

**REPORT OF A SURVEY OF THE
ORGANIZATION, SCOPE AND
FINANCES OF THE PUBLIC
SCHOOL SYSTEM OF OAKLAND,
CALIFORNIA**

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Report of a Survey of the Organization, Scope and Finances of the Public School System of
Oakland, California by Ellwood P. Cubberley

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ELLWOOD P. CUBBERLEY

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PUBLIC SCHOOL SYSTEM
OF
OAKLAND, CALIFORNIA

BY
ELLWOOD P. CUBBERLEY
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1915

PRESIDENT'S LETTER.

OAKLAND, CALIFORNIA, June 21, 1915.

TO THE TAXPAYERS OF OAKLAND:

Since the per capita cost of maintenance based on the average daily attendance of the Oakland School Department has increased twenty-two per cent during the last five years, the Board of Education recently decided it to be a point of wisdom to employ a disinterested expert to investigate the reasons for the increased expense and to determine if it were possible to conduct the schools more economically without loss of efficiency.

This investigation was inaugurated at a meeting of the Board of Education held June 1, 1915, at which the following resolution was unanimously passed:

WHEREAS, there has been a considerable annual increase in the school budget for several years past, and

WHEREAS, the Board of Education is desirous of conducting the School Department as economically as possible without lessening its efficiency, be it

Resolved, that Dr. E. P. Cubberley, recognized as one of the foremost authorities on educational administration in the United States, who has conducted school surveys for the cities of Baltimore, Portland, Butte, and Salt Lake City, be employed to investigate the plan of organization of the Oakland School Department, with special reference to the number of employees, their salaries and duties, in order to determine if there be any unnecessary expenditures or if any economy can be effected without injuring the efficiency of the department.

Dr. Cubberley's report is hereby presented to the public. The Board of Education earnestly desires that it be given thoughtful consideration. It represents the judgment of an unbiased expert of wide experience, and as such is worthy of careful study.

In presenting the report to the taxpayers of Oakland, the Board calls attention to the fact that in its administration of the schools there has been a consistent attempt to maintain a progressive and efficient school system, in order to afford the young people of the community the best possible opportunity to secure a good education.

Very respectfully,

A. S. KELLY,

President of Board of Education.

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LETTER OF TRANSMITTAL.

To the Board of Education,
Oakland, California.

Ladies and Gentlemen:

I herewith transmit to you my report on the organization, scope, and costs of the Oakland school department, as requested by your resolution of June 1, 1915, directing me to make such a survey of your school system.

In making the report I have divided it into three parts, to cover each of the three main questions I was asked to consider. The first deals with the form of organization of the administrative departments, and the overhead expense of the school department; the second covers the scope and further needs of the school system under your control; and the third considers the financial aspect of the problem, and the ability of the city of Oakland to maintain a good system of schools. I hope that the report as submitted may prove useful to the Board of Education in handling its problems, and to the people of the city as well, in enabling them to understand the magnitude and the importance of the problem with which the Board of Education has to deal.

I desire here to express my appreciation of the assistance rendered me by the officers of the different departments of the administrative organization, without which help it would not have been possible to have made such a survey of conditions and needs in so short a time.

Very respectfully,
ELLWOOD P. CUBBERLEY.

Stanford University, Cal.,
June 12, 1915.

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