

New York, January 19, 1920.

My dear Secretary Baker:

I am a good deal disturbed in my mind by a report that the experiment in industrial cooperation that has been going on in the arsenals is being either abandoned or so interfered with that it is sure to be ineffective. I hope this is not true. Though I have not been on the ground myself, as it has been presented to me, it seems to me a most promising thing, and altogether in the right direction -- an opportunity for the education of both management and workers, which we can ill afford to let slip at this moment.

I feel sure that this undertaking has been altogether in line with your own views, and that it is largely because of your sympathy and backing that it has gone on. May I not ask for the truth about the matter? In talking and lecturing I have been holding up this experiment. I do not want to have to give it up, or to admit that it has failed, above all failed because management has withdrawn its support.

I shall be grateful for any information on the subject that you can give me.

Very sincerely yours,

Hon. Newton Baker,
Secretary of War,
Washington, D.C.