Public Education Association of Chicago
1140 SOUTH MICHIGAN AVENUE
TELEPHONE HARRISON 6576

DIRECTORS

MISS GRACE ABBOTT
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President, Chicago Woman's Club

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Holt, Cutting & Sidley

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Township High School

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Arthur J. Mason, Chairman
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Edmund D. Hulbert
George H. Mead
James Mullenback
Allen B. Pond, Ex-Off.

January 9, 1917.

You are invited to attend a dinner given by the Public Education Association of Chicago, Monday, January 15th, at the Auditorium Hotel.

Thomas E. Finigan, Deputy Commissioner of Education and Assistant Commissioner of Elementary Education for New York State, will discuss - THE ORGANIZATION OF THE CHICAGO PUBLIC SCHOOL SYSTEM AS DETERMINED BY THE PRESENT LAW, AND DESIRABLE CHANGES IN VIEW OF THE EXPERIENCE OF OTHER CITIES.

An opportunity will be given for questions and general discussion. The Association is asking only those who are believed to be especially interested in this subject, in order that the meeting may be in the nature of a conference. If you cannot be present we would like to be notified at once so that some one can be asked in your place.

ARTHUR J. MASON, Chairman

GRACE ABBOTT, Secretary.

Dinner at 6:30 - ($1.50 per plate)
Discussion at 8 p.m.
You are invited to attend a dinner given by the Public Education Association of Chicago.

National, January 8th, at the Ambassador Hotel.

Against E. Indiana, 30th Street, and the Illinois Central and Chicago, Aurora and Elgin.

A variety dinner will be given for the occasion. The address of the evening will be made by a distinguished educator. The dinner will be followed by a meeting of the association.

ATTORNEY JOHN J. MCGOWAN
Executive Committee.

GRAND AURORA.


dinner at 6:00 p.m. (S. 60 per plate)
discussion at 8 p.m.
Chicago, January 10, 1917

Dear Mr. Mason:

I beg to acknowledge your invitation under date of the 9th of January for the 15th inst., and regret that another engagement makes it impossible for me to be present at your dinner.

With best wishes, I am,

Very truly yours,

H.F.J. — L.

Mr. Arthur J. Mason
1140 S. Michigan Ave., Chicago
Office, January 10, 1912

Dear Mr. Meese:

I am grateful for your invitation to the 15th Internationale for the 15th Internationale and I accept your offer for the 15th Internationale. I am pleased that you have taken the initiative to invite me to be present at your congress.

With best wishes,

Very truly yours,

[Signature]

[Address]

N.Y. 2, Mission Ave. Chicago
Mr. Harry Pratt Judson,

Chicago, Ill.

My dear Mr. Judson:-

I am glad to receive yours of 6 March in re No. 1 Bulletin of the Public Education Association. I agree with you that in Chicago, as it is, it would be unwise to make a change to an elected school board. We might not fare any worse with the school board than in the past, but we should certainly fare worse all along the line by over-burdening the electorate. We are issuing a third Bulletin which will be out within the next week, I think, devoted to the consideration of elected versus appointed boards, showing the experience throughout the country and indicating the general trend; but emphasizing strongly the fact that the method of selection of the board is in itself no guarantee whatever of good results or bad results, and that what is needed primarily in Chicago is a total re-organization affecting size of board, definition of function of the board, definition and function of superintendent and other administrative officers, methods of securing suitable tenure and providing against dry rot and the like, - and that citizens of Chicago ought to secure re-organization and to secure it from the present legislature without fail, irrespective of individual preferences in the matter of method of appointment.

I agree with you that a tenure that makes removal for inefficiency so difficult as to be wellnigh impossible would be disastrous. I have no special quarrel with a year to year probation of three years, provided we are not tied up tight at the end of that time.
Mr. Harry Pratt Judson, #2.

With regard to the tenure and efficiency superintendent, business manager, attorney, - personally I am strongly in favor of making the business manager a subordinate of the superintendent just as we should make a business manager of a university a subordinate to the president and not a co-equal. Generally speaking, I agree that the board should be able to ship a superintendent who proves to be a failure. On the other hand, in the public school world at the present time there is such a wide division of opinion with regard to what a school ought to do and how it ought to do it and there is such obvious necessity for wise experiment that I think a superintendent ought to be contracted for a period sufficient to give him a chance to try his experiment unless he develops executive incapacity of a gross nature, so that I am inclined to argue for a term of three or, even better, four years for a superintendent with a method of cancelling the contract in case of development of gross incapacity. I do not think we can go to smash in a two or three year term with a man chosen with care, - a competent man chosen with care will be much more likely to use proper initiative and develop proper experiments if he has a certain fixity of tenure. I see no reason why an attorney should be given a fixed tenure, and should have no objection to making the business manager a year to year appointment, inasmuch as the initiation of policies does not tie itself up so closely with his part of the work.

With regard to the accounting system, our bulletin is necessarily a skeleton. If we made it too long, the public at which we are aiming would not read it. I think we all have in mind -
Mr. Harry Pratt Judson, #3.
certainly I have — the desirability of developing in a high degree
the position of statistician, — a man who thoroughly understands
pedagogic methods and pedagogic results and who can make up state-
ments which will educate the public and the school board and the
teachers as to what schools are actually doing and what it costs
to do it.

Yours truly,

[Signature]
Chicago, March 12, 1917

Dear Mr. Pond:

Thanks for yours of the 9th inst. with regard to the matters discussed by the Public Education Association. I am interested in the matter as you look at it, and I dare say that we shall agree on most points.

Very truly yours,

H.P.J. - L.

Mr. Allen B. Pond
1107, 64 E. Van Buren St., Chicago
Dear Mr. Long:

Thank you for your note of the 30th last. With

regard to the matter discussed by the Illinois Education
Association, I am interested in the matter as you look
at it, and I have many of your views on most points

very much yours,

F.P.T. - L.
Chicago, March 27, 1917

Dear Mr. Pond:

I have received a copy of your bulletin No. 3, in which the question of an elective or appointive school board is discussed. I regret to see that this discussion has not taken into account the very vital matter of the need of a short ballot and the bearing of that on the question of the elective school board. This omission is in my judgment fatal to the whole discussion.

Very truly yours,

H. P. J. - L.

Mr. Allen B. Pond
64 E. Van Buren St., Chicago
Dear Mr. Bong:

I have received a copy of your portfolio No. 5 in which the division of an elective or special science school board is presented. I regret to see that the classification has not taken into account the very vital matter of the need of a sport field and the presence of a track in the division of the elective school board. This omission is in my judgment fatal to the whole classification.

Very truly yours,

H.F.I. - J.

Mr. Allen E. Bong

& B. T. Barnum & Co., Chicago
March 30th, 1917

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

Dear Mr. Judson:

I am in receipt of yours of 27 March with regard to Public Education Ass'n Bulletin No. 3. One of the main difficulties from which we suffer in Chicago at the present time is a degree of heat amounting to hysteria in connection with the public school system, and it seemed to us that one of the most important functions that the Association could fill would be to extract a certain amount of heat from the situation and make it possible to discuss the subject rationally. Bulletin No. 3 was prepared for this purpose. We sought to make it plain that there is no guaranty of success or failure in school board effectiveness resulting from any method of selection which has yet been devised; that competent boards and incompetent boards, wise boards and foolish boards are to be found under both the elective and appointive systems; that, whatever decision may be reached along the line of appointment or election, failure will be certain unless attention is given to questions of organization and administrative detail, and unless provision is made for these questions in fundamental law in the absence of a public opinion sufficiently educated to enforce a wise procedure without the authority of law. In Chicago there is no such educated public opinion, with the consequence that all our boards have gone wrong, in our judgment, on the matter of organization and procedure. If we can once make this point clear to the people and get them to give heed to questions of organization and procedure as affected by proposed legislation at Springfield, an enormous step will have been made forward, no matter what happens to the method of selection of the board and a certain amount of heat will be extracted from a
very difficult situation.

As a matter of fact, we are all of us convinced that no change will be made at Springfield by the present legislature in the method of appointment of the board and that argument is superfluous for the time being on that proposition.

There is no unanimity among our own members with regard to method of selection. I am strongly for appointment by the mayor, placing my argument along the same lines that you indicate. Judd, who is one of our active advisers, I think has the same views that I have. Morton D. Hull holds the view that I hold. Others of the board favor election and still others have not, so far as I know, committed themselves; but the reasons for not stating all the facts in this particular issue were not based on division of opinion of the board but on the opinion that the issue at the present time is relatively unimportant and that the real issue is administration and procedure.

Faithfully yours,

Allen O. Ford

ABP-6
Chicago, April 13, 1917

Dear Mr. Pond:

Yours of the 30th of March with regard to Bulletin No. 3 was received when I was in Washington. I fancy that the bill in its present form does not embody the elective feature, and I trust that no change will be made in the process of legislation. I cannot agree with your opinion that "the issue at the present time is relatively unimportant." It seems to me exceedingly important as bearing on the question of the short ballot, and I should rather have the bill fail altogether than to have this unfortunate feature embodied.

Very truly yours,

H.P.J. - L.

Mr. Allen B. Pond
1107, 64 W. Van Buren St., Chicago
Dear Mr. Ford:

Your letter of the 8th of January with reference to publication No. 8 and receiving your letter of February 2nd, I know that the F.B.I. in the absence of your message cannot accept, and I am sure you will agree that you could not accept a place in the position of "Undersecretary of the Economic Alliance." I cannot agree with your opinion that "the issue of the present time is essentially imperative." It seems to me exceedingly important in present conditions, and I am sure the F.B.I. has read it with approval.

Very truly yours,

[Signature]

Mr. Allen E. Long

[Address]
Mr. Harry Pratt Judson, Pres.,
University of Chicago,
Chicago, Ill.

My dear Mr. Judson:

Dare I insinuate that you are not a good politician? In my judgment not only was the issue of method of selection of the board relatively unimportant, it was in fact utterly unimportant at that time. The issue of method of selection of board members had become a red hot controversial question in this city; it was absolutely a dead issue in Springfield, as I positively knew. It was highly desirable to get Chicago people to use influence at Springfield to pass a measure which should deal with certain very important issues which were not known to be dead,—to wit: character of the administrative organization-unit versus hydra-headed; teachers' tenure—efficiency versus dry rot; school lands—a check on unwise or criminal disposition; the number of members of the Board.

There seemed to be a possibility that the direction of public opinion to these questions might affect legislation favorably. This was the purpose of the Bulletin. To have lugged in a red hot controversial issue which was dead at Springfield would have been to fritter away whatever possible influence the Bulletin might have had on legislation at this session. Q. E. D.

Faithfully yours,

Allen B.
Chicago, April 17, 1917

Dear Mr. Pond:

Thanks for yours of the 16th inst. I plead guilty to not being a good politician because I don't like to refrain from telling the whole truth in order to carry a certain point. I hope that you have succeeded in getting through the legislature a good bill, and I certainly hope that the bill does not contain the absurd provision of a virtually life tenure after only three years of preliminary service in the schools.

With best wishes, I am,

Very truly yours,

H.P.J. — L.

Mr. Allen B. Pond
1107 Steinway Bldg., Chicago
Dear Mr. Pong:

Thank you for your kind offer.

I honestly do not feel that I can offer much in the way of political expertise. I will, however, do my best to listen to your concerns and provide information to the best of my knowledge.

I hope you have not been troubled by the recent events. It is my understanding that the situation is continuing to improve.

I am sorry to hear of the difficulties you are facing. I hope that your situation will improve soon.

With best wishes,

Very truly yours,

[Signature]

From: [Name]
[Address]

To: Mr. William Pong

Mr. William Pong

Chicago, Illinois
Mr. Harry Pratt Judson, Pres.,
University of Chicago,
Chicago, Ill.

My dear Mr. Judson:

I am in receipt of yours of 17 April. I regret to say that the amended Baldwin bill, as passed and as it will be signed by Governor Lowden, is not satisfactory in any of the four points that I raised in my letter to you of the 16th. The teachers' tenure provision is defective in that the process of separating from the system an incompetent or inefficient teacher is so difficult that, in my judgment, it will be impracticable to weed out incompetents. Over and above this the bill carries, so far as I can forecast, a perpetuation of the present unfortunate administrative supervision and exposes the superintendent to the detailed meddling of a non-technical board.

The Association, and all other organizations devoted to the public schools, have their work cut out for them for two years to come in a campaign of education on these points preparatory to an effort to amend the law at the next session of the legislature.

Faithfully yours,

Allen B. Pond
The October 1943 issue of the Journal of the American Medical Association contained the following article:

Title: "The Importance of Early Detection of Cancer"

Author: Dr. John Smith

Abstract:
The early detection of cancer is crucial in improving patient outcomes. Early detection allows for more effective treatment options and can significantly increase the chances of survival.

Methods:
A retrospective analysis was conducted on 1,000 cases of cancer patients diagnosed within the last 5 years. The data analyzed included demographics, symptoms at diagnosis, and treatment outcomes.

Results:
Patients diagnosed early showed a 20% improvement in survival rates compared to those diagnosed later. The most common symptoms reported were pain, unusual bleeding, and unexplained weight loss.

Conclusion:
The early detection of cancer is essential for improving patient outcomes. Health care providers should encourage patients to seek medical attention at the first sign of potential symptoms.
Chicago, April 20, 1917

Dear Mr. Pond:

Yours of the 18th inst. is received.

I am very sorry that so defective a bill has passed the two houses. It is so much easier, it seems to me, to secure the right bill to start with than to secure suitable amendments that I am a little discouraged in the matter. However, one must never give up the fight for right organization.

Very truly yours,

H.P.J. - L.

Mr. Allen B. Pond
1107, 64 E. Van Buren St., Chicago
Dear Mr. Long:

You are quite right in receiving
I am very sorry that we got off to a bad start because the
two houses. If they are much smaller, it seems to me to
cause the light pill to start with fear to become
unstable somewhat that I am a little anxious in the
manner. However, one must never give up the light for
matters. Never.

Very truly yours,

[Signature]

Mr. Allen E. Long

Thom. & B. Van Horn & Co., Office
July 8, 1919.

My dear Mr. Judson:-

An adjourned meeting of the Annual Meeting of the Public Education Association will be held at the City Club on Friday, July 18, 1919, at 4 p.m., for the election of trustees. The report of the nominating committee is as follows:

Trustees for Three-Year Term.

Mary McDowell
Amelia Sears
Morton D. Hull
Matthew Woll
Leo Wormser.

Trustee for One-Year Term to fill vacancy.

Allen B. Pond

Opposing nominations should be in the hands of the nominating committee, Mr. F. B. Johnstone, 108 S. LaSalle Street, Chairman, one week before the date set for the adjourned meeting.

A brief report of the year's work will be made.

And the President, Mr. Pond, will state the problems confronting the association.

The scope of the work of the association has been limited because of the pre-occupation of the members in imperative war activities. With the annual meeting this year it is important that the proper expansion of its work be undertaken. The executive committee, therefore, earnestly urge you to attend the coming meeting. For the information of the committee, please fill out and return the enclosed post card.

Very truly yours,

[Signature]

Executive Secretary.
July 8, 1917

To the President of the Executive Committee:

The annual meeting at the Hotel Majestic will be held at 2 p.m. on Tuesday, July 11th, at 2 p.m. in the Hotel Majestic, Chicago, Ill., to take action on the recommendation of the Committee on Nominations and to transact other business.

To be followed:

[List of names]

Please consider the recommendation of the Committee on Nominations and to transact other business.

Yours truly,

[Signature]

Executive Secretary
Dr. Harry Pratt Judson,
President, University of Chicago,
Chicago, Ills.

Dear Sir:

May we ask the courtesy of your judgment and experience upon two questions of educational policy which are now prominently before the Board of Education in Philadelphia?

First: Though the recent Pennsylvania School Code gives the Superintendent of Schools broad powers and states specifically, (Sec. 1706), that "every public high school shall be under the supervision of the Superintendent," the new Board of Education, by a majority of one, still continues the practice that in the high schools the Superintendent shall not nominate the teachers, nor prepare the courses of study, nor have charge of the distribution or promotion of pupils. These functions are carried out by the various principals of the schools in direct relation with the various sub-committees on High Schools of the Board.

Though seven out of the fifteen members of the Board of Education who desire to broaden the supervising powers of the Department of Superintendence are supported by the progressive educational thinkers of the city, a considerable opposition is found, particularly in the high schools themselves. (See enclosed clipping.) For many years Philadelphia had but three high schools, two for boys and one for girls, in the center of the city. Recent developments have placed district high schools and manual training high schools, to the number of nine, in outlying districts. But at present most of these are organized as annexes of the central schools.

This development is probably a part of the second problem, namely, the organization of the Board itself, and the relation between the legislative and executive functions in the system. At present the Board is organized with 11 committees, 3 of 7, 5 of 5, and 3 combined committees of 12 members each. Each of these committees has definite control of the executive details of some portion of the educational system. That is, we have a smaller Board with a larger number of committees than formerly.

As this situation may be typical of the former organization of many school systems, we believe that your experience and judgment will be of the greatest value at the present time. Thanking you in advance for as full and free a discussion as is convenient, I beg to remain

Very truly yours,

JSH-H

Secretary.
PUBLIC EDUCATION ASSOCIATION
OF PHILADELPHIA

105 WYTHE STREET

DECEMBER 1917

PHILADELPHIA

To: Health Dept. Ladies

President, "Children's Aid of Chicago"

Subj: The "Children's Aid of Chicago"

Dear Sirs:

I am at the request of your President and officers
of the American Association of Superintendents of Public
Schools asking the co-operation of your organization in
promoting the interests of children in Illinois and of
the American Teachers Association. I feel that
there is no greater cause that can be of interest
to the children and the health of the community,
which is a part of this Association. I believe that
when we come to the point of giving the
school that is in need of it, it can be done
without too much expense and with a great
effect. I feel that the work which the
Association is doing is very important and
that it is a great service to the community. I
hope that you will give it your best efforts and
that you will do your utmost to help them.

Very truly yours,

A. F. Smith
Secretary
Dear Sir:—

Your favor of the 21st inst. received. Of course I know nothing as to the local situation in Philadelphia, and can only speak from the point of view of general principles. It is my opinion that the final authority should be vested in the Board of Education, which should especially control, and very carefully and thoroughly control, all matters of finance. Of course the Board must also in the last resort determine educational policies and make all appointments, both on the educational and on the business side.

In the next place, it seems to me that the best organization calls for an educational administration subject to the Board, in the hands preferably of a superintendent, who will be responsible for nominating to the Board all teachers, and recommending to the Board all educational policies.

3. The superintendent should be aided in acquiring the information needed to make suitable nomination of teachers by such committee
Dear Sirs,

Your letter of the 20th of the present month of January has been brought to my attention and I am only able to reply at this late hour from the point of view of General Principle. If, by any possibility, the Home of Industry Society could be assured of your continued financial support, I would be able to assure the Ministry of Agriculture and Fisheries of the wholehearted co-operation of the Society in the promotion of the interests of agricultural education and its proper representation in the Board of Agriculture and Education. In this respect, I would agree to the proposal mentioned in the letter, but I think it would be more in the interests of the Board if the names of such organizations as can be considered as representative of the interests of agriculture were nominated to the Board and the Board, in turn, would have the power of selection from the nominations made by such organizations.

If the Board of Agriculture and Education are to be consulted on the appointment of the Administrative Committee, it is necessary to make suitable nominations of representatives of such committees.
or subordinate organization as may be deemed expedient.

4. The general principles it seems to me should apply to the preparation of courses of study and to the general question of the distribution and promotion of pupils.

To put these functions in the hands of the Board of Education, it seems to me, implies that it is necessary to secure as members of such Board a body of educational experts. It is very hard to find a single educational expert to act as superintendent. If it is possible to find a dozen who have the expert knowledge and efficiency which we expect in a superintendent, then it would be wise to provide salaries for all of them, to have them give their entire time to the administration of the public schools, and to have in fact a paid body of superintendents in lieu of one superintendent. I doubt whether such an administration would be as efficient as that of a single superintendent. At all events, it would be almost impossible to secure the expert knowledge in so many men.

Very truly yours,

Mr. James S. Hiatt,
1015 Witherspoon Bldg.,
The current principles it seems to me are to be
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of a theory and the hypothesis of a theory.
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Very truly yours,

[Signature]

W. James E. Hines

[Position]

[Department]