

DEPARTMENT OF THE INTERIOR
BUREAU OF EDUCATION

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CURRENT PRACTICE IN
CITY SCHOOL ADMINISTRATION

BY

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BUREAU OF EDUCATION



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CONTENTS.

	Page.
Letter of transmittal.....	v
Preface.....	vi
The school board.....	i
Officers of the board.....	13
The superintendent.....	15
Associate, assistant, or deputy superintendent.....	17
Principals.....	18
Teachers.....	18
Superintendent of buildings.....	21
Superintendent of supplies or business agent.....	22
Table 1.—School boards—Number of members, how chosen, tenure, etc.....	23
Table 2.—Standing committees.....	28
Table 3.—Relation of school board to city government.....	32
Table 4.—The superintendent of schools, assistant superintendents, and supervising principals.....	42
Table 5.—The selection and appointment of teachers.....	54
Table 6.—The examination of teachers for teachers' license.....	67
Table 7.—Officers of city board of education: President, secretary, treasurer.....	85
Table 8.—Superintendent of buildings and of supplies.....	94

LETTER OF TRANSMITTAL

DEPARTMENT OF THE INTERIOR,
BUREAU OF EDUCATION,
Washington.

SIR: Superintendents, members of school boards, and other education officers in city schools are constantly wanting to know for one reason or another, as are many students of education and educational administration, what the current practice in school administration is. There being no one source of information on this subject, each school officer or student of education who wants information on any phase of the subject sends a series of letters or a questionnaire to education officers in a large number of other cities asking for information, and then compiles and interprets the replies as best he can, frequently at much expense of time and money. All such information should be obtainable immediately upon request from this bureau, and the bureau should make it possible through its publications for any officer or student of education to obtain information upon any such subject by referring to its printed reports, bulletins, and circulars of information. When the bureau has such support as it should have, this will be possible. To make this possible in some degree in regard to this particular field, I am transmitting herewith for publication, as a bulletin of the Bureau of Education, a manuscript on Current Practice in City School Administration, which has been compiled under my direction by W. S. Deffenbaugh, chief of the division of school administration in this bureau.

Respectfully submitted.

P. P. CLAXTON,
Commissioner.

The SECRETARY OF THE INTERIOR.

PREFACE.

The aim of this study is to present data concerning school-board organization, administration, and supervision in cities of more than 25,000 population. The data have been compiled from replies to questionnaires addressed to superintendents of schools and to secretaries of school boards. A sufficient number of replies have been received to make it possible to present data from the representative city schools of the country and to present summaries that show prevailing practice.

Theories of school administration are not discussed, because of a lack of space and because these are easily accessible in several excellent textbooks on the subject and in two or three current educational magazines. The summary of each topic consists of two parts. In one part the prevailing practice is described, generally with the aid of graphs; in the other the prevailing opinion of students of school administration is presented, as interpreted from textbooks on school administration, current educational magazines, and city school surveys.

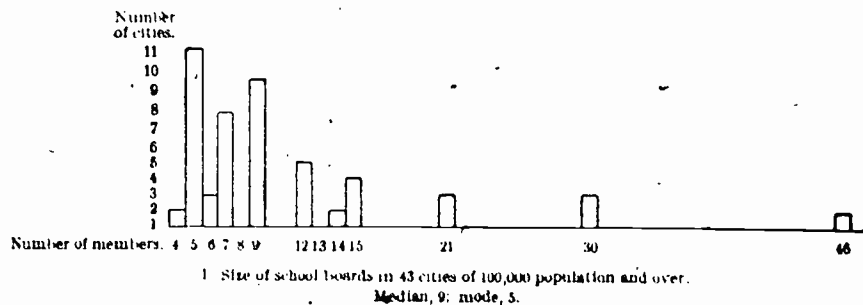
A bibliography will be furnished upon request.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

THE SCHOOL BOARD.

Number of members.—The consensus of opinion is that a small school board can work more effectively than a large one. Few, if any, students of school administration favor a board of education of more than 15 members. Practically all advocate a board of 5, 7, or 9 members. In practice the size of school boards in cities of 100,000 or more population ranges from 4 to 46 members. The median number is 9 and the mode 5. In cities having between 25,000 and 100,000 population the number of board members ranges from 3 to 21. The median number is 7 and the mode 9.

These facts are represented by graphs I, II



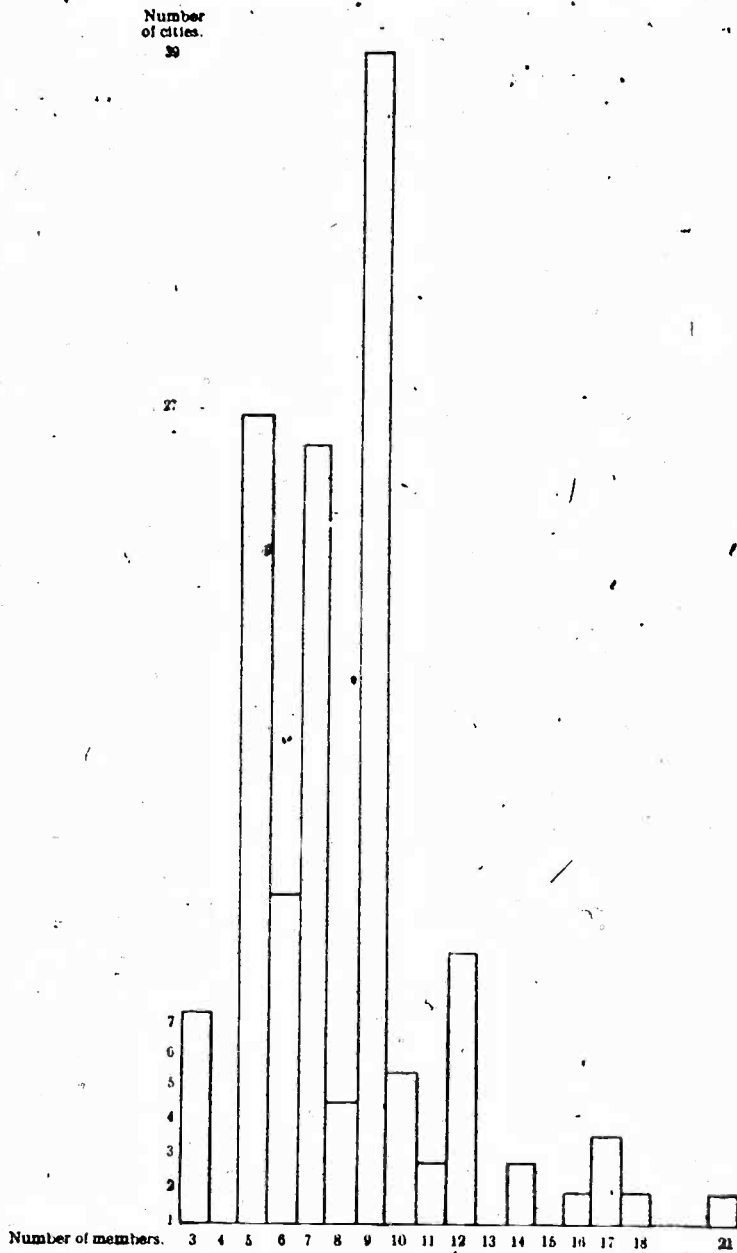
How selected.—Educational thought favors election of board members at large by popular vote or appointment by mayor. Fewer schoolmen favor appointment by the mayor than election by the people. Practically no students of school administration favor appointment by the city council or the courts. In practice 64 per cent of the school boards in cities of 100,000 or more population are elected by the people, 22 per cent are appointed by the mayor, 7 per cent by the city council or commission, and 7 per cent by the courts.

In cities having between 25,000 and 100,000 population 79 per cent are elected by popular vote, 16 per cent appointed by the mayor, and 5 per cent by the council or commission.

Comparison of the statistics for 57 of the larger cities with similar statistics¹ collected in 1902 shows that there have been few changes

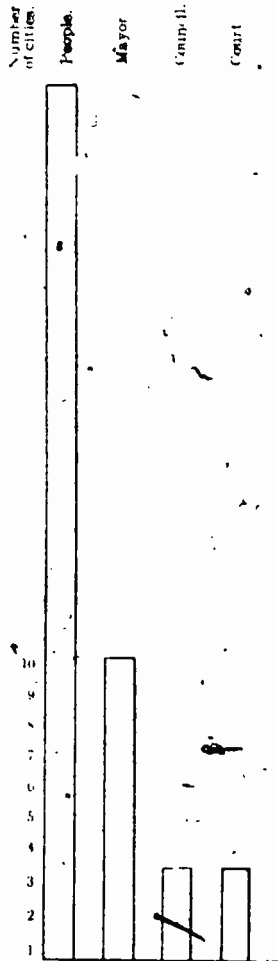
¹ School Administration in Municipal Government. Frank Rollins.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.



II. Size of school boards in 138 cities between 25,000 and 100,000 population.
Median, 7, mode, 9.

in the method of selecting school-board members. Two of the 57 cities have changed from election by popular vote to appointment by mayor, and 2 to appointment by the courts; 1 has changed from a board appointed by the council to an elective board.



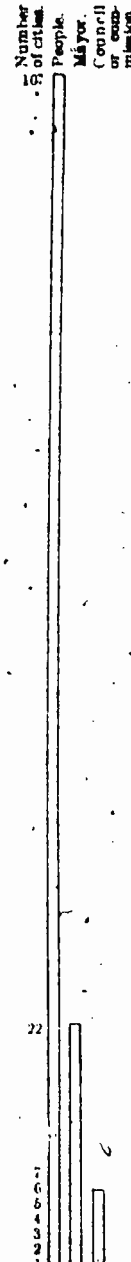
III. By whom school board members are chosen in 45 cities of 100,000 population and over.

For tables showing present methods of selecting school-board members in the cities reporting, see pages 23-27. These facts are illustrated by graphs III, IV.

District from which elected or appointed.—It is doubtful whether anyone who has made a study of city school administration would advocate the election of school board members by wards. Election at large has in practically every instance brought about a more efficient management of city schools. The ward system has almost disappeared, and will no doubt within a few years give way entirely to election at large. In 1902, 25 of 57 cities elected or appointed school board members by wards or districts. In 1916 there are in these same 57 cities only 9 in which

the school board is elected or appointed by ward or district.

In practice 86 per cent of the cities of 100,000 or more population electing board members elect them at large; 11 per cent, by wards;



IV. By whom school board members are chosen in 136 cities from 25,000 to 100,000 population.

and 3 per cent, by a combination of the two methods. Of the cities having between 25,000 and 100,000 population electing board members, 77 per cent elect at large, 15 per cent by wards, and 8 per cent by a combination of the two methods.

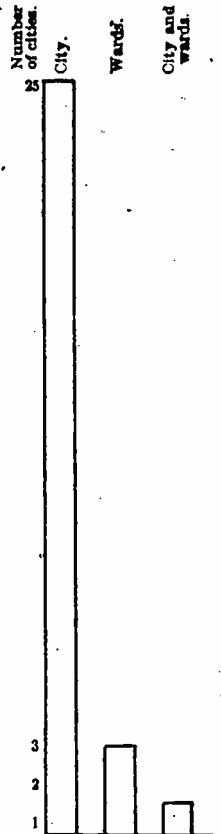
In cities where the school board members are appointed, they are, with the exception of few cities, appointed to represent the entire city rather than some ward or district. For information regarding districts from which board members are elected in the different cities, see pages 23-27.

Graphs V, VI illustrate the preceding facts regarding the district from which school board members are elected.

Tenure.—The prevailing opinion is that school board members should be elected for a long term, so that there may not be a complete change in the personnel of the board every two or three years. A five-year term would more nearly meet with general approval than a three-year term. In practice the length of term in most cities is less than five years. In cities of 100,000 or more population the term ranges from two to six years, the median and

mode each being four years. In cities of between 25,000 and 100,000 population the term ranges from two to seven years, the median and mode each being three years.

For tables giving length of term of school board members in each of the cities reporting, see pages 23-27.



V. District from which board members in 29 cities of 100,000 or more population are elected.

Number of cities

25

20

15

10

5

0

City.

Wards.

City and wards.

16

15

14

13

12

11

10

9

8

7

6

5

4

3

2

1

City.

Wards.

City and wards.

VI. District from which board members are elected in 107 cities, from 25,000 to 100,000 population.

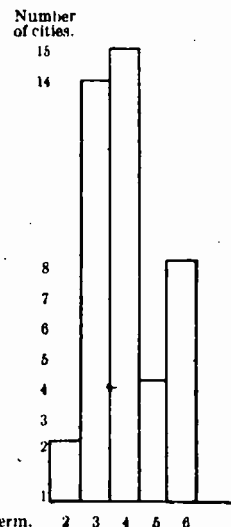
These facts are presented in graphs VII, VIII.

Compensation.—One of the fundamental principles in school administration is that school board members should not be paid for their services. With a few exceptions this principle has been adhered to by American cities. Two notable exceptions are San Francisco, Cal., and Rochester, N. Y. In the former city each school board member receives a salary of \$3,000 a year; in the latter city, \$1,200 a year. For the few other cities in which the members of the board of education are paid for their services, see Table 1, pages 23-27.

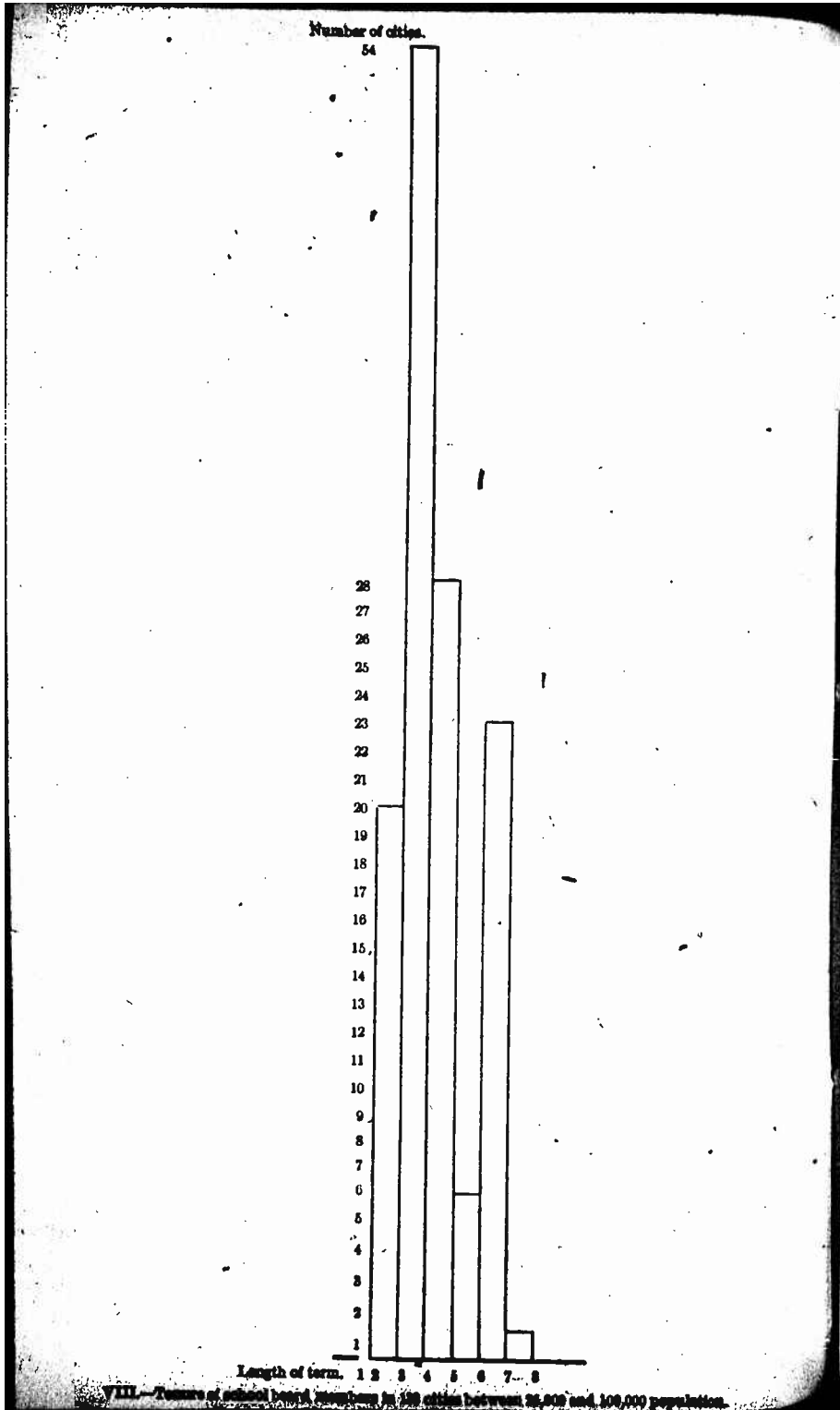
Standing committees.—Before the advent of professionally trained men and women for executive positions in school systems, standing committees no doubt had a place, but since school boards are employing experts in all departments a committee either has nothing to do or tries to do what the school board employs an expert to do. A business corporation or the board of directors of a city hospital would write ruin over their work if they parceled out matters of detail to standing committees to act upon themselves or to report upon to the board with or without recommendations. Clearly the functions of many school board committees, such as those on promotion of pupils, examinations, course of study, instruction, and teachers, must duplicate the functions of expert employees of the board. A superintendent can make his recommendations to the entire board just as easily as he can

to a committee, and every member of the board should know what the superintendent's recommendations are. If made to a committee, several plans may be discussed and only one reported upon to the entire board—the one adopted by the committee. If the superintendent makes recommendations to the entire board, each member is given an opportunity to consider the recommendations and to vote according to his own judgment. The board then legislates as a whole and not as a half dozen separate committees. This in substance is the generally accepted opinion of those who have made careful study of committee organizations of city school systems.

In practice, however, nearly every school board has several standing committees. Only 3 cities of 100,000 or more population and



VII. Tenure of school board members in 43 cities of 100,000 population and over.
Median, 4; mode, 4.



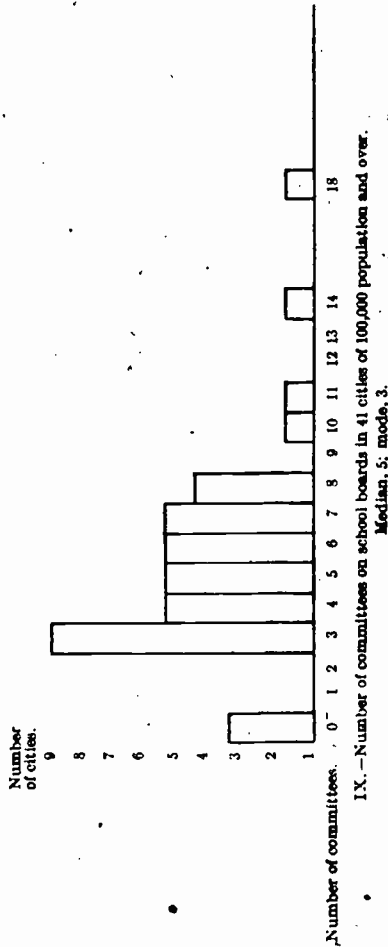
VIII.—Term of school board members in 68 cities between 25,000 and 100,000 population.

only 13 cities of between 25,000 and 100,000 population report no standing committees of the board of education. In the former group of cities the number of standing committees ranges from 3 to 18, the median number being 5 and the mode 3; in the latter group the number ranges from 2 to 16, the median number being 5 and the mode 4.

The number of members on the various committees ranges from 2 to 7. In both groups of cities the median number of members on each committee is 3 and the mode 3.

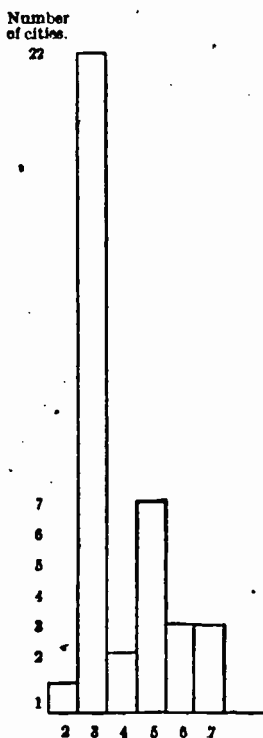
It is the general practice for the school board to refer new items of business to a committee. This plan is followed by 37 of 39 cities of 100,000 or more population, and 104 of 121 cities of between 25,000 and 100,000 population. The standing committees report with recommendations in 27 of 40 of the former group and 84 of 112 of the latter group of cities. In nearly every city committees are sometimes given power to act; 37 of 40 of the largest cities, and 120 of 127 of the medium-sized cities, report to that effect.

In practically every city the superintendent of schools is required to attend school board meetings, while only 10 of 36 school boards in cities of 100,000 or more population and 24 of 101 in cities having between 25,000 and 100,000 population reporting require the superintendent to attend committee meetings. It will be noted by referring to Table 2, page 28, that some of these cities that do not require the attendance of the superintendent at committee meetings permit the committees to report to the board with recommendations or even give them power to act. Clearly if the superintendent is the executive officer of the school board, he should be required to attend committee meetings, especially where the committees report to the



board with recommendations. For tables presenting information regarding standing committees in each city reporting, see pages 28-31. The facts presented in these tables are illustrated by graphs IX, X, XI, XII, XIII, XIV.

Quorum.—Should a majority vote of the board or a majority vote of a quorum be required to transact all business? If on a board of five members a majority vote of the board is required, the vote of three members for or against a question is necessary, while if a majority vote of a quorum is required, two members may decide a question. For all important business, as the election of a superintendent and financial transactions, it is thought that a vote of a majority of the board should be required. In practice, however, 16 of 41 cities of 100,000 or more population and 69 of 136 cities having between 25,000 and 100,000 population require only a majority of a quorum to transact all business. For a list of cities requiring a majority of a quorum or a majority of the board to transact business, see pages 23-27.



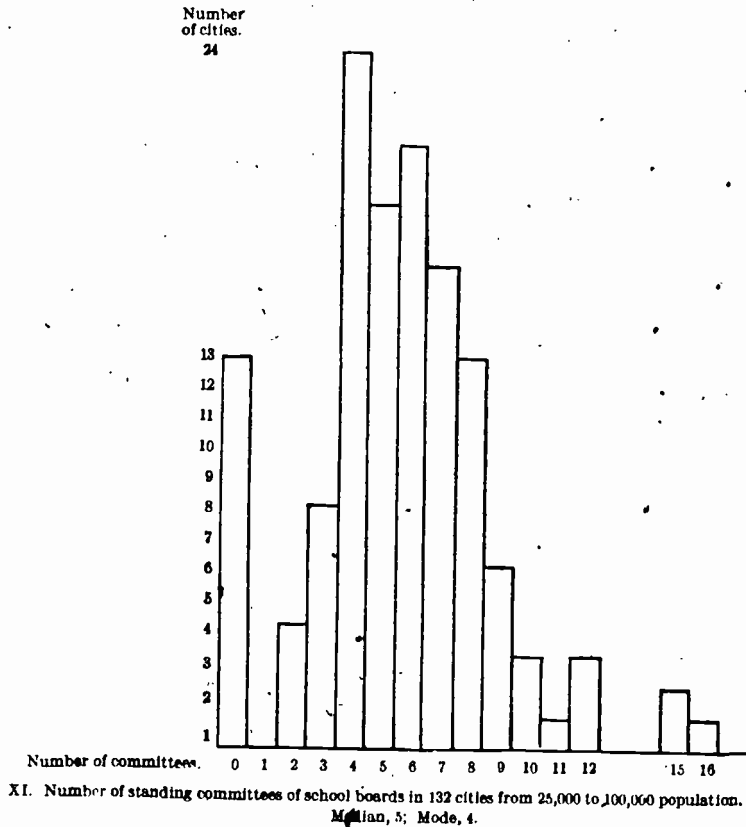
X. Number of members of standing committees in 38 cities of 100,000 or more population.
Median, 3; Mode, 3.

Relation to city government.—It is the general and growing opinion among students of school administration that the school board should be independent of the city council, not simply because city government has been notoriously bad in some instances, but because education is something more than merely a municipal function; because the schools are important enough to demand the attention of a board directly responsible to the people; and because experience has demonstrated that an adequate public-school system can best be developed by a school board not dependent upon a city council.

If the schools are independent of the city council, the school issue may be presented squarely to the people as a separate issue and not be overshadowed by other issues of less importance. The trend of opinion is that city schools should be managed by a board in no way dependent upon the city council, by a board with large powers, with power to levy its own taxes or to prepare a budget within statutory limits the amount of which must be appropriated from the city funds, to expend its own funds for everything of an educational

nature both for children and adults, libraries, playgrounds, continuation schools, social centers, etc. The tendency in progressive communities is to place more and more responsibility in the hands of the school board.

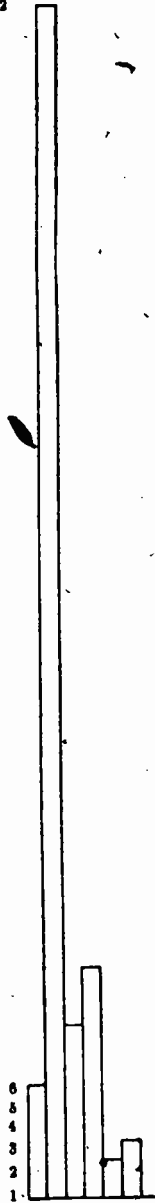
Some city schools are still governed by special charter provision. The tendency is toward general State law, however, since it is now generally recognized that education is a State and not a municipal function. The opinion is often expressed that city officials should



not be permitted to tinker with the schools every time a change is made in the city charter and that all provisions regarding the schools now carried in the city charter should be removed and the schools of all cities placed under a general State law, as in a number of States.

In 57.5 per cent of the cities of 100,000 or more population the schools are governed entirely by general State law; in 25 per cent, by both State law and city charter; and in 17.5 per cent largely or entirely by special charter.

Number
of cities.
62



XII. Number of members on standing committees in 94 cities from 25,000 to 100,000 population.
Median, 3; Mode, 3.

In 77 per cent of the cities of between 25,000 and 100,000 population the schools are governed by general State law; in 9.5 per cent, by both State law and city charter; and in 13.5 per cent largely or entirely by special charter.

In 35 per cent of the cities of 100,000 or more population the school board makes up its annual budget without referring it to any other body or officer; in 25 per cent the board refers it to the mayor, city council, commission, or board of aldermen; in 32 per cent, to a board of estimate; and in 8 per cent, to county commissioners.

In 52 per cent of the cities having between 25,000 and 100,000 population the school board makes up its annual budget without referring it to any other body or officer; in 21 per cent the board refers it to the mayor, city council, commission, or board of aldermen; in 18 per cent, to a board of estimate; in 4 per cent, to the county board of supervisors; in 3 per cent, to the taxpayers; in 1 per cent, to the State tax commission; and in 1 per cent, to the comptroller.

Since 1902¹ the city council has lost ground in having authority to pass upon the estimates of the school board. This plan has been abandoned in 11 of the 52 cities reported by Rollins. In 5 of the 11 cities the school board may now make up its budget without having to submit it to any other body for revision; in 3 a board of estimate passes upon the school budget; in 2, the mayor; in 1, the county superintendent.

School boards in both groups of cities are usually permitted to purchase land and erect buildings after securing the consent of the city officials after the people have authorized a bond issue. In some instances, even after appropriations have been made, city officials must be consulted before land is purchased or buildings erected. For tables showing these facts, see pages 32-41. Graphs XV, XVI illus-

¹ Data obtained from "School Administration in Municipal Government." Frank Rollins.

XIII. STANDING COMMITTEES IN CITIES OF 100,000 POPULATION AND OVER.

New business usually referred to a committee?

94.9% Yes.

5.1% No.

Report with or without recommendations?

67.5% With.

32.5% Either with or without.

Committee ever given power to act?

92.5% Yes.

7.5% No.

Superintendent required to attend board meetings?

97.5% Yes.

2.5% No.

Superintendent of schools required to attend committee meetings?

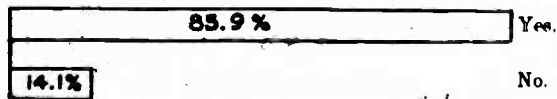
27.7% Yes.

38.4% No.

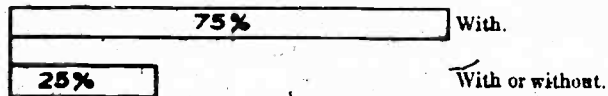
38.9% Some or sometimes.

XIV. CITIES HAVING A POPULATION OF 25,000 TO 100,000.

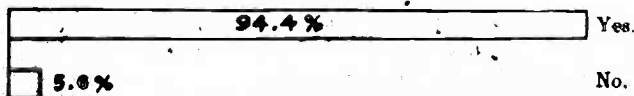
New business usually referred to a standing committee?



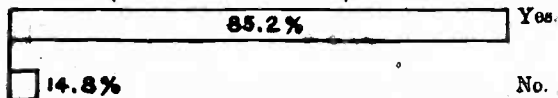
Committees report with or without recommendations?



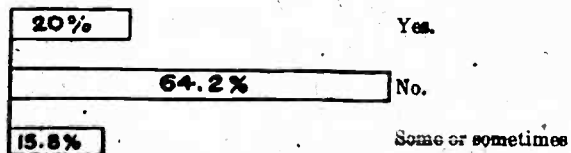
Committee ever given power to act?



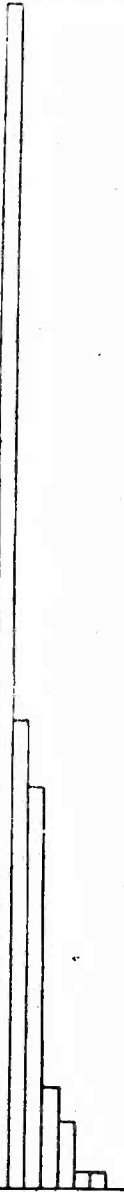
Superintendent required to attend board meetings?



Superintendent required to attend committee meetings?



Number of cities.



Boards not required to submit estimate.
 Submit to council, commission, aldermen, or mayor.
 Submit to board of estimate.
 Submit to county supervisors.
 Submit to people.
 Submit to State tax commission.
 Submit to comptroller.

XV.—Relation of school board to other bodies in matter of annual budget in cities of 25,000 to 100,000 population.

trate the general relation of the school board to the city officials and the people in the matter of the annual budget:

OFFICERS OF THE BOARD.

The President.

By whom chosen.—It is customary for a school board to elect its own presiding officer. In some few cities the mayor is ex officio president of the board; in a few others the people elect the president of the board.

In 40 cities of 100,000 or more population the president is elected by the school board; in 1 the president of the city commission is ex officio president; in 1 the mayor is chairman of the board; in another the president of the school board is appointed by the mayor and confirmed by the second branch of the city council.

In 126 cities of between 25,000 and 100,000 population the president of the school board is elected by the school board itself. In 6 the mayor is ex officio chairman of the school board; in 2 the president of the board is elected by the people.

The term of the president of the school board in both groups of cities is usually only one year. In some few the term is two years, and in one or two others four years. For information regarding the president of the school board in each city, see pages 85-93.

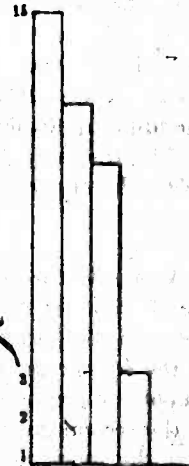
Secretary.

By whom chosen.—With a very few exceptions the secretary of the school board is chosen by the school board. In several cities he is selected by a civil-service examination. The superintendent of schools in a few cities of between 25,000 and 100,000 population acts as secretary. In one city the city clerk acts as secretary of the school board.

The secretary of the board in only 4 cities out of 39 of 100,000 or more population reporting is a member of the board. In 28 of 120 cities of between 25,000 and 100,000 population reporting, the secretary is a member of the school board.

Term of office.—In cities of 100,000 or more population the secretary of the school board in 18 cities is elected for one year; in 4, for two years; in 4, for four years; in one, for five years; and in 15, for an

Number of cities.
 School boards not required to submit estimates.
 Submit to board of estimates.
 Submit to council, commission, alderman or mayor.
 Submit to county supervisor.



Relation of school board to other bodies in matter of annual budget in cities of 100,000 or more population.

indefinite tenure. In cities of between 25,000 and 100,000 population, the secretary of the school board in 81 cities is elected for one year; in 15, for two years; in 6, for three years; in 8, for four years; and in 8, for indefinite tenure. Indefinite tenure for the secretary of the school board should, without doubt, be the rule in every city.

Secretary to standing committees.—In 31 of 39 cities of 100,000 or more population and in 82 of 121 cities of between 25,000 and 100,000 population the secretary of the school board acts as secretary for the various standing committees.

Relation to city superintendent.—In cities of 100,000 or more population the secretary of the school board, with three exceptions, is responsible directly to the school board and not to the board through the superintendent. In 7 cities out of 102 of between 25,000 and 100,000 population reporting, the secretary is responsible to the board through the superintendent; in 14 the secretary is the superintendent, in the others he is directly responsible to the school board.

Salary.—In summarizing the amount of salary paid secretaries of school boards, the cities were divided into three groups: (1) Cities of 300,000 or more population; (2) of 100,000 to 300,000; (3) of 25,000 to 100,000.

In the first group the median salary is \$3,870; the minimum is \$1,800; the maximum, \$10,000; the lower quartile, \$2,500; the upper quartile, \$5,000. In the second group the median salary is \$2,500; the minimum, \$904; the maximum, \$3,600; the lower quartile, \$1,800; the upper quartile, \$3,000. In the third group the median salary is \$1,500; the minimum, \$50; the maximum, \$3,600; the lower quartile, \$900; the upper quartile, \$2,000.

Treasurer.

As a rule the city treasurer is the treasurer of the school board. In 31 cities of 100,000 or more population, and in 76 of those of between 25,000 and 100,000 population, this is the case. In 1 city of the former group a member of the board acts as treasurer; in 2, an outside person acts; in 8, the secretary of the board. In 16 cities of the second group a member of the school board acts as treasurer; in 3, the superintendent of schools; in 32, an outside person.

Salary of treasurer, if not city official or other official of school board.—Since the city or county treasurer acts as treasurer of the school funds in practically all cities of 100,000 population or over, salaries for the position were not reported by the school authorities. In the group of cities of between 25,000 and 100,000 population the salary of the treasurer of the school funds is usually only a nominal one. In some instances no salary is paid. This is usually due to the fact that the treasurer has the use of the funds while in his hands.

Interest on daily balance in hands of treasurer.—In 26 of 33 cities of 10,000 or more population reporting, and in 77 of 106 cities having between 25,000 and 100,000 population, interest is paid by the treasurer on daily balances of funds in his hands. In the larger cities, interest on daily balances would not be an inconsiderable amount. With the pressing need for more funds, a school board can not well excuse itself if it lets an individual or a bank have charge of the funds to make what profits he or it can. A 3 per cent rate would still let the custodian of funds have the opportunity of making 2 or 3 per cent profit. A few State laws provide that the custodian of school funds shall pay interest on unappropriated balances. The following may be given as examples: In Ohio, in school districts containing two or more banks, deposit shall be made in the bank or banks situated therein that at competitive bidding offer the highest rate of interest, which must be at least 2 per cent for the full time funds or any part thereof are on deposit. In Kentucky boards of education in city school districts of the first class are required to advertise for bids from the banks and trust companies in the city for the current deposits. The bids must specify the rate of interest to be allowed. In Kansas in cities of the first class such rate of interest is paid on monthly average balances as may be agreed upon by the bank and the board of education.

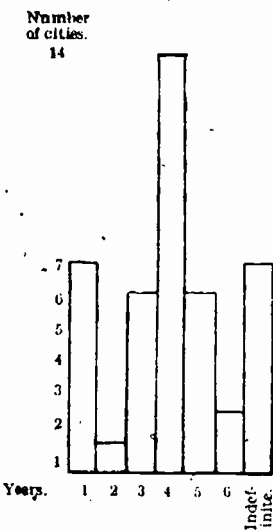
THE SUPERINTENDENT.

By whom elected.—A fundamental principle of school administration is that the superintendent of schools should be appointed by the city board of education. If the superintendent is elected by the people, the office is at once thrown into city politics. This, however, is not the only reason a superintendent should not be elected by popular vote. A city should have the very best superintendent of schools its financial conditions will afford. It should scour the country in search of the best. If the superintendent is elected by popular vote, this can not be done with any degree of success. In brief, it is the universally accepted thought that a school board should have power to choose its own executive officer. In practice school boards in all but a few cities appoint the superintendent of schools. In San Francisco, he is elected by the people; in Richmond and Portsmouth, Va., by the State board of education; and in Green Bay, Wis., by the city council.

The term of office of superintendent.—Obviously the term of office of the city superintendent of schools should be sufficiently long to give him time to show what he is able to do. A probationary period of one year is not sufficient. No superintendent, however clearly he may see the needs of a school system, can accomplish much the first year. One reason so many superintendents proceed so cautiously

that the schools remain at a standstill is that the tenure is too short; the superintendent feels that any radical changes would mean "failure of reelection." A probationary term of three years is the least that will give a superintendent opportunity to make radical changes and time enough in which to prove that the changes are for the best interests of the school. If successful, he should then be given indefinite tenure.

In cities of 100,000 or more population the median length of term of superintendent is four years, and the mode four years. In cities having between 25,000 and 100,000 population the median falls to three years and the mode to one year. For length of term of city superintendent in each city, see pages 46-53. The various lengths of terms are illustrated by graphs XVII, XVIII.



XVII. - Length of term of superintendents in cities of 100,000 or more population. Median, 4 years; mode, 4 years.

The term of the superintendent of schools, it is generally thought, should be fixed by State law and not by school board legislation. In 38 of the cities of 100,000 or more population reporting, the term of the superintendent is fixed by State law or city charter. In 68 of the cities of between 25,000 and 100,000 population reporting, the term of the superintendent is fixed by State law or city charter; in 50 by the school board; in 9 by the State law and the school board.

The salaries of city superintendents should be fixed by the school board, so that a board may be free to advance the salary of a superintendent as he shows his

administrative ability, or so that a board may offer sufficient salary to attract strong men from other cities.

In 34 cities of 100,000 or more population the school board fixes the salary of the superintendent of schools. In San Francisco, Cal., and St. Paul, Minn., the salary is fixed by charter; in Washington, D. C., by Congress; in Albany and Syracuse, N. Y., by the board of estimate and apportionment on recommendation of the school board; and in Roanoke, Va., by the general assembly. In all but 3 of the cities with between 25,000 and 100,000 population the school board fixes the salary of the superintendent of schools. In 1 it is fixed by the city council and in 2 by the board of estimate.

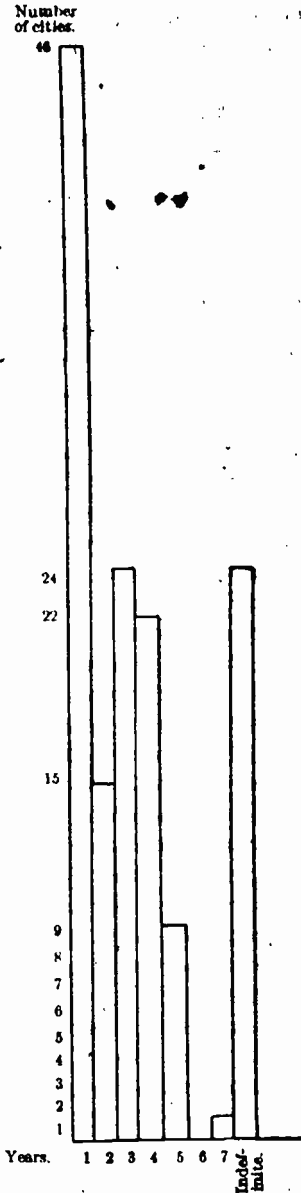
ASSOCIATE, ASSISTANT, OR DEPUTY SUPERINTENDENT.

All but five of the cities of 100,000 or more population reporting have from 1 to 13 associate, assistant, or deputy superintendents. The median number is 2.

Among the duties usually assigned to assistant or associate superintendents in the group of the largest cities are: Supervision of elementary instruction, examination of candidates for teaching positions, preparation of courses of study, assignment and transfer of teachers, supervision of evening schools, office administration work, supervision of compulsory attendance department. Assistant superintendents usually have as their territory the entire city. This is the case in 18 of 29 cities reporting. The number of assistant or associate superintendents is, with two exceptions, determined by the school board. In San Francisco the number is determined by charter and in Washington, D. C., by act of Congress.

The term of associate or assistant superintendents is usually for only one year. Of the cities reporting the length of term, 15 elect for one year; 1, for three years; 6, for four years; 1, for six years, and 2 for an indefinite period.

Only 35 cities with between 25,000 and 100,000 population report assistant or associate superintendents. The duties usually assigned are supervision of instruction, supervision of primary grades, clerical work, direction of educational measurements. Undoubtedly many more of these cities would secure



XVIII. Length of term of superintendents in cities between 25,000 and 100,000 population. Median, 3 years; mode, 1 year.

better results if an assistant superintendent were employed to supervise instruction in the primary grades or to have direction of educational measurements. The assistant superintendents in these cities usually have the entire city as their field of work. The number is determined by the board of education.

PRINCIPALS.

In cities having large elementary school buildings the plan of having a supervising principal in charge of each building is generally advocated. If the buildings are small, the plan of placing a supervising principal over a group of buildings is considered better than that of having a supervising principal for each building, at least from a financial point of view.

It is customary in cities of 100,000 or more population to place a supervising principal in charge of a building. In 35 of these cities this is the custom. In 3 there is a principal for a group of buildings, in 2 both plans are in operation, and in 1 there are no supervising principals. As a rule a supervising principal has under his supervision from 8 to 40 teachers. In a few of the group of largest cities clerical assistance is provided for principals; the feeling is that, if a principal is employed to supervise at a salary of \$2,400 or \$3,000 a year, it is uneconomical not to provide him with clerical assistance. In at least one large city where there are supervising principals at a salary of \$2,000 a year, there is practically no supervision, because the time of the principals is taken up in looking after clerical details. One of the weak spots in many school systems lies in the fact that principals who are employed to help teachers teach do not have an opportunity of doing so.

Eighty-six cities having between 5,000 and 100,000 population employ supervising principals; 14 have supervising principals for a group of buildings, 6 have both plans in operation, and 22 do not employ supervising principals. In many cities the principal teaches part time.

The number of teachers under the supervision of a principal ranges from 8 to 35. In only a few is clerical assistance provided.

For information regarding these facts in each city, see pages 46-53.

TEACHERS.

Selection.—The most approved method of selecting teachers is on the initiative of the superintendent of schools. It is generally thought that a superintendent should have the power of appointing teachers, subject to the approval of the school board rather than subject to the approval of a committee.

In practice there are many different methods of procedure in selecting teachers. In some few cities there are no teachers' committees, the board making the selection of teachers on the recommendation of the superintendent. In other cities a teachers' committee and the superintendent together select teachers. Just what parts superintendents have in the selection of teachers is difficult to determine from a questionnaire. The following is a summary of the part taken by superintendents in the selection of teachers: In 9 cities of 100,000 or more population the superintendent appoints; in 17, he recommends; in 9, he nominates either one teacher or a list; in 2, he has equal say with the committee. In 53 cities with between 25,000 and 100,000 population the superintendent recommends to a committee of the board; in 35, he "nominates"; in 23, "appoints"; in 16, "advises"; in 1 he "has no power"; in 1 he "passes on qualifications."

There are 22 cities of 100,000 or more population reporting teachers' committees. The part taken by the committee may be summarized as follows: In 15 cities the teachers' committee recommends action to the board on the superintendent's recommendation; in 3, the committee selects from a list submitted by the superintendent; in 2, it appoints; in 2, confers with the superintendent.

Of the cities with between 25,000 and 100,000 population, 110 report a teachers' committee. In 25 of these the teachers' committee recommends to the board on the superintendent's recommendation; in 26, consults with the superintendent; in 14, approves his selection; in 14, recommends; in 7, takes no part; in 3, passes on superintendent's recommendation; in 5, receives superintendent's nominations; in 6, nominates to the board; in 1, has entire power; in 1, transmits superintendent's recommendation.

In the group of cities of 100,000 or more population 20 of 36 cities reporting say that teachers are selected according to rank from an eligible list as determined by an examination. In the group having between 25,000 and 100,000 population, only 26 out of 134 reporting select teachers from an eligible list as determined by an examination.

The custom is to appoint teachers for a probationary term of four months to three years in cities of 100,000 or more population; 29 of 39 cities reporting provide a probationary period. In 16 cities the probationary period is one year; in 7, three years; in 4, two years; in 1, five months; and in 1, four months. Of 129 cities having between 25,000 and 100,000 population reporting, 70 provide for a probationary appointment. In 13 the probationary term is less than one year; in 38, one year; in 10, two years; in 7, three years; and in 2, four years.

Though life tenure has been granted teachers in a number of cities, students of school administration as a rule do not favor the plan. Most favor indefinite tenure after a teacher has served a probationary period of a few years. That a school board should have the right to terminate a contract on the recommendation of the superintendent of schools and only on his recommendation is the generally accepted opinion. A business corporation employs its office force for an indefinite period. Whenever any employee fails to render the service required he is dismissed. The same rule should hold among school boards for teachers, principals, and superintendents. The movement for permanent tenure has come about because school boards in many instances have dropped teachers without cause and without the recommendation of the superintendent.

The middle ground between indiscriminate dismissal of teachers and permanent tenure as outlined by Dr. E. P. Cubberley expresses the generally accepted opinion of school administrators. Dr. Cubberley says:¹

Between these two extremes lies a middle ground which is just both to teachers and to the schools, and that is indefinite tenure. When a new teacher enters the service of the city, in any capacity, he or she should be under observation for two or three years, varying somewhat with different teachers and different positions, and during this time there should be annual reappointments, on the recommendation of the superintendent. After this probationary period has been successfully passed, the teacher should then either be reelected for some long period, say four or five years, or placed on indefinite tenure. Under the former the position would be guaranteed for the period stated, subject to reconsideration at the end of each such period; under the latter the annual elections would cease for all time, the teacher being merely continued in the service from year to year without any action on either side, and until such time as the board, for cause, and upon the recommendation of the superintendent, should see fit to terminate the contract.

This right to terminate the contract for cause is an important right, and should not be denied to school authorities. To deny it is to say that the teachers' places are more important than the educational rights of the children. No superintendent who is wise will desire to dismiss many teachers or principals. If a teacher or principal will cooperate, it is easier to educate them than to dismiss them, and far more pleasant. If superintendents were given legal control of the selection and designation for retention of all teachers, so that boards of education and their committees were deprived of all powers in the matter except the approval or the disapproval of the superintendent's recommendations, the question of the dismissal of teachers would, in most communities, occupy a less important position. Still, good teachers do not always continue to be good, and an occasional removal will need to be made for the welfare of the service.

Examination of teachers.—In both groups of cities teachers are usually licensed by the superintendent of schools or by a board of examiners appointed by the school board. Under the latter plan the superintendent usually recommends the board of examiners.

The number of members on the board of examiners in cities of 100,000 or more population ranges from 1 to 40 members. The usual

¹ Public School Administration, p. 215.

number is 3. In 18 of 29 cities of this group reporting, all applicants for teaching positions are examined. In 8, exceptions are made of State normal school graduates. In 29 of 38 cities reporting, there is a city training school and in only 1 is it a part of the regular high school. In the other cities two years are required in addition to the four years in high school. In 4 cities all the teachers are selected from graduates of the city training school; in 4, from 90 to 100 per cent; in 5, from 80 to 90 per cent; in 1, from 70 to 80 per cent; in 2, from 60 to 70 per cent; in 4, from 50 to 60 per cent; in 3, from 40 to 50 per cent; in 1, from 30 to 40 per cent; and in 1, from 20 to 30 per cent.

In 16 cities teachers are promoted on experience, in 13 on experience and efficiency, and in 5 on merit.

In cities with between 25,000 and 100,000 population the number of members on the examining board varies from 1 to 10, the usual number being 3.

In 25 of 99 cities reporting, all applicants are examined for teachers' license. In 70 of 87 cities reporting, State normal school graduates are not required to be examined by the city examiner.

Of 131 cities reporting, 37 maintain a teachers' training school. In 10 of the 37 cities this is a part of the high-school course. In 6 cities, one year is required in addition to a four-year high-school course; in 20, two years; and in 1, three years.

Of 29 cities reporting, 9 require that all new teachers be selected from the normal training school; 6 require from 75 to 95 per cent to be city training school graduates; 8 require from 50 to 75 per cent; 9, from 25 to 50 per cent; and 6, less than 25 per cent.

The practice of some cities in supplying the schools almost entirely from graduates of the city training school is considered poor. Probably no definite rule can be made as to what percentage of teachers elected each year should be graduates of the city normal, but possibly not more than 50 or 60 per cent, the idea being that there shall be an opportunity to bring in the very best from other cities.

Of 128 cities reporting, teachers in 34 are promoted on experience, in 59 on experience and merit, and in 35 on merit.

Cities that are promoting teachers on experience alone are violating the fundamental principle that merit should be rewarded. It is generally agreed that three factors should be considered in the promotion of teachers—merit, training, and experience. If there were some scientific way of ascertaining the real merit of a teacher's work, this would be the only factor to be considered.

SUPERINTENDENT OF BUILDINGS.

In cities of 100,000 population or more a necessary officer is the superintendent of buildings. In 38 of 45 cities reporting, such an officer is employed. In cities with between 25,000 and 100,000

population, 74 of 136 cities reporting employ a superintendent of buildings. In several instances the superintendent of buildings holds another official position as clerk of the board or business manager.

In the former group of cities it is customary for the superintendent of buildings to be independent of the superintendent of schools. Of the cities reporting on this point, in 4 he is subordinate to the superintendent; in 21, independent; in 5, "cooperative." In 17 cities with between 25,000 and 100,000 population reporting, the superintendent of buildings is subordinate to the superintendent of schools; in 28, he is independent of the superintendent of school; in 10, the two "cooperate."

Salaries.—In cities of 300,000 or more population the median salary paid the superintendent of buildings is \$3,500; the minimum, \$2,000; the maximum, \$10,000; the lower quartile, \$2,400; the upper quartile, \$6,000.

In cities with between 100,000 and 300,000 population, the median salary is \$2,400; the minimum, \$1,200; the maximum, \$4,000; the lower quartile, \$1,800; the upper quartile, \$3,000.

In cities with between 25,000 and 100,000 population, the median salary of the superintendent of buildings is \$1,500; the minimum, \$400; the maximum, \$3,600; the lower quartile, \$1,400; the upper quartile, \$1,650.

SUPERINTENDENT OF SUPPLIES OR BUSINESS AGENT.

Of 45 cities of 100,000 or more population, 33 employ a superintendent of supplies. In a number of instances some other officer, usually the business manager or secretary of the board, acts in this capacity. In 5 of these cities he is subordinate to the superintendent of schools; in 15 he is independent; in 3, they cooperate. The other cities did not report upon the relations between these two officers.

Of 113 cities with between 25,000 and 100,000 population reporting, 14 employ a superintendent of supplies; in 13 others the clerk of the school board or the superintendent of buildings acts in this capacity. In 11 cities he is subordinate to the superintendent of schools; in 5 he is independent; in 4 the two cooperate.

The general opinion of the students of school administration is that the officer who purchases supplies should be subordinate to the superintendent of schools. One of the fundamental principles in school administration is that there should be simplicity in the organization of the administrative staff. At the head of the executive staff should stand the superintendent of schools. Subordinate to him should be all other executive officers. If there is divided responsibility among the different officers, friction is likely to arise. If the superintendent of schools is made the organizer, the coordinator, so to speak, of the entire city school system, there will be less lost motion.

Salaries.—In cities of 300,000 or more population the median salary of the superintendent of supplies is \$2,700; the minimum, \$1,200; the maximum, \$7,500; the lower quartile, \$1,800; the upper quartile, \$4,000. In cities with between 100,000 and 300,000 population, the median salary is \$1,500; the minimum, \$800; the maximum, \$2,100; the lower quartile, \$1,000; the upper quartile, \$2,000. In cities with between 25,000 and 100,000 population, the median salary is \$1,020; the minimum, \$540; the maximum, \$2,400; the lower quartile, \$900; the upper quartile, \$1,800.

TABLE 1.—School boards—Number of members, how chosen, tenure, etc.

GROUP I.—CITIES OF 100,000 POPULATION AND OVER

Cities.	Number of members	If elected, from what territory?	If appointed, by whom?	If appointed, does a member represent entire city, or some ward or district?	Term of office in years.	Compensation per annum.	How many meetings per annum?	Can a majority of a quorum transact all business?
1	2	3	4	5	6	7	8	9
Alabama:								
Birmingham	6		Commission.	City	5	0	4	Yes.
California:								
Los Angeles	7	At large			2	⁽¹⁾	4	No.
Oakland	7	do			4	⁽¹⁾	4	No.
San Francisco	4		Mayor	City and county	4	\$1,000	3	No.
Colorado:								
Denver	5	At large			6	0	3	Yes.
Connecticut:								
Bridgeport	12	do			3	0	7	No.
New Haven	7		Mayor	City	4	0	4	Yes.
District of Columbia:								
Washington	9		⁽²⁾	do	3	0	5	
Georgia:								
Atlanta	12		Council	Ward	5	0	7	Yes.
Illinois:								
Chicago	21		Mayor	City	3	0	11	No.
Indiana:								
Indianapolis	5	At large				0	3	No.
Kentucky:								
Louisville	5	do			4	0	3	
Louisiana:								
New Orleans	5	do			4	0	3	Yes.
Maryland:								
Baltimore	9		Mayor	City	6	0	5	Yes.
Massachusetts:								
Boston	5	At large			3	0	3	No.
Cambridge	7	do			3	0	4	
Fall River	9	do			3	0	5	No.
Worcester	30	Wards			3	0	16	No.
Michigan:								
Detroit	21	do	Mayor fills vacancies	Ward	4	0	11	Yes.
Grand Rapids	9	At large				0	5	No.
Minnesota:								
St. Paul	⁽⁴⁾		Mayor	City	2	\$4,500		
Missouri:								
Kansas City	6	At large			6	0	4	No.
St. Louis	12	do			6	0	7	No.
Nebraska:								
Omaha	12	do			4	0	7	No.
New Jersey:								
Jersey City	9		Mayor	City	3	0	5	No.
Newark	9		do	do	3	0	5	No.
Paterson	9		do	do	3	0	5	Yes.

¹ A maximum of \$50 per month.
² \$10 per meeting; limit, \$40 per month.
³ By justice of the Supreme Court of the District of Columbia.
⁴ One of the city commissioners serves.

24 CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 1.—School boards—Number of members, how chosen, tenure, etc.—Continued.

GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

Cities	Number of mem- bers.	If elected, from what terri- tory?	If appointed, by whom?	If appointed, does a member represent entire city, or some ward or district?	Term of office in years.	Compensation per annum.	How many mem- bers constitute a quorum?	Can a majority of a quorum transact all business?
1	2	3	4	5	6	7	8	9
New York:								
New York	40		Mayor	City	5	0	24	No
Rochester	5	At large			4	\$1,200	3	Yes
Syracuse	5	do			4	0	4	No
Ohio:								
Cincinnati	11	do			4	0	4	No
Cleveland	11	do			4	0	4	No
Columbus	11	do			4	0	4	Yes
Dayton	14	At large, 2 wards, 12			4	0	8	No
Toledo	5	At large			4	0	3	Yes
Oregon:	4							
Portland	5	do			5	0	3	Yes
Pennsylvania:								
Philadelphia	15	(1)	City	City	6	0	8	No
Pittsburgh	15	(1)	do	do	6	0	8	No
Rhode Island:								
Providence	30	Wards			6	0	17	Yes
Tennessee:								
Memphis	5	At large			4	(2)	3	Yes
Nashville	9					0	5	No
Virginia:								
Richmond	9		Council	District	3	0	5	Yes
Washington:								
Seattle	5	At large			3	0	3	Yes
Spokane	5	do			3	0	3	No
Wisconsin:								
Milwaukee	15	do			6	(4)		

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION

Alabama:								
Mobile	9	At large			6	0	5	No
Arkansas:								
Little Rock	6	do			5	0	4	Yes
California:								
Berkeley	5	do			4	\$15	3	Yes
Pasadena	5	do			4	0	5	Yes
Sacramento	5	do			5	3,600	1	Yes
San Diego	5	do			4	600	3	No
San Jose	5	do			4	0	3	Yes
Colorado:								
Colorado Springs	5	do			6	0	3	No
Pueblo	5	do			6	0	3	No
Connecticut:								
Hartford	9	do			3	0	5	No
Meriden	12	do			3	0	7	No
New Britain	12	do			3	0	7	No
Stamford	9	do			3	50	5	Yes
Waterbury	9	do			6	0	5	Yes
Florida:								
Tampa	3	Districts			2	4	2	Yes
Georgia:								
Savannah	12	(?)	County	County		0	5	Yes

- (1) Board of judges of courts of common pleas.
- (2) President, \$50 per month; others, \$40.
- (3) Mayor, confirmed by commission.
- (4) Not to exceed \$100 per annum; \$3 for committee and board meetings.
- (5) Per mo. h.
- (6) The 5 city commissioners serve as the board of education.
- (7) Chairman and secretary get \$100 each.
- (8) Per day.
- (9) Mayor appoints 3.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION. 25

TABLE 1.—School boards—Number of members, how chosen, tenure, etc.—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Number of members.	If elected, from what territory?	If appointed, by whom?	If appointed, does a member represent entire city, or some ward or district?	Term of office in years.	Compensation per annum.	How many members constitute a quorum?	Can a majority of a quorum transact all business?
1	2	3	4	5	6	7	8	9
Illinois:								
Aurora.....	9	At large			3	0	5	Yes.
Bloomington.....	5	do.			3	0	4	Yes.
Danville.....	5	do.			3	0	4	No.
Decatur.....	3	do.			3	0	3	No.
East St. Louis.....	12	Districts			3	0	7	No.
Peoria.....	17	By wards			2	0	9	Yes.
Rockford.....	11		Mayor.	City	2	0	6	No.
Springfield.....	7	At large			3	0	4	Yes.
Indiana:								
Evansville.....	3		Mayor.	City	3	(1)	2	Yes.
Fort Wayne.....	3		Council	do.	3	\$250	3	Yes.
South Bend.....	3		Mayor	do.	3	(1)	2	Yes.
Terre Haute.....	5	At large			4	500	3	Yes.
Iowa:								
Cedar Rapids.....	7	do.			3	0	4	No.
Council Bluffs.....	7	do.			3	0	4	Yes.
Davenport.....	7	do.			3	0	4	Yes.
Des Moines.....	7	do.			3	0	4	Yes.
Dubuque.....	7	do.			3	0	4	Yes.
Sioux City.....	7	do.			3	0	4	Yes.
Waterloo.....	7	do.			3	0	4	Yes.
Kansas:								
Kansas City.....	6	do.			4	0	4	No.
Topeka.....	6	do.			4	0	4	Yes.
Wichita.....	12	do.			4	0	7	No.
Kentucky:								
Covington.....	5	do.			4	0	3	Yes.
Lexington.....	5	do.			4	0	3	Yes.
Newport.....	5	do.			4	0	3	No.
Maine:								
Portland.....	12	At large, 3. Wards, 9.			2	0	7	No.
Massachusetts:								
Brockton.....	10	At large			3	0	5	Yes.
Chicopee.....	9	At large, 2. Wards, 7.			2	0	5	No.
Everett.....	9	At large, 3. Wards, 6.			3	0	5	Yes.
Haverhill.....	5	At large			2	0	3	No.
Holyoke.....	9	At large, 2. Wards, 7.			3	0	5	
Lynn.....	5	At large			2	0	3	No.
Malden.....	5	do.			3	0	3	No.
New Bedford.....	7	do.			3	0	4	No.
Newton.....	7	Wards			3	0	4	Yes.
Pittsfield.....	14	do.					3	Yes.
Quincy.....	9	At large, 3. Wards, 6.				0	5	No.
Somerville.....	16	Wards			2	0	9	Yes.
Taunton.....	10	At large			4	0	5	No.
Waltham.....	10	do.			4	0	6	No.

1 Secretary and president each \$200 per year; treasurer, \$300.
 2 Secretary and president each \$425; treasurer, \$400.
 3 Including mayor.
 4 Mayor.
 5 Others.

26 CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 1.—School boards—Number of members, how chosen, tenure, etc.—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued

City.	Number of members.	If elected, from what territory?	If appointed, by whom?	If appointed, does a member represent entire city, or some ward or district?	Term of office in years.	Compensation per annum.	How many members constitute a quorum?	Can a majority of a quorum transact all business?
1	2	3	4	5	6	7	8	9
Michigan:								
Battle Creek	6	At large					4	Yes
Flint	9	do			3	0	5	Yes
Jackson	9	do			3	0	5	Yes
Kalamazoo	6	do			3	0	4	Yes
Lansing	12	Wards			2	0	7	Yes
Rogers, F. S.	12	do			4	0	7	Yes
Rochester, W. S.	4	do			3	0	4	Yes
Minnesota:								
Duluth	9	At large			3	0	5	No
Missouri:								
Joplin	6	do			3	0	4	No
St. Joseph	6	do			3	0	4	No
Springfield	6	do			3	0	4	No
Montana:								
Butte	7	do			3	0	4	Yes
New Hampshire:								
Manchester	14	Wards			2	\$25	8	No
Nashua	12	At large			6	0	6	No
New Jersey:								
Atlantic City	9		Mayor	City				
Camden	9		do	do	3	0	5	No
East Orange	5		do	do	3	0	5	Yes
Hoboken	9		do	City	5	0	3	No
Orange	5		do	do	3	0	5	Yes
Pasaic	9		do	do	5	0	3	Yes
Trenton	9		do	do	3	0	5	No
New York:								
Amsterdam	10	Wards			3	0	6	Yes
Binghamton	5		Mayor	City	3	0	3	Yes
Jamestown	7	At large			3	0	4	Yes
Kingston	9		Mayor	City	5	0	5	Yes
Newburgh	9	At large				0	5	Yes
New Rochelle	9		Mayor	City	3	0	5	Yes
Niagara Falls	9		do	do	3	0	5	No
Poughkeepsie	7		do	do	3	0	4	No
Troy	3		do	do	6	0	2	Yes
Utica	9	At large			2	0	4	Yes
Watertown	9		Mayor	City	1 2 3	0	5	Yes
North Carolina:								
Charlotte	17	Wards			2	0	9	No
Ohio:								
Akron	7	At large 5 sub- dist. 2			4	0	4	No
Canton	5	At large 3 dis- tricts, 2			4	0	3	No
Uma	5	At large			4	0	3	Yes
Lorain	5	do			4	0	3	No
Newark	5	do			4	0	3	No
Springfield	5	At large			4	0	3	No
Youngstown	9	At large 7 dis- tricts, 2			4	0	5	No
Zanesville	3	At large			4	0	2	
Oklahoma:								
Muskogee	5	At large 1; Wards, 4			4	0	3	Yes
Oklahoma:								
Oklaoma	8	At large			2, 4	0	5	No
Pennsylvania:								
Allentown	9	do			6	0	5	No
Altoona	9	do			6	0	5	No
Chester	9	do			6	0	5	No
Easton	7	do			6	0	4	No
Erie	9	do			6	0	5	No

¹ \$3 for each meeting attended.

² President, \$100.

TABLE I.—School boards—Number of members, how chosen, tenure, etc.—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

City	Number of members.	If elected, from what territory?	If appointed, by whom?	If appointed, does a member represent entire city, or some ward or district?	Term of office in years.	Compensation per annum.	How many members constitute a quorum?	Can a majority of a quorum transact all business?
1	2	3	4	5	6	7	8	9
Pennsylvania—Continued								
Harrisburg	9	At large			6	0	5	No.
Hartleton	7	do			6	0	5	No.
Johnstown	9	do			6	0	5	No.
Lancaster	9	do			6	0	5	No.
McKeesport	9	do			6	0	5	No.
New Castle	9	do			6	0	5	No.
Willis-Barre	9	do			6	0	5	No.
Williamsport	9	do			6	0	5	No.
York	9	do			6	0	5	No.
Rhode Island								
Newport	12	do				0	7	Yes.
Pawtucket	9	do			6	0	5	No.
Warwick	5	do			4	2500	3	Yes.
South Carolina								
Columbia	7	do			4	0	4	Yes.
Tennessee								
Chattanooga	5	do	Commission	City	4	2,250		
Knoxville	5	do	Commission	City	5	0	3	Yes.
Texas								
Austin	7	Wards			2	0	4	Yes.
El Paso	7	At large			2	0	4	No.
Fort Worth	9	do			3	0	4	Yes.
Ga. veston	7	do			3	0	4	Yes.
Houston	7	do	Mayor	City	2	0	4	Yes.
San Antonio	9	Wards			2	0	6	Yes.
Waco	7	do			2	0	4	No.
Utah								
Ogden	5	do			4	100	3	Yes.
Salt Lake City	10	do			4	100	6	Yes.
Virginia								
Lynchburg	9	do	Council	City	3	0	5	Yes.
Portsmouth	9	do	do	District	3	0	5	Yes.
Washington								
Tacoma	5	At large			3	0	3	No.
West Virginia								
Huntington	8	do			3	60	5	No.
Wheeling	21	Wards			6	0	11	No.
Wisconsin								
Green Bay	7	do	Council	City	2	0	4	No.
La Crosse	7	do	do	do	2	0	4	Yes.
Madison	8	do	do	do	3	0	5	Yes.
Oshkosh	17	Wards, 13	Mayor, 3	do	11	0	9	No.
Racine	18	do	Council, 1	do	12	0	9	No.
Sheboygan	8	Wards	Mayor	Wards, 15, city, 3	3	0	10	No.
Superior	11	do	Mayor	Ward	3	0	6	No.

¹ Elected.

² Appointed.

TABLE 2.—Standing committees.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER.

Cities.	Number of standing committees on the school board.	Number of members on each standing committee.	Does the board usually refer new items of business to a committee?	Does committee report with or without recommendations?	Is committee ever given power to act?	Is superintendent required to attend school-board meetings?	Is superintendent required to attend meetings of standing committees?
K.	2	3	4	5	6	7	8
Alabama:							
Birmingham	3	3	Yes	Depends on questions.	Yes	Yes	Yes.
California:							
Los Angeles	6	3	Yes	With	Yes	Yes	(1)
Oakland	3	3	Yes	do.	Yes	Yes	No.
San Francisco	7	2,3	Yes	do.	Yes	Yes	
Colorado:							
Denver	0					Yes	
Connecticut:							
Bridgeport	4	3	Yes	Both ways	Yes	Yes	No.
New Haven	6	3	Yes	With	Yes	Yes	(1)
District of Columbia:							
Washington	7	3-5	Yes	do.	Yes	Yes	Yes. ²
Georgia:							
Atlanta	3	4, 8	Yes	do.	Yes	Yes	Yes.
Illinois:							
Chicago	8	3, 5, 6, 10	Yes	Usually with	Yes	Yes	Yes.
Indiana:							
Indianapolis	9	3-6	Yes	With or without	Yes	Yes	(1)
Kentucky:							
Louisville	6	3	Yes	With	Yes	Yes	Yes.
Louisiana:							
New Orleans	4	3	No	do.	Yes	Yes	No.
Maryland:							
Baltimore	6	3	Yes	With or without	Yes	Yes	No.
Massachusetts:							
Boston	0					Yes	
Cambridge	7	3	Yes	With	Yes	Yes	No.
Fall River	4	2, 4	Yes	do.	Yes	Yes	Yes.
Worcester	4		Yes	do.	Yes	Yes	No.
Michigan:							
Detroit	8	5-7	Yes	do.	Yes	Yes	(1)
Grand Rapids	4	3-6	Yes	do.	Yes	Yes	Yes.
Missouri:							
Kansas City	10	2	Yes	With and without	Yes	Yes	No.
St. Louis	4	3		do.	No.	Yes	(1)
Nebraska:							
Omaha	5	2-5	Yes	do.	Yes	Yes	(1)
New Jersey:							
Jersey City	8	6	Yes	With	Yes	Yes	Yes. ⁴
Newark	3	5, 6	Yes	With and without	Yes	Yes	(2)
Paterson	3	3-5	Yes	With	Yes	Yes	Yes.
New York:							
New York	14	5, 7, 9	Yes	do.	Yes	Yes	Yes. ⁴
Rochester	0					Yes	Yes. ⁴
Syracuse	11	3	Yes	With	Yes	Yes	No.
Ohio:							
Cincinnati	5	3	Yes	With and without	Yes	Yes	Yes. ⁴
Columbus	3	2	Yes	With	Yes	No	(1)
Dayton	3	5	Yes	do.	No	Yes	(1)
Toledo	3	3	Yes	do.	No	Yes	(1)
Oregon:							
Portland			Yes	With or without	Yes	Yes	No.
Pennsylvania:							
Philadelphia	7	7	Yes	With	Yes	Yes	No.
Pittsburgh	3	7	Yes	do.	Yes	Yes	Yes.
Rhode Island:							
Providence	12	5	Yes	With or without	Yes	Yes	No.
Tennessee:							
Memphis	6	3	No	With	Yes	Yes	(1)
Nashville	5	3	Yes	With or without	Yes	Yes	(*)
Virginia:							
Richmond	5	3, 4	Yes	With	Yes	Yes	
Washington:							
Seattle	8	3	Yes	do.	Yes	Yes	No.
Spokane	5	3	Yes	With or without	Yes	Yes	(*)
Wisconsin:							
Milwaukee	7	3, 5	Yes	With	Yes	Yes	Yes

¹ Some of them.
² Or to committee of the whole.
³ If requested to do so.

⁴ Upon notice.
⁵ Sometimes.
⁶ If invited.

⁷ President ex officio.
⁸ As a rule.
⁹ Occasionally.

TABLE 2.—Standing committees—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION.

Cities.	Number of standing committees on the school board.	Number of members on each standing committee.	Does the board usually refer new items of business to a committee?	Does committee report with or without recommendations?	Is committee ever given power to act?	Is superintendent required to attend school-board meetings?	Is superintendent required to attend meetings of standing committees?
1	2	3	4	5	6	7	8
Alabama:							
Mobile.....	3	3	Yes.	With.....	Yes.	Yes.	Yes.
Arkansas:							
Little Rock.....	4	3	Yes.	do.....	Yes.	Yes.	(1)
California:							
Berkeley.....	4	3	Yes.	With or without.....	Yes.	Yes.	No.
Pasadena.....	3		Yes.	With.....	Yes.	Yes.	No.
Sacramento.....	0					Yes?	
San Diego.....	4	3	Yes.	With.....	Yes.	Yes.	No.
San Jose.....	5		Yes.	do.....	Yes.	Yes.	No.
Colorado:							
Colorado Springs.....	6	2	Yes.	Usually with.....	Yes.	No.	No.
Pueblo.....	6	3	Yes.	With.....	Yes.	Yes.	No.
Connecticut:							
Meriden.....	6	4	Yes.	With or without.....	Yes.	Yes.	No.
New Britain.....	6	3, 5	Yes.	With.....	Yes.	Yes.	Yes.
Stamford.....	7		Yes.	do.....	Yes.	Yes.	Yes.
Waterbury.....	5	3	Yes.	do.....	Yes.	Yes.	Yes.
Florida:							
Tampa.....	0					Yes.	
Georgia:							
Savannah.....	7	3, 5, 6	(2)	With and without.....	Yes.	Yes.	No.
Illinois:							
Aurora.....	8	3	Yes.	With.....	Yes.	No.	No.
Bloomington.....	8	3	Yes.	With or without.....	Yes.	Yes.	No.
Danville.....	0		No.		Yes.	Yes.	No.
Decatur.....	0					Yes.	
East St. Louis.....	6	3, 4	Yes.	With or without.....	Yes.	Yes.	No.
Peoria.....	10	3, 5, 7	Yes.	do.....	Yes.	Yes.	Yes.
Rockford.....	8		Yes.	do.....	Yes.	No.	No.
Springfield.....	4		Yes.	With.....	Yes.	Yes.	Yes.
Indiana:							
Evansville.....	0					Yes.	
Fort Wayne.....	0					Yes.	
South Bend.....	0					Yes.	
Terre Haute.....	0					Yes.	
Iowa:							
Cedar Rapids.....	7	3	Yes.	With.....	Yes.	Yes.	
Council Bluffs.....	6	2	Yes.	do.....	Yes.	Yes.	(1)
Davenport.....	4	3	Yes.	With or without.....	Yes.	Yes.	No.
Dubuque.....	4	2	Yes.	With.....	Yes.	Yes.	No.
Sioux City.....	7	2	Yes.	do.....	Yes.	Yes.	No.
Waterloo.....	5			With or without.....	Yes.	Yes.	No.
Kansas:							
Kansas City.....	6	2	Yes.	do.....	Yes.	Yes.	(1)
Topeka.....	6	3	Yes.	do.....	Yes.	Yes.	No.
Wichita.....	11	3	Yes.	do.....	Yes.	Yes.	No.
Kentucky:							
Covington.....	5	2, 3	No.	With.....	Yes.	Yes.	No.
Lexington.....	5	2	Yes.		Yes.	Yes.	No.
Newport.....	(1)		Yes.	With.....	Yes.	Yes.	No.
Maine:							
Portland.....	16	3	Yes.		Yes.	Yes.	Yes.
Massachusetts:							
Brockton.....	9	3	Yes.	With.....	Yes.	Yes.	Yes.
Chicopee.....	5		Yes.	do.....	Yes.	Yes.	No.
Everett.....	12	2	Yes.	do.....	Yes.	Yes.	No.
Haverhill.....	0					Yes.	
Holyoke.....	6	3	Yes.	With.....	Yes.	Yes.	Yes.
Lynn.....	0					Yes.	
Malden.....	0					Yes.	
New Bedford.....	0					Yes.	
Newton.....	0					Yes.	
Pittsfield.....	15	3, 6	Yes.	With.....	No.	Yes.	Yes.
Quincy.....	4		No.	Both.....	No.	Yes.	No.
Somerville.....	4	3, 5, 7, 9	Yes.	With.....	Yes.	Yes.	Yes.
Taunton.....	7	2, 5	Yes.	do.....	Yes.	Yes.	No.
Waltham.....	6	3	Yes.	do.....	Yes.	Yes.	No.

¹ Sometimes.
² Is secretary.

³ Not often.
⁴ Meetings of one committee.

⁵ Committee of the whole.

TABLE 2.—Standing committees—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Number of standing committees on the school board.	Number of members on each standing committee.	Does the board usually refer new items of business to a committee?	Does committee report with or without recommendations?	Is committee ever given power to act?	Is superintendent required to attend school-board meetings?	Is superintendent required to attend meetings of standing committees?
1	2	3	4	5	6	7	8
Michigan:							
Battle Creek.....	10	3		With	Yes	Yes	Yes.
Flint.....	10	3	Yes	With or without	Yes	Yes	(1)
Jackson.....	3	3	Yes	With	Yes	No	No.
Kalamazoo.....	3	4	Yes	do	Yes	Yes	Yes.
Lansing.....	7	3	Yes	Both	Yes	Yes	No.
Saginaw, E. S.....			Yes	With	Yes	Yes	Yes.
Saginaw, W. S.....	4		Yes	do	Yes	Yes	No.
Minnesota:							
Duluth.....	3		Yes	Both	Yes	Yes	(1)
Missouri:							
Joplin.....	5	3	Yes	With	Yes	No	No.
St. Joseph.....	6	3	No	Both	Yes	Yes	(1)
Springfield.....	8	3, 5	Yes	With	Yes	Yes	No.
Montana:							
Butte.....	4	3	Yes	do	Yes	Yes	(1)
New Hampshire:							
Manchester.....	4		Yes	do	Yes	Yes	No.
Nashua.....	12	3, 5	Yes	do	Yes	Yes	No.
New Jersey:							
Atlantic City.....	15	3	Yes	do	Yes	Yes	No.
Camden.....	5	3, 5	Yes	do	No	Yes	(1)
East Orange.....	4		Yes	Both	Yes	Yes	No.
Hoboken.....	7	4	Yes	do	Yes	Yes	(1)
Orange.....	5	3	Yes	With	Yes	Yes	Yes.
Pasaic.....	6	3, 4, 6	Yes	do	Yes	Yes	(2)
Trenton.....	8	2, 2	No	With or without	Yes	Yes	(1)
New York:							
Amsterdam.....	6	3	Yes	With	Yes	Yes	No.
Binghamton.....	7	3	No	do	Yes	No	No.
Jamestown.....	5	3, 4	(1)	With or without	Yes	No	No.
Kingston.....	5	3	Yes	With	Yes	Yes	Yes.
Newburgh.....			Yes	do	Yes	Yes	Yes.
New Rochelle.....	4		Yes	do	Yes	Yes	Yes.
Niagara Falls.....	9	3	Yes	do	Yes	Yes	Yes.
Poughkeepsie.....	7	(1)	Yes	do	Yes	Yes	Yes.
Troy.....	4		No		Yes	Yes	Yes.
Utica.....	6		Yes	With	Yes	Yes	No.
Watertown.....	7		Yes	do	Yes	Yes	No.
North Carolina:							
Charlotte.....	7	5	No	Usually with	Yes	No	No.
Ohio:							
Akron.....	9		Yes	do	Yes	Yes	(1)
Canton.....	4	3	Yes	With	Yes	Yes	No.
Lima.....	4	2	Yes	do	Yes	Yes	No.
Lorain.....	3	3	(1)	do	Yes	Yes	No.
Newark.....	5	3	No	do	Yes	Yes	No.
Springfield.....	4	3	Yes	do	Yes	Yes	No.
Youngstown.....	8	3	(1)		Yes	Yes	No.
Zanesville.....	7	2	Yes	With or without	Yes	No	No.
Oklahoma:							
Muskogee.....	5	3	Yes	With	Yes	Yes	No.
Oklahoma.....	6	3	Yes	do	Yes	Yes	No.
Pennsylvania:							
Allentown.....	9		Yes	do	Yes	Yes	Yes.
Altoona.....	4	3	No	With or without	Yes	Yes	No.
Ghastor.....	6		Yes	With	Yes	Yes	Yes.
Keeton.....	2		Yes	do	Yes	No	No.
Erie.....	2	5	Yes	do	Yes	Yes	Yes.
Harrisburg.....	5	4	Yes	do	Yes	No	No.
Hazleton.....	6		Yes	do	Yes	Yes	No.
Johnstown.....	4	3, 9	Yes	do	Yes	Yes	(1)
Lancaster.....	8	3, 5	Yes	do	Yes	No	No.
McKeesport.....	4	4	Yes	Usually with	Yes	Yes	(1)
New Castle.....	5		Yes	With	Yes	Yes	No.
Wilkes-Barre.....	8	2	Yes	Usually with	Yes	No	No.
Williamsport.....	9	2	Yes	With	Yes	Yes	No.
York.....	3	2	Yes	do	Yes	Yes	No.

¹ Some of them.

² Sometimes.

³ 1 commissioner on each.

TABLE 2.—Standing committees—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Number of standing committees on the school board.	Number of members on each standing committee.	Does the board usually refer new items of business to a committee?	Does committee report with or without recommendations?	Is committee ever given power to act?	Is superintendent required to attend school-board meetings?	Is superintendent required to attend meetings of standing committees?
1	2	3	4	5	6	7	8
Rhode Island:							
Newport.....	7	3	Yes	Both.....	Yes.....	Yes.
Pawtucket.....	12	3	Yes	With.....	Yes.....	Yes.....	No.
Warwick.....	4	3	No.	Yes.....	No.
South Carolina:							
Columbia.....	4	3	(1)	Either.....	Yes.....	No.....	No.
Tennessee:							
Knoxville.....	2	3	(1)	With.....	Yes.....	Yes.....	No.
Texas:							
Austin.....	8	3	Yes	Both.....	Yes.....	Yes.....	No.
El Paso.....	3	3	No.	do.....	Yes.....	Yes.....	No.
Fort Worth.....	Yes	With.....	Yes.....	Yes.....	No.
Galveston.....	6	3	Yes	do.....	Yes.....	Yes.....	No.
Houston.....	6	3	Yes	do.....	Yes.....	Yes.....	No.
San Antonio.....	8	3	No.	Both.....	Yes.....	Yes.....	No.
Waco.....	4	3	Yes	With.....	Yes.....	Yes.....	(2)
Utah:							
Ogden.....	5	2	Yes	Both.....	Yes.....	No.....	No.
Salt Lake City.....	4	5	Yes	do.....	Yes.....	Yes.....	(2)
Virginia:							
Lynchburg.....	Yes	With.....	Yes.....	No.....	No.
Portsmouth.....	3	Yes	do.....	Yes.....	No.....	No.
Washington:							
Tacoma.....	5	3	Yes	do.....	Yes.....	Yes.....	Yes.
West Virginia:							
Huntington.....	8	3	Yes	Both ways.....	Yes.....	No.....	(2)
Wheeling.....	9	5,7	Yes	do.....	Yes.....	No.....	(2)
Wisconsin:							
Green Bay.....	6	3	Yes	With.....	Yes.....	Yes.....	No.
La Crosse.....	7	3	Yes	Yes.....	Yes.....	No.
Madison.....	7	6,3	Yes	With.....	Yes.....	Yes.....	(2)
Oshkosh.....	7	5,7	Yes	do.....	Yes.....	Yes.....	Yes.
Racine.....	8	3	Yes	Usually with.....	Yes.....	Yes.....	No.
Sheboygan.....	4	Yes	Yes.....	Yes.....	No.
Superior.....	2	6	Yes	Both ways.....	Yes.....	Yes.....	(2)

¹ Board rules.

² No fixed rule.

³ Some of them.

TABLE 3.—Relation of school board to city government.
GROUP 3.—CITIES OF 100,000 POPULATION AND OVER.

Cities.	The budget.						
	Does the school board make up its annual budget without referring it to any other body or officer for approval or revision?	If not, to what body or officer?	If school board is permitted to make up budget within statutory limits, what are the limits imposed?	What control has mayor, council or commission over the schools?	Is school board permitted to purchase land and erect buildings without consulting any other body or officer?	If school board is not permitted to purchase land and erect buildings without consulting any other body or officer, what body or officer must be consulted?	
1	2	3	4	5	6	7	
Alabama: Birmingham.....	No.....	Board of commissioners.....		Annual appropriation made by commission.....	No.....	Board of commissioners.	
California: Los Angeles.....	No.....	County superintendent of schools and county board of supervisors.....		None.....	After bonds have been voted by people. No.....		
Oakland.....	No.....	County superintendent of schools. Board of supervisors.....		do.....	Yes.....	May call district election for purpose.	
San Francisco.....	No.....			None, except for appropriation of funds.	Yes.....		
Colorado: Denver.....	Yes.....		May not increase aggregate of preceding year more than 3 per cent.	None.....	Yes.....		
Connecticut: New Haven.....	No.....	City board of finance.....	Estimates must go to commissioners on fixed date; must not exceed twice the District of Columbia revenues.	do.....	Yes.....		Commissioners.
District of Columbia: Washington.....	No.....	District Commissioners.....		Commissioners are authorized to expend monies.	No.....		
Georgia: Atlanta.....	No.....	Finance committee and city council.....		Elected members and controls appropriation.	Yes.....		

State	City	Yes	No	\$1.50 per \$100 of assessed valuation for building, \$1.20 for educational purposes.	Only as to concurrence in purchase of land and buildings, and the issuing of bonds.	City council.
Illinois:	Chicago	Yes	No			
Indiana:	Indianapolis	Yes	Yes		None	
	Kentucky:	Yes	Yes		do	
	Louisville	Yes	Yes		General supervision over all departments of the city government.	Mayor or city council.
	Louisiana:	Yes	No			
	New Orleans	No	No			
Maryland:	Baltimore	No	No			
	Baltimore	No	No			
Massachusetts:	Boston	No	No	\$4 on every \$1,000	Mayor may veto.	City council.
	Cambridge	Yes	No		Mayor is chairman.	Mayor and city council.
	Fall River	No	No		Determines appropriation.	
	Worcester	No	No		None, except over finances.	
	Worcester	No	Yes		May approve or disapprove all items of expenditure.	
Michigan:	Detroit	No	No		None.	Council.
Minnesota:	Grand Rapids	No	No		Absolite.	Do.
	St. Paul	No	Yes		None.	
Missouri:	St. Louis	Yes	Yes	Limits levy for general purposes to 6 mills.	Appoints to fill vacancies till the next election only.	
	St. Louis	Yes	Yes	14 income		
	St. Louis	Yes	Yes	25 mills.	None.	
Nebraska:	Omaha	Yes	Yes		do	
	New Jersey:	No	Yes		do	
	New York:	No	Yes		do	
	Newark	No	Yes		do	
	Paterson	No	Yes		do	
New York:	New York	No	No		None, except the budget of appropriation.	Board of estimates and apportionment.
	Rochester	No	No		do	Do.
	Syracuse	No	No		do	

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 3.—Relation of school board to city government—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

Cities.	The budget.						
	1	2	3	4	5	6	7
	Does the school board make up its annual budget without referring to any other body or officer for approval or revision?	If not, to what body or officer?	If school board is permitted to make up budget within statutory limits, what are the limits imposed?	What control has mayor, council, or commission over the schools?	Is school board permitted to purchase land and erect buildings without consulting any other body or officer?	Is school board permitted to purchase land and erect buildings without consulting any other body or officer?	If school board is not permitted to purchase land and erect buildings without consulting any other body or officer, what body or officer must be consulted?
Ohio:							
Chickmestl.....	No.	Budget commission.	Minimum 5 mills, maximum 6.	None.	Yes.		
Cleveland.....	No.	Tax commission.	do.	do.	Yes.		
Columbus.....	No.	County budget commission.	do.	do.	Yes.		
Dayton.....	No.	Budget commission.	do.	do.	Yes.		
Toledo.....	No.	do.	do.	do.	Yes.		
Pennsylvania:							
Philadelphia.....	Yes.						
Pittsburgh.....	Yes.						
Rhode Island:							
Providence.....	No.	City council.		Only in matter of appropriation.	No.	City council.	
Tennessee:							
Memphis.....	No.	City commissioners.		Only in tax levy.	Yes.	Commission.	
Nashville.....	No.	do.		None.	No.	Request must be made of council for appropriation.	
Virginia:							
Richmond.....	Yes.						
Washington:							
Seattle.....	Yes.						
Spokane (Dist. No. 81).....	Yes.						
Wisconsin:							
Milwaukee.....	Yes.						

GROUP II—CITIES OF 25,000 TO 100,000 POPULATION

City	Yes	No	Budget is predicated on possible income each year	Council can levy taxes or hold bond elections	Yes	No	Board may buy a small amount of land, but extensive purchases are bound by bond issues authorized by the people.
Alabama: Mobile	Yes			None	Yes		
Arkansas: Little Rock		(1)		Council can levy taxes or hold bond elections	Yes		
California: Berkeley							
Pasadena	No			None	Yes		
Sacramento	No			None	Yes		
San Diego	Yes		State law is evaded in elementary schools	None	Yes		
San Jose	Yes		Levy must not exceed previous year by more than 5 per cent	do	Yes		
Colorado: Colorado Springs	Yes			do	Yes		
Pueblo	Yes			do	Yes		
Connecticut: Hartford	No			None except in financial matters	No		The city.
Meriden	No			None	No		The people.
New Britain	No			do	No		Board of finance, taxation, city council, and city meeting.
Stamford	Yes			do	No		Town meeting.
Waterbury	No			Mayor, chairman of the board	Yes		
Florida: Tampa	Yes			None	Yes		
Georgia: Savannah	No			None, except appointment of 3 members	Yes		
Illinois: Aurora	Yes			None	No		Vote of people.
Bloomington	Yes			3 per cent of assessed valuation, 3 per cent of assessed valuation to one-third actual cost value	Yes		
Danville	Yes			2 1/2 per cent	No		Do.
Peoria	No			2 per cent education and 1 per cent building	Yes		Do.
East St. Louis	Yes			do	No		
Peoria	Yes			do	Yes		

(1) Board and superintendent make budget.

88 CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 3.—Relation of school board to city government—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

City.	The budget.					Is school board permitted to purchase land and erect buildings without consulting any other body or officer, what body or officer must be consulted?
	Does the school board make up its annual budget without referring it to any other body or officer for approval or revision?	If not, to what body or officer?	If school board is permitted to make up budget within statutory limits, what are the limits imposed?	What control has mayor, council, or commission over the schools?	Is school board permitted to purchase land and erect buildings without consulting any other body or officer?	
1	2	3	4	5	6	7
Illinois—Oswego.	Yes.			None, except appointments by mayor.	Yes.	Vote of people.
Indiana—						
Bristolville.....	Yes.			None, except appointment of board.	Yes.	Vote of people.
East Wayne.....	Yes.			Mayor appoints board.	No.	Council must consult city council before purchasing land.
South Bend.....	Yes.			None.	No.	Permitted to purchase sites; buildings must be authorized by vote.
Terra Haute.....	Yes.		No limits.	None.	Yes.	
Iowa—						
Oscar Reynolds.....	Yes.		10 per cent of assessed valuation.	do.	Yes.	
Council Bluffs.....	Yes.		do.	do.	Yes.	
Davenport.....				do.		
Missouri—						
Doerflinger.....	Yes.			do.	Yes.	
Drexel.....	Yes.			do.	Yes.	
St. Louis.....	Yes.			do.	Yes.	
Washington.....	Yes.		10 per cent.	do.	Yes.	
Kansas—						
Kansas City.....	Yes.		5 mills, general; 1 mill, buildings.	do.	Yes.	
Texas—						
Troy.....	Yes.		5 mills, school purposes.	do.	Yes.	
Wichita.....	Yes.			do.	Yes.	

TABLE 3.—Relation of school board to city government.—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION.—Continued.

City.	The budget.						
	Does the school board make up its annual budget without reference to any other body or officer for approval or revision?	If not, to what body or officer?	If school board is permitted to make up budget within statutory limits, what are the limits imposed?	What control has mayor, council, or commission over the schools?	Is school board permitted to purchase land and erect buildings without consulting any other body or officer?	If school board is not permitted to purchase land and erect buildings without consulting any other body or officer, what body or officer must be consulted?	
1	3	3	4	5	6	7	
Michigan:							
Joplin.....	Yes			None.....	Yes		
St. Joseph.....	Yes			do.....	Yes		
Springfield.....	Yes			do.....	Yes		
Montana:							
Billings.....	No	Board of aldermen and mayor		None.....	Yes		
New Hampshire:							
Manchester.....	No	Board of aldermen		Mayor is chairman	No	Board of mayor and aldermen.	
Nashua.....	No	Board of aldermen		None except approval budget	No	Board of aldermen.	
New Jersey:							
Atlantic City.....	No	Board of school estimate		None	No	Board of school estimate.	
Camden.....	No	do		Board of estimate fixes expense per year and of capital for land or building	No	Do.	
East Orange.....	No	do		do	No	Do.	
Hoboken.....	No	do	Three-fourths of 1 per cent of valuation	Mayor appoints members	No	Do.	
Orange.....	No	do	Amount board of estimate think city can afford	None	Yes		
Parsippany.....	No	do		Mayor is member of board of estimate	Yes		
Trenton.....	No	do		Mayor appoints	No	Board of estimate.	

TABLE 3.—Relation of school board to city government—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

		The budget.						
		1	2	3	4	5	6	7
Cities		Does the school board make up its annual budget without referring it to any other body or officer for approval or revision?	If not, to what body or officer?	If school board is permitted to make up budget within statutory limits, what are the limits imposed?	What control has mayor, council, or commission over the schools?	Is school board permitted to purchase land and erect buildings without consulting any officer or committee?	If school board is not permitted to purchase land and erect buildings without consulting any officer, what body or officer must be consulted?	
Rhode Island:								
Newport.....	Yes	Makes its own budget and sends to representative council for its action.					Representative council	
Puerto Rico:								
Warwick.....	Yes						City council if makes appropriation.	
South Carolina:							Town meetings	
Columbia.....	Yes						Under authority of department public utilities.	
Tennessee:								
Chattanooga.....	Yes	Entire board of commissioners					City commissioners	
Texas:								
Knockville.....	No	City commission					City commissioners	
Austin.....	Yes							
El Paso.....	(?)	Mayor						
Fort Worth.....	Yes							
Galveston.....	No	Referred to mayor, approved by council					City commission	
Houston.....	Yes							
San Antonio.....	Yes							
Waco.....	Yes							

State	Commission form of government	Commissioner of education is 1 of 5 men constituting the board of commissioners	3) mills	10 mills of valuation	65 cents on \$100 valuation	3) mills	Make appropriations	Yes	Yes
Utah:									
Ogden	Yes					do		Yes	
Salt Lake	Yes					do		Yes	
Virginia:									
Lynchburg	No	City council				do		Yes	
Portsmouth	No	do						Yes	
West Virginia:									
Wheeling	Yes					None		Yes	
West Virginia:									
Huntington	No	State tax commissioner				do		Yes	
Wheeling	No	Finance committee				do		Yes	
Wisconsin:									
Green Bay	Yes	Common council				Provides funds		No	Common council
Lacrosse	No	do				Limiting appropriation		No	do
Madison	No	do				Approved by council		No	do
Oshkosh	No	do				do		No	do
Racine	No	do				Appointment of board of trustees		No	do
						Approval of board of trustees on area, including school buildings		No	do
Sheboygan	No	City commissioner				Repairs and improvements when exceeding \$50		No	do
Superior	Yes					Council issues bonds to erect new buildings		Yes	

1 Under appropriation by council
 2 Purchase of land, no.



CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 4.—The superintendents of schools, assistant superintendents, and supervising principals.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER.

Cities.	The superintendent.				Associate, assistant, or deputy superintendent.				Supervising principal.		
	By whom elected.	Term of office, in years.	In his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned to a certain district or is their field of work the entire city?	Who determines how many shall be selected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are under supervision of building or district principal?
1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
Alabama: Birmingham	Board	5	Board	Board	1	Supervision of instruction in elementary schools.	Entire city	Board	(1)	Building	12-30
California: Los Angeles	do	4	Law	do	5	District supervision and supervision of subjects, as principals, financial, geographical, etc.; also office supervision.	Districts; city in subject supervision.	do	(1)	do	10-36
Oakland	do	4	do	do	2	Shall perform duties assigned them by superintendent; one acts as superintendent during his absence.	Entire city	do	4	do	
San Francisco	People, at large	4	State constitution and charter.	Charter	5	Examines candidates for teachers' certificates; inspect school work; prepare courses of study.	Entire city, but each has a district assigned by superintendent.	Charter	4	do	6-28
District of Columbia: Washington	Board	3	Law	Organic act.	2	1 assistant superintendent in charge of colored schools; 1 (white) general assistant superintendent.	Entire city	Law and appropriation act.	(?)	do	12
Georgia: Atlanta	do	1	Board	Board						do	3-26

State	City	Number of Positions	Term	Board	Supervision	Assignment	Notes
Illinois	Chicago	1	do	do	do	do	19
Indiana	Indianapolis	4	School statute	do	Assigned to grades	1	40-50
Kentucky	Louisville	1	Law	do	Certain districts	1	100-125
Louisiana	New Orleans	4	do	do	Entire city	(*)	8-25
Maryland	Baltimore	(*)	Not fixed	do	Districts	(*)	4-40
Massachusetts	Boston	6	Law	Board with a part of Board	do	6	13-31
Cambridge	Fall River	1	Charter	Board	Entire city	do	7-25
Michigan	Detroit	3	Board	Board	2 to certain districts, 1 for special schools	1	16-24
Grand Rapids		1-3	Charter	do	Entire city	1	6-55
Minnesota	St. Paul	2	do	Charter	do	do	

The assistant has charge of assignment and transfer of teachers; 10 district superintendents have each supervision of a district; 1 district superintendent has charge of evening schools and vocational work; 1 district superintendent has charge of special divisions, subnormal, open-air, etc.

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* Usually 4 years. * Permanent. * Pleasure of board. * Indefinite. * 1 year for 3 years, then continuous.



CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 4.—The superintendent of schools, assistant superintendents, and supervising principals—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

Cities.	The superintendent.				Associate, assistant, or deputy superintendent.				Supervising principal.		
	By whom elected.	Term of office, in years.	Is his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned a certain district, or is their field of work the entire city?	Who determines how many shall be elected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are under supervision of building or district principal?
1	3	3	4	5	6	7	8	9	10	11	12
Missouri: Kansas City	Board of education	1	Board	Board	(1)	Assist as superintendent directs.	Assistant superintendent; district superintendents.	Board.	1	Both	20-40
St. Louis	do	4	Charter	do	4	General assistance to superintendent.	Districts.	do	2	Building	6-24
Nebraska: Omaha	do	3	Law	do	2	Supervise course of study; office administration work.	Entire city.	do	1	do	20
New Jersey: Newark	do	(1)	(1)	do	4	Assist the superintendent in supervision and direction of schools; visit schools; serve as members of board of examiners.	3 to districts; 1 to vocational training.	do	(1)	do	9-33
Pennsylvania: New York: Albany	do	(1)	Board	do	0					do	9-33
	do	(1)	Charter	Board of estimate and appointment on recommendation of board	0					do	7-27

City	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
Buffalo	do	do	do	do	do	do	do	do	do	do
New York	do	do	do	do	do	do	do	do	do	do
Rochester	do	do	do	do	do	do	do	do	do	do
Syracuse	do	do	do	do	do	do	do	do	do	do
Ohio: Cincinnati	do	do	do	do	do	do	do	do	do	do
Cleveland	do	do	do	do	do	do	do	do	do	do
Dayton	do	do	do	do	do	do	do	do	do	do
Toledo	do	do	do	do	do	do	do	do	do	do
Oregon: Portland	do	do	do	do	do	do	do	do	do	do
Pennsylvania: Philadelphia	do	do	do	do	do	do	do	do	do	do
Pittsburgh	do	do	do	do	do	do	do	do	do	do
Seranton	do	do	do	do	do	do	do	do	do	do
Rhode Island: Providence	do	do	do	do	do	do	do	do	do	do

1 1 assistant, 2 district.

2 1 assistant and 26 district.

3 Indefinite.

4 To assist superintendent and the general supervisors of the schools.

5 4 general assistants.

6 Such matters of administrative character as may be recommended by superintendent and approved by board.

7 Board.

8 Board.

9 Board.

10 Board.

11 Board.

12 Board.

13 Board.

14 Board.

15 Board.

16 Board.

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98 Board.

99 Board.

100 Board.

TABLE 4.—The superintendent of schools, assistant superintendents and supervising principals—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

Cities.	The superintendent.					Associate, assistant, or deputy superintendent.				Supervising principal.	
	By whom elected.	Term of office, in years.	Is his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned a certain district, or is their field the entire city?	Who determines how many shall be elected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are under supervision of building or district principals?
1	2	8	4	5	6	7	8	9	10	11	13
Tennessee: Memphis. Nashville.	Board. do.	4 1-5	Board. City ordinance.	Board. do.	1 3	Supervise teaching work, see that course of study is carried out, discipline teachers as to discipline and method of teaching.	Entire city. do.	Board. do.	(1)	Building. do.	15 5-25
Virginia: Richmond.	State board.	9	Law.	General assembly.	3	Supervision of 6 schools in South Richmond, of night schools, retarded, mentally deficient, open-air schools, and upper primary grades, of high school and grammar school, free textbooks, and suspensions.	2, entire city; 1, South Richmond only.	City school board.	1	do.	12-25
Washington: Seattle.	Board.	3	Board.	Board.	3	Supervise work of teachers, help to select teachers, help to select and determine course of study, and assist in any work determined by board and superintendent.	Entire city, with special interest in certain districts.	Board.	1		
Spokane.	do.	(1)	do.	do.	1	Any assigned by superintendent.	All grade schools.	do.	1	Building.	2-19
Wisconsin: Milwaukee.	do.	3	Law.	do.	3	Supervisory in grades.	District and department.	do.	3	do.	10-30

TABLE 4.—The superintendent of schools, assistant superintendents, and supervising principals—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	The superintendent.				Associate, assistant, or deputy superintendent.				Supervising principal.		
	By whom elected.	Term of office, in years.	Is his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned to a certain district, or is their field of work the entire city?	Who determines how many shall be elected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are there in each building or district principals?
1	2	3	4	5	6	7	8	9	10	11	12
Iowa:											
Cedar Rapids	Board	1-3	Board	Board	0					Building	12-22
Clinton	do	1-3	Board and law	do	0					do	12-15
Davenport	do	1-3	Law	do	0					do	8-20
Des Moines	do	3	Law	do	1	General supervision, director of educational measurements.	Entire city	Board	1	Both	
Dubuque	do	1-3	do	do	0					Neither	8-16
Stout City	do	1-3	Board and law	do	0					Building	10
Waterloo, E.	do	1	do	do	0					do	60
Waterloo, W.	do	1-3	do	do	0					Group	60
Kansas:											
Topeka	do	2	do	do	(1)			Board	1	do	60
Kentucky:										Both	
Covington	do	4	Charter	do	0					Building	18
Newport	do	2	Law	do	0					Neither	
Louisiana:											
Shreveport	do	4	do	do	1	Visit rural schools	Rural schools	Board	4	Building	75
Maine:											
Portland	do	1	Board	do	1	Clerical	Entire city	do	1	Group	8-25

City	Number	Qualification	Term	Position	Grade	Department	Building	Year
Massachusetts:								
Brockton	1	Law	do.	Full charge of the clerical and of the school department.	0	School committee.	Building	30
Chelsea	1	Charter	do.		0		do.	8-22
Everett	1	Charter	do.		0		Group	16
Haverhill	3	Law	do.	Acts under direction of superintendent.	0	Board	do.	12-30
Holyoke	3	Board	do.	In charge of primary grades and special ungraded classes of retarded, defective, and foreign-speaking children.	1	Board	Building	13
Lawrence	5	do.	do.		3	do.	do.	
Lynn	1	do.	do.		0	do.	do.	
Malden	1	do.	do.	Assisting superintendent.	0	Board	do.	15
New Bedford	1	do.	do.	General supervision, largely primary grades.	1	do.	do.	20-30
Newton	1	do.	do.		0	do.	Group	4-18
Pittsfield	1	do.	do.		0	Board	Building	20
Quincy	1	Law	do.		0	do.	Group	12-16
Salem	1	Charter	do.		0	do.	Building	96
Somerville	1	City charter and state law	do.		0	do.	Both	
Springfield	1	Law	do.	Fixed by superintendent in this instance chiefly kindergarten and primary grades.	1	Board	Building	4-40
Taunton	1	do.	do.		0	do.	do.	12
Waltham	1	Board and law	do.		0	do.	do.	
Worcester	1	Law	do.	1 supervises grades 1-4 and special schools; 2 supervise other grades.	3	Board	Neither	
Michigan:								
Battle Creek	1	do.	do.	Supervisor of primary grades and assists with fifth and sixth.	1	Superintendent's reorganization board.	do.	14
Flint	1	Board	do.	Assists in supervision of primary grades.	1	Superintendent's reorganization board.	Building	
Jackson	3	do.	do.	Supervises evening, summer, special schools, and grammar grades.	1	Board	Neither	
Kalamazoo	2	do.	do.		0	do.	Building	20
Lansing	1-2	do.	do.		0	do.	do.	
Saginaw, E. S.	1	Board	do.		0	do.	do.	
Saginaw, W. S.	1	do.	do.		0	do.	do.	

1 5 supervising principals.
 1 year, first election.
 1 assistant superintendent and 1 grade supervisor.
 * Indefinite.
 † Permanent.
 ‡ 1 primary supervisor.



TABLE 4.—The superintendent of schools, assistant superintendents, and supervising principals—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	The superintendent.				Associate, assistant, or deputy superintendent.				Supervising principal.		
	By whom elected.	Term of office, in years.	Is his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned to a certain district, or to their field of work in the city?	Who determines how many shall be elected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are under supervision of building or district principal?
1	2	3	4	5	6	7	8	9	10	11	12
Minnesota: Duluth.....	Board.....	3		Board.....	1	Has charge of special subjects.	Entire city.	Board.	1	Building..	10-20
Missouri: Joplin.....	do.....	1	Board and law.	do.....	0					do.....	
St. Joseph.....	do.....	2	Charter.	do.....	0					Neither..	
Springfield.....	do.....	1	Board or law.	do.....	0					do.....	
Montana: Butte.....	do.....	3	Law.....	do.....	1	Chiefly primary supervision.	Entire city.	Board.....	1	Building..	8-20
Nebraska: Lincoln.....	do.....	(1)	Board.....	do.....	1	Assists with administration of office duties; charge of books, etc.	do.....	Superintendent and board.	(1)	do.....	
New Hampshire: Manchester.....	do.....	2	City charter.	do.....	0					do.....	
New Jersey: Atlantic City.....	do.....	3	Board.....	do.....	0					do.....	15-40
Rayonue.....	do.....	3	do.....	do.....	0					do.....	12-40
Camden.....	do.....	(1)	do.....	do.....	0					do.....	16-22
East Orange.....	do.....	7	do.....	do.....	0					do.....	10-25
Elizabeth.....	do.....	1	do.....	do.....	0					do.....	10-25
Orange.....	do.....	1	do.....	do.....	0					do.....	10-25

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

Passaic	3	do.	do.	(1)	In charge of primary grade work.	Entire city.	Superintendent and board.	Health.	23-16 20-35 8-16 15-35 12 10-25 16 17 10-25 8-12 8-20
Perth Amboy	(1)	do.	do.	0				do.	
Westfield	(1)	do.	do.	0				Building	
West Hoboken	5	do.	do.	0				do.	
New York	3	do.	do.	0				do.	
Amsterdam	1	Charter	do.	0				do.	
Elmhurst	3	Law	do.	0				do.	
Jameson	(1)	Board	do.	0				Neither	
Mount Vernon	(1)	Board	do.	0				Building	
New Rochelle	(1)	Charter	do.	0				do.	
Niagara Falls	(1)	Charter	do.	0				do.	
Poughkeepsie	(1)	do.	do.	0				do.	
Schenectady	(1)	do.	Board of estimate and apportionment.	0				Building	
Troy	(1)	do.	Board of estimate.	0				do.	12
Utica	(1)	do.	Board of school commissioners.	1	In charge of kindergarten and grades 1-3.		Board and superintendent.	do.	
Watertown	(1)	do.	Board	2	Supervision and work that may be assigned by superintendent.	Entire city	Board	do.	4-18 24
Yonkers	(1)	do.	do.	1	Assists in supervision and administration.	do.	do.	do.	15
North Carolina:									
Charlotte	1	do.	do.	0				do.	12-30
Ohio:									
Akron	1-5	By law with limits 1-5.	do.	0				do.	
Canton	1-5	Law	do.	0				do.	
Hamilton	1-5	Board	do.	0				do.	
Lima	1-5	Law	do.	0				do.	
Nevada	1-5	Law and board	do.	0				do.	
Springfield	1-5	Law	do.	0				do.	
Zanesville	1-5	Law	do.	0				do.	
Oklahoma:									
Muskogee	3	do.	do.	0				do.	
Oklahoma	3	do.	do.	0				do.	

(1) Permanent

(1) primary supervisor.

(1) Continuous.

(1) Indefinite.

TABLE 4.—The superintendent of schools, assistant superintendents, and supervising principals—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	The superintendent.					Assistant, assistant, or deputy superintendent.					Supervising principals.		
	By whom elected.	Term of office, in years.	In his term fixed by charter, law, or board?	Who fixes his salary?	Number of.	Duties.	Are they assigned to a certain district or in their field of work the entire city?	Who determines who may be elected?	Term of office, in years.	Is there 1 in each building, or 1 for a group of buildings?	How many teachers are under supervision of each principal?		
1	3	3	4	4	6	7	8	9	10	11	12		
Pennsylvania:	Board	4	Law	Board	0					Group	25		
Altoona	do	4	do	do	0					Building			
Chester	do	4	do	do	1		Entire city	Board		Neither			
Easton	do												
Harrisburg	do	4	do	do	0					Group	25		
Haskell	do	4	do	do	0					Neither			
Johnstown	do	4	do	do	4		Districts	Board	1	Group	60		
Lansdale	do	4	do	do	0					Neither			
New Castle	do	4	do	do	0					Neither	1-25		
Reading	do	4	do	do	0					do			
West Chester	do	4	do	do	0					do			
Wilmington	do	4	do	do	0					do			
York	do	4	do	do	0					do			
Rhode Island:	do	4	do	do	0					do			
Warwick	do	2	Board	do	0					do			
Worcester	do	1	Law and City Council	City Council	0					do			
South Carolina:	do	4	Board	Board	0					Building	14-30		
Charleston	do	1	do	do	0					Neither			
Columbia	do	1	do	do	0					Building			
Tennessee:	do	1	do	do	0					Building	5-20		
Knoxville	do	1	do	do	0					Building			

State	Law	Board	Investigations and supervising	Entire city	Board	Number	Term
Texas: El Paso	2 Law	do	1	do	1	1	6-30
Galveston	1 Board	do	0	do	do	0	18
Houston	2 do	do	0	do	do	0	10-40
New Antonio	3 do	do	0	do	do	0	16
Waco	1-2 Law	do	0	do	do	0	10-15
Utah: Ogden	2 do	do	0	do	do	0	8-20
Salt Lake	2 do	do	0	do	do	0	12-30
Virginia: Portsmouth	4 do	do	0	do	do	0	16
West Virginia: Huntington	(1) Board	Board	0	do	do	0	4-18
Wisconsin: Green Bay	3 Law	do	1	District	Board	1	do
La Crosse	1 Board	do	0	do	do	0	25
Madison	1 do	do	1	Entire city	do	1	8-14
Oshkosh	1-3 State law and city ordinance	do	0	do	do	0	10-15
Racine	3 Law	do	3	Districts	do	3	4-34
Sheboygan	1 Charter	do	0	do	do	0	11
Superior	3 Board	do	0	do	do	0	do

1 year or longer.

TABLE 5.—The selection and appointment of teachers.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER.

Cities.	1 By whom are teachers appointed?	2 By whom are teachers appointed?	3 By whom are teachers appointed?	4 Do you have a committee?	5 What part does the committee have in the selection of teachers?	6 What part does the superintendent have in the selection of teachers?	7 Are teachers selected according to rank from an eligible list as determined by examination?	8 Are teachers appointed for a probationary term?	9 What is the length of the probationary term in years?	10 Do teachers have permanent tenure after the probationary term?
Alabama:										
Birmingham.....	Board	Superintendent	No	Yes	Teachers are examined by superintendent and committee from which the superintendent elects in order of standing.	Practical appointment	Yes	Yes	1	Yes
California:										
Los Angeles.....	do	do	Yes	Yes	Teachers are examined by superintendent and committee from which the superintendent elects in order of standing. Subjects from lists submitted by superintendent	Equal share in examination with committee	Yes	Yes	1	Yes
Oakland.....	do	do	Yes	Yes	Subjects from lists submitted by superintendent	Subjects classified	No	No	2	Yes ¹
San Francisco.....	Board and superintendent after civil service examination.	Board	Superintendent	Yes	Recommends action to superintendent's recommendation	Full power to recommend.	Yes	Yes	1	Yes
District of Columbia:										
Washington.....	Board	Superintendent	Yes	Yes	Teachers' committee and superintendent	Subjects approve and nominate in general election.	No	No		No
Georgia:										
Atlanta.....	do	do	Superintendent	Yes	Superintendent	Recommends	Yes	Yes		Yes
Illinois:										
Chicago.....	do	do	Superintendent	Yes	Superintendent	Recommends	Yes	Yes	(1)	Yes
Indiana:										
Indianapolis.....	Superintendent with approval of board	Superintendent	Assistant superintendent	Yes	Assistant superintendent	All	No	No		Yes

State	Board	Superintendent	Recommendations of superintendent are presented to this committee before they go to the board	Recent superintendent has nominated to board, if applicable	Effects all teachers and makes all nominations	Yes	1
Kentucky: Louisville	Board	Superintendent	Yes	Yes	Yes	Yes	1
Louisiana: New Orleans	.do.	.do.	Yes	Yes	Yes	Yes	3
Maryland: Baltimore	.do.	Superintendent after competitive examination	No	Yes	Yes	Yes	1
Massachusetts: Boston	Superintendent with approval of school board	Nobody	No	Yes	Yes	Yes	1 (1)
Cambridge	Board	Superintendent	Yes	Yes	No	Yes	1
Fall River	.do.	Superintendent	Yes	Yes	No	Yes	3 (1)
Michigan: Detroit	.do.	Superintendent	Yes	Yes	No	No	
Grand Rapids	.do.	.do.	Yes	Yes	No	No	
Minnesota: St. Paul	Commissioner of education	.do.	No	No	Yes	Yes	1 or 2
Missouri: Kansas City	Board	.do.	No	No	No	Yes	(2)
St. Louis	.do.	.do.	Yes	Yes	Yes	Yes	1 (10)
Nebraska: Omaha	.do.	.do.	Yes	Yes	Yes	Yes	1
New Jersey: Newark	.do.	.do.	Yes	Yes	Yes	Yes	3

1 But only on recommendation of superintendent as to satisfactory service.
 2 Examination and experience.
 3 4 months.
 4 As long as work is satisfactory.
 5 In elementary grades.
 6 After four reappointments.
 7 After 3 years.
 8 First year so regarded.
 9 Only in practice.
 10 Annual appointment by board.

TABLE 5.—The selection and appointment of teachers—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

Cities.	1 By whom are teachers appointed?	2 By whom are teachers nominated?	3 Do you have a teachers' committee?	4 What part does the teachers' committee have in the selection of teachers?	5 What part does the superintendent have in the selection of teachers?	6 Are teachers selected according to rank from an eligible list as determined by examination?	7 Are teachers appointed for a probationary term?	8 What is the length of the probationary term in years?	9 Do teachers have permanent tenure after the probationary term?	10
New Jersey—Continued. Paterson.....	Board.....	Superintendent.....	Yes.....	Considers all matters referred to it by superintendent.	Direction of all teachers.	On graduation from city training school.	Yes.....	3	Yes.	
New York: Albany.....	Board.....	Superintendent.....	No.....	Practically the whole say.	Yes.....	Yes.....	1	Yes. ¹	
Buffalo.....	Board.....	Superintendent.....	No.....	Chairman of board of superintendents.	Yes.....	Yes.....	2	Yes.	
New York.....	.do.....	Board of superintendents.	Yes. ²	Selecting from eligible lists.	Yes.....	Yes.....	3	Yes. ²	
Rochester.....	.do.....	Superintendent.....	No.....	Superintendent confers with.	No.....	Yes.....	1-1	(³)	
Syracuse.....	.do.....	.do.....	Yes.....	Appoints subject to approval of board.	Yes.....	No.....	(⁴)		
Ohio: Cincinnati.....	Superintendent subject to approval of board.	Superintendent.....	No.....	Lists of teachers are sent to it before they are submitted to the board.	Appoints.....	No.....	(⁵)	(⁶)	(⁶)	
Cleveland.....	.do.....	Superintendent.....	Yes.....	Recommend.....	No.....	(⁷)	(⁷)	(⁷)	
Dayton.....	Board.....	.do.....	Yes.....	No.....	(⁸)	1	(⁸)	
Toledo.....	.do.....	.do.....	Yes.....	No.....	(⁹)	1	(⁹)	
Oregon: Portland.....	.do.....	.do.....	Yes.....	No.....	Yes.....	2	Yes.	

	Yes	None, except choice of first 3 names on eligible list.	Eligible list made under his direction.	Yes ¹²	Yes ¹³	1 Yes.
Pennsylvania: Philadelphia.....	do.	do.	do.	Yes	Yes	1 Yes.
Pittsburgh.....	do.	do.	do.	Yes	Yes	1 No. ¹⁴
Scranton.....	do.	do.	do.	Yes	Yes	(¹⁵) No.
Rhode Island: Providence.....	do.	do.	do.	Yes	Yes	1 Yes.
Tennessee: Memphis.....	do.	do.	do.	Yes	No.	Yes. ¹⁷
Nashville.....	do.	do.	do.	No.	Yes	(¹⁶) Yes. ¹⁷
Virginia: Richmond.....	do.	do.	do.	Yes	No.	
Washington: Seattle.....	do.	do.	do.	Yes	No.	
Spokane.....	do.	do.	do.	No.	No.	
Wisconsin: Milwaukee.....	do.	do.	do.	Yes	Yes	4 Yes.

1 If reported on favorably, they are elected to serve during good behavior.
 2 Of the board of superintendents.
 3 If work has been satisfactory.
 4 Practically.
 5 Appointed for 1 year.
 6 Some are.
 7 6 to 18 months.
 8 They are then made regular teachers.
 9 First as substitutes.

10 Yes in fact, but technically no.
 11 Must be graduates of an accredited normal college.
 12 On standing examination from normal training school.
 13 Except graduates of normal school.
 14 Yearly.
 15 5 months.
 16 Not less than 3 years.
 17 But requires action of board.
 18 Only so far as our own normal graduates are concerned.

TABLE 5.—The selection and appointment of teachers—Continued.
GROUP II—CITIES OF 25,000 TO 100,000 POPULATION

Cities	By whom are teachers appointed?	By whom are teachers nominated?	Do you have a teachers' committee?	What part does the teachers' committee have in the selection of teachers?	What part does the superintendent have in the selection of teachers?	Are teachers selected according to rank from an eligible list as determined by examination?	Are teachers appointed for a probationary term?	What is the length of the probationary term in years?	Do teachers have permanent status after the probationary term?
1	2	3	4	5	6	7	8	9	10
Arkansas: Little Rock.....	Board.....	Superintendent.....	Yes.....		Recommends to committee of board.	No.....	Yes.....	(1)	No.....
California: Berkeley.....	do.....	do.....	No.....	Superintendent consults with them.	Nominates a list.	No.....	No.....	(2)	No.....
Pasadena.....	do.....	Superintendent and teachers' committee.....	Yes.....		Recommends for teachers' committee's approval.	(2)	No.....	(2)	No.....
Sacramento.....	do.....	Competitive examination.....	No.....		Member of board of examiners.	Yes.....	Yes.....	1	(4)
San Diego.....	do.....	Superintendent.....	Yes.....	Recommends to board.	Recommends to board.	No.....	Yes.....	1	No.....
San Jose.....	do.....	do.....	No.....		Nomination and election board.	Yes.....	Yes.....	2	Yes.....
Colorado: Colorado Springs.....	do.....	Superintendent and teachers' committee.....	Yes.....	After consulting with superintendent, recommends to board.	Reports on teachers and applicants.	No.....	Yes.....	(3)	(4)
Pueblo.....	do.....	Superintendent.....	Yes.....	Confers with superintendent before presenting list for election to the board.	Selection of teachers.	No.....			
Connecticut: Hartford.....	do.....	do.....			Board certifies on basis of State certificate.				
Meriden.....	Superintendent.....	Superintendent.....	Yes.....	Approves selection, which is made by superintendent.	Selects and recommends.	No.....	Yes.....	1-2	Yes.....
New Britain.....	Board.....	Superintendent.....	Yes.....	Advises with superintendent.	Nominates.	No.....	No.....		

TABLE 5.—The selection and appointment of teachers—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	1	2	3	4	5	6	7	8	9	10
	By whom are teachers appointed?	By whom are teachers nominated?	Do you have a teachers' committee?	What part does the teachers' committee have in the selection of teachers?	What part does the superintendent have in the selection of teachers?	Are teachers selected according to rank from an eligible list as determined by examination?	Are teachers appointed for a probationary term?	What is the length of the probationary term in years?	Do teachers have permanent tenure after the probationary term?	
1										
Iowa—Continued.										
Dubuque.....	Board	Superintendent	Yes	Recommends, in case of doubt.	Nominates from rank selected from teachers and presents credentials to committee.	No.	No.			
Sioux City.....	do.	do.	Yes	Confirms superintendent's judgment and presents report to board.	Selects teachers and presents credentials to committee.	No.	No.			
Waterloo, E.....	do.	do.	Yes	Recommends to board.	Member of committee; nominates.	No.	Yes	1	(1)	
Waterloo, W.....	do.	do.	Yes	do.	Member of committee.	No.				
Kansas:										
Kansas City.....	do.	do.	Yes	Advisor to superintendent.	Nominates.	No.	Yes			
Topoka.....	do.	do.	Yes	Transmits superintendent's recommendations to board.	do.	Yes	No.	1	Yes.	
Kentucky:										
Covington.....	do.	do.	Yes	Receives nominations made by superintendent.	do.	No.	No.			
Louisiana:										
Newport.....	do.	do.	No.	Confers with superintendent.	Recommends	Yes	No.			
Shreveport.....	do.	do.	Yes		Nomination	No.	No.			
Maine:										
Portland.....	do.	do.	No.	Recommends those who have highest marks.	Recommends to teachers' committee.	No.	No.			
Massachusetts:										
Brockton.....	do.	do.	Yes			Yes	Yes	(1)	Yes.	

	Subcommittee	Yes	Receives recommendations of superintendent and recommends to board	Recommends to subcommittee	No	Yes	1	Yes
Chester	do	No	Recommends their appointment.	Nominates	No	Yes	(*)	(*)
Chilcope	Superintendent	No	Recommends their appointment.	Selection and recommendation.	No	Yes	1	(*)
Everett	do	Yes	Recommends their appointment.	Absolute power of appointing.	Yes	Yes	(*)	Yes
Haverhill	do	No	Recommends their appointment.	Little direct power.	No	Yes	(*)	Yes
Holyoke	Superintendent	No	Recommends their appointment.	Recommends all teachers.	No	Sometimes	(*)	(*)
Lawrence	Board	No	Recommends their appointment.	Recommends	No	No	(*)	(*)
Lynn	do	No	Recommends their appointment.	Practically full power.	No	Yes	(*)	(*)
Malden	do	No	Recommends their appointment.	Recommends to subcommittee.	No	Yes	1-3	Yes
New Bedford	do	No	Recommends their appointment.	Nominates equivalent to election.	No	Yes	1	(*)
Newton	do	No	Recommends their appointment.	Selects and recommends.	No	Yes	1	(*)
Pittsfield	do	Yes	Recommends their appointment.	Finds and recommends candidates.	No	Yes	1	(*)
Quincy	do	Yes	Recommends their appointment.	committee.	No	Sometimes	(*)	(*)
Salem	do	No	Recommends their appointment.	Responsibility is in board's part.	No	Yes	3	Yes
Somerville	Board	Yes	Recommends their appointment.	Finds and passes upon their qualifications.	No	Yes	(*)	Yes
Springfield	do	No	Recommends their appointment.	Nominates	(*)	Yes	1	(*)
Taunton	do	No	Recommends their appointment.	Selects all teachers.	No	No	1	No
Waltham	do	No	Recommends their appointment.	Recommends to the teachers' committee, which recommends to the board.	No	No	1	No
Worcester	do	Yes	Recommends their appointment.	do	No	No	1	No
Michigan:								
Battle Creek	Superintendent	Yes	Recommends their appointment.	do	No	No	1	No
Flint	do	Yes	Recommends their appointment.	do	No	No	1	No
Jackson	Board	Yes	Recommends their appointment.	do	No	No	1	No

* 1 or 2 years.
 † After 3 years.
 ‡ Must be elected three times; then permanent.
 § 1 term.
 ¶ After 3 years of consecutive service.
 †† Young teachers only.
 ††† After 3 years.
 †††† Three months; then for remainder of a year.
 ††††† Most of them.
 †††††† Superintendent uses his own judgment.

TABLE 5.—The selection and appointment of teachers—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	1 By whom are teachers appointed?	2 By whom are teachers nominated?	3 Do you have a teachers' committee?	4 What part does the teachers' committee have in the selection of teachers?	5 What part does the superintendent have in the selection of teachers?	6 Are teachers selected from an eligible list as determined by examination?	7 Are teachers appointed for a probationary term?	8 What is the length of the probationary term in years?	9 Do teachers have permanent tenure after the probationary term?	10
Michigan—Continued.										
Kalamazoo	Board	Superintendent	Yes	Recommends; adoption of superintendent's appointments	Appoints and board ratifies.	Yes	Yes	1	Yes	
Lausling	do.	Most of them nominated by superintendent	Yes	Recommends list to board	Nominates most of the teachers.	No	No			
Saginaw, E. S.	do.	Superintendent	Yes	Approves nominations of superintendent and recommends them to board	Nominates	No	No			
Saginaw, W. S.	do.	do.	Yes	do.	Nominates to the committee.	Yes	No			
Minnesota										
Duluth	do.	Superintendent and committee on schools	Yes	Considers recommendations made by superintendent	Recommends	No	Yes	(1)	(1)	
Missouri										
Joplin	do.	Superintendent	Yes	Confers with superintendent	Member of teachers' committee and usually suggests names.	No	No	1	(1)	
St. Joseph	do.	do.	Yes	Reports nominees to board	Advisory	Yes	No			
Springfield	do.	do.	Yes	Advisory	do.	No	No			
Montana										
Butte	do.	do.	Yes	Considers	do.	No	Yes	1		
Nebraska										
Lincoln	do.	do.	Yes	Helps to nominate in some cases	Works in cooperation with teachers' committee.	No	No	(1)	No	
New Hampshire										
Manchester	do.	do.	No	do.	do.	No	Yes	(1)	No	

TABLE 5.—The selection and appointment of teachers—(Continued).
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued

Cities.	1	2	3	4	5	6	7	8	9	10
	By whom are teachers appointed?	By whom are teachers nominated?	Do you have a teachers' committee?	What part does the teachers' committee have in the selection of teachers?	What part does the superintendent have in the selection of teachers?	Are teachers selected according to rank or merit, or by other method?	Are teachers appointed for a probationary term?	What is the length of the probationary term in years?	Do teachers have permanent tenure after the probationary term?	
New York—Continued.										
Poughkeepsie.....	Board	Superintendent	Yes	Advisory	Nomination, practically entire	No	Yes	1	No	
Schenectady.....	do	do	Yes	None	Confirmation of examining board	No	Yes	1	Yes	
Troy.....	do	do	Yes	None	Entire selection	Yes	Yes	1	Yes	
Utica.....	do	do	Yes	Nominal; always accepts superintendent's recommendations	Entire selection	No	Yes	1	Yes	
Watertown.....	do	do	Yes	Works with superintendent in selection, recommends to board	Makes recommendations to committee	No	No			
Yonkers.....	do	do	Yes	Confirms nominations of superintendent	Nomination	No	Yes	(1)		
North Carolina.										
Charlotte.....	do	Teachers' committee	Yes	Nominates	Advisory member of teachers' committee	(1)	No			
Ohio.										
Alvon.....	Superintendent; board confirms	Superintendent	Yes	Confers with superintendent	Initiative	No	No			
Canton.....	Board	Superintendent	Yes	Confers with superintendent	Full power but usually confers	No	No	1	Yes	
Hamilton.....	Superintendent	do	Yes	Advisory	Initiative	No	No			
Lima.....	do	do	Yes	Superintendent confers with faculty and local elect	Initiative	No	Yes	1	(1)	
Newark.....	Board	do	Yes	Merely advisory	Law gives power to appoint	No	No			
Springfield.....	Superintendent	Superintendent confirmed by board	Yes	Consideration of superintendent's appointment before confirming	Annual choice-subject to confirmation	Yes	No			
Zanesville.....	Board	Superintendent	Yes	Advisory to superintendent	Nominates	No	Yes	(1)	No	

		Yes...	No...	Acts on superintendent's nomination and reports act to board. Acts with superintendent	Leading part with committee.	Yes	No...	(1)
Oklahoma:	do	Yes	No	Acts on superintendent's nomination and reports act to board.	Leading part with committee.	Yes	No	1
Mississippi:	do	Yes	No	Acts with superintendent	Recommends.	No	No	(1)
Oklahoma:	do	No	Yes	Board as a whole.	Recommends.	No	No	1
Pennsylvania:	do	Yes	No	Approves superintendent's recommendations.	Recommends.	Yes	Yes	(1)
Altoona:	do	Yes	No	Prepares list.	Recommends.	No	No	
Harrisburg:	do	Yes	No	Recommends	Recommends	Yes	Yes	2
Hazleton:	do	Yes	No	Approves recommendations of superintendent	Recommends	Yes	Yes	(1)
Lancaster:	do	Yes	No	Recommends	Recommends	Yes	Yes	2
Reading:	do	Yes	No	Recommends	Recommends	Yes	Yes	(1)
Scranton:	do	Yes	No	Recommends	Recommends	Yes	Yes	(1)
Wilkes-Barre:	do	Yes	No	Recommends	Recommends	Yes	Yes	(1)
Williamsport:	do	Yes	No	Selection is referred to committee.	Recommends	Yes	Yes	(1)
York:	do	Yes	No	Practically no part.	Recommends	Yes	Yes	Not fixed
Rhode Island:	do	Yes	No	Practically all.	Recommends	Yes	Yes	Yes
Warwick:	do	Yes	No	Practically all.	Recommends	Yes	Yes	Yes
Woonsocket:	do	Yes	No	Practically all.	Recommends	Yes	Yes	Yes
South Carolina:	do	Yes	No	Nominate to board on recommendation of superintendent.	Recommends	No	No	
Charleston:	do	Yes	No	Nominate to board on recommendation of superintendent.	Recommends	No	No	
Tennessee:	do	No	Yes	Recommends	Recommends	Yes	Yes	(19)
Columbia:	do	No	Yes	Recommends	Recommends	No	No	
Knoxville:	do	No	Yes	Recommends	Recommends	No	No	
Texas:	do	No	Yes	Recommends	Recommends	No	No	
El Paso:	do	Yes	No	Recommends	Recommends	No	No	(1)
Galveston:	do	Yes	No	Recommends	Recommends	No	No	(1)
Houston:	do	Yes	No	Recommends	Recommends	No	No	(1)
San Antonio:	do	Yes	No	Recommends	Recommends	No	No	(1)
Waco:	do	Yes	No	Recommends	Recommends	No	No	(1)

1 1 month. 2 3 months. 3 5 months. 4 In part. 5 1 month. 6 Sometimes.

TABLE 5.—The selection and appointment of teachers—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	1	2	3	4	5	6	7	8	9	10
Utah:										
Ogden.....	Board.....	Superintendent	Yes.....	Recommends superintendent's nominations to board.	Nominates	No.....	Yes.....	1 (1)		
Salt Lake.....	do.....	do.....	Yes.....	None.....	Selects.	No.....	(2)	2 (1)		
Virginia:										
Portsmouth.....	do.....	do.....	Yes.....	Receives superintendent's recommendations to be submitted to board.		No.....	No.....			
West Virginia:										
Huntington.....	do.....	do.....	Yes.....	Superintendent can submit with committee before nominating	In practice, he nominates	No.....	No.....			
Wisconsin:										
Green Bay.....	do.....	do.....	Yes.....	Entire	Advisory	No.....	No.....			
La Crosse.....	do.....	do.....	Yes.....	Adopts superintendent's recommendations	Recommends	No.....	No.....			
Madison.....	do.....	do.....	Yes.....	Reports to board on recommendation of superintendent	do.....	No.....	Yes.....	(1)	No.	
Oakbrook.....	do.....	do.....	Yes.....	Selects in cooperation with superintendent	do.....	Yes.....	No.....			
Racine.....	do.....	do.....	Yes.....	Receives recommendations from superintendent	Imposes principal's recommendation	No.....	Yes.....	4	Yes.	
Shohoygan.....	do.....	do.....	Yes.....	Appoints with board's approval, assists superintendent in selection.	Secures candidates for committee with member of board					
Superior.....	do.....	do.....	Yes.....	Recommends to board	Makes eligible list	Yes.....	Yes.....	1	No.	

1 Legally, no



CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 6.—The examination of teachers for teachers' licenses—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

	1	2	3	4	5	6	7	8	9	10	11
	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board.	Are all applicants for teaching positions and college graduates examined?	Are except. State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high school course?	If the teacher training school is not a part of the high school course, how many years in addition to high school?	What per cent of teachers are advanced in salary?	On what basis are teachers advanced in salary?	
Ohio.											
1											
Georgia.											
Atlanta	Superintendent and staff.	Superintendent.	(1)	Almost all.	No	Yes	No	2	90-90	General efficiency or recommendation of superintendent, supervisors, and principals.	
Illinois.											
Chicago	Examiner employed by board.	Board of education.	1	Yes	No	Yes	No	2	60-75	Experience and efficiency.	
Indiana.											
Indianapolis	Superintendent.			No	Yes for grade promotion.	Yes	No	2	87	Length of service.	
Kentucky.											
Louisville	Committee selected by superintendent.	Superintendent.	5-7	All for elementary grades; college graduates with 1 year's experience appointed to high school without examination.		Yes	No	2	65-80	Merit.	

Location	Superintendent	Board of superintendents	College graduates with 3 years' experience for high school	Yes	No	2	3	4	5	6	7	8	9	10
Louisiana: New Orleans	Superintendent	Superintendent and assistants	Yes, elementary schools, high school, college graduates eligible	Yes	No	2	(*)	Approved service.						
Maryland: Baltimore	Superintendent	Superintendent and assistants	Yes, elementary schools, high school, college graduates eligible	Yes	No	2	(*)	Approved service.						
Massachusetts: Boston	Board of superintendents	Superintendent and assistants	6. Except graduates of Boston Normal School	Normal School	No	3	(*)	Service and promotional examination.						
Cambridge Fall River	At training school			Yes	No	1	44	Regular schedule. Failure in elementary schools uniform and automatic.						
Michigan: Detroit	Superintendent			Yes	No	2	65	Length of service. Advanced automatically within a class.						
Minnesota: St. Paul	Do not examine for appointment			Yes	No	(*)		Length of service.						
Missouri: Kansas City	Board of examiners	Board of education	3 Yes	Yes	No	2	50	Time and satisfactory service. Length of service and efficiency.						
St. Louis	No regular examination held			Yes	No	2	(*)	Salary increase is automatic.						
Nebraska: Omaha	Examining committee	Superintendent	3 No	Yes for elementary school	No									

1 About 40.
 2 Of grade teachers.
 3 Usually 2 for each main subject.
 4 In elementary schools.
 5 Varies.
 6 Nearly all.
 7 Elementary, 40; high and others, none.
 8 Two years in school, 14 as model teacher.
 9 All grade teachers; high-school teachers appointed on basis of college training and experience.

TABLE 8.—The examination of teachers for teachers' license—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board?	Are all applicants for teaching positions examined?	Are exceptions made of State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high-school course?	If the teacher training school is not a part of the high-school course, how many years in addition to high-school?	What per cent of teachers elected each year are graduates of the city training school?	On what basis are teachers advanced in salary?	Experience, merit, and fitness.	Length of service and efficiency.
Cities.												
1			4	5	6	7	8	9	10			11
New Jersey:												
Newark	Superintendent, assistant superintendents, City board of examiners.	Board of education.	7	Yes	No	No						
Peterboro	City board of examiners.	do.	4	Yes	No	Yes	No		(1)			
New York:												
Albany	Must qualify under requirements of State educational department; credentials from outside institutions are examined by superintendent.	do.		No	When credentials are equivalent to State department requirements.	Yes	No	2	85			
Buffalo	Board	Board of education.		Yes	No	Yes	No	2	(2)			
New York	District superintendents and examiners.	do.	(3)	Yes	No	Yes, 3	No	2	70			
Rochester	Board of examiners.	do.	3	Yes	No	Yes	No	2	50			Automatic until maximum is reached; high school on merit.
Syracuse				Yes	No	Yes	No	2	40			Increase, automatic.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

City	Board of examiners.	Board of education.	3 All but holders of State certificate. Yes. No. teachers of experience and with certificates indicates preparation for promotion employed.	Yes. No.	No. No. part of Toledo University. Yes.	4	80	Satisfactory services which amount to professional study. Automatic.
Ohio: Cincinnati	State and city boards of examiners.	do	3 No. Yes.	Yes.	No.	2	30	Automatic.
Dayton.	do	do	3 No.	Yes.	No.	2	(4)	Length of service.
Toledo	City board of examiners.	do	3 Yes.	No.	No.	2	20	Efficiency and experience.
Oregon: Portland	Interviewed by superintendent and assistants and credentials examined.			Yes.	Yes.		(4)	Experience.
Pennsylvania: Philadelphia	Superintendent and chief examiner.	Examiner calls in members of department of superintendent, high school principals, etc. to render assistance on examining committees.	2 Yes; except graduates of Philadelphia Training School.	2; 1 for men, 1 for women.	No.	2	(4)	Elementary automatic for satisfactory service for first 5 years; promotion to class B; good service; thereafter automatic for satisfactory service. High school: Four classes. A, B, C, D, automatic for 5 years for satisfactory service; promotion from class to class only for "good" service.
Pittsburgh	Examining committee of board of education; superintendent is chairman.	Board of education on recommendation of superintendent.	3 Yes.	No.	No.	2	80	Improvement in teaching, experience, required professional work.
Scranton	Selected by superintendent, approved by board.		1 Yes.	No.	No.			Merit and experience.

1 All elementary.
 2 Must be graduates of normal training school or teachers' college.
 3 In addition to city superintendent, who is chairman of board of examiners.
 4 90 in elementary schools.
 5 Teachers must be graduates of normal school or university, do not elect from training course in high school.
 6 85, elementary school; 10, high school.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

TABLE 6.—The examination of teachers for teachers' licenses—Continued.
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

	1	2	3	4	5	6	7	8	9	10	11
	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board?	Are all applicants for teaching positions and college graduates examined?	Are exceptions made of State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high-school course?	If the teacher training schools are a part of the high-school course, how many years in addition to high school?	What per cent of teachers elected each year are graduates of the city training school?	On what basis are teachers advanced in salary?	
Miss.											
1											
Tennessee:											
Memphis.....	Under supervision of Superintendent and committee.	Superintendent.	5	No.							Automatic; \$6 per year. Length of service.
Nashville.....		do		No.	Yes.	Yes.					
Virginia:											
Richmond.....	Employed on basis of their diploma and State license. When license expires must renew by State examination or attending summer school.	State board.		No.		Yes.	No.	2	25		Increased each year till maximum is reached; when ceasing to give satisfaction asked not to reapply.
Washington:											
Seattle.....	State examination except in special cases. Board has authority, but seldom takes advantage of it.	Board of education.	3		If on secured list.	No.					Acceptable service. Length of service, when recommended by superintendent.
Spokane.....											
Wisconsin:											
Milwaukee.....	Assistant superintendent.	Superintendent.		No.	Yes.	No.					Length of service.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION

TABLE 6.—The examination of teachers for teachers' license—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

City.	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board?	Are all applicants for teaching positions examined?	Are exceptions made of State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high-school course?	If the teacher training school is a part of the high-school course, how many years in addition to high school?	What per cent of teachers each year are graduates of the city training school?	On what basis are teachers advanced in salary?
1	2	3	4	5	6	7	8	9	10	11
Florida: Tampa.....	State board	State board		Yes	State of Flor- ida only.	Yes		2	20	Service and efficiency.
Illinois: Aurora, W. S. Aurora.....	County superintendent or County superintendent			No	Yes	No				Efficient service Experience up to fifth Year; then estimated by successful work. Efficiency. On words to district. Efficiency, length of service, amount of training, summer school attendance.
Bloomington Deaturville Deaturville.....	County superintendent State certificate re- quired.				Yes (Illinois) Yes	No No (have normal course in high school for train- ing of rural teachers).	No	1	25-33	Efficiency, length of service, amount of training, summer school attendance.
East St. Louis	State board	Law provides		No	Yes	No				Efficiency, length of service, amount of training, summer school attendance.
Elgin.....	State certification law in force.	State board			Get certifi- cates un- der law.	No		2	50	Efficiency, length of service, amount of training, summer school attendance.
Peoria.....	State board of examiners		5	No	Yes	Yes	No			Efficiency, length of service, amount of training, summer school attendance.

CURRENT PRACTICE IN CITY SCHOOL ADMINISTRATION.

City	Not examined; must be normal or college graduates.	No examination except credentials and personal visitation.	Not examined except as superintendent decides.	Superintendent passes upon qualifications of Superintendent and supervisors.	None held.	Only those appointed holding college or normal certificates.	Mostly life certificated by State normals or colleges.	Life certificate from normal.	Length of service by salary schedule. Merit.	Length of service. Do.	Satisfactory service. Schedule to certain persons, then advance to those exceptionally able.	Satisfactory work generally. Length of service. Successful experience.	Efficiency. Length of service.	Merit.	Experience.	Term of service till maximum is reached.
Malden																
New Bedford																
Newton																
Pittsfield																
Quincy																
Salem																
Somerville																
Springfield																
Taunton																
Waltham																
Worcester																
Milwaukie																
Beattie Creek																
Thatcher																
Jackson																
Kalamazoo																
Lansing																

* Life certificate from normal.

† Usually.

TABLE 6.—The examination of teachers for teachers' licenses—Continued
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board.	Are all applicants for teaching positions examined?	Are exceptions made of State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high-school course?	If the teacher training school is not a part of the high-school course, how many years in addition to high school?	What percent of teachers each year are graduates of the city training school?	On what basis are teachers advanced in salary?
1	2.	3	4	5	6	7	8	9	10	11
Michigan—Continued. Saginaw, E. S. Saginaw, W. S. Minnesota Duluth.	Board of examiners	Board of education.	3	No. No. Yes	Yes. Yes. No.	No. Yes. No.	No. No. Yes.	2	15	Merit and service. Do. Satisfactory work; \$50 annual increase.
Missouri: Joplin.	State.	State department. Superintendent.	4	No.	Yes.	Yes.	Yes.	1	15	Experience and education. Experience; additional increase if they attend summer school.
St. Joseph.	Examining committee; superintendent is chairman.	Elected.	3	No.	Yes.	Class in high school.	No.	1	75	Length of service and efficiency. Length of service.
Springfield.	State or county superintendent.	Board of county commissioners.	3	No.	Yes; normal graduates.	No.	Yes.			
Montana: Butte.	County examiners only.	Board of county commissioners.	3	No.	Yes; to holders of Montana State certificates.	Yes; normal training and a part of high school.	No.			
Nebraska: Lincoln.										

						No.	Do.
New Hampshire: Manchester.	Superintendent. "We take no teachers except those having State certificates, or from reputable normal school."	Board of education.	3	No.	Yes	No.	Efficiency and service as rated by superintendent. expert-ence. Satisfactory. Length of service. Merit at fixed rate to maximum.
New Jersey: Atlantic City.	Board of examiners.	Board of education.	3	No.	Yes	No.	
Bayonne.	do.	do.	2	No.	Yes	No.	
Camden.	do.	do.	3	Orally, yes	No.	No.	
East Orange.	State must hold New Jersey certificates, obtained by endorsement of credentials or by State examiners.	None					
Elizabeth.	Superintendent and members teachers committee.	Board of education.	3	Orally, yes	No.	No.	Efficient service and experience. Efficiency.
Orange.	No local examining board. Teachers must submit State certificate, must either take examination or be endorsed.						
Passaic.	Credentials evaluated by superintendent and city board of examiners. High-school applicants must secure State certificate.	Board of education	3	No.	Yes	No.	Term of service plus merit, \$50 per year.
Perth Amboy.	By superintendent and local board, and by State authorities.	do.	3	No.	Yes, for State no. for col-lege.	No.	Length of service and efficiency.
Trenton.						Yes	Upon satisfactory evidence of improvement and efficiency in teaching. Recommendation of principal and approval by superintendent.
West Hoboken.	Teachers must be normal school and college graduates.					No.	

1 Or more. 2 Almost all in elementary grades only; high-school teachers must be college graduates with successful teaching experience.

TABLE 6.—The examination of teachers for teachers' license—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

	1	2	3	4	5	6	7	8	9	10	11
	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board?	Are all applicants for teaching positions examined?	Are exceptions made of State normal and college graduates?	Do you have a teacher training school?	Is the teacher training school a part of the high-school course?	If the teacher training school is not a part of the high-school course, how many years in addition to high school?	What percentage of teachers each year are graduates of the city training school?	On what basis are teachers advanced in salary?	
Ohio.											
I											
New York:											
Amsterdam	Superintendent	None	3	No	No	No	No	No	2	10	Good work. Merit mainly; length of service given consideration. Experience and efficiency. Length of satisfactory service.
Binghamton	Superintendent	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Elmira	Superintendent has power to license.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Janestown	Superintendent	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Kingston	Teachers committee.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Mount Vernon	State department. Must have State certificate.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Newburgh	State department. Must have State certificate.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
New Rochelle	State department. Must have State certificate.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Niagara Falls	State department. Must have State certificate.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Poughkeepsie	State department. Must have State certificate.	None	3	No	No	No	No	No	2	10	Length of service and grade. Good work. Length of service. Service and fitness.
Schenectady	Examining board	Board of education.	3	Yes, by State.	Certificated by State.	Yes	No	No	2	25-30	Automatic if service is satisfactory. Merit and service.
Troy	Examining board	Board of education.	3	Yes, except principals and heads of departments.	No	No	No	No	2	19	Automatic if service is satisfactory. Merit and service.

City	Recommendation of superintendent	Number	Yes	For high school only	Have teacher training class	No	2	50	Automatic increase if retained. On merit.
Utica	Must be college or normal graduates, and pass such other examination as superintendent may determine.		Yes			No			
Watertown	Superintendent.								
Yonkers	Superintendent.								
North Carolina:									
Charlotte	Superintendent.								
Ohio:									
Akron	Examining board	3			Yes	No	2	25	Length of service. Grades 1 to 5. Preference to better paying positions. Efficiency.
Canton	do.	3	No	Yes	No	No			Length of service.
Hamilton	do.	3	No	Yes	Yes	Yes			Experience and success.
Lima	do.	3	No	Yes	Yes	No	1	(1)	Length of service.
Newark	Board of examiners	3		Yes	Yes	Post graduate	1	50	Success, experience, attendance at summer school. Merit system of professional studies and an efficiency rating.
Springfield	do.	3	No	Yes	No				Merit.
Zanesville	do.	3	Yes	No	No				
Oklahoma:									
Muskogee	Examining committee	3	No	Yes	Yes	Yes		10-15	Merit.
Oklahoma:									
Special committee appointed, each for 2 years.		3	No	Yes	Yes	Yes			Do.
Pennsylvania:									
Allentown	Superintendent; for permanent certificate, State commission.	3	No	Yes	Yes	No	2	50	Merit and experience.

* Superintendent is one.

† Just begun.

‡ Until it was abolished.

TABLE 6.—The examination of teachers' licenses—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

City	1	2	3	4	5	6	7	8	9	10	11
	By whom are teachers examined for licenses?	Who appoints examiners?	Number of members on examining board?	Are all applicants for teaching positions examined?	Are exemptions made normal and college graduates?	Do you have a high-school course?	In the training school is a part of the high-school course?	If the teacher training school is a part of the high-school course, in addition to the high-school course?	What per cent of teachers elected each year are graduates of the city training school?	On what basis are teachers advanced in salary?	
Pennsylvania—Condit. Chester.....	Superintendent			Orally, yes	Yes, so far as certificate is concerned. Yes	Yes, but will cease to exist this year. Yes	Yes	2	100	Service, education, efficiency.	
Harrisburg.....	do.	Superintendent		No	Yes	No	No	2	60-75	Length of service, if satisfactory.	
Elizabeth.....	Superintendent; "we do not examine except for substitute teachers."			No	Yes	No	No			Length of service and report of superintendent.	
New Castle	Superintendent			No	Yes	No	No			Certificate, experience.	
Reading.....	Superintendent and superintendent			No	Yes	No	No			Length of service. Kind of certificate, teaching experience, efficiency, professional interest, evidence of increased scholarly attainment.	
Wilkes-Barre.	Superintendent			No	Yes	No	No			Length of service, character of duties, and merit.	
Williamsport.....	do.			No	Yes	No	No				
York.....	do.			No	Yes	No	No				

7

State	Administrative Structure	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
Rhode Island: Warwick..... Woonsocket.....	State board, Superintendent and Teachers' Committee.												Automatic increase.
Ohio: Columbus..... Cincinnati..... Cleveland..... Columbia..... Dayton.....	Superintendent and committee of principals Superintendent..... do.....	3			Not for high school positions								Experience, efficiency. Yearly increase until maximum is reached. Length of service; special raises have been given for unusual merit. On merit only. Satisfactory service. Experience and recommendation. Rank, higher certification, and experience.
Texas: El Paso..... Galveston..... Houston..... San Antonio..... Waco.....	State board of examiners Under direction of Superintendent. State board of examiners. Superintendent and 2 others.	2 3 3			No No No	Yes Yes Yes							Merit
Utah: Ogden.....	State board of examiners. Superintendent and 2 others.	3			No, those holding State cert. (High school)	Yes							Merit
Virginia: Salt Lake..... Portsmouth..... West Virginia: Huntington.....	do..... State board, through Superintendent Superintendent and 2 others.	3 3			No No	Yes Yes							Successful work.
Wisconsin: Green Bay.....	Superintendent.....	1			No	Yes							Rank of certification, continued training, experience, and reputation for service.
La Crosse..... Madison..... Oshkosh.....	do..... do..... do.....	1 1 1			No No No	Yes Yes Yes							Flat increase, except in case of exceptional service, both length and quality.

* Until last year.
*2 In normal, one-half year in training school without pay.
*1 Superintendent, 3 teachers' committee.
* Nearly all grade teachers.
* Indefinite.
* The training school is used for city teachers.

TABLE 6.—The examination of teachers for teachers' license—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

	1	2	3	4	5	6	7	8	9	10	11
Ohio											
1											
Wisconsin—Continued. Racine.....		Assistant superintendent.			No	Yes..... All must be graduates of normal school or college.	No				Automatic schedule. Successful teaching.
Sheboygan.....					No	Yes.....	No				
Superior.....		Superintendent.....			No	Yes.....	No				Tenure, if they make good.

TABLE 7.—Officers of city board of education: President, secretary, treasurer—(Continued).
GROUP I.—CITIES OF 100,000 POPULATION AND OVER—(Continued).

City.	President.			Secretary.						Treasurer.		
	By whom chosen.	Term of office, in years.	By whom chosen.	Is he a member of the board?	Term of office, in years.	Does he act as secretary for the standing committee?	Is he responsible directly to the board or through the superintendent?	Yearly salary.	Number of assistants.	Who acts as treasurer—member of board, outside person elected by the board, or the city treasurer?	Salary of treasurer, if city treasurer.	Is interest paid on daily balance in hands of treasurer?
1	2	3	4	5	6	7	8	9	10	11	12	13
Indiana:												
Indianapolis.....	Board	1	Board	No.	1	No.	Board directly	\$2,500	3	City treasurer.		Yes
Kentucky:												
Louisville.....	do	1	do	No.	(1)	Yes	do	3,500	3	Secretary of board.		Yes
Louisiana:												
New Orleans.....	do	6	do	No.	(2)	Yes	do	3,000		City treasurer	(3)	
Baltimore.....	Appointed by mayor and confirmed by second branch city council.		do	No.	(3)	Yes	do	2,400	3	City register		Yes.
Massachusetts:												
Boston.....	Board.	1	do	No.	(4)	No.	do	4,740	9	City treasurer.		0. Yes
Cambridge.....	Mayor is chairman of board.	2	do	No.	1	Yes	do	900	0	do		
Fall River.....	Board.	1	Civil service.	No.	3	Yes	Both ways.	1,100	0	do		
Worcester.....	do	1	Board	No.	1	Yes	do	2,900	3	do		
Detroit.....	do	1	do	No.	4	Yes	do	3,000	18	do		Yes
Grand Rapids.....	do	1	do	No.	1	Yes	do		2	do		
St. Paul.....	No president.		No secretary.							do		
Missouri:												
St. Louis.....	Board	1	Board	No.	4	(5)	Board directly	6,000	16	Secretary of board		Yes
Nebraska:												
Omaha.....	do	1	do	No.	1-3	(5)	do	3,000	3	City treasurer		

f

TABLE 7.—Officers of city board of education: President, secretary, treasurer—Continued.
GROUP II—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	President.			Secretary.				Treasurer.				
	By whom chosen.	Term of office, in years.	By whom chosen.	Is he a member of the board?	Does he act as secretary for the standing committee?	Is he responsible directly to the board or to the superintendent through the superintendent?	Yearly salary.	Number of assistants.	Who acts as treasurer—member of board, outside person elected by the board, or the city treasurer?	Salary of treasurer, if not by city.	Is interest paid on funds daily balance in hands of treasurer?	
1	2	3	4	5	6	7	8	9	10	11	12	13
California—Conid.												
Sacramento.....	Board.....	1	Board.....	No.....	1	(1)	Superintendent acts as secretary	\$3,400	1	County treasurer		
San Diego.....	do.....	1	do.....	No.....	1	Yes.....	Board directly	2,400	4	do.....		No.
San Jose.....	do.....	1	Superintendent is secretary.	(1)	1	Yes.....	do.....			City and county treasurer		
Colorado:												
Colorado Springs.....	do.....	2	Board.....	No.....	2	Yes.....	Board directly	1,000	1	Outside person.....	0	No
Colorado Springs.....	do.....	2	do.....	No.....	2	Yes.....	do.....	2,100	1	do.....	0	No
Colorado Springs.....	do.....	1	do.....	Yes.....	1	No.....	Board directly	0	0	City treasurer.....		No.
Colorado Springs.....	do.....	1	do.....	Yes.....	1	No.....	do.....	900	0	do.....		No.
Colorado Springs.....	do.....	1	do.....	Yes.....	1	No.....	do.....	400	0	do.....		Yes.
Colorado Springs.....	do.....	1	do.....	Yes.....	1	No.....	do.....	100	0	do.....		Yes.
Colorado Springs.....	do.....	1	do.....	Yes.....	1	No.....	do.....	100	0	do.....		Yes.
Colorado Springs.....	do.....	2	do.....	No.....	(1)	No.....	do.....	1,200	1	do.....		Yes.
Florida:												
Tampa.....	Board.....	2	Superintendent is secretary.	No.....	4	(1)	Superintendent is secretary.		1	County treasurer.....		Yes.
Georgia:												
Savannah.....	do.....		Board.....	No.....	1	Yes.....	do.....		0	Superintendent.....	0	No.
Illinois:												
Aurora.....	Elected by the people.....	1	do.....	Yes.....	1	No.....	Board directly	900	0	Township treasurer.....		No.
Bloomington.....	do.....	1	do.....	No.....	1	No.....	do.....	1,000	0	Members of board.....		Yes.
Danville.....	do.....	1	do.....	Yes.....	1	No.....	do.....	1,400	0	do.....		Yes.

TABLE 7.—Officers of city board of education: President, secretary, treasurer—Continued

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	President.		Secretary.					Treasurer.				
	By whom chosen.	Term of office, in years.	By whom chosen.	Is he a member of the board?	Term of office, in years.	Does he act as secretary for the standing committee?	Is he responsible directly to the board or to the superintendent?	Yearly salary.	Number of assistants.	Who acts as treasurer—member of board, outside person elected by the board, or the city treasurer?	Salary of treasurer, if not city treasurer.	Is interest paid on daily balance in hands of treasurer?
1	2	3	4	5	6	7	8	9	10	11	12	13
Massachusetts—Con.												
Newton.....	Board.....	1	Board.....	No.....	1	(1) No.....	Board directly.....	\$1,500.....	2	City treasurer.....		No.
Pittsfield.....	do.....	1	do.....	Yes.....	1	Yes.....	do.....	50.....		do.....		
Quincy.....	do.....	1	do.....	No.....	1	Yes.....	Superintendent is secretary.....			do.....		
Somerville.....	do.....	1	Superintendent is secretary.....	No.....		Yes.....	do.....			do.....		
Taunton.....	Mayor, chairman ex officio.....	2	By election.....	Yes.....	3	No.....	Board directly.....	0.....	0	do.....		
Waltham.....	Mayor, ex officio.....	1	Board.....	No.....	1		Superintendent is secretary.....			do.....		
Michigan:												
Battle Creek.....	Board.....	1	do.....	Yes.....	1	No.....	Board directly.....	350.....	0	Member of board.....	\$350.....	Yes.
Flint.....	do.....	1	do.....	Yes.....	1	No.....	do.....	350.....	1	do.....	0.....	No.
Jackson.....	do.....	1	do.....	Yes.....	1	No.....	do.....	0.....	1	do.....	0.....	Yes.
Kalamazoo.....	do.....	1	do.....	No.....	1	Yes.....	do.....	1,900.....	1	do.....	0.....	Yes.
Lansing.....	do.....	1	do.....	Yes.....	(2)		do.....		0	do.....	100.....	No.
Saginaw, E. S.....	do.....	1	Board.....	No.....	1	Yes.....	do.....	1,900.....	1	Secretary is treasurer.....	0.....	Yes.
Saginaw, W. S.....	do.....	1	do.....	Yes.....	1	No.....	do.....	0.....	0	Member of board.....	0.....	Yes.
Minnesota:												
Duluth.....	do.....	1	do.....	Yes.....	1	Yes.....	do.....	2,300.....	2	do.....	900.....	Yes.
Missouri:												
Joplin.....	do.....	1	do.....	No.....	1	Yes.....	Optional.....		0	Outside person.....	50.....	Yes.
St. Joseph.....	do.....	2	do.....	No.....	2	Yes.....	Board directly.....	2,500.....	2	do.....	300.....	Yes.
Springfield.....	do.....	1	do.....	No.....	1	Yes.....	do.....	1,500.....	0	Member of board.....	50.....	Yes.
Montana:												
Butte.....	do.....	1	do.....	No.....	1	Yes.....	do.....	2,400.....	2	County treasurer.....		No.

TABLE 7.—Officers of city board of education: President, secretary, treasurer—Continued.
GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	President.		Secretary.					Treasurer.				
	By whom chosen.	Term of office, in years.	By whom chosen.	Is he a member of the board?	Term of office, in years.	Does he act as secretary for the standing committee?	Is he responsible directly to the board or to the superintendent through the superintendent?	Yearly salary.	Number of assistants.	Who acts as treasurer—member of board, outside person elected by the board, or the city treasurer?	Salary of treasurer, if not city treasurer.	Is he paid on daily basis or in bands of treasury?
1	2	3	4	5	6	7	8	9	10	11	12	13
Pennsylvania—Con.												
New Castle	Board	1	Board	No.	1	Yes	Board directly	\$1,400	2	Outside person	\$500	No.
Wilkes-Barre	do	1	do	No.	1	Yes	do	2,400	2	do	0	Yes
Williamsport	do	1	do	No.	1	Yes	do	1,500	0	do	600	Yes
York	do	1	do	No.	1	Yes	do	1,200	1	City treasurer	0	Yes
Rhode Island:												
Newport	do	1	do	No	1	Yes	Superintendent is secretary	1,000	0	do	0	No.
Pawtucket	do	1	do	No	1	No	Board directly	1,600	0	do	0	No.
Warwick	do	2	do	No	2	No	do	0	0	do	0	No.
South Carolina:												
Columbia	do	4	do	No	4	Yes	Superintendent is secretary	0	0	City superintendent	0	No.
Tennessee:												
Knoxville	do	1	do	Yes	1	Yes	Board directly	0	0	Member of board	0	No.
Texas:												
Austin	do	1	do	Yes	1	No	do	0	0	Outside person	0	Yes
El Paso	do	1	do	Yes	1	No	do	0	1	do	0	Yes
Fort Worth	do	1	do	Yes	1	Yes	do	100	0	City treasurer	0	Yes
Galveston	do	1	do	No	1	Yes	do	0	0	Outside person	0	Yes
Irving	do	(1)	do	Yes	1	Yes	do	0	0	Bank treasurer	0	Yes
San Antonio	do	1	do	Yes	1	Yes	do	2,400	1	Local bank	0	Yes
Waco	do	1	do	Yes	1	Yes	Superintendent is secretary	0	0	do	0	Yes
Utah:												
Ogden	do	2	do	No.	2	Yes	Board directly	1,020	0	Outside person	0	Yes
Salt Lake	do	2	do	No.	2	Yes	do	3,000	4	do	0	Yes

State	City	Superintendent, ex officio	Board	City clerk, ex officio	Superintendent is secretary	Yes	No	Through superintendent	Board directly	Board directly	Yes	No	Amount	Number	City treasurer	County treasurer	Sheriff of county	City treasurer	Yes	No
Virginia	do	1	1	1	1	1	1	1	1	1	1	1	350,000	1	1	1	1	1	1	1
Lynchburg	do	1	1	1	1	1	1	1	1	1	1	1	900,000	1	1	1	1	1	1	1
Portsmouth	do	1	1	1	1	1	1	1	1	1	1	1	2,700,000	2	2	2	2	2	2	2
Washington	do	1	1	1	1	1	1	1	1	1	1	1	500,000	0	0	0	0	0	0	0
Tacoma	do	1	1	1	1	1	1	1	1	1	1	1	1,600,000	1	1	1	1	1	1	1
West Virginia	do	3	3	3	3	3	3	3	3	3	3	3	1,000,000	0	0	0	0	0	0	0
Huntington	do	2	2	2	2	2	2	2	2	2	2	2	900,000	0	0	0	0	0	0	0
Wheeling	do	2	2	2	2	2	2	2	2	2	2	2	1,000,000	0	0	0	0	0	0	0
Wisconsin	do	1	1	1	1	1	1	1	1	1	1	1	2,000,000	1	1	1	1	1	1	1
Green Bay	do	1	1	1	1	1	1	1	1	1	1	1	1,000,000	0	0	0	0	0	0	0
La Crosse	do	1	1	1	1	1	1	1	1	1	1	1	1,000,000	0	0	0	0	0	0	0
Madison	do	1	1	1	1	1	1	1	1	1	1	1	1,000,000	0	0	0	0	0	0	0
Oakland	do	1	1	1	1	1	1	1	1	1	1	1	1,000,000	0	0	0	0	0	0	0
Racine	do	1	1	1	1	1	1	1	1	1	1	1	1,000,000	0	0	0	0	0	0	0
Sheboygan	do	1	1	1	1	1	1	1	1	1	1	1	2,000,000	1	1	1	1	1	1	1
Superior	do	1	1	1	1	1	1	1	1	1	1	1	2,100,000	1	1	1	1	1	1	1

1 Indefinite.

TABLE 8.—Superintendent of buildings and of supplies:

GROUP I.—CITIES OF 100,000 POPULATION AND OVER.

Cities	Superintendent of buildings.			Superintendent of supplies.		
	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.
1	2	3	4	5	6	7
Alabama						
Birmingham	Yes	Subordinate to	\$1,200	No		
California						
Los Angeles	Yes	Advisory reports to board of education	3,000	Yes	Subordinate to	\$2,000
Oakland	No			Yes	do.	2,100
San Francisco	No		2,100	Yes	Independent of	1,800
Colorado						
Denver	Yes	Subordinate to	4,000	No		
Connecticut						
Bridgewater	Yes	Cooperation	1,500	Yes		1,000
New Haven	Yes	None	2,000	No		
District of Columbia						
Washington	No			Yes	Subordinate to	1,200
Georgia						
Atlanta	Yes	Subordinate to	1,800	No		
Illinois						
Chicago	Yes	Independent of	8,000	Yes	Independent of	3,000
Indiana						
Indianapolis	Yes	do.	2,000	Yes	do.	1,500
Kentucky						
Louisville	Yes	do.		Yes		
Louisiana						
New Orleans	Yes	do.	2,400	Yes	Independent of	2,400
Maryland						
Baltimore	Yes	do.	2,000	Yes	do.	1,200
Massachusetts						
Boston	Yes		3,000	Yes		4,700
Cambridge	No			Yes		1,500
Fall River	Yes	Independent of	2,000	Yes	Subordinate to	1,100
Worcester	Yes	do.	2,700	Yes	Independent of	
Michigan						
Detroit	Yes		3,500	Yes		
Grand Rapids	Yes		1,900	Yes		1,100
Minnesota						
St. Paul	Yes	Independent of	2,500	No		
Missouri						
Kansas City	Yes	do.	3,900	Yes	Independent of	2,100
St. Louis	Yes	do.	5,000	Yes	do.	4,000
Nebraska						
Omaha	Yes	do.	3,000	Yes	do.	1,500
New Jersey						
Jersey City	No			No		
Newark	Yes	Independent of	2,500	Yes	Work together	4,200
Paterson	No			No		
New York						
New York	Yes	Coordinate	10,000	Yes	Coordinate	7,500
Rochester	Yes		3,000	No		
Syracuse	Yes	Independent of	1,600	Yes	Independent of	800
Ohio						
Cincinnati	Yes	do.	3,500	Yes	do.	1,600
Cleveland	Yes	do.	2,000	Yes	do.	2,000
Columbus	Yes	do.	2,400	No		
Dayton	Yes	do.	2,000	No		
Toledo	Yes	do.	3,000	Yes	Independent of	900
Oregon						
Portland	Yes		3,600	Yes		1,800
Pennsylvania						
Philadelphia	Yes	Independent of	6,000	Yes	Independent of	4,000
Pittsburgh	Yes	Cooperative	7,000	Yes	Cooperative	4,000
Rhode Island						
Providence	Yes ¹	No relation	4,000	Yes	Independent of	2,000
Tennessee						
Memphis	Yes		1,500	Yes		900
Nashville	Yes	Subordinate to	1,150	Yes ²	Subordinate to	1,200
Virginia						
Richmond	(0)			(0)		

¹ There is an inspector under board of public works.
² But not employed by school committee.
³ Per month.
⁴ Clerk and supervisor fills this position.

TABLE 8.—Superintendent of buildings and of supplies—Continued.

GROUP I.—CITIES OF 100,000 POPULATION AND OVER—Continued.

City	Superintendent of buildings.			Superintendent of supplies.		
	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.
1	2	3	4	5	6	7
Washington: Seattle	Yes	Independent of the superintendent of schools.	\$2,400	No		
Spokane	Yes	Superintendent of buildings.	\$2,700	No		
Wisconsin: Milwaukee	No			(1)		

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION

Alabama: Mobile	No			No		
Arkansas: Little Rock	Yes	Subordinate to	\$125	No		
California: Berkeley					Subordinate to	
Pasadena	Yes	Subordinate to	1,500	(2)		
Sacramento				Yes	Subordinate to	\$2,000
San Diego	No			(3)		
San Jose				No		
Colorado: Colorado Springs	Yes	Under direction		No		
Denver	(4)			(5)		
Connecticut: Meriden	Yes	Advisory	800	No		
New Britain	No			No		
Stamford	No			No		
Waterbury	Yes	Subordinate to	1,200	Yes	Subordinate to	900
Florida: Tampa	Yes	do	1,000	No		
Georgia: Savannah	No			No		
Illinois: Chicago	Yes	Independent of	400	No		
Bloomington	No			No		
Danville	No			No		
Decatur	Yes	Subordinate to	1,500	(6)		
East St. Louis	Yes	Independent of	1,800	Yes	Advisory	
Peoria	Yes		1,920	No		
Rockford	Yes	Independent of	2,100	No		
Springfield	Yes		1,000	Yes		1,000
Indiana: Evansville	Yes	Subordinate to	1,500	(7)	Subordinate to	
Fort Wayne	Yes	do	1,500	Yes	do	
South Bend	No			No		
Terre Haute	No			No		
Iowa: Cedar Rapids	Yes	Independent of	1,500	(8)		
Council Bluffs	Yes	do	1,500	(9)		
Davenport	No			No		
Dubuque	No			No		
Sioux City	Yes	Cooperative	1,500	Yes	Cooperative	
Waterloo	No			No		

(1) Comes under secretary's office.
 (2) Under secretary and business manager.
 (3) Secretary acts.
 (4) Per month.
 (5) Attendance officer acts.
 (6) Clerk acts.
 (7) Serves also as city purchasing agent.
 (8) \$114.50 per month.
 (9) Person appointed as superintendent of buildings acts.
 (10) Same as superintendent of buildings.
 (11) Superintendent of buildings and supplies.
 (12) Superintendent of buildings is purchasing agent.
 (13) Included in duties of superintendent of buildings.

TABLE 8.—Superintendent of buildings and of supplies—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Superintendent of buildings.			Superintendent of supplies.		
	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.
1	2	3	4	5	6	7
Kansas:						
Kansas City	Yes	Independent of	\$1,680	Yes	Independent of	1,400
Topoka	Yes	do.	1,500	No		
Wichita	Yes	Subordinate to	1,625	No		
Kentucky:						
Covington	(1)	Independent of		(1)		
Lexington	(1)			(1)		
Newport	(1)			(1)		
Louisiana:						
Shreveport	No			No		
Maine:						
Portland	Yes		1,100	Yes		
Massachusetts:						
Brockton	Yes	Independent of	1,800	No		
Chicopee	No			No		
Everett	No			No		
Haverhill	Yes	Independent of	1,000	No		
Holyoke	Yes	Subordinate to	1,050	Yes	Subordinate to	850
Lynn	Yes	do.	1,352	No		
Malden	Yes	Independent of	1,500	No		
New Bedford	Yes	Subordinate to	1,000	No		
Newton	Yes	Independent of	2,350	No		
Pittsfield	No			No		
Quincy	No			No		
Somerville	No			No		
Taunton	Yes	None	1,200	No		
Waltham	Yes	Independent of	1,000	No		
Michigan:						
Battle Creek	No			No		
Flint	Yes	Cooperative	1,800	Yes	Cooperative	1,800
Jackson	Yes	Subordinate to	2,000	(1)		
Kalamazoo	Yes	Independent of	1,050	Yes	Independent of	700
Lansing	Yes	Cooperative	1,300	No		
Baginaw, E. S.	Yes	do.	1,200	(2)		
Baginaw, W. S.	(2)			Yes		540
Minnesota:						
Duluth	Yes		2,400	No		
Missouri:						
Joplin	No			No		
St. Joseph	Yes	Cooperative	1,125	(1)		
Springfield	Yes	do.	1,500	(1)		
Montana:						
Butte	Yes	Independent of	3,000	No		
New Hampshire:						
Manchester	Yes			(1)		
Nashua	No			No		
New Jersey:						
Atlantic City	No			(1)		
Camden	No			No		
East Orange	Yes	Independent of	1,700	No		
Hoboken	Yes	do.	2,500	Yes	Independent of	
Orange	No			No		
Passaic	Yes	Independent of	1,500	No		
Trenton	Yes	do.	2,500	(1)		
New York:						
Amsterdam	No			No		
Binghamton	Yes	Partly under his supervision.	23	(1)		
Jamestown	Yes	do.	1,050	No		
Kingston	No			No		
Newburgh	No			No		

1 Per month.
 2 Business director acts.
 3 Secretary acts.
 4 City superintendent acts.
 5 Public building commissioner has charge of all public buildings.
 6 Superintendent of buildings acts.
 7 Clerk acts.
 8 Superintendent of schools acts.
 9 Per week.

TABLE 8.—Superintendent of buildings and of supplies—Continued.

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Superintendent of buildings.			Superintendent of supplies.		
	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.
1	2	3	4	5	6	7
New York—Contd.						
New Rochelle	No			No		
Niagara Falls	Yes	Subordinate to	\$1,080	No		
Poughkeepsie	Yes	do	720	Yes	Subordinate to	\$1,000
Troy	No			No		
Utica	Yes	Independent of	2,400	No		
Watertown	No			No		
North Carolina:						
Charlotte	No			No		
Ohio:						
Akron	No			No		
Canton	Yes	Independent of	1,800	No		
Lima	Yes		1,200	No		
Lorain	No			No		
Newark	Yes	Cooperative	520	No		
Springfield	Yes	Independent of	1,200	No		
Youngstown	Yes		3,000	(1)		
Zanesville	Yes			No		
Oklahoma:						
Muskogee	Yes	Subordinate to	1,200	No		
Oklahoma	No			No		
Pennsylvania:						
Allentown	No			No		
Altoona	No			Yes	Independent; under direction of board.	1,000
Chester	No			No		
Easton	No			No		
Erie	Yes	Independent of	1,800	No		
Harrisburg	No			No		
Hazleton	No			No		
Johnstown	Yes	Independent of	1,800	No		
Lancaster	No			No		
McKeesport	Yes	Independent of	1,500	No		
Newcastle	No			No		
Wilkes-Barre	Yes	Independent of	3,000	No		
Williamsport	Yes	do	900	No		
York	Yes	do	1,500	No		
Rhode Island:						
Newport	No			No		
Pawtucket	No			No		
Warwick	No			No		
South Carolina:						
Columbia	No			No		
Tennessee:						
Chattanooga	Yes	Independent; under department of public institutions.		No		
Knoxville	Yes	Subordinate to	(6)	No		
Texas:						
Austin	No			No		
El Paso	No			No		
Fort Worth	No			Yes	Subordinate to	1,920
Galveston	No			No		
Houston	Yes	Cooperative	2,400	(7)	Cooperative	
San Antonio	Yes	Responsibility to superintendent nominal; more direct to board.	1,500			
Waco	No			Yes	Subordinate to	1,800
Utah:						
Ogden	No			Yes	Under superintendent and board.	1,020
Balt Lake City	Yes	Under, in a sense	3,600	Yes	Subordinate to	1,680

1 Superintendent of buildings acts.
 2 Also acts as truant officer.
 3 Secretary acts.
 4 Under department of public institutions.
 5 Two.

6 One, \$90 per month.
 7 One, \$75 per month.
 8 Business representative.
 9 Same as business representative.

TABLE 8.—*Superintendent of buildings and of supplies—Continued.*

GROUP II.—CITIES OF 25,000 TO 100,000 POPULATION—Continued.

Cities.	Superintendent of buildings.			Superintendent of supplies.		
	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.	Is there such an officer?	Relation to city superintendent of schools.	Yearly salary.
1	2	3	4	5	6	7
Virginia:						
Lynchburg.....	Yes...	Subordinate to.....	\$300	No.....		
Portsmouth.....	No.....					
Washington:						
Tacoma.....	Yes...	Independent of.....	1,800	Yes...	Independent of.....	\$1,020
West Virginia:						
Huntington.....	Yes...	do.....	1,020	No.....		
Wheeling.....	No.....			No.....		
Wisconsin:						
Green Bay.....	Yes...		1,700	No.....		
La Crosse.....	Yes...	Subordinate to.....	1,110	No.....		
Madison.....	No.....			No.....		
Oshkosh.....	No.....			No.....		
Racine.....	No.....			No.....		
Sheboygan.....	No.....			No.....		
Superior.....	No.....			No.....		

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