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cases there are colleges and universities which have an industrial department attached to them that pretend to do industrial work, but in reality very little industrial work is being done.

The people at the head of these various institutions in many cases are honest, well-meaning persons, but do not know how to go about their jobs. There is another class of people at the head of these institutions who are not honest in intention or in work.

My idea is, that if your Board will provide the means, it would help these schools more than any one single thing that has ever occurred to have them thoroughly examined and let the public know just what they are doing much in the same way that the medical schools were recently examined under the auspices of the Carnegie Fund. When once the facts are found out and made known to the public, I believe that that would constitute the basis for the re-organization and classification of these schools, and with that done the education of my race in the South would be placed upon an entirely different basis and the public could know just what is being done.

I think it would require from two to three years to have this work done well. The person in charge I think would have to be paid a salary of about \$3,000 a year, and with an allowance of \$2,000 a year for traveling expenses, clerk hire and other incidental expenses. I do not think it ought to go beyond this figure.

I strongly recommend to take charge of this work, Robert E. Park, Ph.D., of Wollaston, Mass. Dr. Park is a thoroughly trained investigator. He is a graduate of Harvard and has studied for several years in Germany and other European states. Aside from this, he has traveled extensively through the South and knows Southern conditions among white people and colored people. In addition to his other training, he has had valuable experience of a newspaper reporter and magazine writer. He was recently offered a position under The North American Civil League for Immigrants.² In this position he was to have direction of the educational work of the League in the states of New York and New Jersey.

I very much hope your Board will agree to undertake this work, and that an arrangement can be made for the investigation to begin at once. I think Dr. Park would be ready to proceed as soon as he is authorized *and advised as to whatever is agreed on.*

[Booker T. Washington]

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