

attention at the earliest possible moment so that he could fortify himself by certain resolves or activities that he might care to make.

You can see from this line of events, Dr. McCloy, that after the several conferences we had I did not consider that Dr. Lapp was making a "howling success" of his work. I understand that he has expressed himself that he was given to believe his work was highly satisfactory. If you should call two of your men, like Dr. Elbel and Dr. Lapp, into a conference and request that assignments be switched due to a mild insurrection on the part of the students, I am sure that you would consider that things weren't going along so well.

Personally, I am very fond of Dr. Lapp. He works like a Trojan when an assignment is given him. He has a lovely wife who has been a great source of help to him. In my opinion, had Dr. Lapp not had these unfortunate incidents confronting him when he first came I am very sure that it would have been possible for him to have worked into a permanent position here. Many mistakes are made by all of us. Some of us are fortunate enough to have the breaks in our favor. In this instance the breaks were against Dr. Lapp. Personally, I have felt that his second year has been a great improvement over his first. He has not had the unfortunate conflicts, and withal we have had a very pleasant year here.

May I say that his summer work was wholly satisfactory. It is my opinion that the summer school people are older and that Dr. Lapp is infinitely more successful with older people than he is with younger persons. I believe this is the reason for his greater success with graduate students.

Dr. Lapp has been exceptionally faithful in his research work and has done a fine job of it. I would recommend him without reservation as being very dependable, a hard worker, and under direction a fine member of the department. I am sending you a copy of some research work that was done in collaboration with Dr. Elbel and Dr. Lapp. You will see by this that I pay Dr. Lapp a very definite tribute.

Dr. McCloy, you were present at the conference on Physical Education which was held at the University here last summer on June 27. You doubtless remember Dr. Lapp being chairman of one of the conference meetings in the auditorium in which you spoke. I was impressed with Dr. Lapp's uncertainty and lack of confidence in handling the meeting. And then again when Dr. Lapp spoke from the platform on "Judging Efficiency in Physical Education" I thought that he was not at his best.

You will understand that a head of a department is always guided by his superiors, and the superiors in this case happen to be the personnel of the budget committee. Doubtless your school functions in the same fashion that ours does, namely that a person is brought here on probation. If the individual does not make decidedly good, the policy is not to continue his tenure.