are ultimately the determining factors in a nation's history, especially by the enlightenment which it spreads and the emphasis which it places on the great moral laws, it can prove a large measure of salvation in a shifting social and economic order which we are inevitably facing at the close of the war. Education will be made of the new measure of leisure which museums to be coming to the workers and what application he will make of the enlarged power which his already has, will largely be determined by the place which has accorded education in the national life. The enlargement of the suffrage also brings weighty additional responsibilities to the schools. The governmental organizations already at work in the field of education might profit from the nation's ideals, consciously expressed in the lives of its people determined its destiny, as Goethe has said, "What we desire in government, we must first put into the minds of the people through the schools" and comprehensive national agency.

These are some of the considerations which seem to demand the recognition of education in the largest and most dignified way by the government. The creation of a Department of Education would in our judgment unify, direct, and stimulate effort, and would give just recognition to the dignity and practical importance of Education in the national life. It would also establish a governmental agency for dealing with international educational problems of a rank coordinate with the educational departments of the majority of the great nations with which we shall be dealing.

It also seems clear that since the nation is forced into a position of leadership in the conflict, very respectably yours, it will be force to help make democracy safe for the world as well as the world safe for democracy. This means great international relationships to be established between the educational systems of the United States and those of Europe, South America, and the Orient. These relationships will need to be established and directed by national educational ministries in the various countries involved, just as education is already directed by well organized ministries in some of the most important European countries. In dealing with France or England, a state department of education would be at a great advantage over lesser committees.
President Harry Pratt Judson,
University of Chicago,
Chicago, Illinois.

My dear Pres. Judson:

Mrs. Mary C. C. Bradford writes me that she is
appointing a commission for cooperating with the Executive Com-
mittee in putting together recommendations of the Department of Super-
intendence, the National Council of Education, and all other Na-
tional Associations and Agencies, on the matter of reconstructing our
educational ideals and policies to meet new conditions. She has ap-
pointed you on this commission because of your leadership in edu-
cation, your grasp of the present situation, and your great construc-
tive ability. I think it an honor to you to be chosen as a member of
this commission and it will certainly be an honor to the N. E. A. for
you to accept the appointment.

This is the most important work yet undertaken. It will give
point and purpose to all the meetings at Atlantic City and will en-
able us to, at least, get a start in the work of readjustment to new
conditions. Do not fail to accept this appointment.

I think it will be well for this commission to meet early in
the session and then to hold several other meetings during the week.
I imagine you will think of questions to submit to the different
meetings, as well as to meet to discuss questions as they come from
the different associations.

I will write you again in a very few days. I write now to urge
you to accept this appointment. You will receive a letter direct
from her if you have not already received it.

Your friend,

[Signature]

Secretary
National Education Association

of the United States

National Headquarters
Washington, D.C.

Office of the Secretary
1400 Massachusetts Avenue
Washington, D.C.

February 16, 1918

Dear Mr. Crabtree:

Your favor of the 13th inst. was duly received. I have already heard from Mrs. Bradford, and have written her my acceptance of the appointment.

Mrs. Mary C. C. Bradford writes me that she is appointing a Committee in putting together recommendations of the Department of Superintendence, National Associations and Agencies, on the matter of reconstructing our educational ideas. The Committee met on Monday at New York Monday morning by the Century, and could come down to Atlantic City at once. I could attend meetings of the Committee, therefore, on Monday afternoon, Monday evening, and again not until Friday of that week. I think it an honor to you to be chosen as a member of this committee. I will certainly be glad to be of any service in what seems to be a really important matter.

Very truly yours,

H. P. J. M. L.

Mr. J. W. Crabtree
1400 Massachusetts Avenue
Washington, D.C.
Cherokee, August 16, 1918

Dear Mr. Gage:

Your letter of the 16th Instant was

with pleasure. I have already heard from the President

and have written him of my acceptance of the appointment.

I have been in New York last week. I have meetings

two afternoons and one evening and am planning to reach New

York Monday morning by the morning train. I will arrive there

to attend to my business. I cannot attend any meeting of

the Committee tomorrow or Monday afternoon. I am

writing the evening of the 19th and will not be able to attend

any more of the meetings in which I must to be.

Very truly yours,

J. R. S.

Mr. J. W. C. Gage.

Meeting of the National Education Association, Cincinnati, Ohio.

Department of Educational Affairs, Atlantic City, N. J., February 25-March 8, 1918.
March 12, 1918.

Dear Sir:

I understand that you were one of the members of the N. E. A. commission that drew up a petition to Congress for the creation of a Department of Education, whose secretary shall become a member of the President's Cabinet.

The State Board of the Ill. Federation of Women's Clubs is to meet in Chicago Thursday and Friday of this week. I will be glad to present this matter to the members for their endorsement if you think that it will help to attain the end in view.

I would be very grateful for a copy of the petition and any literature on the subject that you may have for distribution.

Thanking you for your attention to this, I am,

Very truly,

(Mrs. A. W.) Maud S. Evans
March 15, 1918.

Mr. [Handwritten name]

Univ. of Chicago

Dear Sir:

I understand that you make one of the members of the

I. The Board of the Illinois Education of Women's Union
is to meet in Chicago Tuesday and Friday of this week.
I. It is to be held to present the matter to the members for
their consideration. I am sure that it will be held to obtain the
views of the members.

I would be very anxious for a copy of the petition and
my position on this subject, but no may please the article

Yours truly,

[Handwritten name]
Dear Mrs. Evans:

Your favor of the 12th inst. is received. The matter to which you refer took this shape:

An informal conference of representatives of many educational organizations was held in Washington University of Chicago, some weeks ago, at which a provisional emergency organization was effected.

It is the intent of that organization to make a permanent arrangement which I understand that you were one of the members of the

Mr. Ev is considering that he may petition to Congress for the creation of a department of education, whose secretary shall become a member of the President's Cabinet.

The State Board of the Ill. Federation of Women's Clubs is to meet in Chicago Thursday and Friday of this week. If you will be glad to present this matter to the members for their endorsement if you think that it will help to attain the end in view.

I would be very grateful for a copy of the petition and any literature on the subject that you may have for distribution.

Thanking you for your attention to this, I am,

Very truly,

(Mrs. A. W.) Mandel Evans
will include some fourteen or fifteen different educational organizations.

Meanwhile, the temporary organization appointed a committee, of which I was meeting at Atlantic City, and a joint Chairman to confer with the Chairman meeting of all the three committees of the Committee on Education of the in question was held just after the United States Senate on the matter of the adjournment of the Atlantic City meetings. establishing a Department of Education. The first matter taken up at this joint conference was that of the proposed ing results.

Department, and active work is going on a series of sub-committees in National Education Association in that line.

appointed a committee, of which I am one, to consider general questions of to send any literature, but the sub-educational reorganization which the present conditions might warrant. A There are Departments in the similar committee was appointed by Federal Government representing Labor, the Superintendents' Section at their equal dignity. In Europe, as far as
Commerce, and Agriculture, but the great cause of education is represented only by a subordinate bureau in the Department of the Interior. It is meeting at Atlantic City, and a joint meeting of all the three committees has no legal control over education, in question was held just after the adjournment of the Atlantic City meetings. The first matter taken up at this joint session was that of the proposed amendment has done much to encourage Department, and active work is going on by a series of sub-committees in education in certain lines, by making appropriations and in this way in that line.

Influencing the direction which education in the states has taken, moreover, to send any literature, but the sub-committee dealing with foreign countries on the educational matters, it would seem that there are Departments in the United States ought to be able to communicate through a Department with equal dignity. In Europe, so far as
Commerce, and Agriculture, but the

great cause of education is represented
only by a subordinate bureau in the

Department of the Interior. It is
quite true that the Federal Government
has no legal control over education,
this being a matter which belongs to the
states under their reserve powers.

At the same time, the Federal Govern-
ment has done much to encourage
education in certain lines, by making
appropriations and in this way in-
fluencing the direction which education
in the states has taken. Moreover,
in dealing with foreign countries on
educational matters, it would seem that
the United States ought to be able to
communicate through a Department with
equal dignity. In Europe, so far as
Great cause of sensation is represented only by a temporary process in the

department of the Interior. In the
obstinate conflict with each and every
Federal Government;

noting from what the Federal Government
were on for control over sensation;

for instance the matter which follows to the

mention or the Administration with sensation as
the name given to the Administration

measure and control over the

measure in certain lines;

are a matter of sensation in the

intervene in the direction which sensation

in no way necessary of the time

in the interest of freedom of commerce

any way necessary of the time

in general with sensation

assertion of the matter as being

the United States ought to be able to

Federal Government's business; Japan

communicate through a Department with

very much in England.
we know, every government has a department of education with a cabinet minister as its head. For these and other reasons it has seemed to the committee advisable to prosecute this matter earnestly. As you know, the National Education Association has frequently made a request to this effect. Unless, however, all the educational forces of the country are practically united in support of the measure it will hardly meet with success. I should be very glad if the Federation to which you refer saw fit to take affirmative action in support of the movement.

Very truly yours,

H.P.J. - L.
we know every Government has a gap in the heart of education with a capital "he". For these and other reasons it has seemed to the committee members to prosecute this matter successfully. As you know the National Education Association has repeatedly made a demand to the effect "unless however willy nilly the committee takes a firm hold of the committee and procures a change in support of the measure it will penal meet with success. I believe with you very well if the Federation to which you belong can fit to take affirmative action in support of the movement. Very truly yours,

R.L. - L.
National Education Association
Of the United States

National Education Association Joint Commission on the National Emergency in Education
And the Program for Readjustment During and After the War

MRS. MARY C. BRADFORD, PRESIDENT. N. E. A., DENVER, COLO.
J. W. CRABTREE, SECRETARY. N. E. A., 1400 MASS. AVE., WASHINGTON, D. C.

GEORGE D. STRATER, CHAIRMAN JOINT COMMISSION, NEW YORK, N. Y.
LOTUS D. COFFMAN, SECRETARY JOINT COMMISSION, MINNEAPOLIS, MINN.

March 15, 1918.

Joint Commission

Executive Committee
Mary C. C. Bradford, President
N. E. A., Denver, Colo.
Robert J. Aley, Vice-President
N. E. A., Orono, Me.
Carroll G. Pease, Chairman of Trustees, Milwaukee, Wis.
George B. Cook, Member by Election, Little Rock, Ark.

Board of Trustees
Carroll G. Pease, Milwaukee, Wis.
James Y. Joyner, Raleigh, N. C.
Walter R. Siders, Pocatello, Idaho
Agnes E. Doherty, St. Paul, Minn.
Mary C. C. Bradford, Denver, Colo.

Members Appointed by N. E. A.
Geo. D. Strayer, New York, N. Y.
Harry Pratt Judson, Chicago, Ill.
L. D. Coffman, Minneapolis, Minn.
Elwood P. Cabberley, Stanford University, Calif.
David Felmley, Normal, Ill.
Mary E. Wooley, South Hadley, Mass.
W. C. Bagley, New York, N. Y.
Wm. B. Owen, Chicago, Ill.
Nina C. Vandervalk, Milwaukee, Wis.
Susan M. Darsey, Los Angeles, Calif.
Thomas E. Finegan, New York, N. Y.

Members Appointed by the Department of Superintendence
Payson Smith, Boston, Mass.
F. D. Boynton, Ithaca, N. Y.
J. A. C. Chandler, Richmond, Va.
J. M. Gwinn, New Orleans, La.
Mrs. Josephine C. Preston, Olympia, Wash.
Frank E. Spaulding, Cleveland, Ohio
J. W. Withers, St. Louis, Mo.

The Joint Commission on the National Emergency in Education and the Program for Readjustment During and After the War, held its first meeting at the N. E. A. headquarters in Washington, March 6-9, inclusive.

The discussion centered on our national emergency in education, particularly as it has to do with the present shortage of teachers, the necessity for a more adequate program for health education and recreation, improving rural schools, the problem of immigrant education, and the necessity for training for national service. It was the unanimous opinion of the members of the Commission that there is now an opportunity for the development of a national point of view in education, while recognizing the fundamental principle of local control and administration. A necessity for some sort of action, perhaps involving national support to a degree that we have not known heretofore, in order to meet our present emergency and to provide for a more adequate educational opportunity for all of the children of the country, was emphasized over and over again in our discussion.

It seemed to the members of the Joint Commission of the utmost importance that we secure the interest and support of a much larger number of teachers than are now members of the National Education Association. To that end we voted to undertake a campaign which seeks to add 50,000 teachers to the membership of the N. E. A. In order to do this we must have the support and cooperation of the leaders in education throughout the nation. France and her Colonies now have 110,000 teachers in their National Association. In the same proportion, the United States should have at least 140,000 teachers in the N. E. A.

I am writing you this brief note knowing that you will agree with us as to the desirability of making a great national membership campaign, and that you will be willing to use your influence in support of our program to enlist at least 50,000 public school teachers in a greater National Education Association.

Yours sincerely,
The Joint Commission on National Education

The Joint Commission on National Education is pleased to announce the expansion of its programs and services to better serve the nation.

We are excited to announce that our new program, the National Education Initiative, will focus on improving education outcomes for all Americans.

In addition, we are launching a new grant program to support schools in underserved communities.

The Joint Commission on National Education looks forward to working with you to improve education for all.

Yours sincerely,

[Signature]

[Title]
March 19, 1918.

My dear friend;

I am enclosing a copy of the letter which the executive Committee is sending to all N. E. A. directors, and also a copy of a letter which Dr. Strayer, is sending to each of a number of leading educators.

Why not send a letter yourself to at least ten leading men and women whose interest you desire to enlist in the work of the Commission and in the drive for membership?

Very sincerely yours,


March 19, 1918

My dear friend,

I am enclosing a copy of the letter written by the Executive Committee as follows:

To: All Teachers

Group of teachers, and also a copy of a letter written by Dr. Atwater.

It is deemed to be of a number of teaching assistants.

Why not send a letter, yourself, to at least ten teaching men who are interested in the work of the Committee, and in the giving of

Warmest sympathy yours,

[Signature]

March Committee

[Address]
March 19, 1918

To the Members of the Board of Directors of the National Education Association:

The Executive Committee was recently confronted by an emergency which seemed to make prompt action on behalf of the Association imperative. Matters of vital importance to education, as war emergency measures, and questions affecting the nation’s program of education in the period to follow the war, presented themselves for action in a way which made the initiative and leadership which the National Education Association, representing as it does, all portions of the educational field, and without bias for or against any department or interest in education, could exercise highly desirable.

The establishment of a National Department of Education, its secretary a member of the President’s cabinet; plans for the reeducation of injured soldiers and sailors; the education of immigrants and adult illiterates; the method of dealing with the many demands upon the time and attention of children and teachers in the schools by the Government and other agencies; the best methods of cooperating with the Government in giving, in the schools, education for certain forms of service in the army, the navy, and elsewhere; the great and growing scarcity of teachers for the public schools, and of students in the schools which prepare teachers for the public elementary and high schools, a shortage which makes clear the immediate necessity for largely-increased salaries for teachers and other financial support for the schools; the various proposals for Federal financial support for different kinds of education in the states, and the conditions under which, if granted, such support should be distributed; all these were pressing for attention and lending men and women looking for an agency which would view the whole field of public education, be competent to supply information and to give with entire disinterestedness. In addition to this the need for a restatement of our national aims in education, and a program for readjustment in the light of knowledge brought by the war,
was each day becoming more apparent.

Many of these questions demanded immediate attention. Settlement of a number of them was being sought through legislation by Congress, and it was important that the shaping of the provisions and advocacy of these bills should not be left to accidental or interested agencies. From different sources were coming movements to formulate for the Nation the aims its national system of education should embody, and the rearrangement which should be made; it was particularly important that this restatement should be made by some agency having in view the entire public educational field, and that our National program of readjustment should be so made that the educational structure for the future should not begin to rise upon haphazard and inadequate foundations. It is not surprising, that the demand should come from all parts of the country for the National Education Association to assume leadership in the present emergency.

Under these circumstances, after careful consideration, the Executive Committee approved the appointment by the President of the Association of a commission to consider on behalf of the Association, the matters referred to, and other questions which might arise, their action to be under the general authority of the Association and its executive officers. The names are as follows:

1. George D. Strayer, New York, N. Y.
3. L. D. Cofman, Minneapolis, Minn.
4. E. H. Chamberlin, Stanford University, Cal.
5. David Belknap, Normal, Ill.
6. L. G. Bagley, New York, N. Y.
7. Mary E. Woolsey, South Hadley, Mass.
10. Susan E. Dorsey, Los Angeles, Cal.
11. Thomas H. Finan, Albany, N. Y.
Most of these members were present at the Atlantic City meeting of the Department of Superintendence, at which time it appeared for the president of that Department to name a committee to act with the commission previously appointed. The following were appointed by the Chairman, Dr. Thomas E. Finan:

1. Rayson Smith, Boston, Mass.
2. F. D. Boynton, Ithaca, N.Y.
6. Frank R. Speiking, Cleveland, Ohio.
7. J. W. Withered, St. Louis, Mo.

The two committees met in Atlantic City for consultation. Upon their recommendation, the members of the committees met with the Executive Committee and the Board of Trustees at the National Education Association headquarters in Washington, D.C., on March 7th, 8th, and 9th, and completed an organization as the National Education Association Joint Commission on the National Emergency in Education and the Program for Readjustment During and After the War. This Joint Commission is therefore composed of the members of the two committees mentioned, the Executive Committee and the Board of Trustees. Sub-committees were appointed for different tasks and the different subdivisions of the undertakings are now at work.

Such matters as require immediate action will be dealt with as they arise, and such preliminary work as seems necessary will be done. The program proposed by the Commission, with plans for future action, will be presented at the next annual meeting at Pittsburgh.

The Commission plans to enlist the entire teachers profession in the program upon which it is to work. To this end, a committee on Enlistment of the
The letter was addressed to the "Director of the London College of Science and Technology."

"Dear Sir,

I have been informed by the authorities of the London College of Science and Technology that they are considering the possibility of establishing a new department in the field of electronics. As you are aware, this is an area of great importance and potential for growth.

I believe that the London College of Science and Technology has the expertise and resources necessary to lead this initiative. However, I understand that there are financial constraints that need to be addressed.

I propose that the College seeks funding from various sources, including government grants, industry partnerships, and private donations. This would enable the College to establish a state-of-the-art facility and attract top talent.

I am confident that this initiative would not only benefit the College but also contribute significantly to the advancement of science and technology in the region.

I would be grateful if you could consider this proposal and provide your feedback.

Yours sincerely,

[Signature]"
March 10, 1918

Profession has been appointed, which will take up with the state directors and state education officials the substantial enlargement of the Association’s membership. This is important, both for the increase of funds to enable the carrying out of a more comprehensive and progressively useful program, and for that more general and effective support of the Association’s undertakings and the wider influence which the larger membership will give.

Kindly give the Executive Committee the benefit of suggestions and advice. Keep us in touch with the needs, desires and views of the teachers of all your states.

(H. G. G. C. Bradford
(Robert J. Aley
(A. J. Matthews
(George B. Cook

Signed by Executive Committee: Carroll C. Pearson

The establishment of a National Education Foundation, its secretary

The education of a nation is in the hands of its schools; the method of dealing with the war demands upon the time and attention of children and teachers in the schools by the government and other agencies; the best method of cooperating with the government in giving, in the schools, education for certain forms of service in the army, the navy, and elsewhere; the great and growing scarcity of teachers for the public schools; and of students in the schools which prepare teachers for the public elementary and high schools; a shortage which makes clear the immediate necessity for largely-increased salaries for teachers and other financial support for the schools; the various proposals for Federal financial support for different kinds of education in the states, and the conditions under which such support should be distributed; all these were pressing for attention and binding war and civilian looking for an agency which would view the whole field of public education, be competent to supply information and to give with entire disinterestedness, in addition to this the need for a restatement of our national aims in education, and a program for readjustment in the light of knowledge brought by the war.
THE NATIONAL EMERGENCY IN EDUCATION

The present shortage of teachers, the necessity to provide more efficient workers in war activities, and the training of hundreds of thousands of men in short courses to meet war-time emergencies, are among the questions which have led the educators of America to act together to make necessary adjustment in education during and after the war. To that end, Mrs. Mary C. C. Bradford, President of the National Education Association, appointed a committee to represent the Association in mapping out a program for the "rebuilding of civilization through a war-modified education." Dr. Thomas E. Finegan, President of the Department of Superintendence, at the recent meeting in Atlantic City, appointed a committee to cooperate with the National Education Association Committee. These committees with the members of the Executive Committee and the Board of Trustees of the National Education Association, met in Washington, March 7-9, and completed the organization of a Joint Commission on the National Emergency in Education and the Program for Readjustment During and After the War. The Joint Commission is composed of the following educators representative of every phase of national education:

George D. Strayer, New York, N. Y., Chairman
Harry Pratt Judson, Chicago, Ill.
Lotus D. Coffman, Minneapolis, Minn.
Elwood P. Cubberley, Stanford University, Calif.
David Felmley, Normal, Ill.
Mary E. Wooley, South Hadley, Mass.
W. C. Bagley, New York, N. Y.
William B. Owen, Chicago, Ill.
Thomas E. Finegan, Albany, N. Y.
Nina C. Vandewater, Milwaukee, Wis.
Susan M. Dorsey, Los Angeles, Calif.
Payson Smith, Boston, Mass.
P. D. Boynton, Ithaca, N. Y.
J. A. C. Chandler, Richmond, Va.
J. M. Gwinn, New Orleans, La.
Mrs. Josephine C. Preston, Olympia, Wash.
Frank E. Spaulding, Cleveland, Ohio.
J. W. Withers, St. Louis, Mo.
Mary C. C. Bradford, President N. E. A., Denver, Colo.
Robert J. Aley, Orono, Maine.
Carroll G. Pearse, Milwaukee, Wis.
A. J. Matthews, Tempe, Ariz.
George B. Cook, Little Rock, Ark.
James Y. Joyner, Raleigh, N. C.
Walter R. Siders, Pocatello, Idaho.
Agnes E. Doherty, St. Paul, Minn.

This Commission plans to enlist the services of all the educators of the country and to cooperate with all the agencies related to educational readjustment in outlining a progressive program of education. Adequate teacher training, a complete program of health and recreation, rural education, immigrant education, the education of adult illiterates, training for all forms of national service, the necessary war-time readjustments, and the coordination of war service in the schools, are among the problems to be considered definitely by the Commission. The Commission plans to meet in Washington April 10 and to make a preliminary report at the annual session of the National Education Association at Pittsburgh, June 29 to July 6.
THE ENLISTMENT OF THE PROFESSION

France and her Colonies now enroll 110,000 teachers in a great national association. In the same proportion, the United States should enrol at least 140,000 teachers in the National Education Association. America’s teachers must stand together for America’s children. Nearly a hundred other national organizations are attempting to cooperate with the government thru the schools. Why should not the teachers of America stand solidly together to make effective all this emergency work in education?

Increase salaries for teachers, and a better program of progressive education to meet America’s needs, are certain to result if the teachers of America stand back of the Joint Commission of the National Education Association. At least 50,000 teachers should enlist at once. This army can be raised if, in proportion to the total number of teachers, each state should furnish its quota of recruits as follows:

<table>
<thead>
<tr>
<th>State</th>
<th>Quota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>874</td>
</tr>
<tr>
<td>Arizona</td>
<td>114</td>
</tr>
<tr>
<td>Arkansas</td>
<td>888</td>
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<tr>
<td>California</td>
<td>1,400</td>
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<td>Colorado</td>
<td>503</td>
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<td>Connecticut</td>
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<tr>
<td>Delaware</td>
<td>60</td>
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<td>District of Columbia</td>
<td>147</td>
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<td>Florida</td>
<td>407</td>
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<tr>
<td>Georgia</td>
<td>1,198</td>
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<tr>
<td>Idaho</td>
<td>273</td>
</tr>
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<td>Illinois</td>
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March 21, 1918.

Pres. H. P. Judson,
Chicago, Ill.

My dear Mr. Judson:—

You will be interested to know that the subcommittee on drafting a bill creating a national Department of Education met in Washington last Saturday and made considerable progress in the direction of preparing a report for subcommittee to the Joint Commission on April 11. We were fortunate in having representatives of the National Child Labor Committee and of the National Emergency Council on Education present at our meeting. We meet again on Thursday of this week.

I hope that you are in communication with the chairman of the subcommittee or committees upon which you have accepted membership. It seems to all of us important that the reports of the subcommittees be in shape for presentation of the Joint Commission when we meet in Washington on April 11. You can, I know, be of very great service if you will enlist the cooperation of others who are interested in our program, whether of the lay or of the professional group. The chairman of all the subcommittees will need every assistance and suggestion which can be given by all the members of their committee.

From many sources, both lay and professional, I am receiving most encouraging reports. Apparently the idea contained in the name of our Commission is one which appeals to all those who are conscious of the need for improvement of education in the light of our present emergency and in accordance with the new conception of democracy which is to prevail in the world.

With appreciation of the effort which I know you are making in support of the work of the committee upon which you are serving, I am

Yours cordially,

[Signature]

George D. Strayer
NATIONAL EDUCATION ASSOCIATION
OF THE UNITED STATES

EXECUTIVE SECRETARY D. J. SHANDER
1400 MARYLAND AVE. WASH., D.C.

To: \[TO BE INSERTED ON SPECIAL REQUEST\]
From: \[FROM BE INSERTED ON SPECIAL REQUEST\]
Date: \[DATE TO BE INSERTED ON SPECIAL REQUEST\]

Subject: \[SUBJECT TO BE INSERTED ON SPECIAL REQUEST\]

Dear [Name of Recipient],

I hope that you are in good health and doing well.

I am writing to inform you that I have some important information to share with you. It concerns... (Insert relevant information here)

Please let me know if you have any questions or concerns.

Sincerely,

[Your Signature]

[Your Name]

[Your Position]
March 21, 1918.

Chicago, March 25, 1918.

My dear Mr. Strayer:

Fres. H. P. Judson,
Chicago, Ill.

Your favor of the 21st inst. is received. I am glad to know that progress is being made by the sub-committee in the east, for I am conferring to the Joint Commission on April 11. We were with Coffman this week on our branch of the work. Aside from that committee, I have heard nothing from the chairman of any other committee. In fact, I think the other committees of which I have a member will have no particular interest upon which you have accepted membership. It seems business for the April 11th meeting. I shall be glad to have any service in the whole matter on April 11. You of Chicago is of very great service if Senate of the University has formally approved the plan interested in our progress, whether of the lay or of the Department of Education. I am sure that the work sub-committee will need every assistance and suggestions before the Committee after this matter of the committee.

Department is out of the way is extremely important, and from many sources, the lay and profess.

I think must have far-reaching results. I am with best wishes, I am,

H. P. J. — L.

Mr. George D. Strayer, With appreciation of the effort which
Columbia University is making in support of the work of the
New York City

Yours cordially,

George D. Strayer
Office of the Secretary

Mr. George O. Boker

Concerning the question of the site for the new University of New York.

I think that the best plan is to base the work of the new University on the outskirts of the city. The site should be near a university town and have a good view of the city. The University should be in close proximity to the new educational center.

Please let me have your views on this matter.

Yours sincerely,

[Signature]

New York City

Date: [ handwritten date ]
Dr. Harry Pratt Judson,
President University of Chicago,
Chicago, Illinois.

My dear Doctor Judson:

It please me to know that you will attend the meeting of the Joint Commission here next week. I note your suggestions as to the probability of our not getting a very large number of people from the colleges and universities. I realize that many of the professors in these institutions have not had close contact with the National Education Association and there may be no good way of doing things which will vitally interest them since their work is technical. Nearly all college and university presidents are now members. Nearly all the deans of departments of education are members. A considerable number of others are members, but most of these have been city superintendents or city principals of high schools before becoming university professors. I notice that in the list of one thousand new members which have come in since I have been in the office are an unusually large number of college professors and I have wondered whether, as we make appeals to them and as we think of their needs and try to do things for them as well as for others, we may not be able to increase our membership in that direction even more rapidly than we have expected.

I am inclined to think your Emergency Council on Education cooperating with us and working especially in the interest of higher institutions will increase the interest of these higher institutions in the National Education Association. I hardly expect in this drive to reach so very many of these people, yet I think it is worthwhile to make an effort and as time goes on to see whether we cannot make the N. E. A. contribute more to meet the professional needs of those engaged in technical work in colleges and universities. Your interest in this work is having a very noticeable influence for the National Education Association, especially among the presidents of these higher institutions. It certainly impresses me to see you take such a liberal position on all these educational questions in which your own institution is only indirectly concerned. A number of superintendents have expressed pleasure to me over your fine attitude towards all of this work.

Very sincerely yours,

[Signature]

Secretary.
National Education Association
Of the United States

results which I believe to be of benefit to the entire country.

With best wishes, I am, Chicago, April 8, 1918

Very truly yours,

April 4, 1918.

Dear Mr. Crabtree:

Yours of the 4th inst. is received.

On the matter of the members of the faculties of higher institutions in the N.E.A., I have only this to say:

If the officers of the Association are satisfied with the present situation it is quite immaterial, and I have no comment. Any general interest in the N.E.A. however on the part of a large number of members of college faculties in my opinion is entirely out of the question so long as the present organization continues.

I have no particular desire to have any change made in the organization of the N.E.A., and certainly am not undertaking anything in that line. I am merely giving my National Education Association opinion for what it is worth. Of course personally I am interested in all educational matters, and am glad to cooperate so far as I can toward the accomplishment of

Very sincerely yours,

Secretary.

DEPARTMENT OF SUPERINTENDENCE, ATLANTIC CITY, N. J., FEBRUARY 23—MARCH 2, 1918
ANNUAL MEETING NATIONAL EDUCATION ASSOCIATION, PITTSBURGH, PA., JUNE 30—JULY 6
Dear Mr. Coope:

Yours of the 29th inst. is received.

On the matter of the members of the Association, it is difficult to say.

In the offices of the Association, I have only time to say:

I have paid attention to the interests of the N.E.A. and General Interest in the N.E.A.

I have no complaint. Am generally interested in the N.E.A. and General Interest in it. In my opinion, you have no reason to have any change made in the Association, of the N.E.A. and General Interest in it. As to your question as to how far I am interested in the Association's welfare and as to how far I cooperate so far as I can toward the accomplishment of the same, I am not interested in the Association's welfare and as far as I cooperate so far as I can toward the accomplishment of the same, I am not interested.

Very truly yours,

[Signature]
results which I believe to be of benefit to the entire country.

With best wishes, I am,

Very truly yours,

April 4, 1918.

E. P. J. E. Judson,
President University of Chicago,
Chicago, Illinois.

My dear Doctor Judson:

It pleases me to know that you will attend the meeting of the Joint Commission here next week. I note your suggestions as to the probability of our not getting a very large number of people from the colleges and universities. I realize that many of the professors in these institutions have not had close contact with the National Education Association and there may be no good way of doing things which will vitally interest them since their work is technical. Nearly all college and university presidents are now members. Nearly all the deans of departments of education are members. A considerable number of others are members, but most of these have been city superintendents or city principals or high schools before becoming university professors. I notice that in the list of one thousand new members which have come in since I have been in the office are an unusually large number of college professors and I have wondered whether, as we make appeals to them and as we think of their needs and try to do things for them as well as for others, we may not be able to increase our membership in that direction even more rapidly than we have expected.

Mr. J. W. Crabtree
National Education Association
1400 Massachusetts Avenue
Washington, D. C.

Mr. J. W. Crabtree
National Education Association
Washington, D. C.

I think your Emergency Council and working especially in the interest of these higher institutions will increase the interest of these higher institutions in the National Education Association. I hardly expect in this drive to reach so very many of these people, yet I think it is worthwhile to make an effort and as time goes on to see whether we cannot make the N. E. A. contribute more to meet the professional needs of those engaged in technical work in colleges and universities. Your interest in this work is having a very noticeable influence for the National Education Association, especially among the presidents of these higher institutions. It certainly pleases me to see you take such a liberal position on all these educational questions in which your own institution is only indirectly concerned. A number of superintendents have expressed pleasure to me over your fine attitude towards all of this work.

Very sincerely yours,

Secretary,
H.P. L. or Cleaners.

I very much appreciate the opportunity to discuss the matter of the recruitment of women in the field of education with you. I have read with interest your letter and your proposal for the establishment of a Women's College. I know from personal experience that women have a valuable role to play in the field of education and I believe that a college specifically for women would be a great asset to the community.

I would be interested in hearing more about the plans for the college and would like to contribute to the discussion. I have experience in both teaching and administration in the field of education and I believe that I could be of some assistance in this regard.

I look forward to hearing from you soon.

Yours sincerely,

[Signature]