

DEPARTMENT OF THE INTERIOR
BUREAU OF EDUCATION

BULLETIN, 1920, No. 46

ORGANIZATION OF
STATE DEPARTMENTS OF EDUCATION

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WASHINGTON
GOVERNMENT PRINTING OFFICE
1921

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1920

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INTRODUCTION.

Like Topsy our State departments of education have "just grown up." Few of them can look back to any definite birth as State departments of education. Very few, if any, except those that have been recreated by recent acts of legislatures or constitutional amendments have been thoughtfully created and organized in full consciousness of the functions they should perform. From small and inadequate beginnings they have grown by accretion rather than by development from any central idea of functions to be performed, as the small independent schools of separate and individual communities have coalesced to form county and State systems. Probably a majority of them had their origin in a State school officer under the title of superintendent of public instruction, superintendent of schools, or other similar title, who took over work mostly of a clerical nature previously performed by the State auditor or treasurer and in an ex officio board of education made up of political officers elected or appointed for other and very different functions. The time and energies of these officers were absorbed by the duties properly belonging to the offices to which they were appointed or elected. They very naturally considered those duties more important than the incidental or accidental duties pertaining to the office which they held only because they had been selected to fill other offices considered of sufficient importance to have an existence of their own and to be filled by persons supposed to be able to perform intelligently and acceptably the duties belonging to them.

State school officers, taking over the duties, chiefly clerical, which had been performed by auditors or treasurers and other State officers in fragments of their time and probably without additional pay, were paid little. In most of the States the mistake was made of supposing that this office could be made a political office subject directly or indirectly to the vicissitudes of partisan government, as if, forsooth, the political parties as such ever advocated different educational policies and as if the people would tolerate partisan influence in their schools. As a political office, elective or appointive, it did not formerly, and in some States does not now, rank with other political offices in pay, in prestige, or as a stepping-stone to political preferment considered of a higher grade and more desirable. Nominating conventions have all too often left this office to the last and then chosen a candidate for it to placate some partisan or sectarian faction or to give recognition to some neglected section of the State. Governors, in appointing chief school officers, have frequently been guided by similar motives, or, worse still, have made this appointment through personal favoritism or in recognition of partisan obligation.

In the meantime education has come to be the chief business of the States. For its support the State and local units of county, township, district, and municipality spend more money annually than for any other one thing of public concern. The public-school system, including elementary schools, high schools, colleges, universities, normal schools, and other professional and technical schools, and agencies for extension education, has come to be our greatest cooperative enterprise, requiring for its management and control professional and administrative ability of the very highest character. This all thoughtful persons, informed of the subject are beginning to realize, but, as is plainly shown by statistical tables in this study of the organization of State departments of education, the practices of the day of small things in education still exist in many States to an extent dangerous if not fatal to the best interests of education. Chief school officers in most of the States are still paid salaries pitifully small as compared with what are, or should be, recognized as the duties of their office. They are elected on partisan political tickets, or without full regard to their professional or administrative ability are appointed by governors so elected. Most State boards of education are wholly or partly made up of persons elected or appointed for the performance of other and quite different duties in offices supposed to be worthy of being filled by persons elected or appointed directly to them. Other boards are indefinitely constituted. The office of the State superintendent in almost all of the States is so poorly staffed that it is wholly unable to perform effectively most of its proper functions and to give to the school system of the State the administrative and professional service it should have.

Within the last decade much improvement in these conditions has been made in some States, and in a very few States conditions are approaching the ideal. There is, I believe, no other task of statesmanship so important and so nearly common to all the States as this of reconstructing or remaking the State department of education so that it may, wholly separate from and independent of partisan politics, be adequate to the full performance of its legitimate functions and free to adjust and readjust itself to the constantly changing requirements of education as may be necessary to meet the ever developing and enlarging needs and demands of the expanding, rich, and throbbing life of society, State, and Nation. The sooner this is done the better it will be for education and for all that is dependent upon it.

As a basis for the reconstruction of the State departments of education, I submit the following suggestions, the soundness of which, I feel sure, will be proven by a careful reading of this bulletin and by any further comprehensive study of the subject.

1. Educational administration has in principle, and should have in practice, no direct relation to partisan politics as we know partisan politics in this country. The public school system of any State is its greatest cooperative enterprise, supported by all the people in proportion to their ability, regardless of the amount of their wealth, and regardless of any political or religious affiliations, in order that all the children of all the people may, regardless of their poverty and all other conditions, have as nearly as possible equal and full opportunity for the education that will best develop their individuality, and prepare them for life, for making a living, and for the duties and responsibilities of democratic citizenship. From the standpoint of statesmanship and the public welfare, all the people are interested alike in the schools. Our political parties do not differ in regard to educational principles or practices any more than they do in regard to the Ten Commandments or the moral code; and to attempt to make education a matter of partisan politics is good neither for education nor for politics. Education is the largest and most important part of what has well been called our "purposive government," through which all the people are served and united, rather than controlled under policies on which the people are divided into parties. Unusual ability and devotion are required for the wise and effective administration of the system of education involving the expenditure of many millions of dollars annually (the average for the States is now not less than twenty-five million dollars; the direction and professional assistance of many thousands of school officers and teachers (an average of from fifteen to twenty thousand to the State); and the promotion of fundamental policies affecting directly the lives and destinies of hundreds of thousands of children and youth (an average of approximately five hundred thousand to the State), and directly or indirectly determining the welfare of all the people and the destinies of State and Nation.

2. The nature of its work and the relations of the State department of education are such as to make necessary much wise counsel, as well as definite administrative action. Well-considered policies are frequently more important than quick action. Constant and conservative development is much better than a succession of special "drives" for particular purposes, however effective they may be temporarily, and more fruitful in educational results than a disconnected succession of personal administrations, however brilliant.

For the effective application of these principles, State departments of education should be organized somewhat as follows:

1. A State board of education, nonpartisan, nonprofessional, made up of men and women of affairs, selected from the State at large because of their fitness for this position rather than for their fitness for some other. They should be men and women of recognized ability, sterling character, breadth of mind, and nobility of purpose, catholic in thought and feeling, devoted to the public welfare, convinced of the importance of education, and willing and able to give time and energy to the duties of their office. The members of the board should represent fairly all sections of the State, rural and urban, and the main professions, occupations, and interests of the people. They should be men and women in close touch with the great interests of society and State, capable of representing the people worthily in planning for the results which they should expect from their schools and other agencies of education, and in formulating fundamental policies for the support, control, and development of the State system of education and all its more important parts.

The State board of education should consist of seven or nine members, serving for seven or nine years, the term of one member expiring each year, so as to give to the board continuity and constant newness. No person having served more than half of the full term should be eligible to reappointment or reelection. No person should hold membership in the board except through definite appointment or election. There should be no ex officio members.

If necessary for convenience of appointment or election the term of office should be made such as to make the term of two members to expire every second year. Members of the board should be elected by the people from the State at large, or they should be appointed by the governor and confirmed by the senate, as may seem best in any State; but, however chosen, no person belonging to any political party should be eligible for appointment or election when more than half of the members of the board are of that party. Members of the board should not be removable from office except for negligence of duty, malfeasance in office, or crime against the State, and then only by impeachment, or, if elected by the people at large, by impeachment or recall by a majority vote. This is necessary to prevent the removal of members or packing of the board for sinister purposes and to give the feeling of responsibility and freedom necessary for good service. Members of the board should not be paid a salary, but should be paid a very liberal per diem and all necessary expenses for a reasonable number of days in the year for attending meetings of the board and for necessary service on committees. Small salaries would attract men and women of small ability. Large salaries would tempt members to try to earn their salaries by meddling with executive details properly belonging to the paid employees of the board. Not to pay reasonable per diem and all necessary expenses would deter many men and women eminently qualified for such service from accepting membership on the board.

Ordinarily the board should not need to have more than four or five regular meetings, of five or six days each, in the year, and there should be need for very few special meetings.

The State board of education should have general control of all the educational interests of the State as embodied in the public elementary and secondary schools for normal children, in schools for special classes of children, as the deaf, the blind, the crippled, subnormal and incorrigible children, and in schools for special kinds and phases of education. There should not be separate boards for the control of vocational and technical education, nor should there be any other division of control that tends to break the system of education into disconnected fragments. The State board of education should also have general control of the schools for the professional preparation of teachers, normal schools, and teachers' colleges. Whether this board should also have a general control of the State schools of higher education, other than those whose chief function is to prepare teachers, is a matter which must be left for each separate State to decide. There is as yet no experience sufficient to enable one to judge intelligently in regard to this. The same is true in regard to the policy of having separate boards for each of the two, three, or four such schools in a State. It is quite clear, however, that any separate board or boards for such schools should be required by law to make to the State board of education such reports as it may request and should cooperate with the State board of education in such way as to harmonize and unify the work of the schools of higher education with the work of the other schools of the system. This is of the greatest importance, since for the best results all the schools of the State of whatever kind and grade must function as one organism, the life blood flowing through it all.

The board should understand its functions to be wholly legislative--the defining of results to be obtained and the formation of policies in harmony with the constitution and laws of the State; and, when desirable, to propose new laws or modifications of laws already in existence. It should never concern itself with executive details, and its members should remember that, like other legislative bodies, when not in formal session, the board has no power to function as such, and its members no powers or responsibilities unless definitely authorized by the board as a whole to carry out some particular function committed to them. Legislators are only private citizens, possessed of no official functions when the legislative bodies to which they belong are not in formal session. In this sense the State board of education (and all other boards of education) are legislative bodies. For the executive duties of the department, the board of education should elect a chief executive, a commissioner of education, and upon his recommendation and under proper regulations all his associates and assistants. Only fitness for the work to be done should be considered in the selection of any of these. The board should elect its own chairman from year to year. The commissioner of education should be its secretary.

2. A State commissioner of education elected by the State board of education from the country at large and only because of professional preparation and administrative ability. Many able and efficient chief school officers have come into office by popular election or by gubernatorial appointment. Both methods have some advantages, but neither can be considered as sure and reliable as appointment by a nonpartisan board. No other method of selection is rational if this officer is to be responsible to the board. The term of office should have no reference to the change of officers connected with the partisan government of the State. It should be indefinite or for a period of years long enough to make possible the consistent development of administrative policies.

The commissioner of education should be the executive officer of the State board of education, and, under its general control, should have charge of the entire public-school system of the State and should be given such freedom of action as is necessary for executive efficiency. Under any right conception of the duties and responsibilities of the office of State commissioner of education, it must be regarded as the most important educational office in the State, requiring knowledge and ability of the highest order. Its requirements and compensations should be in keeping with this conception. It is only reasonable that the salary of the commissioner of education should be as large as or larger than that of any other officer of education in the State, city or county superintendent of school, or the president of any normal school, college or university.

3. A competent staff of expert deputies, assistants, and clerks, appointed by the State board of education upon the recommendation of the commissioner of education. The size and organization of this staff will, of course, vary from State to State. There should, however, in all States be separate and well organized divisions for all the more important phases of the educational work of the State, and for such administrative tasks as the collection and preparation of statistics and the promotion of general educational interests. The organization of the department of education of the State of Alabama, which follows closely recommendations made by the United States Bureau of Education, illustrates fairly well what is needed for States of average size. In Pennsylvania, New York, and Massachusetts the departments of education approach the ideal for the larger States.

More important than the size of the staff is the character of its personnel. The heads of the several divisions of this staff and their principal assistants should be men and women of the highest and best ability. To a very large extent the efficiency of the department and the character of all the educational work of the State will depend upon the character of these men and women. As the commissioner of education, they should be chosen from the country at large and only for their fitness for the work to be done. Salaries and conditions of service should be such as to enable the board of education to obtain and hold in these positions the services of the most competent men and women. False economy here can not fail to have its evil effect throughout the entire school system, and the effect may be disastrous. Even for the sake of economy in the department itself, it is important that responsible heads of divisions should be chosen to direct effectively the activities of the clerical assistants. The principles generally recognized in business, which demand efficiency in responsible positions at any reasonable cost, rather than the practice too often found in government offices which sacrifices efficiency to cheapness, should be observed. The value of the return from the expenditure of millions of dollars of public funds for education, of the other millions which parents and guardians expend privately that the children may attend school, and of all the time and energy of children, teachers, and local school officers, depends to a large degree upon the character and efficiency of the department of education. Cheap policies and bad business principles should not be tolerated here.

Responsible officers in the State department of education are, or should be, the guides and leaders of the people in all matters pertaining to education, upon which, in a democracy like ours, all else waits. It is neither good nor safe that the leaders be weak or blind. Where there is no vision, the people perish. Where there is weakness in place of strength, there can only be stagnation and death where there should be progress and life.

P. P. CLANTON,
Commissioner

ORGANIZATION OF STATE DEPARTMENTS OF EDUCATION.

CONTENTS.—State boards of education—composition, appointment, size, powers and duties, laws relating to. State superintendent of public instruction—title, term of office, manner of selection, powers and duties, laws relating to. Staffs of State departments of education—number of officers, compensation, laws relating to.

STATE BOARDS OF EDUCATION.

The movement toward the establishment of the State board of education as the administrative head of the educational system continues to gain ground. At the present time there are 42 States having such boards with functions relating to the common schools. Of the other 6 States, Iowa, Nebraska, Ohio, and South Dakota have boards known as State boards of education with functions restricted, in Iowa to the charge of State institutions of higher education, including the State normal college; in Nebraska to the administration of State normal schools; and in Ohio and South Dakota to the administration of the vocational education laws. Only Illinois and Maine have no board known as the State board of education, but both have State boards for vocational education, the establishment or designation of such boards being necessary to enable the States to participate in the funds appropriated by Congress for the promotion of vocational education.

Composition of State boards of education.—The composition of the boards having functions relative to the general school system in the several States is shown in the accompanying table (see p. 10). The table shows the number of ex officio members in each board, the officers designated as ex officio members, number of appointive or elective members, by whom appointed or elected, length of term, etc.

Of the 42 State boards of education, 8 are composed entirely of ex officio members who are officers of the State with offices at the State capitol. These are Colorado, Florida, Kentucky, Mississippi, Missouri, North Carolina, Oregon, and Texas. In one other State, Nevada, the board is composed entirely of ex officio members, the president of the State university being a member, in addition to the governor and State superintendent of public instruction. Boards created in recent years consist entirely or almost entirely of members appointed by the governor. Several boards have no ex officio members whatsoever. The governor is an ex officio member of the board in 18 States; other State political officers, aside from the State super-

intendent of public instruction or other chief State school officer, in 13 States; the State superintendent in 30 States; the president of the State university in 6 States; the president of the State agricultural and mechanical college in 4 States; presidents of State normal schools in 4 States; and other educational officers in 1 State.

Appointment of the State board of education.—Of the 33 States having appointed or elected members on the State board, 27 leave the appointment to the governor, subject in some cases to approval by the State senate; in 2 States, New York and Rhode Island, the members are selected by the State legislature; 1 State (Michigan) elects by popular vote; in 1 State (Wyoming) the State superintendent appoints members, subject to approval by the governor; in 1 State (Virginia) 3 members are elected by the State senate and 2 by the State board; and in 1 State (Wisconsin) the governor appoints 5 members, and the university board of regents, normal school regents, and vocational education board each selects 1 member.

With respect to qualifications of members, 4 States, Arizona, Kansas, Virginia, and Washington, require that all the appointive members shall be persons engaged in educational work, and 7 others, Georgia, Indiana, Massachusetts, New Mexico, Oklahoma, Pennsylvania, and West Virginia, require that a certain specified number of the appointed members shall be engaged in educational work. California, Idaho, and New York require that none of the appointed members shall be engaged in educational work, while Indiana requires that 2 of the members shall not be engaged in such work.

The tendency in the selection of board members seems to be toward appointment by the governor. This method, under proper restrictions, has a threefold merit:

- (a) It recognizes the executive head of the State as responsible to the people for the efficiency of every department of the public service. It tends to make the board responsible to the public.
- (b) It centers responsibility where it can be definitely located. When the general assembly elects, it is difficult to locate responsibility.
- (c) Requiring that appointments be made from an eligible list, or in some other way throwing proper definite limitations around the appointing power, provides against abuse and protects the board from undue political interference. It is doubtful if it is ever advisable to make the governor a member of the board.

Size of board and term of office.—The size of boards varies from 3 to 13 members. Of the 9 boards composed entirely of ex officio members, 6 have 3 members each, 1 has 4 members, 1 has 5 members, and 1 has 7 members. Of the 7 boards having no ex officio members, 3 have 5 members each, 2 have 7 members each, 1 has 8 members, and 1 has 12 members. Of the 26 boards having both ex officio and appointive or elective members, 7 have 7 members, 5

have 8 members, 4 have 6 members, 3 have 9 members, 2 have 10 members, 2 have 11 members, and one has 4, one 5, and one 13 members. Taken all together, 10 of the boards are composed of 7 members each, and in 28 of the 42 boards the number of members ranges from 5 to 9, both inclusive. The tendency, therefore, is in favor of a comparatively small board.

The terms of office of ex officio members who are State officers terminate, of course, at the expiration of the term for which they were elected to the State office. Such terms are usually 2 or 4 years. In 24 of the 33 States having appointive members, the terms are from 4 to 6 years, inclusive; in 2 States, 2 years; 1 State, 3 years; 2 States, 7 years; 1 State, 8 years; 2 States, 12 years; and in 1 State the term is indefinite. Appointments are so arranged that usually the members retire in small groups, assuring continuity of policy.

Duties and powers of State boards of education.—The duties and powers of State boards are given in considerable detail in the tabular statement on pages 11 to 22. These vary from practically nothing to complete control of the entire educational system of the State. The general tendency, however, is toward making the State board the responsible authority and giving it greater powers. A notable exception is the State of Massachusetts, where formerly the State board had large responsibilities and much power. This was changed by an act of the legislature, passed in 1919, which makes the State board of education merely advisory to the State commissioner of education. This was offset, however, in the same year by Alabama, Minnesota, and New Hampshire, which created State boards of education with very large powers over the general educational systems.

In only a few States are the boards or State superintendents given definite authority to require reports from or to exercise any supervision over schools under private or corporate control. Strictly speaking there are no private schools in the United States, as all of them depend upon the public or some part of the public for their students and for their support, and their property is exempt from taxation. State authorities should be authorized to ascertain whether students attending such schools are receiving instruction to the extent at least of that prescribed by the compulsory education laws. Every educational agency in the State is a part of the State's educational system and should be under the general administrative supervision of the State board of education to such extent as may be necessary to insure instruction in essentials equal to that given in the public school, but no further.

Summary of tendencies.—In the development of a more effective agency for administering the State's educational affairs the trend is toward a State board of education as the administrative head of the

educational system; a board composed of men who have some knowledge of the business which they are to administer; a board appointed by the governor of the State with restrictions to guarantee fitness for the service and to guard against arbitrary use or abuse of the appointing power; a board composed of from five to nine members, appointed for a term of from four to six years, and retiring in small groups--this to guarantee that degree of continuity in service and freedom from political interference that are necessary for effective service; a board made responsible for all the educational interests of the State and clothed with full power to administer the business.

Composition of state boards of education.

State.	Ex officio members.							Appointed or elected members.		Term in years.	Total ex officio members.	Total appointed or elected members.	Total number on board.
	Governor.	Other State officials.	State superintendent of public instruction.	President of State university.	President of agricultural and mechanical college.	President of State normal school.	Other education officers.	In educational work.	Not in educational work.				
Alabama									Governor	12	1	1	1
Arizona									do	(1)			
Arkansas									do				
California									do				
Colorado									do				
Connecticut									do				
Delaware									Governor	6			
Florida									do				
Georgia									do				
Idaho									Governor	3			
Indiana									do				
Kansas									do				
Kentucky									do				
Louisiana									do				
Maryland									Governor	12			
Massachusetts									do				
Michigan									do				
Minnesota									Popular vote				
Mississippi									Governor	3			
Missouri									do				
Montana									do				
Nevada									Governor	4			
New Hampshire									do				
New Jersey									Governor	3			
New Mexico									do				
New York									do				
North Carolina									State legislature	12			
North Dakota									do				
Oklahoma									Governor	6			
Oregon									do				
Pennsylvania									do				
Rhode Island									Governor	6			
South Carolina									State legislature	6			
Tennessee									Governor	4			
Texas									do				
Utah									do				
Vermont									Governor	6			
Virginia									do				
Washington									State senate, 3	3			
West Virginia									State board, 2	2			
Wisconsin									Governor	2			
Wyoming									do				
									State superintendent	6			

1 Indefinite.
 2 Governor appoints 5 members, university board of regents 1, normal school regents 1, vocational education board 1.
 3 Governor's appointees.
 4 With approval of governor.

Impact of law relating to State Board of Education

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Alabama..... (General laws, 1918.)	8	Appointed, members, 12 years.	Governor and State superintendent, ex officio; 6 members appointed by governor from persons not subject to board's authority.	\$10 per day and exceed in 24 days in any year and actual traveling and other necessary expenses in attending meetings and transacting business of board.	State superintendent is ex officio chair and executive officer; board president is president.	General control and supervision over public schools except the institutions of higher education; adopts rules and regulations for the sanitation of schools; physical examination of school children, and enforces, in conjunction with teacher-sanitation, rules relating to school health compulsory education, and child conservation; prescribes rules for grading and standardizing public schools; prescribes minimum contents of courses of study for all elementary and high schools; prescribes textbooks for all elementary schools and for all high schools except in cities of 2,000 or more inhabitants; prescribes rules for certification of teachers and for normal school entrance; prescribes forms and blanks for use of local boards; requires all normal, denominational, and parochial schools to file annual reports; conducts investigations into educational needs of the State; administers vocational education; general supervision of all educational work of all educational, penal, reform, and other child-bearing institutions maintained in whole or in part by the State; equalizes public school facilities.
Arizona..... (School laws, 1919, pp. 15, 16, 122.)		Indefinite.	Governor, State superintendent, president of State university, and 1 school board member; 1 member from State office and 1 city superintendent; 1 member from county superintendent and 1 principal of a high school appointed by the governor.	Necessary traveling expenses incurred in attending meetings of board and other expenses not to exceed \$1 per day.	Governor is chairman and State superintendent is secretary.	Adopts rules and regulations for government of the public schools and school libraries; devises plans for increase and management of State school fund; prescribes and enforces use of a uniform series of textbooks in common schools; prescribes and enforces course of study in common schools; determines number of units necessary for graduation from high schools; prescribes requirements for admission to State university and normal schools; general charge of education of deaf, dumb, and blind; issues the certificates for teachers; examines all teachers' certificates; administers vocational education.
Arkansas..... (School laws, June 1, 1911.)	8	Appointive, members, 7 years; 1 appointed each year.	State superintendent, ex officio, and 1 member appointed by the governor from each congressional district.	Serve without pay, except for traveling expenses when attending meetings of the board.	Superintendent is ex officio chairman; one annually appointed by the governor; one annually appointed by the legislature; one annually appointed by the board.	Has special supervision over the public schools of the State; has the management and investment of the State common school fund; prescribes and enforces the course of study; prescribes and enforces the system over the issuance of State teachers' certificates; may provide courses of study, discipline, plan for the schools; prescribes rules for the sanitary preparation of schoolhouses and medical examination of school children; has management and prescribes textbooks; administers vocational education.

Digest of laws relating to State boards of Education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
California. (School laws, 1919.)	7	4 years	Appointed by governor, no salaried educational officer may be appointed.	Expenses in attending meetings and \$15 per day for each day board is in session; expenses and \$10 per day while engaged in committee work directed by board total not to exceed \$2,500 per year.	Board elects its own president; State superintendent is secretary of board and meets every quarter; vote of majority of all members necessary to validate its acts.	Adopts rules for government of day and evening elementary schools, day and evening secondary schools, technical and vocational schools, normal schools, and all other schools except the State normal schools; receiving financial aid from the State; appoints, receives, recommends, and removes principals and superintendents; makes plans for the improvement of the common school and efficiency of the schools; makes recommendations concerning changes in school legislation; compiles and adopts uniform textbooks for elementary schools which are printed by the State and distributed free; grants credentials for teachers; accredits normal schools and universities for certification purposes; administers vocational education; enforces provisions for establishment of courses in physical education and appoints supervisor; adopts minimum requirements for graduation from State normal schools; prescribes list of textbooks from which local boards of trustees select; calls annual convention of high school principals; constitutes retirement salary fund board.
Colorado. (Const., Art. IX, secs. 1 and 16; School laws, 1917, pp. 145-147.)	3		Superintendent of public instruction, secretary of state, and attorney general.		Superintendent is president; meets in December and at other times when necessary; adopts rules for its own government.	Has general supervision and control of the educational interests of the State; may direct what textbooks shall be used; prescribes blanks for registration and returns; certifies teachers' meetings; prepares and distributes outline of instruction in citizenship; may grant and revoke teacher's certificates; provides for testing the eyesight of children; enforces law; maintains and controls State normal schools; may appoint school superintendents and supervisors for certain smaller towns; administers vocational education.
Connecticut. (Acts of 1919, ch. 34.)	11	Appointed members, 8 years.	Governor and lieutenant governor, ex officio; members appointed by the governor, at least 1 from each county.	Necessary expenses.	Appoints school officers; who elect a secretary and a clerk; forms the rules; generally assigned to a State commissioner of education.	Has general supervision and control of the educational interests of the State; may direct what textbooks shall be used; prescribes blanks for registration and returns; certifies teachers' meetings; prepares and distributes outline of instruction in citizenship; may grant and revoke teacher's certificates; provides for testing the eyesight of children; enforces law; maintains and controls State normal schools; may appoint school superintendents and supervisors for certain smaller towns; administers vocational education.
Delaware. (Acts of 1919, ch. 157.)	5	5 years	Appointed by governor, 1 each year.	Necessary expenses and \$10 per day not to exceed \$100 per calendar month.	State commissioner of education is secretary and executive officer; other officers elected by board.	Has general supervision of public schools; makes and enforces rules and regulations for the conduct of schools; prescribes textbooks and contracts as to prices; regulates course of study; determines conditions for teachers' certificates; makes rules for sanitary construction and inspection of school buildings; investigates needs of schools and may require reports from teachers and school officers;

recommends legislation; administers law relating to physical education; medical inspection; vocational education; dependent children; grants aid to consolidated schools; requires annual reports from private schools; regulates issuance of diplomas and degrees; prepares annual budget for school expenditures; cooperates with Delaware College in maintaining summer school for teachers and in fixing course of study for department of education in said college.

Manages school lands; and educational funds of the State; decides appeals from administrative authorities on school affairs; may sign and terms on county school boards; holds property of and in conjunction with a board of control, manages higher institutions of learning; administers vocational education; issues minimum State courses of study for elementary and high schools; prescribes course in military instruction in high schools.

Provides rules and regulations for the supervision of all schools in the State; provides courses of study for elementary and high schools; selects textbooks; decides appeals from decisions of State superintendent; publishes annual instruction for teachers; grants State and special licenses to teach; appropriates school funds; approves proposed charters for institutions; grants teaching commissions; has general control of State institutions and succeeds to powers and duties of trustees of such institutions; appoints a commission to its executive officers; has general supervision and control of public schools; is final court of appeal in controversies; has legislative functions not inconsistent with law; recommends legislative changes in school laws; standardizes instruction in institutions; prescribes minimum course of study for public schools; determines how textbooks shall be adopted; determines whether textbooks shall be free; directs the work of summer normals and teachers' institutes; confers with State Board of Teachers; affects State and county systems of standardizes school buildings, equipment, etc. and of system of reports; classifies high schools; controls rural high schools; acts as State board for vocational education.

Governor is president of State superintendent. Board is secretary and State treasurer is treasurer.

Governor is chairman. State superintendent is secretary and chief executive officer. Meets at least quarterly.

4. Meets such officers as it deems necessary. Meets at least twice each year.

Appointed members \$50 per annum and expenses not exceeding \$300 for the four appointed members.

\$100 per annum each, and necessary expenses.

Governor, secretary of State, attorney general, State treasurer and State superintendent of public instruction.

Governor, State superintendent of public instruction, appointed by governor at least 3 of whom shall be experienced educators.

Superintendent of public instruction, ex officio, and 5 members appointed by governor.

5. Appointed members, 4 years, 2 appointed every 2 years.

6. Appointed members, 5 years, 1 appointed each year.

Florida..... (Const., Art. XII, Sec. 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

Georgia..... (School Code, 1919, pp. 6-8.)

Idaho..... (Const., Art. IX, Sec. 2, 1919, pp. 11, 12, 13.)

Digest of laws relating to State boards of education—(continued).

State.	Mem- bers.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Indiana (School laws, 1917, pp. 21, 23, 38, 39, 40, 41, 11, 15, 230, 331, 406.)	13	Appointive members, 3 years.	State superintendent, pre- sident of the State univer- sity, president of Purdue University, president of State normal school, su- perintendents of schools in 3 largest cities, ex officio; 3 citizens engaged in ed- ucational work, at least 1 of whom shall be a county superintendent, and 3 per- sons from the educational field, whom shall be an em- ployer and 1 an employe.	Members of the board super- tendents receive \$1 per day and expenses while actually on duty.	Superintendent is president. In a full board, members man- age, secretary and treasurer, meet on the call of the presi- dent or a majority of the members.	Determines such administrative questions as are not other- wise provided for by law; grants and revokes State certifi- cates; orders the compilation of textbooks for the common schools; constitutes teachers' training board and normal instruction; makes rules for the enforcement of normal instruction law; appoints a board of three visitors to State normal school; appoints trustees of Indiana University; prescribes and directs a high-school inspector; prescribes courses and studies of accredited normal schools; has control of State-aided vocational schools; grants "accredited" rank; issues dip- lomas for minimum wage; keeps list of approved schools in other States; prescribes course in physical training for elementary and high schools; administers vocational education.
Kansas (School laws, 1913, pp. 23-25, 37, 51, 52, 143, 157, 167, 168; session laws, 1919.)	5	Appointive members, 3 years.	State superintendent of pub- lic instruction, chancellor of State University, presi- dent of the State Agricul- tural College, president of State Normal schools, ex officio, and 3 others appointed by the govern- ment from those engaged in school work.	Necessary ex- penses in at- tending meet- ings.	State superintendent is ex officio chair- man; permanent secretary, salary \$2,000, with office in Department of Pub- lic Instruction.	Prescribes course of study for normal institutes and for high schools; but certain subjects prescribed by law must be included; approves courses of study of colleges and universities for purpose of granting State certificates and diplomas; issues and may revoke State diplomas and certificates; prescribes for the examination of kinder- garten teachers; prescribes normal training courses in high schools; prepares examination questions for county teachers' certificates; prescribes course of study for rural schools; prepares examination questions for common school diplomas; distributes State funds to approved schools.
Kentucky (School laws, 1912, pp. 10, 28, 71.)	3	1 year.	Superintendent of public in- struction, secretary of state, and attorney gen- eral.	None.	Superintendent is chairman; 2 mem- bers represent a county; meets on the call of the chairman.	Manages all real or personal property held by the State for the benefit of the common schools; makes rules and regula- tions for the government of the common schools and pre- scribes and publishes a course of study for them; pre- scribes regulations for the management of county teachers' institutes and prepares lists of books for school libraries; issues State teachers' certificates.
Louisiana (School laws, 1919, pp. 124-125, 137, 138.)	6	Appointed members, 3 years, 1 ap- pointed each year.	State superintendent ex officio and 5 members appointed by govern- ment.	Actual traveling expenses and per diem for each day board is in session.	Board elects president and vice president State superintendent and secretary.	Manages all real or personal property held by the State for the benefit of the common schools; makes rules and regula- tions for the government of the common schools and pre- scribes and publishes a course of study for them; pre- scribes regulations for the management of county teachers' institutes and prepares lists of books for school libraries; issues State teachers' certificates.

Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.

The board is merely advisory to the commissioner of education.

As body corporate, holds property of State normal schools and has general supervision of them; prescribes courses of study in such schools and grants diplomas to graduates; grants teachers' certificates to graduates of State normal schools and approved colleges and may impose certificates from other States; approves textbooks on physiology and hygiene for all public schools.

Makes complete organization of State department of education; appoints and defines duties of appointees and employees; administers all laws relating to State public schools and approved colleges; receives and distributes educational petitions and appeals from county, university and normal schools; makes and approves budget for public school aid; prepares annual education budget.

Members of the school funds; audits claims against them; fixes expenses of superintendent's office; has practical administration of school system; may adopt course of study; prescribes rules for county teachers' examinations; prepares outlines for teachers' institutes; decides appeals from county superintendents or State superintendent; may remove county superintendents for cause; has powers of a court to compel attendance of witnesses; take depositions, etc.; approves curriculum of agricultural high schools.

Has general supervision over entire educational interests of the State; directs investment of all moneys received by the State for education by grant, devise, or law; sees that property disposition is made of school lands; sees that county school funds are expended according to law; prepares outlines of work for colored teachers' institutes; makes recommendations for approved summer schools; appoints State library board; establishes standards for the establishment and maintenance of part-time schools for employed children.

State	Members appointed by	Actual expenses incurred in discharge of official duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	As body corporate, holds property of State normal schools and has general supervision of them; prescribes courses of study in such schools and grants diplomas to graduates; grants teachers' certificates to graduates of State normal schools and approved colleges and may impose certificates from other States; approves textbooks on physiology and hygiene for all public schools.
Maryland (School laws, 1918, pp. 4-27.)	7 members appointed by governor; no person to be appointed who is in any way subject to the board's authority.	Actual expenses incurred in discharge of official duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.
Massachusetts (Laws of 1919, ch. 357A.)	6 members appointed by governor; at least 2 shall be women and 1 shall be a teacher.	Actual expenses incurred in discharge of official duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.
Michigan (Const., Art. XI, sec. 6; school laws, 1919, pp. 4, 11, 109, 110, 200-204, 205, 206, 207, 209, 211.)	4 Elective members, 6 years.	\$1 per diem, each and actual expenses.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.
Minnesota (Laws of 1919, ch. 374.)	5 members appointed by governor.	Actual expenses and \$10 per day for each in discharge of duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.
Mississippi (Const., Art. VII, sec. 203; school laws, 1918, pp. 32-34.)	Secretary of state, attorney general, and superintendent, ex officio.	Actual expenses and \$10 per day for each in discharge of duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.
Missouri (Const., Art. X, sec. 4; school laws, 1917, pp. 132, 143-145; amendment, 1918, pp. 27, 28.)	Governor, secretary of state, attorney general, and superintendent, ex officio.	Actual expenses and \$10 per day for each in discharge of duties.	Board their own officers; State superintendent is executive officer; holds regular meetings quarterly.	Commissioner of education is chairman; meets at least once a month.	Enacts laws for administration of the public school system; has general control of all other school boards; prescribes rules for grading and standardizing public schools; defines colleges and high schools; prescribes minimum requirements for diplomas and degrees; may adopt courses of study and general regulations governing teachers' certificates; makes report to governor and recommendations in form of bills to general assembly; with State superintendent serves as trustees for State normal and public schools; may conduct investigations; prepares public-school budget.

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
Montana. (Const. Art. XI, sec. 11; school laws, 1916, pp. 16-20.)	11	Appointive members, 4 years; 2 appointed each year.	Governor, State superintendent, and attorney general, ex officio, and 8 members appointed by the governor with the consent of the senate.	Actual expenses in performance of duties.	Governor is president; superintendent is secretary. majority by law majority. meet on 1st of president's term. Special meetings may be called at any time and place.	Has general supervision over the State university and various other State educational institutions, electing presidents and faculties, granting diplomas to graduates, and controlling the property and finances. Immediate control in other things vests with the executive board, composed for each institution of the president and 2 members appointed by the governor, with the advice and consent of the State board of education; prescribes standards of preparation in high schools; grants State and life certificates courses of study for the public schools and serves with 1 additional persons appointed by governor, as executive board, grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints 1 deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.
Nevada. (School laws, 1919, pp. 9, 12, 15-20, 34, 62, 63.)	3	Governor, superintendent of public instruction, and president of State university, ex officio.	Governor is president; superintendent is secretary; meets at call of secretary, but must hold at least 2 meetings a year.	Prescribes courses of study for the public schools and serves with 1 additional persons appointed by governor, as executive board, grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints 1 deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.
New Hampshire.	6	Appointive members, 5 years.	Governor and 5 members appointed by governor.	Actual expenses in performance of duties. Necessary expenses.	Board elects chairman; commissioner of education is secretary and executive officer. Elected for 1 year, monthly, and a special meeting may be called at any time and place within the State as necessary.	Has general supervision over the State university and various other State educational institutions, electing presidents and faculties, granting diplomas to graduates, and controlling the property and finances. Immediate control in other things vests with the executive board, composed for each institution of the president and 2 members appointed by the governor, with the advice and consent of the State board of education; prescribes standards of preparation in high schools; grants State and life certificates courses of study for the public schools and serves with 1 additional persons appointed by governor, as executive board, grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints 1 deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.
New Jersey. (School laws, 1915, pp. 7-10.)	8	8 years; 1 appointed each year.	8 male citizens appointed by the governor; must have been resident of the State 5 years or more immediately preceding appointment; not more than 4 from same political party and not more than 1 from same county.	Has general supervision over the State university and various other State educational institutions, electing presidents and faculties, granting diplomas to graduates, and controlling the property and finances. Immediate control in other things vests with the executive board, composed for each institution of the president and 2 members appointed by the governor, with the advice and consent of the State board of education; prescribes standards of preparation in high schools; grants State and life certificates courses of study for the public schools and serves with 1 additional persons appointed by governor, as executive board, grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints 1 deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.
New Mexico. (Const. Art. XII, sec. 6; school laws, 1919, pp. 7-9, 11, 13.)	7	4 years.	Governor and State superintendent, ex officio, and 5 members appointed by the governor with the consent of the senate; 1 of whom shall be a head of a State educational institution, 1 a county superintendent, 1 a county superintendent, 1 a county superintendent.	\$5 per diem and 10 cents per mile traveled on one attending meetings.	Governor is president; superintendent is secretary; meets annually.	Has general supervision over the State university and various other State educational institutions, electing presidents and faculties, granting diplomas to graduates, and controlling the property and finances. Immediate control in other things vests with the executive board, composed for each institution of the president and 2 members appointed by the governor, with the advice and consent of the State board of education; prescribes standards of preparation in high schools; grants State and life certificates courses of study for the public schools and serves with 1 additional persons appointed by governor, as executive board, grants teachers' certificates and diplomas; adopts lists of books for district libraries, except for districts of the first class; appoints 1 deputy superintendent for each supervisory district; prepares plans for rural schoolhouses. Has management, supervision, and direction of all public schools; makes rules and regulations for management of its own business; has charge of work of Americanization.

correspondence schools, to canvas for students; admit-
ters; vocational education.

The regents exercise the general management and supervi-
sion of all public schools and all the educational work of
the State.

Diplomas.—They confer certificates, diplomas, and de-
grees on persons who satisfactorily meet the requirements
prescribed.

Examinations.—In the secondary institutions regents
examinations furnish the standard of graduation and of ad-
mission to colleges. Certificates or diplomas are conferred on
students that satisfactorily pass the same examinations.

The regents also supervise the educational requirements to the
professional schools and conduct the professional licensing
examinations.

Regulations.—The regents decide both domestic and for-
eign regulations in terms of New York standards, fix the
value of degrees, diplomas, and certificates issued by institu-
tions of other States and countries and presented for en-
trance to schools, colleges, and the professions in New York
State.

Incorporation.—Under such name and with such number
of trustees or other managers, and with such powers, privi-
leges, and duties, and subject to such limitations and re-
strictions in all respect as the regents may prescribe in
conformity to law, the regents by an instrument under
their seal and recorded in their office incorporate institu-
tions or associations for the promotion of science or letters,
art, history, or other department of knowledge or educa-
tion in any way; association of teachers, students, gradu-
ates of educational institutions, and other associations
whose approved purposes are in whole or in part of educa-
tional character, and whose objects are deemed worthy of recognition and
encouragement by the university. No institution or asso-
ciation which might be incorporated by the regents may
be incorporated under any other general law without their
consent.

Extension.—The regents extend to the people at large
increased educational opportunities, facilities, stimulate
interest therein, recommend methods, designate suitable
teachers and lecturers, conduct examinations and grant
credentials, and otherwise organize, aid, and conduct such
work.

Visitation.—The regents or their representatives visit,
examine into, and inspect the institutions in the university
and require annual reports fully verified by the regents
institutions of the highest character for policy or continued
interest to make an report required or for violation of any
law of any rule of the university; the regents may suspend
the charter or any of the rights and privileges of such
institution.

Chancellor and a vice
chancellor elected by
the regents; regents
provide for regular
meetings and called
meetings may be
held; commissioner
of education is ex-
ecutive officer; con-
stitute a quorum.

Necessary ex-
penses.

tendent of schools, and is a
person connected with
educational work.
The number shall be not more
than the number of exist-
ing judicial districts; each
judicial district shall at
ways have 1 regent, who
regent shall be a trustee of
any other principal or
student of the university;
elected by legislature in
joint sessions.

12 years; 1
elected each
year.

New York
Regents of the
University of
the State of New
York (contd.)



Digest of laws relating to State boards of education—(Continued.)

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
New York—Contd.						
North Carolina. (Cons. Art. IX, sec. 8; school laws, 1919, pp. 13-14, 55, 60.)			Governor, lieutenant governor, secretary of state, treasurer, auditor, superintendent of public instruction, and attorney general.	Continued until their term expires by legislative act.	Governor's presiding secretary, in addition, is a cabinet member, and such a majority of the governor may call a meeting at any time.	<i>Department's.</i> —The reports establish such departments and divisions as they deem needful in the discharge of their duties. The educational and administrative work is performed by 5 departments of the university—higher education, secondary education, elementary education, State institutions, and agriculture. The work of these departments is distributed among 11 divisions—viz., administration, attendance educational extension, examinations, history, institutions, law, library, school, public records, school libraries, statistics, visual instruction, and vocational schools. <i>Education building.</i> —It is occupied by the various divisions of the work, together with such other work as the regents may, in their discretion, provide for therein. The building and the offices of the departments are maintained at State expense.
North Dakota. (Session laws, 1919, ch. 71.)	5. Appointed members, 6 years.		State superintendent and commissioner of agriculture and labor ex officio and 3 members appointed by the governor.	Appointed members \$2,000 each and necessary traveling expenses.	Board of 6, 1 year, 1 year, and an ex-officio secretary. The former two being 4 members of the board.	Controls State permanent school fund ("literary fund"); appropriates State school funds; loans money from literary fund to county boards to build or improve schoolhouses; audits uniform system of textbooks in conjunction with subject-book commissioners; controls colored normal school; selects directors of the State normal and industrial colleges; subjects to the East Carolina Training school; may add subjects to course of study prescribed by law for the public schools; appoints establishment of public high schools by county boards.
Oklahoma. (Cons., Art. XIII, sec. 2; school laws, 1919, pp. 300-400.)	7. Appointive members, 6 years, 2 appointed, ex-officio 2 years; may not be re-elected during term except for cause.		Superintendent of public instruction, and 6 members appointed by the governor, at least 2 of whom shall have had at least 4 years' experience in actual school work, 2 of which must have been in Oklahoma.	Salary, traveling expenses, and hotel expenses not to exceed \$4,000 a day for appointive members.	Superintendent is president; secretary appointed by president to receive \$2,100 per annum.	Controls State educational institutions except State agricultural and mechanical college and district agricultural schools; has general supervision of public schools; adopts courses of study for common schools; arranges courses of study and adopts textbooks for higher institutions; makes rules regarding the issue of certificates; prepares examinations for application for issue of certificates; examines applications for State certificates; prepares examinations for graduates of the eighth grade; classifies high schools and accredits them to higher institu-

higher courts for reading articles; formulates rules regarding the organization, etc., of commercial and business colleges; is State textbook commission; prepares and submits budget for institutions under its control; approves colleges and universities which grant academic and professional degrees; apportions supplementary aid to weak districts; makes rules for administration.

Prescribes rules for the general government of the public schools; authorizes textbooks and supply of the same; inspects and prescribes rules fixing standards for high schools costing money from county high-school fund; indicates at least 60 per cent of the questions in theory and practice used in county examinations; decides appeals made to State superintendent and submitted by him.

Controls all real and personal property belonging to the State school fund; reports and recommends to the governor and legislature necessary legislation to make schools efficient; equalizes, through special appropriations or otherwise, the educational advantages of the different parts of the State; inspects and repairs reported by the schools or institutions which are supported by the State; encourages and promotes instruction in agriculture, manual training, and household arts; prescribes rules for the standardization and inspection of school buildings; inspects buildings for school buildings; provides for education of certain blind children; makes rules and regulations for management of State normal schools; administers vocational education; makes appointments to State scholarships.

Has general supervision and control of public schools, high schools, normal schools, and normal institutes; appoints State commissioner of education; prepares and furnishes blanks on which reports from all State-aided schools or institutions are required; furnishes registers for private schools and receives reports from them; bestows scholarships at Brown University, Rhode Island, to work in preparation for teaching; administers teachers' examinations; certifies teachers of blind; apportions pension law and prescribes education of blind; prescribes and provides for visitation and examination; maintains a system of traveling libraries; apportions State aid for inefficient schools; provides supervision for certain towns; appoints to State scholarships at Rhode Island School of Design and Rhode Island College of Pharmacy; serves as State board for vocational education; apportions State aid for vocational education; supervises re-education and rehabilitation of crippled victims of industry; approves standards for "reading and writing" tests in Americanization; and appoints supervisor of Americanization.

Superintendent is secretary. meets in January and July.

Superintendent is president and chief executive officer of board. makes its own by-laws and has such officers if deemed necessary.

Governor is president; commissioner of education is secretary. holds monthly meetings and may hold special meetings on call of president or secretary.

Governor, secretary of State and superintendent of public instruction.

Necessary expenses incurred in the performance of their duties.

Necessary expenses incurred in the discharge of duties.

Appointive members 4 years, 1 appointed each year.

Elective members 6 years; 2 elected each 2 years.

Oregon... laws, 1919, (School laws, pp. 6, 19, 140.)

Pennsylvania (School laws, 1919, ch. 60, 61, 99, 121, 164, 181.)

Rhode Island (School laws, 1910, pp. 4, 11, 25-27, 37, 46, 67, 73, 81, 87, 88, 90, 91, 191; ch. 528, Apr. 26, 1912; ch. 836, May 3, 1912; ch. 943, 944, 946, 947, Apr. 29, 1913; ch. 1224, Apr. 23, 1915; ch. 1547, Apr. 14, 1916; ch. 1470, Mar. 28, 1917; ch. 1622, Apr. 11, 1918; ch. 1604, Apr. 11, 1919; ch. 1715, Apr. 23, 1919; ch. 1872, Apr. 24, 1919.)

Digest of laws relating to State boards of education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
South Carolina. (School laws, 1919, pp. 11-14, 25, 63, 66, 77.)	9	4 years.	Governor and superintendent of education, ex officio, and 7 members appointed by the governor.	\$4 per diem and mileage as provided for members of legislature, may not be paid for more than 30 days.	Governor is president; superintendent is secretary; meets on call of the president or a majority of the members; majority is a quorum.	Is advisory board to superintendent; adopts rules for the government of public schools; prescribes uniform textbooks; determines appeals; prescribes rules for the examination of teachers; prescribes standards of efficiency for teachers' examinations before county boards; grants and may revoke State teachers' certificates; awards scholarships in the institutions supported in whole or in part by the State; appoints two of the three members of county board of education; prescribes courses of study for high schools; constitutes State high-school board; adopts rules governing school libraries and administers State aid; approves private and parochial schools attended by children between the ages of 8 and 14; administers vocational education.
Tennessee. (School laws, 1920, pp. 7-10, 80.)	11	Appointive members, 6 years, 3 appointed every 2 years.	Governor, superintendent of public instruction, ex officio, and 9 members appointed by the governor; at least 3 from each grand division of the State.	Necessary expenses and \$5 per day while attending meetings or engaged in committee work.	Governor designates chairman; superintendent is secretary.	Has control and management of the State normal schools, fixing course of study, employing teachers and other officers, prescribing entrance requirements and standards for graduation. It prescribes rules for the examination of candidates for county superintendent; classifies high schools and prescribes rules for granting State aid to such schools; regulates the examination and certification of teachers in high schools receiving State aid; adopts rules governing school libraries receiving State aid; apportions special funds for equalizing common schools, consolidation and supervision of rural schools, and supplementing salaries of county superintendents. Apportions school funds to counties, cities, towns, and districts; has charge of investment of permanent school funds; may create school districts at eleemosynary institutions; determines appeals from the State superintendent; grants State aid to high schools; administers vocational education, special rural school fund; approves and directs expenditure of funds for State-wide system of free textbooks.
Texas. (School laws, 1917, pp. 9-15, 92, 94, 96.)	3		Governor, secretary of state, and comptroller.		Governor is president; superintendent is secretary.	Has general control and supervision of public-school system; appoints 5 of 7 members to prescribe course of study for common schools; prescribes course of study for high schools; fixes standards for high schools; grants State diplomas and certificates to teachers; may approve diplomas and certificates from other States; promotes establishment and maintenance of libraries; controls Americanization and health education; is State board for vocational education.
Utah. (Laws of Utah, 1917, secs. 4505- 4516, 4540-4545, 4576-4582; ses- sion laws, 1919, ch. 84, §§, 86, 92, 93.)	9	6 years.	Superintendent of public instruction, president of the State University, president of the agricultural college, ex officio, and 6 other persons appointed by the governor with the consent of the senate.	Members not receiving salaries from the State receive \$4 per diem, and all members receive actual necessary expenses.	Superintendent is chairman; chairman appoints a secretary from among the members; meets on call of chairman at least 4 times a year; majority is quorum.	

<p>Vermont.....</p>	<p>3 5 years, 1 appointed each year.</p>	<p>5 members appointed by governor.</p>	<p>\$4 per diem and expenses incurred in performance of duties.</p>	<p>Governor designates chairman, holds at least four regular meetings each year.</p>	<p>Supervises and manages public educational system, including State schools of agriculture; supervises expenditure of all State money for administration and teachers; provides for publicity regarding educational conditions; provides for educational gatherings, institutes, summer schools, etc.; cooperates with free public library commission; power to create and establish a central normal school or school of education.</p>
<p>Virginia..... (School laws, 1910.)</p>	<p>8 Those elected by the senate, 4 years; the 2 appointed by the board serve 2 years.</p>	<p>Governor, attorney general, superintendent of public instruction, and 3 experienced educators elected by the senate from a list of eligibles from the faculties of State institutions. The board thus constituted shall associate with itself 2 division superintendents of schools, 1 from a county and 1 from a city; the 2 associate members shall not participate in the appointment of any public-school officials, otherwise their powers are equal with those of other members.</p>	<p>Reasonable expenses to appointive members.</p>	<p>Superintendent is president, majority constitutes a quorum, meets on call of the president or a majority of the members.</p>	<p>Has general administration of public-school system; controls school fund ("literary fund"); divides the State into appropriate school "divisions"; appoints "division" superintendents of schools and fixes the portion of their salaries paid by the State; prescribes the duties of the State superintendent; approves appointment of employees of superintendent's office and determines contingent expenses of such office; makes rules for government of schools; provides for examination of teachers by State board of examiners and for the inspection of schools by inspectors; selects textbooks and other educational appliances; supervises organization of summer normal schools; decides appeals from State superintendents; may amend superintendent's plan of apportionment of State school moneys; may fine, suspend, or remove division superintendents; appoints board of directors of State library; administers teachers' pension law; standardizes high schools and provides for their inspection; controls schools in State reformatories; approves lists of books for traveling libraries; registers higher institutions of learning.</p>
<p>Washington..... (School laws, 1909, pp. 12-14, 108, 106, ch. 16, Feb. 18, 1911.)</p>	<p>7 Appointed and elected members hold office for 2 years.</p>	<p>Superintendent of public instruction, president of the university, president of the State college, principal of one of the normal schools elected by the principals of State normal schools, and 3 holders of State life diplomas appointed by the governor, 1 a superintendent of a first-class district, 1 a county superintendent, and 1 a principal of a 4-year high school.</p>	<p>Actual necessary expenses; members not already on salary may receive \$5 per day when on special committee work.</p>	<p>Superintendent is president, deputy superintendent is secretary; one meeting annually and necessary special meetings on call of superintendent.</p>	<p>Prescribes rules for the general government of the common schools; prepares outline courses of study for primary, grammar, and high schools; prepares questions for examinations for graduation from grammar schools; examines and accredits secondary schools; outlines high-school extension courses and prescribes examinations; prepares questions to be used by county superintendents in examining teachers; approves entrance requirements at State university, State college, and State normal schools; approves courses of study in normal training in higher institutions; outlines courses of study in physical education for elementary schools, high schools, and courses of study in higher institutions; classifies high-school districts; is State board for vocational education.</p>

Digest of laws relating to State boards of Education—Continued.

State.	Members.	Term.	Composition.	Compensation.	Organization.	Powers and duties.
West Virginia (School laws, 1919, pp. 10-17.)	Appointive members, 6 years, 1 ap- pointed each year.		Superintendent of free schools ex officio; 6 mem- bers appointed by gov- ernor, at least 3 of whom are engaged in school work, not more than 3 ap- pointive members from the same political party.	Appointive mem- bers of local and advisory committees, \$1.00 per year and ex- penses incurred in attendance on meeting.	Board, 6 to 8 members and 10 to 15 school directors, 3 mem- bers elected a term of 1 year, salary \$1.50 per year; State su- perintendent is ex- ecutive officer. Board has advisory council on behalf of colored schools com- posed of 2 members appointed by gov- ernor, besides super- intendent of colored schools.	Makes rules and regulations concerning the standardiza- tion of all schools; has general direc- tion over the affairs; provides minimum stand- ards for courses of study; makes plans for erection of all school buildings; adopts textbooks, employs teachers for the State institutions; reports to the expenditure of funds appropriated for school purposes by the State legislature and by the Federal Government.
Wisconsin (Laws, 1917, pp. 159, 160; 1919, p. 160.)	10 Governor's appointive, 5 years, 1 appointed each year; 6 to 12 ap- pointive mem- bers, 2 years.		Governor and State super- intendent ex officio; 3 members appointed by governor; 3 members ap- pointed 1 each by regent of university, regent of normal schools, and State board of vocational educa- tion; 1 on appointive membership of such boards.	Members other than those re- ceiving salaries from the State or State institu- tions receive \$5 per day not ex- ceeding 10 days in any one year and actual ex- penses incurred. The State and other necessary expenses.	Board elects chair- man; committee of education's score card.	Has charge and management of all financial affairs relating to public account and biennial estimates for the education of the State; examines and studies business methods in management of and expenditure of public funds for common schools, county schools, in- dustrial schools, continuation schools, commercial, industrial and evening schools; day schools for deaf and blind, Stout Institute, military trade school, normal schools, and university; ascertains financial and business needs of such schools; reports thereon to legislature. Has general oversight of vocational and other special schools; prescribes standards of courses of study and grading and standardization of distribution; provides for and regulations for construction of school houses; may and regulations governing location and selec- tion of grounds; prescribes and publishes annually courses of reading; compends and publishes annually public lists of approved textbooks.
Wyoming (School laws, 1919, pp. 7-12.)	7 Appointed members, 6 years; 2 ap- pointed every 3 years.		State superintendent; ex of- ficio and 6 members ap- pointed by him with ap- proval of governor.			

STATE SUPERINTENDENT OF PUBLIC INSTRUCTION.

Data regarding the title, term, manner of selection, salary, and powers and duties of the State superintendent of public instruction or other chief State school officer are given in the tabular statement on pages 26 to 33.

Title.—Eight different titles are used by the several States in designating the chief State school officer. The most common title is that of "superintendent of public instruction," which is now used in 30 States; next in point of numbers is "commissioner of education," which is now used in 9 States, a gain of 5 States since 1915; the States using that term are Connecticut, Delaware, Massachusetts, Minnesota, New Hampshire, New Jersey, New York, Rhode Island, and Vermont. In Alabama and South Carolina the chief State school officer is designated superintendent of education; in Georgia and Maryland, superintendent of schools; in Maine and Missouri, superintendent of public schools; in Louisiana and Mississippi, superintendent of public education; in West Virginia, superintendent of free schools. In a considerable number of States the title is designated in the State constitution and can not easily be changed. The trend, however, seems to be in favor of "commissioner of education," which title came into use in connection with State officers in very recent years and has already been adopted in 9 States.

Term of office.—The terms of office of chief State school officers vary widely in the different States, ranging from 1 year to an indefinite term. In Delaware and Rhode Island, the term is only 1 year; in 14 States, Arizona, Arkansas, Colorado, Georgia, Idaho, Indiana, Kansas, Michigan, Nebraska, North Dakota, South Carolina, South Dakota, Tennessee, and Texas, the term is 2 years; in Maine, 3 years; in 24 States, Alabama, California, Florida, Illinois, Iowa, Kentucky, Louisiana, Maryland, Mississippi, Missouri, Montana, Nevada, New Mexico, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming, 4 years; in Massachusetts and New Jersey, 5 years; in Minnesota, 6 years; and in Connecticut, New Hampshire, New York, and Vermont, the term is indefinite, the officer serving at the pleasure of the State board.

Manner of selection.—Three methods of selecting the chief State school officer are followed: Election by the people, in 34 States; appointment by the governor, in 6 States; appointment by State board of education, in 8 States. The changes in methods by the various States since 1915 are as follows: Iowa, from appointment by governor to election by the people; Delaware, Maryland, Minnesota, and New Hampshire, from appointment by governor to appointment by State board; and Massachusetts, where the State board has been

made an advisory body, from appointment by State board to appointment by governor. The following shows the present method of selection in the various States:

He is elected by the people in Alabama, Arizona, Arkansas, California, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, North Dakota, Oklahoma, Oregon, South Carolina, South Dakota, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin and Wyoming.

He is appointed by the governor in Maine, Massachusetts, New Jersey, Ohio, Pennsylvania, and Tennessee.

He is appointed by the State board of education in Connecticut, Delaware, Maryland, Minnesota, New Hampshire, New York, Rhode Island, and Vermont.

The following statement regarding the selection of the chief State school officer is reprinted from the bulletin of this bureau, 1915, No. 5:

In nearly all of the States the office of State superintendent of public instruction was created as a political office; in the majority it has remained a political office; it is difficult to change it. There is a diversity of opinion among educational leaders as to how, in the interest of greater efficiency, he ought to be appointed, but the majority seem to favor his selection by a nonpartisan State board of education. Some of the serious disadvantages of his election by popular vote are reasonably clear:

(a) This method of appointment limits the field from which it selects the man for the position; he must be a citizen of the given State. In States where the superintendent is appointed by the State board of education, and in some States where he is appointed by the governor, he may be selected from the country at large. The city board of education selects its superintendent of schools from the country at large. Trustees of colleges and universities, even of State universities, select executive heads of these institutions from the country at large. Boards of directors in control of large business interests select their executive officers from the country at large. Such freedom of selection is clearly in the interest of better service.

(b) Where the State superintendent is elected by popular vote the salary is fixed beforehand by law; the salary can not be adjusted to fit the man desired, but a man must be found to fit the salary. It is clearly in the interest of better service that city school boards, trustees of colleges and universities, and boards of business directors have authority to adjust the salary of executive officers to the needs and effectiveness of the service.

(c) Where the State superintendent is selected by popular vote the term of office is short, two to four years, and reappointment is uncertain. The superintendent can not count on winning reappointment by rendering good service. Lack of continuity in the service, lack of basis for making and working out far-reaching plans, is a serious handicap to the superintendent, however capable.

(d) This method of appointment makes the office a political one and subjects it to all the fluctuations of party and factional politics. Under these conditions the position is not attractive; no one can look to it as a career.

These serious objections to the selection of the State superintendent by popular vote hold true in part at least when the appointment is left to the governor. In a few States the governor is authorized to select the State superintendent from within or without the State. In eight States, as previously mentioned, the State superintendent is appointed by the State board and is the executive officer of the board, performing such

duties as directed by it. If the State board is to be made responsible for the State's educational business, it would seem that it should have the selection of its own executive officer; it should be free to select him from the country at large; it should have power to determine his compensation, and should keep him at his post as long as he is effective.

Attention is called to the situation in two States, Idaho and Wyoming, each of which has a commissioner of education appointed by the State board in addition to a superintendent of public instruction elected by the people. In each of these States certain functions in regard to educational policies and management are assigned to the commissioner of education. In Idaho the commissioner receives a salary of \$6,000 per annum, and in Wyoming he receives \$3,000, the same amount that is paid the State superintendent.

Powers and duties.—In practically all the States having boards of education, the chief State school officer is executive officer of the board, whether appointed by the board or selected otherwise. As such executive officer he submits to the board recommendations regarding the administration of the school system and carries out the policies of the board. In States not having boards he is the sole executive officer of the State school system. The powers and duties of the superintendent in each State are summarized in the following pages.

Florida..... State superintend- ent of public in- struction.	3,000	By vote of the people.	Is member and secretary of State board of education; oversees all public instruction; has oversight of all matters pertaining to public instruction; holds public examinations and awards; appoints State school funds to counties; has privilege of calling on school officers and teachers; decides appeals or refers them to board of public instruction; holds meetings of county superintendents; holds teachers' institutes and employs instructors for them; prepares questions for county examinations; holds examinations for and issues State certificates; may grant life certificates to persons certified copies of lists of persons paying poll taxes; nominates persons to fill vacancies on county board; nominates school inspectors and 3 members of examining committee.
Georgia..... State superintend- ent of schools.	4,500	do.	Is member, secretary, and chief executive officer of State board of education; member of State board for vocational edu- cation; State geological board, State board of health, boards of elementary, corrective, and educational institutions to which public funds are appropriated, and literacy commission; appoints public-school funds; appoints with con- sent of board three State supervisors; appoints an expert accountant; to audit books of school officers; institutes suits to recover misapplied funds; prepares blanks for reports from sub-ordinate school officers; may suspend a county super- intendent for cause; visits all counties as far as practicable; makes annual report; organizes county institutions; member and executive officer of State board of education; executive officer of State board for vocational education;
Idaho..... Superintendent of public instruc- tion.	2,000	do.	Has general supervision of public schools; appoints and dismisses county superintendents and may require reports from such officers and teachers; has school laws printed and furnished them to school officers and libraries; makes biennial report to governor; visits all counties if practicable; is member of summer normal school commission and visits each school annually; prepares questions for county examinations; visits county superintendents and may require reports from such superintendents; is legal adviser of school officers; hears and determines controversies; grants State certificates; may submit forfeited school funds to list-keepers; requires auditor to withhold funds from counties until necessary reports are made; requires county superintendents to withhold funds from delinquent districts; visits charitable institutions; of an educational nature; is member and secretary of normal school board; member of board of trustees of State university; member and president of board of trustees of State teachers' pension and retirement fund; member and chairman of State examining board; member and chief executive officer of State board for vocational education.
Illinois..... State superintend- ent of public in- struction.	2,500	do.	Has general supervision of the public schools; has general supervision of the public schools; visits each county at least once during his term to examine audits; books; has supervision of the school funds with special reference to their safe investment; may require reports from school officers and for such purpose furnishes blanks; prescribes forms of bookkeeping; has school laws printed; interprets school laws to school officers; indorses approved certificates issued in other States; appoints a deputy superintendent in charge of industrial education.
Indiana..... Superintendent of public instruc- tion.	1,000	do.	Has general supervision and control over all public schools; determines needs of education; prescribes reports to be made by officers and teachers and prepares courses of study; prescribes forms for monthly school reports to State auditor; prepares plans and specifications for school buildings for county teachers' institutes; prepares questions for applicants to teach and for entrance examinations; has school laws published; hears and determines appeals; designates training schools for superintendents.
Iowa..... Superintendent of public instruc- tion.	3,000	do.	Is member of State board of education; has general supervision of the public schools; distributes State school funds to coun- ties; publishes school laws and distributes to persons entitled to receive them; decides controversies submitted through county superintendents; prescribes and furnishes blank forms; visits each county of the State at least once in 2 years; is member of textbook commission which is authorized to prepare and publish textbooks to be sold to schools at cost; files and preserves reports made to him; reports biennially to governor.
Kansas..... Superintendent of public instruc- tion.	4,000	do.	Is member and chairman of State board of education; is member of State board of examiners; appoints State school funds; inspects fiscal affairs and conduct of the offices of all school officials who handle public-school money and sees that all laws and regulations are enforced; visits and inspects all schools if practical; prescribes blanks, etc., for reports; fur- nishes them to school officers; collects and publishes general information in his annual report; regarding institutions for deaf, dumb, blind, and feeble-minded; edits school law biennially and publishes them with instructions, etc., on request; hears and determines appeals.

1. Incidental.
Idaho has a "State commissioner of education" appointed by the State board of education at a salary of \$5,000 per year, who acts as an adviser to the board on educa-
tional policies.

Digest of laws relating to chief State school officer—Continued.

Powers and duties.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties.
Louisiana Superintendent of public education.	4	By vote of the people.	\$1,000	Is member and secretary of State board of education; is ex officio a member of the boards of trustees of educational institutions controlled by the State; has general supervision of parish (county) school boards and of all elementary, high, and normal schools; visits parishes as often as practicable; makes biennial reports with recommendations; reports subordi- nate officers to State board of education for neglect of duty; misuse of school funds; etc.
Maine Superintendent of public schools.	3	Appointed by the governor.	1,000	Has general supervision of all public and private schools; directs the distribution of school funds; prescribes subordi- nate officers; prescribes examinations for teachers and superintendents; ascertains the number of children 5 to 21 years of age in the additional studies; prepares and furnishes blanks, etc. for making reports to his office and designates facts to be reported; holds annual conferences for the instruction of super- intendents; has school laws printed and distributed to school officers; examines candidates for teachers and issues State certificates; keeps list of approved candidates in his office; makes rules governing administration of teachers pension laws; holds summer training schools for teachers; classifies, ranks, and causes State-aided schools to be inspected; is member of board of trustees of normal schools; is chairman of State board of vocational education; pro- vides special courses of study for physical education and directs a special summer school for training rural helping teachers; approves common school and secondary school equalization funds; furnishes blanks for tests of sight and hearing.
Maryland State superintend- ent of schools.	1	Appointed by State board of education.	5,000	Is executive officer and professional adviser of State board of education; performs such duties as directed by board; non- issues certificates; inspects school laws; decides, all questions pertaining to proper administration of school funds; has veto power in selection of school officers; passes upon plans for construction of school buildings; has veto power in selection of school sites.
Massachusetts Commissioner of education.	3	Appointed by governor.	7,000	Is the executive and administrative head of the department of education and shall organize it in divisions and supervise the same; has charge of the administration and enforcement of all laws, rules, and regulations which it is the duty of the department to administer and enforce; has general supervision of all educational work supported in whole or in part by the State; visits different parts of the State to assist school officers and diffuse information; publishes and distributes matter for the promotion of public-school education; conducts teachers' institutes; collects information for annual report of board; is one of commissioners to invest and manage State school fund; chairman of State teachers' retirement board; trustee of Massachusetts Agricultural College and of textile schools; and chairman of advisory board of education.
Michigan Superintendent of public instruc- tion.	3	By vote of the people.	1,000	Is member and secretary of State board of education; is member of the State board of control of State educational insti- tutions, with the right to speak but not to vote; has general supervision of all public schools, including State institu- tions; appoints primary school interest fund; prepares and has printed a course of study for all public schools except city districts; secures supervision of county normal training classes; requires board of education to observe school laws; when necessary examines school district accounts and may require report; requires districts to conduct schools for term required by law; fixes time and place and appoints instructors for State teachers' institute and county institutes; removes for cause any member of a school board except in city school districts; prepares rules for teachers' institutes; libraries; prescribes courses of study for rural high schools; prepares questions for examination of teachers; hears and determines appeals; approves schools for accredited colleges; grants permission to districts to establish schools for the deaf; determines courses of study for rural high schools; approves teachers and courses of study of county schools of agriculture; approves plans and specifications for schoolhouses; has authority to condemn schoolhouses; approves plans for installing heating systems in schoolhouses; is executive officer of the vocational education board.
Minnesota Commissioner of education.	6	Appointed by the State board of education.	5,000	Has general supervision of public schools; reports to State aid; meets county and other general conventions for discussion of educational matters and distributes blanks, etc., for reports; enforces text book law; provides for teachers' institutes in the several counties and distributes blanks, etc., for reports; enforces and issues all certificates; inspects normal-school certificates to teach and may issue special certificates for music, drawing,

etc.; hears and determines appeals; enforces a uniform system of accounts and reports, examines and approves plans and specifications for schoolhouses; is member of State normal-school board; member of board of regents of State university.

Is member and president of State board of education; has general supervision of the public schools; apportions State school fund to counties and separate districts; prepares questions for county teachers' examinations; visits and inspects county agricultural high schools and reports thereon to board of education; is member of board of trustees of higher educational institutions; is member of State text-book commission.

Is executive officer of State board of education; has supervision of school funds; apportions school funds to counties; requires copies of records and such other information from county and district officers as he may deem important; prepares and furnishes blanks, etc., for reports; has school laws printed and distributed; confers with and advises school officers; visits and inspects schools; attends and assists in teachers' meetings; grants State teachers' certificates; visits and inspects high schools and publishes classified list; prescribes minimum course of study for each class; fixes time and place of county superintendents' convention; furnishes to county superintendents a list of publishers who have complied with text-book law; designates first-class high schools in which teachers' training courses may be held; receives reports from State educational institutions; controls distribution of State aid to high schools and to rural schools.

Is executive officer of board for vocational education; has general supervision of the public schools; apportions State school fund to counties; prepares courses of study for elementary and high schools and prescribes to what extent they shall be used; prepares and furnishes to school and teachers' institutes; prescribes rules for holding teachers' institutes and summer schools; prepares list of instructors and text-books and assists at such institutes; advises county superintendents; furnishes copies of records and determines appeals; prepares questions for county teachers' examinations; may grant temporary State certificates; prepares list of books for school libraries.

Has supervision of the public schools; apportions State school funds; has supervision of State aid to weak districts; reports and makes rules for all proceedings under the school laws; organizes and attends institutes; organizes and manages junior normals; issues State certificates and prepares questions for all teachers' examinations, both county and State; grades the answer papers and makes rules for the conduct of such examinations; approves city school certificates; furnishes approved price lists of text-books to school districts; is member of State normal school board; State library commission, State dental board, and State board of embalmers; is secretary of State board for vocational school funds.

Is member and secretary of State board of education; apportions State school fund; appoints prescribes rules for making districts; visits counties at least once in each year to conduct institutes; holds meetings of State board of regents and furnishes blanks, etc.; has school laws printed; may call county institutes; calls meetings of State board of education biennially and district institutes in other State board; requires reports from deputy superintendents; is director of orphan's home; appoints census takers in new districts; fills vacancies on county boards for unexpired terms; makes arrangements for county board falls so to do.

Is secretary and executive officer of State board of education; prescribes form of school registers and blanks for teachers' copies and publishes school laws; visits as many towns as practicable; organizes and holds at least one teachers' institute in each county annually and may employ instructors; assists school boards and superintendents in the instruction and development of vocational training; inspects and rates high schools; nominates inspectors of child labor; has authority to enforce attendance laws and laws relating to child labor; examines teachers and issues certificates; is regent of State board of medical examiners; approves hospital training schools.

1. Indefinite.

Mississippi Superintendent of public education.	4	By vote of the people.	4,000
Missouri Superintendent of public schools.	4	do.	3,000
Montana Superintendent of public instruction.	4	do.	3,400
Nebraska Superintendent of public instruction.	2	do.	2,000
Nevada Superintendent of public instruction.	4	do.	3,400
New Hampshire Commissioner of education.	(1)	Appointed by State board of education.	5,000



Digest of laws relating to chief State school officer—Continued.

State and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties.
New Jersey Commissioner of education.	5	Appointed by the governor.	\$10,000	Under State board of education has general supervision of public schools; designates a clerk to serve as secretary of State board of education; appoints four assistant commissioners, appoints inspector of buildings and inspects buildings; ascertains what children are below normal; directs county collector to withhold State funds from delinquent districts; is one of the trustees of the school fund; is a member of all boards of examiners; appoints county superintendent and county teachers; holds annual meetings of city and county superintendents; directs withholding salary of teachers not complying with regulations; receives reports from institutions receiving State aid; prepares blanks for making all reports and conducting proceedings; receives reports from school officers; has school laws printed; hears and decides controversies subject to appeal to board of education; loans plans for schoolhouses to districts and may require abandonment of unfit building; is member of public library commission and trustee of school fund.
New Mexico Superintendent of public instruction.	4	By vote of the people.	3,000	Is member and secretary of State board of education; has general supervision of public education; apportions current school fund to counties; distributes State-aid fund to districts; has general supervision over records and accounts of school boards; may suspend county superintendent for neglect of duty; visits counties as he deems proper; has printed and distributes blanks for reports; receives reports from school officers; has school laws printed; hears and decides controversies; enforces law relating to building of schoolhouses.
New York President of the university and commissioner of education.	4	Elected by the regents.	10,000	A president of the university, in addition to such other duties and functions as may otherwise be devolved upon him with the power and duty of general supervision over all educational work and activities in this State, it is his duty also to take himself to educational research, to the study of the educational work of the systems of other jurisdictions and, with the approval of the regents, to introduce and originate so far as possible better methods of education and especially to conduct it. He may attend all meetings of the board and its committees, submit matters for their consideration and participate in their discussion. The chief officer of education is not eligible for election to the office of president. As commissioner of education, he is the chief officer of the State system of education and of the university. In case of vacancy the chancellor succeeds to and has the powers of the commissioner, or this office be vacant the succession devolves upon the vice-chancellor or the senior regent or deputy appointed by the regents. Enforcement of all general and special laws relating to the educational system of the State, prescribed by the law committee, general supervision of industrial schools, trade schools, and schools of agriculture, mechanics, arts and home economics, general supervision of the State normal schools; membership on the boards of trustees of Cornell University, of Syracuse State College, of the State Agricultural College, of the State College for Teachers; responsibility for the safe-keeping of property and divisions of the department; the annuities of teachers' certificates and normal diplomas; the preparation and preservation of teachers' records; the preparation of registers, blanks, forms and regulations affecting the common law and self-officers; the administration of oaths and affidavits relating to the duties of his office or the schools of the State; to organize and furnish visual instruction through the schools, institutions, and organizations of the university; authority to organize and furnish training courses in schools to train teachers who shall give instruction to illiterates, and to divide the State into zones and appoint directors and teachers for the education of illiterates and non-English speaking persons; and the execution of such other powers and duties as he is charged with by the regents.

North Carolina Superintendent of public instruction.	4	By vote of the people.	1,100	1. member and secretary of State board of education; signs all orders paid by State treasurer for school purposes; publishes school laws and sees to their enforcement; instructs school officers, who must obey his instructions and interpretation of the school law; has supervision of learning of literary fund for construction of schoolhouses; prepares blanks, etc., for reports; prescribes course of study for public high schools; is secretary of text-book commission; is chairman of State board of examiners; is member of boards of trustees of certain State educational institutions; makes rules for rural libraries and furnishes lists of books; is trustee of State library; school commission; chairman of State educational commission; furnishes blanks for records and reports; holds meetings of county superintendents; has school laws printed and distributed to school officers; receives applications for State normal schools and high-school inspectors; approves plans for schoolhouses; issues certificates of qualification and training schools; is member of board of district libraries.
North Dakota Superintendent of public instruction.	2	do.	3,000	1. has general supervision of public education; has supervision of State school funds; requires reports from school officers and prescribes forms; makes an annual statistical report to the governor, has school laws printed and distributes to school officers; requires reports from private schools; on application by 3 taxpayers, appoints an examiner to audit a school district's account; submits abstract of enumeration of youth to State auditor for appointment of school fund; requires reports of high schools and grades such schools; furnishes to districts names of publishers of text-books with prices, etc.; inspects day schools for deaf, blind, and crippled; prepares questions for examinations for county teachers' certificates; evaluates credits required to take local examinations; approves colleges granting degrees; appoints State board of examiners and examines all certificates issued by them; appoints a sufficient number of assistants; appoints high-school inspectors; approves applications for State aid and rules of county examiners; ammits certificates of approval by board of examiners and approves suitable placards for same; on application by 5 voters, issues certificates of approval by teacher-training courses, and removes all professional teachers on the basis of non-certification; establishes teacher-training courses in high schools and approves officers of the State board of education which administers vocational education.
Ohio Superintendent of public instruction.	4	Appointed by the governor.	1,000	1. member, secretary, and administrative officer of State board of education; has general supervision of public instruction; has general supervision of the State board of education; has general supervision of educational interests; appoints State school aid to and school documents; appoints State school inspector; is member of commission on agricultural and industrial education; grants life certificates to graduates of State university on 24 semester hours in education; grants 2-year certificates on 4 year's attendance in State university; is head of department of high-school inspection and appoints 3 inspectors.
Oklahoma Superintendent of public instruction.	4	By vote of the people.	2,500	1. member and secretary of State board of education; has general supervision of public schools; prepares questions for examinations of graduates of high school; grade certificates 2 years of course of study for high schools; visits, if practicable, every county annually; attends county institutes and assists in their organization and development; keeps statistics of schools; prepares blanks, etc., for uniform reports; compiles and arranges school laws; decides appeals or may submit them to State board; issues letters and circulars to school officers relative to the conduct of the schools; holds annual State teachers' convention; issues orders of school officers to prepare questions for State examinations of teachers; appoints professional teachers to grade papers; issues State certificates and rules.
Oregon Superintendent of public instruction.	4	do.	3,000	1. member, president and executive officer of State board of education; has general supervision of public schools; appoints professional teachers; issues orders of payment of State school funds to district superintendents and fills vacancies in the county superintendency; prepares blanks for reports from school officers; inspects school laws and advises relative to their enforcement; classifies high schools and prescribes rules for admission of pupils; may condemn school buildings unfit for use; issues State teachers' certificates and endorses normal school diplomas; appoints board of normal school examiners; holds meeting of normal school principals to make course of study.
Pennsylvania Superintendent of public instruction.	4	Appointed by the governor.	12,000	1. During the pleasure of the regents.



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Digest of laws relating to chief State school officer—Continued.

State, and title of officer.	Term of office in years.	Manner of selection.	Salary.	Powers and duties.
Rhode Island... Commissioner of education.	1	Elected by State board of education.	\$6,000	Is secretary of State board of education; appoints State appropriation for public schools; hears and decides appeals and prescribes rules for making appeals; visits towns to inspect schools; assists in securing uniformity of textbooks in all towns; prepares program for summer school; makes special day and for Rhode Island independence day, arbor, and other special days; approves unions of towns for employment of teachers and draws order on treasurer for one-half of salaries; approves consolidation of schools; is one of managers of Rhode Island State College; holds teachers' institutes; is member of board of trustees of State normal school.
South Carolina... Superintendent of education.	2	By vote of the people.	2,500	Is member and secretary of State board of education; has general supervision of public schools; visits counties to inspect schools; registers, forms, etc., to county superintendents for making reports; prepares and furnishes reports from State of trustees of State university and State college; for women.
South Dakota... Superintendent of public instruction.	2	do.	2,000	Has general supervision of all public and private schools and of city and county superintendents; meets county superintendents in convention to secure uniform administration of the school laws; inspects and accredits high schools; inspects and accredits normal schools; inspects and accredits normal institutes; holds examinations of teachers and issues certificates; prepares questions for county examinations; is member of teachers' reading circle board of managers; is president of free library commission, State board of health, and normal training department of State and in high schools; approves courses in normal schools, colleges, and universities in State leading to teaching certificate.
Tennessee... Superintendent of public instruction.	2	Appointed by the governor.	3,000	Is chairman of State board of education; is chairman of State board of examiners; is member of all other educational bodies or associations; is treasurer of the Normal College fund; collects and disseminates statistical and other information regarding the public schools; makes inspection of public schools; holds county conferences of teachers; prepares and distributes blanks for reports of officers and workers; has school laws printed and distributed and sees that they are carried out; may appoint persons in each county to make schools and report thereon; requires county superintendents to report annually; reports scholastic population to State comptroller annually; has general supervision of county high schools; is member of State textbook commission; has general supervision of county high schools; is member of free library commission; supervises work of the director of library extension.
Texas... State superintendent of public instruction.	2	By vote of the people.	1,000	Is secretary of State board of education; appoints State school funds; has general supervision of public schools and of the administration of the school laws; hears and determines appeals from subordinate officers, but his decisions may be reviewed by State board; prescribes forms for reports; approves accounts to be paid from school fund by State treasurer; issues instructions to school officers, which instructions are binding; has school laws printed and distributed on their recommendations; holds examinations of school officers; examines and issues State certificates on their recommendations; prepares questions for county examinations; is member of State textbook commission; supervises summer normal institutes; has general supervision of school courses; is administrative officer in charge of system of distribution of textbooks; is executive officer of State board for vocational education; has charge of administration of \$2,000,000 special fund for rural schools.
Utah... Superintendent of public instruction.	4	do.	1,000	Is member and chairman of State board of education; has general supervision of public instruction; appoints State school funds; requires reports from counties and cities and schools; makes appointments from these not reporting; prepares and furnishes forms, blanks, etc., for making reports; visit each county in the State at least once a year; may examine officers' accounts relative to school funds; holds annual county conference; county and city superintendents; with principal of State normal school and county superintendent constitutes governing board of teachers' institutes; with principal of State normal school and county superintendent constitutes governing board of teachers' institutes; is member of State textbook commission; is member of commission to fix course of study; is member of juvenile court commission.

<p>Vermont Commissioner of Education.</p>	<p>4</p>	<p>By vote of the people.</p>	<p>1,000</p>	<p>Has general supervision of the State board of education; he calls, fills, and removes members of the board; he makes reports to and heard direct to, make reports to and heard convened the public educational system together with such recommendations as he deems proper for the promotion of the education of interest of the State.</p>
<p>Virginia Superintendent of public instruction.</p>	<p>4</p>	<p>do.</p>	<p>1,000</p>	<p>Is member and president of the State board of education; is member of boards of visitors of State educational institutions; sees to execution of school laws; prepares blanks and reports to board of visitors; may appoint persons to inspect schools in counties; makes inspections throughout the State; prepares blanks for appointing State school funds; prepares forms of contracts with teachers; signs warrants on behalf of the State for appointing State school funds to counties; issues certificates of appointment for teachers and for the administration of the school laws; attends educational meetings of county superintendents; requires annual reports from educational institutions and county superintendents; keeps directory of teachers and families of State educational institutions; is member of board of visitors of State College; is member of commission on community welfare; is member of trustees of teachers' retirement fund; is chief executive officer of State board for vocational education.</p>
<p>West Virginia Superintendent of free schools.</p>	<p>4</p>	<p>do.</p>	<p>5,000</p>	<p>Has general supervision of the public schools; appoints school fund income; attends educational meetings and makes investigation of educational systems and the condition of the public schools and disseminates educational information; prepares course of study for public schools; makes reports to the board of education; examines reports from school officers; holds annual county superintendent's convention; issues State teachers' certificates; makes regulations for the management of township and district libraries; is member of board of regents of the State university; is member of board of regents of normal schools and board of trustees of teachers' retirement fund.</p>
<p>Wisconsin Superintendent of public instruction.</p>	<p>4</p>	<p>do.</p>	<p>5,000</p>	<p>Has general supervision of the public schools; makes rules and regulations for carrying school law into effect; explains law; decides disputes; furnishes contracts to publishers for sale of textbooks; advises regarding courses of study in State Normal School; may revoke certificates; arranges time, place, and manner of holding examinations; issues certificates on recommendation of State board of education.</p>
<p>Wyoming Superintendent of public instruction.</p>	<p>4</p>	<p>do.</p>	<p>3,000</p>	<p>Has general supervision of the public schools; makes rules and regulations for carrying school law into effect; explains law; decides disputes; furnishes contracts to publishers for sale of textbooks; advises regarding courses of study in State Normal School; may revoke certificates; arranges time, place, and manner of holding examinations; issues certificates on recommendation of State board of education.</p>

¹ Indefinite.
² Wyoming has also a county superintendent of education elected by the State board of education who executes the educational policies of the board under general supervision and direct supervision of the State superintendent. His salary is \$3,000 per annum.



STAFFS OF STATE DEPARTMENTS OF EDUCATION.

Up to a comparatively recent date State departments of education were small organizations devoting themselves almost entirely to routine, clerical, and statistical work, the staff consisting usually of the State superintendent and a very few clerks. Considerable enlargement of these departments has been made in most of the States in recent years. This is due to changing conditions in education whereby the duties of the State departments have been enlarged greatly, the need of field workers to assist local communities and school officers in solving educational problems, the enactment of the Federal vocational education law, compulsory education, provision for physical education, Americanization, teacher-placement, pensions, etc. The growth of State departments in the South may be attributed almost entirely to two factors: The addition of field workers in rural and secondary education through help furnished by the General Education Board and the addition of directors and supervisors of vocational education due to the enactment of the Smith-Hughes law.

The number of persons necessary to perform efficiently the work of a State department depends largely upon the size of the State, the nature and size of the population, and the diversity of its educational interests. For instance, the New York State Department of Education, which has under its jurisdiction the State museum, the State library, the State library school, higher educational institutions, and the care and upkeep of the large educational building, naturally requires a much larger staff than do the State departments of other States.

This question of the size of a State department was discussed by State Supt. C. P. Cary, of Wisconsin, in February, 1920, at the meeting of the Department of Superintendence of the National Education Association. He stated that in a State the size of Wisconsin or Indiana a State department can reach a high degree of efficiency with a force of about 40 persons, including stenographers and clerks, but not including museum directors, attendance officers, examiners for teachers' licenses and the like, and that of the 40 persons about a dozen should be stenographers and clerks. Of the remainder there should be "at least one man to look after the general correspondence, one to look after appeal cases and questions of law, a statistician with enough training and experience to interpret educational statistics, and a first assistant. This would leave approximately 25 persons who would spend a large share of their time (at least three-fourths during the period schools are in session) in field work." The

number of persons assigned to various duties would be about as follows:

Supervisors of educational tests and measurements.....	2
Supervisors of rural schools.....	4
Supervisor of rural teacher training.....	1
Supervisors of grade work in cities.....	4
Supervisors of high schools.....	3
Supervisor of manual training.....	1
Supervisor of domestic science.....	1
Psychologists and supervisors of exceptional cases.....	2
Director of physical education.....	1
Supervisor of education of deaf and blind.....	1
Supervisors of village and graded rural school.....	3
Supervisor of music.....	1
Supervisor of drawing.....	1
School architect.....	1

The above list comprises 26 positions, and does not provide for all the functions exercised by some of the State departments. For instance, the comparatively small department of South Carolina of 23 persons, including 7 persons who are merely lent to or cooperate with the department, has a supervisor of mill schools, a supervisor of colored schools, a supervisor of adult schools and night schools, a school community organizer, and two members of the board of examiners, none of which is included in the 41 positions specified by Supt. Cary. Neither does Supt. Cary's list provide for the supervision of vocational education, which, in most of the States, has been assigned to the State department of education.

It is evident, therefore, that no hard and fast rule as to the personnel of State departments can be laid down, but it is a fact that very few of the departments, even in the larger States, have as many as 40 persons on their staffs. Most of the departments are seriously undermanned, and it is difficult to see how the duties devolved upon them can be performed promptly and efficiently. As a rule, the clerical staff is not sufficiently large to perform the routine and clerical work, much of which, therefore, devolves upon the small supervisory staff. It is wasteful and extravagant to require a \$3,000 or \$5,000 specialist to do the work that can be done easily, and frequently better, by a \$1,000 or \$1,200 clerk.

On pages 39 to 48 will be found a list of the positions in each of the State departments of education, together with the salary attached to each position in so far as the data were reported by the departments. The information is practically complete for all the States. Conditions have improved considerably in most of the States during the past five years, both in the number of employees and in the salaries paid. The State department which has had the most thorough reorganization in that time is undoubtedly that of Pennsylvania, which

has been completely reorganized and greatly enlarged with more adequate salaries under the superintendency of Dr. Finegan. An examination of the organization lists shows, however, that in most of the State departments the salaries are still lamentably low and very inadequate.

On pages 37 and 38 is a tabular statement showing the salaries attaching to certain positions in the departments having such positions. Wherever there are several positions having the same title but different salaries the highest salary is given in that table.

With respect to the salary of the chief State school officer, it is found that the salaries range from \$2,900 in Nebraska to \$12,000 in Pennsylvania. Two States, New Jersey and New York, pay \$10,000; Connecticut pays \$9,000, Maryland \$8,000, and two States, Illinois and Massachusetts, pay \$7,500; in six States the salary of the State superintendent is less than \$3,000. In all the States paying less than \$4,000 the State superintendent is elected by vote of the people. In nine different State departments there are members of the staff who receive salaries higher than those paid the State superintendents.

With respect to the salaries of members of the department, State Supt. Cary, in the address previously referred to, gave it as his opinion—

that \$2,500 ought at the present time to be a minimum for women and \$3,000 a minimum for men. I would not undertake to place a maximum, but it should be sufficiently high to secure men of great enthusiasm and energy, with the best modern training and with splendid social qualities. They should certainly be equal in every essential respect to the men who serve as professors of education in our best universities.³

In Pennsylvania and New York most of the principal members of the staffs receive between \$4,000 and \$5,500 per annum.

³ School and Society, Mar. 20, 1920, p. 312.

STAFFS OF STATE DEPARTMENTS OF EDUCATION.

Salaries of certain officers in State departments of education.

State.	State superintendent of education.	Deputy superintendent or associate superintendent of education.	Chief of administrative division or chief clerk.	Superintendent of rural schools.	Superintendent of high schools.	Director of vocational education.	Superintendent of normal schools.	Superintendent of industrial arts.	Superintendent of agriculture.	Superintendent of domestic science.	Director of American teacher training.	Director of teacher training.	Secretary of retirement fund.
Alabama	\$5,000	\$3,000	\$2,000	\$3,500	\$1,000	\$3,000	\$3,000	\$3,000	\$3,000	\$2,000	\$3,500	\$1,000	\$3,000
Arizona	3,000	2,000	1,500	3,500	3,500	3,000	3,000	3,000	3,000	3,000	3,000	2,500	2,000
Arkansas	2,500	1,500	1,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000	1,500
California	5,000	3,000	2,000	3,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Colorado	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Connecticut	4,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Delaware	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Florida	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Georgia	4,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Illinois	4,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Indiana	4,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Iowa	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Kansas	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Kentucky	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Louisiana	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Maine	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Maryland	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Massachusetts	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Michigan	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Minnesota	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Mississippi	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Missouri	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Montana	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000
Nebraska	3,000	2,000	1,500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,000

1 Assistant commissioner.
 2 Supervisor of elementary education.
 3 Director of investigations and surveys.
 4 Part time.
 5 is also director of vocational education.
 6 is also secretary of retirement fund.
 7 Includes \$1,200 as executive officer vocational education board.

Salaries of certain officers in State departments of education—Continued.

State.	State superintendent or acting superintendent of education.	Deputy superintendent or assistant superintendent.	Chief of administrative division or clerk.	Superintendent of rural schools.	Superintendent of high schools.	Director of normal education.	Superintendent of trade and industry.	Superintendent of home economics.	Director of physical education.	Director of Americanization.	Director of teacher placement.	Superintendent of teacher training.	State secretary of retirement or pension fund.
Nevada.....	\$3,000	\$2,000	\$3,000	\$5,000	\$5,000	\$5,000	\$2,750	\$2,700	\$1,750				
New Hampshire.....	5,000	1,000	1,000	1,000	1,000	1,000	2,500	2,000	5,000				
New Jersey.....	10,000	5,000	2,000	5,000	5,000	5,000	2,500	2,000	5,000				
New Mexico.....	3,000	2,250	1,500	1,500	1,500	2,500	1,500	1,500	1,500	\$1,000	\$1,000	\$2,500	
New York.....	10,000	2,000	2,000	1,500	1,500	3,500	2,500	2,000	3,000	15,500	2,000		
North Carolina.....	1,000	2,000	2,000	2,000	2,000	3,500	2,500	2,000	2,000		3,500		
Ohio.....	3,000	2,500	2,500	2,500	2,500	2,500	3,000	2,500			2,500		
Oklahoma.....	2,500	2,000	2,000	2,000	2,000	2,000	1,500	1,500			2,500		
Oregon.....	3,000	2,000	2,000	2,000	2,000	2,000	1,500	1,500			2,500		
Pennsylvania.....	12,000	2,500	5,000	5,000	1,000	5,000	1,000	2,500	1,000	3,000	3,000	\$1,200	
Rhode Island.....	5,000	1,000	1,000	1,000	1,000	1,000	3,000	2,500	1,000	1,500	2,500		
South Carolina.....	2,500	2,500	1,500	1,500	1,500	1,500	2,500	2,500	2,000	2,000	2,500		
South Dakota.....	2,400	2,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	2,500		
Tennessee.....	3,000	2,500	2,000	2,000	2,000	2,000	1,000	1,000					
Texas.....	4,000	2,700	1,000	4,000	2,000	3,500	2,500	2,500	3,000	2,500	3,500	1,500	
Vermont.....	4,000	3,300	2,000	2,000	2,500	3,000	2,500	2,500	3,000	2,500			
Virginia.....	6,000	2,000	2,000	2,000	3,000	3,000	2,500	2,500	2,500	2,500	1,500		
Washington.....	4,500	3,500	1,500	2,000	2,000	1,500	2,500	2,500	2,500	1,500	3,500		
West Virginia.....	3,000	3,000	2,000	2,000	2,000	1,500	2,000	2,000	2,000				
Wisconsin.....	2,000	1,500	2,000	3,000	3,000	3,000	1,000	1,000	1,000			1,500	
Wyoming.....	3,000	2,100	1,500	3,250	1,500	3,000	2,000	1,500	1,500			1,000	

* Assistant commissioner. † Half time. ‡ Part time. § Is also director of vocational education. ¶ Is also secretary of retirement fund.



MEMBERS OF STAFFS OF STATE DEPARTMENTS OF EDUCATION AND SALARIES PAID EACH.

ALABAMA.		CALIFORNIA.	
State superintendent of education.....	\$5,000	State superintendent of public instruction.....	\$5,000
Assistant superintendent and director of teacher training.....	4,000	Deputy superintendent of public instruction.....	3,000
Chief clerk.....	2,400	Assistant superintendent in charge of Americanization.....	3,000
2 bookkeepers.....	1,800	Commissioner of elementary schools.....	4,000
Filing clerk.....	1,500	Commissioner of secondary schools.....	4,000
Certification and placement secretary.....	3,500	Commissioner of industrial and vocational education.....	1,000
Assistant certification and placement secretary.....	2,100	Supervisor of trade and industrial instruction.....	3,600
Reading circles secretary.....	2,100	Supervisor of agricultural instruction.....	3,600
Teacher-training supervisor, Far Negro school.....	1,800	Supervisor of teacher-training courses in home economics.....	3,600
Statistician.....	3,000	Supervisor of physical education.....	3,600
2 supervisors of rural schools.....	3,500	3 assistant supervisors of physical education.....	2,400
Supervisor of construction.....	3,300	Secretary, commission on credentials.....	3,000
Architectural draftsman.....	2,500	Assistant secretary, commission on credentials.....	1,620
Specialist in primary education.....	2,250	Assistant secretary, State board of education.....	2,100
Specialist in elementary education.....	2,100	Assistant secretary, retirement board.....	1,920
Supervisor of secondary education.....	4,000	Statistician.....	2,400
Assistant supervisor of secondary education.....	3,000	Bookkeeper.....	2,100
Director of physical and health education.....	3,000	Do.....	1,320
Director of vocational education.....	1,000	Secretary to State superintendent.....	1,800
Supervisor of agriculture.....	3,000	Assistant statistician.....	1,200
Supervisor of trades and industry.....	3,000	Assistant bookkeeper.....	1,440
Supervisor of home economics.....	2,400	Attendance agent.....	1,680
Secretary for exceptional education.....	2,400	2 stenographers.....	1,500
10 stenographers.....	12,500	Do.....	1,380
Total.....	\$3,010	Stenographer.....	1,200
		Do.....	1,200
		Do.....	1,080
		9 stenographers.....	1,020
		Stenographer.....	900
		3 clerks.....	1,320
		Clerk.....	1,200
		Messenger.....	780
		Total.....	\$3,780
		COLORADO.	
		State superintendent of public instruction.....	6,000
		Deputy state superintendent of public instruction.....	2,100
		Rural-school supervisor.....	1,800
		Staffsleian.....	1,500
		Assistant librarian.....	1,500
		State teacher of blind.....	1,500
		Secretary to state teacher of blind.....	1,000
		2 stenographer.....	1,200
		Clerk.....	1,200
		Total.....	16,000
		CONNECTICUT.	
		Commissioner of education.....	6,000
		Chief clerk.....	3,500
		Supervisor of secondary education.....	5,000
		Supervisor of elementary education.....	5,000
		30 supervising agents.....	2,300-4,500
		Director of trade and vocational education.....	5,000
		Director of accounts and purchase.....	3,000
		* Loaned to department by State university.	
ARIZONA.			
State superintendent of public instruction.....	3,300		
Deputy superintendent of public instruction.....	2,700		
3 stenographers.....	1,500		
3 members board of examiners.....	300		
Director of vocational education.....	3,600		
State supervisor of home economics.....	2,200		
State supervisor of agriculture.....	2,500		
State supervisor of trades and industry.....	2,700		
2 stenographers.....	1,200		
Total.....	24,800		
ARKANSAS.			
State superintendent of public instruction.....	2,500		
Deputy superintendent of public instruction.....	1,800		
Assistant deputy superintendent of public instruction.....	1,200		
High-school inspector.....	3,500		
3 rural school agents.....	3,500		
2 clerks.....	1,900		
State supervisor of agriculture.....	4,000		
State supervisor trades and industries.....	4,000		
State supervisor home economics.....	3,000		
Supervisor teacher-training vocational agriculture.....	2,500		
Clerk.....	1,200		
Total.....	36,100		
* Receives salaries from General Education Board.			

STATE DEPARTMENTS OF EDUCATION.

CONNECTICUT—Continued.

Director of Americanization.....	\$3,000
Supervisor of evening schools.....	3,000
Director of investigations and surveys.....	3,250
Supervisor of attendance and employment.....	3,000
8 attendance agents..... each..	1,800
6 school nurses..... do.....	1,500
Supervisor of examinations and certificates.....	2,500
35 clerks.....	\$800-1,750
Total.....	\$233,875

DELAWARE.

Commissioner of education.....	5,000
Assistant commissioner of education.....	3,600
Director of vocational education and teacher trainer.....	4,000
Supervisor of vocational agriculture.....	3,500
Supervisor of vocational home economics.....	2,500
Supervisor of trades and industries.....	4,500
Stenographer.....	1,500
Do.....	1,200
Total.....	26,400

FLORIDA.

State superintendent of public instruction.....	3,000
2 rural school inspectors..... each..	2,000
State agent for Negro rural schools.....	3,000
High-school inspector.....	3,000
Chief clerk.....	2,200
Statistician.....	1,800
Certificate and Smith-Hughes clerk.....	1,800
2 stenographers..... each..	1,200
3 members State board of examiners..... do....	2,000
State director for vocational education.....	3,000
Supervisor of agricultural education.....	3,000
Supervisor of trades and industries.....	3,000
Supervisor of home economics.....	2,000
Total.....	38,800

GEORGIA.

State superintendent of schools.....	4,500
3 State supervisors for rural schools..... each..	3,000
Rural school agent.....	3,500
Special supervisor for Negro work.....	3,500
State school auditor.....	3,000
State high school inspector.....	3,500
Clerk.....	2,000
Secretary.....	1,800

Vocational Education.

Supervisor of agriculture.....	3,500
Supervisor of trades and industries.....	3,600
Supervisor of home economics.....	2,400
Grand total.....	40,300

IDAHO.

State commissioner of education.....	6,000
State superintendent of public instruction.....	2,400
Business agent and auditor.....	2,700
Assistant to State superintendent.....	2,000
Chief clerk.....	1,500
Certification clerk.....	1,560
Bookkeeper.....	1,380
2 stenographers.....	1,320

* An average used for supervising agents and clerks.

† Paid by General Education Board.

IDAHO—Continued.

Vocational Education.

State director of vocational education.....	\$3,200
State supervisor of home economics and teacher training.....	2,400
State supervisor of agriculture and teacher training.....	2,600
Assistant State supervisor of trades and industries and teacher training.....	2,550
Assistant State supervisor of trades and industries (mining).....	2,600
Stenographer.....	1,320
Grand total.....	31,850

ILLINOIS.

State superintendent of public instruction.....	7,500
Supervisor of high schools.....	4,800
Do.....	3,360
3 assistant superintendents for duty as—	
Supervisor rural and elementary schools.....	3,420
Do.....	3,420
Head of legal department.....	3,420
Chief clerk.....	2,616
Textbook clerk.....	2,400
Statistical clerk.....	2,400
Do.....	2,304
Clerk.....	2,000
2 stenographers..... each..	1,260
3 stenographers..... do.....	1,200
Messenger.....	1,080

State Examining Board for County Certificates.

Secretary.....	3,420
Stenographer.....	1,200

Board of Trustees for Illinois State Teachers' Pension and Retirement Fund.

Secretary.....	3,600
2 clerks..... each..	1,200
2 stenographers..... do.....	1,200

Board for Vocational Education.

Supervisor of industrial education.....	4,000
Supervisor of agricultural education.....	3,800
Supervisor of home-economics education.....	3,000
Assistant supervisor of industrial education.....	2,400
Assistant supervisor of agricultural education.....	2,400
Clerk.....	1,800
2 stenographers..... each..	1,200
Official adviser on the recognition of schools of music..... Expenses.	
Official adviser on the recognition of kindergartens..... Expenses.	
3 official advisers on the recognition of colleges and universities..... Expenses.	
3 deputy examiners for entrance into dental and medical colleges..... Fees.	
Grand total.....	\$77,600

INDIANA.

State superintendent of public instruction.....	\$5,000
Assistant superintendent of public instruction.....	3,000
Deputy superintendent of public instruction.....	1,800
High school inspector.....	2,500
Director of vocational education.....	6,000

‡ Exclusive of expenses and fees.

INDIANA—Continued.

Supervisor of teacher training.....	\$3,000
Clerk of manuscript department.....	2,300
State director of agriculture.....	3,700
State director of home economics.....	2,000
Clerk.....	1,400
2 stenographers..... each.....	1,400
7 stenographers..... do.....	1,200
Total.....	41,900

IOWA.

State superintendent of public instruction.....	4,000
Deputy State superintendent of public instruction.....	2,700
Chief clerk.....	1,800
Secretary to State superintendent.....	1,500
Inspector of normal training high schools.....	2,400
Inspector of consolidated schools.....	2,400
Inspector of graded and high schools.....	2,400
Inspector of rural schools.....	2,400
State director of vocational education.....	3,000
Supervisor of trades and industries.....	3,000
Assistant supervisor of agriculture.....	2,700
Supervisor of home economics.....	2,200
Clerk.....	1,020
Secretary, educational board of examiners.....	1,800
3 stenographers..... each.....	1,200
Director of the teachers' placement bureau (half time).....	1,200
4 clerks..... each.....	1,200
Clerk.....	960
Total.....	44,420

KANSAS:

State superintendent of public instruction.....	3,000
Assistant State superintendent of public instruction.....	2,200
Chief clerk.....	1,650
Statistical clerk.....	1,200
2 stenographers..... each.....	1,000
Secretary, State board of education.....	2,400
Stenographer to secretary, State board of education.....	1,200
2 high-school supervisors..... each.....	2,000
2 rural-school supervisors..... do.....	2,000

Vocational Education.

State director of vocational education (one-half time).....	2,000
State supervisor of vocational agriculture.....	2,500
Stenographer.....	1,200

Grand total..... 27,350

KENTUCKY.

State superintendent of public instruction.....	4,000
State supervisor of high schools ¹	3,500
3 State rural-school supervisors ¹ each.....	3,500
State supervisor and director of vocational education.....	3,000
State supervisor of home economics education.....	2,700
Director of physical education.....	4,000
Chief clerk.....	2,500
1 clerk.....	1,500
Do.....	1,200
Do.....	1,000
2 stenographers..... each.....	1,500
3 stenographers..... do.....	1,200

Bureau of Inspection.

2 inspectors..... each.....	1,000
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Grand total..... 42,500

¹ Receive salaries from General Education Board.

* State department reports that it is looking also for a specialist in measurements at \$5,000 or \$6,000.

LOUISIANA.

State superintendent of education.....	\$5,000
State high-school inspector.....	4,000
Assistant State high-school inspector.....	3,600
Chairman State teachers' examining committee and State institute conductor.....	4,000
State rural-school supervisor.....	4,000
Assistant State rural-school supervisor.....	3,000
Do.....	3,000
State director of physical training.....	3,600
State agent of rural schools for Negroes.....	4,500
Assistant State agent of rural schools for Negroes.....	3,600
State supervisor of leaner teachers (Negro).....	1,200
State Rosenwald building agent (Negro).....	1,500
State supervisor of agricultural schools.....	3,600
State director of agricultural teacher-training.....	3,600
State supervisor of home economics.....	3,000
Assistant State supervisor of home economics.....	2,400
Chief clerk.....	3,000
Clerk.....	2,400
Do.....	1,800
5 clerks..... each.....	1,200
Porter.....	900
Total.....	67,700

MAINE.

State superintendent of public schools.....	4,600
Deputy State superintendent of public schools.....	3,250
Agent for secondary education.....	2,700
Agent for unorganized territory.....	2,700
Agent for rural education.....	3,200
Do.....	2,700
State director of vocational education.....	2,700
State supervisor of agricultural education.....	2,400
State supervisor of trades and industries.....	2,400
State supervisor of home economics.....	1,700
Secretary.....	1,200
2 clerks..... each.....	1,000
Clerk.....	936
2 clerks..... each.....	900
Clerk.....	800
2 clerks.....	780
Total.....	36,646

MARYLAND.

State superintendent of schools.....	8,000
Assistant superintendent of schools.....	6,000
Supervisor of high schools.....	4,250
Supervisor of high schools.....	4,000
Supervisor of rural schools.....	4,250
Supervisor of vocational education.....	5,000
Supervisor of physical education.....	5,000
Supervisor of colored schools.....	4,000
Supervisor of public school music.....	3,000
Executive secretary.....	3,000
Chief clerk.....	2,000
Credential clerk.....	1,800
Bookkeeper.....	1,200
2 stenographers..... each.....	1,200
Stenographer.....	1,000

Total..... 55,900

STATE DEPARTMENTS OF EDUCATION.

MASSACHUSETTS.

Commissioner of education	\$7,500
2 deputy commissioners of education, each	5,000
Bushes, agent	3,120
Director of Americanization	1,200
Assistant in Americanization	2,200
Agent in charge of teacher-training division	3,500
Agent in charge of teacher-training course for agricultural schools	1,750
Agent in charge of trade-school course for industrial teacher	1,750
Administrative agent	2,500
Agent in charge of teacher training for day and evening household arts school	2,500
Assistant in teacher training for day and evening household arts school	1,250
Associate in teacher training division	1,250
Agent in charge of rural schools	2,500
Supervisor of day and evening schools for boys and men	3,750
Agent for high schools	3,750
Agent for elementary schools	3,400
Agent for research and statistics	3,400
Agent in charge of restriction of teachers	2,820
Agent in charge of day and evening school for girls and women	2,400
Assistant in evening practical school	1,500
Associate in education	1,200
Director of university extension	700
Agent in charge of extension classes in industrial subjects	3,000
Agent in charge of correspondence instruction	2,500
Editor and supervisor of extension instruction	3,000
Normal instructor, extension division	1,500
Do.	1,500
Do.	1,410
4 normal instructors, extension division, each	1,320
Normal instructor, extension division	1,300
2 normal instructors, extension division, each	1,200
Normal instructor, extension division	1,200
Do.	1,140
Do.	1,080
Bookkeeper	1,080
Stenographer	1,080
Do.	1,500
Do.	1,350
Do.	1,200
Do.	1,200
2 stenographers, each	1,100
5 stenographers, do.	1,080
6 stenographers, do.	1,020
4 stenographers, do.	900
5 stenographers, do.	800
2 stenographers, do.	800
Stenographer	700
2 stenographers, each	750
Chief clerk	2,100
Clerk	1,800
Do.	1,500
Do.	1,200
2 clerks, each	1,080
Do.	1,020
Do.	960

* Part time only.

MASSACHUSETTS—Continued.

Clerk	\$300
2 clerks, each	80
7 clerk, do.	780
7 clerks, do.	660
11 clerk, do.	600
Total	173,410

MICHIGAN.

State Superintendent of public instruction	4,000
Deputy superintendent of public instruction	3,000
2 assistant superintendents of public instruction, each	2,500
High school inspector	2,500
Director of physical education	3,000
Chief clerk	1,500
County normal supervisors, 2	1,500
2 editors, vocational education	1,500
Director of vocational education for adult school	1,500
Assistant director of vocational education for adult school	800
Clerk for vocational education for adult school	400
Textbook clerk	1,400
Shipping clerk	1,400
Chief distributor	1,500
Statistician	1,200
3 statisticians	1,100
Statistician	1,000
3 stenographers	1,500
Stenographer	1,200
Do.	1,100
2 stenographers	1,000
Janitor	800

Vocational Education.

Acting State director of vocational education	1,500
Supervisor of agricultural education	25,000
Supervisor of industrial education	5,000
Supervisor of home economics education	600
Clerk	1,200
Grand total	58,530

MINNESOTA.

Commissioner of education	5,000
Deputy commissioner of education	3,500
Inspector of rural schools	3,500
Assistant inspector of rural schools	3,000
Do.	2,250
Inspector of high schools and director of vocational education	4,000
Inspector of elementary schools	3,500
Inspector of teacher-training schools	3,500
Assistant inspector of high and graded schools	3,000
Supervisor of agricultural education	3,000
Supervisor of trade and industrial education	3,000
Supervisor of home economics education	2,800
Inspector of buildings and director of special classes	3,500
Director of libraries	2,500
Supervisor of school libraries and field organizer	2,200
Librarian	1,500
Reference librarian	1,350

STAFFS OF STATE DEPARTMENTS OF EDUCATION.

MINNESOTA—Continued.

Director of employment bureau and secretary of the teachers' retirement fund association.....	\$3,000
Director of reeducation of injured persons.....	3,500
Inspector of reeducation.....	3,000
Placement officer.....	1,500
Accountant and statistician.....	2,500
Certificate clerk.....	1,500
Secretary to commissioner.....	1,500
Secretary employment bureau.....	1,500
2 stenographers and clerks..... each	1,300
Stenographer and clerk.....	1,200
4 stenographers and clerks..... each	1,200
Do.....	1,000
2 stenographers and clerks..... each	1,020
Stenographer and clerk.....	900
Clerk.....	1,020
Do.....	900
2 clerks..... each	900
Clerk.....	750
Total.....	\$7,210

MISSISSIPPI

State superintendent of education.....	4,500
Assistant State superintendent of education.....	3,000
State high-school inspector.....	3,500
State rural-school supervisor.....	3,500
State supervisor of Negro schools.....	3,000
2 assistant supervisors of Negro schools..... each	2,500
State director vocational agricultural education.....	3,750
Assistant director vocational agricultural education.....	2,500
State supervisor of home economic.....	2,500
State supervisor trade and industrial education.....	2,750
Director of health education.....	4,000
President State board of examiners.....	1,000
2 members State board of examiners, each.....	900
Secretary State board of examiners.....	1,200
Clerk to rural-school agents.....	1,500
Clerk to vocational director.....	1,800
Clerk to high-school supervisor.....	1,800
2 clerks..... each	1,800
2 clerks..... each	1,200
Total.....	\$2,900

MISSOURI

State superintendent of public schools.....	3,000
Chief assistant.....	2,800
Teacher-training inspector.....	2,500
2 high-school inspectors..... each	2,400
3 rural-school inspectors..... each	2,400
Statistician.....	2,400
Stenographer.....	1,500
2 stenographers..... each	1,320
2 clerks..... each	1,320
<i>Vocational Education.</i>	
Executive officer (State superintendent).....	1,500
Director of vocational education.....	4,000
Supervisor of trades and industry.....	3,000
Supervisor of agriculture.....	3,000
Supervisor of home economics.....	2,500
Stenographer.....	1,520
Grand total.....	\$4,500

* Paid by General Education Board.

MONTANA

State superintendent of public instruction.....	\$3,000
Deputy state superintendent of public instruction.....	2,500
High-school supervisor.....	2,500
2 rural-school supervisors..... each	2,500
Vocational director.....	2,500
Certification clerk.....	1,500
2 stenographers..... each	1,200
Total.....	19,400

NEBRASKA

State superintendent of public instruction.....	2,900
Deputy State superintendent of public instruction.....	1,800
First assistant superintendent (medical inspection).....	1,800
Second assistant superintendent (general certificates).....	1,500
Third assistant superintendent (vocational certificates).....	1,500
Inspector of manual training.....	2,000
Assistant inspector of manual training.....	1,800
Secretary of manual training, bookkeeper and stenographer.....	1,200
Secretary.....	1,200
Stenographer.....	1,000
Do.....	1,000
Do.....	900
2 clerks of examinations..... each	1,200
Clerk of examinations (half time).....	600

Vocational Education.

Director of vocational placement.....	3,000
Supervisor of agricultural mechanical.....	3,000
Supervisor of home economics education.....	3,000
Supervisor of trade and industrial education.....	3,000
Grand total.....	33,500

NEVADA

State superintendent of public instruction.....	3,000
Office deputy and secretary of the teachers' retirement salary fund.....	2,400
Secretary to the superintendent.....	1,500
<i>Vocational Department.</i>	
State director and supervisor of agriculture.....	3,000
Supervisor of trades and industries.....	2,750
Supervisor of home economics.....	2,750
Grand total.....	15,750

NEW HAMPSHIRE

Commissioner of education.....	5,000
2 deputy commissioners of education, each.....	4,000
Deputy commissioner of education.....	3,250
Do.....	3,000
Supervisor of agriculture.....	2,000
Supervisor of health.....	1,750
Accountant.....	2,400
Inspector of child welfare.....	1,900
Inspector of child labor.....	1,700
Do.....	1,600
Registrar.....	1,100
Clerk, State board of education.....	1,200
Secretary to the commissioner.....	1,200
Stenographer.....	1,000
Do.....	800
2 stenographers..... each	720
Stenographer.....	600
Office of information clerk.....	720
Total.....	\$0,300

* Approximately fees.

STATE DEPARTMENTS OF EDUCATION.

NEW JERSEY.

Commissioner of education.....	\$10,000
4 assistant commissioners of education, each.....	5,000
Director of physical training.....	5,000
Business manager.....	4,500
Secretary, State board of examiners.....	4,000
Inspector of buildings.....	3,200
Supervisor of industrial education.....	3,200
Auditor of accounts.....	2,540
Inspector of accounts.....	2,400
12 clerks.....	19,950
Professor of chemistry for the training of home economic teachers.....	1,750
Inspector of training of home economic teachers.....	2,100
Assistant supervisor of agricultural in- structor for training teachers of agricul- ture.....	1,000
Instructor for training teachers of agricul- ture.....	1,400
Assistant for training teachers of agricul- ture.....	1,000
Assistant for grades and industries.....	1,000
Assistant professor for training teachers of home economic.....	2,500
Associate professor of physical education.....	1,033
Associate professor of farm and home industries.....	1,050
Instructor in clothing.....	2,150
Stenographer.....	840
Do.....	1,150
Total.....	100,103

NEW MEXICO.

State superintendent of public instruction.....	5,000
Assistant superintendent of public instruc- tion.....	2,250
Chief clerk.....	2,000
State director of industrial education.....	2,800
Assistant clerk.....	1,500
2 stenographers.....	1,200
Stenographer.....	1,000
State supervisor of trades and industries.....	2,500
State supervisor of agriculture.....	2,700
4 members board of examiners.....	700
Total.....	27,550

NEW YORK.

Commissioner of education.....	10,000
Secretary to the commissioner.....	2,350
Deputy commissioner of education and counsel.....	7,000
Assistant commissioner and director of pro- fessional education.....	6,000
Assistant commissioner for secondary edu- cation or director.....	5,500
Assistant commissioner of elementary edu- cation or director.....	5,500
3 directors..... each.....	5,500
2 directors..... do.....	4,250
Chief of division.....	4,500
Do.....	4,000
2 chiefs of division..... each.....	3,750
3 chiefs of division..... do.....	3,500
Chief of division.....	3,250
Auditor.....	4,000
4 assistants..... each.....	3,500

NEW YORK—Continued.

Assistant.....	\$1,250
Do.....	2,850
Do.....	2,550
Do.....	2,250
Do.....	2,100
Do.....	2,000
Do.....	1,600
Do.....	1,500
Editor.....	3,250
Cashier.....	2,750
Secretary.....	4,500
Do.....	4,000
Do.....	3,000
Do.....	2,250
Specialist.....	5,500
Do.....	4,000
Do.....	3,500
9 special stenographers.....	3,250
Do.....	3,000
6 special stenographers.....	2,750
Special stenographer.....	2,100
2 special stenographers.....	2,200
Do.....	2,000
2 inspectors.....	3,000
5 inspectors.....	2,750
2 inspectors.....	2,500
Do.....	2,250
3 inspectors.....	2,000
2 inspectors.....	1,900
3 inspectors.....	1,800
Inspector.....	1,500
2 examiners.....	1,900
Examiner.....	1,700
5 examiners.....	1,600
6 examiners.....	1,320
2 examiners.....	1,200
Do.....	1,140
5 teachers of physical education.....	1,700
Teachers of physical education.....	1,600
5 teachers of physical education.....	1,500
Confidential stenographer.....	1,800
Hearing stenographer.....	1,700
2 stenographers..... each.....	1,600
5 stenographers.....	1,500
3 stenographers.....	1,400
Do.....	1,320
2 stenographers.....	1,200
Do.....	1,200
4 stenographers.....	1,340
5 stenographers.....	1,020
Stenographers.....	1,000
11 stenographers.....	840
2 clerks or stenographers.....	1,020
5 clerks or stenographers.....	900
3 clerks or stenographers.....	840
2 clerks or stenographers.....	720
Clerk or engrosser.....	1,320
Clerk or bookkeeper.....	1,020
Clerk and secretary of museum.....	2,500
Clerk.....	2,100
Do.....	2,000
2 clerks..... each.....	1,800
3 clerks..... do.....	1,400
3 clerks..... do.....	1,500
6 clerks..... do.....	1,400
2 clerks..... do.....	1,200
3 clerks..... do.....	1,200

STAFFS OF STATE DEPARTMENTS OF EDUCATION.

45

NEW YORK—Continued.

5 clerks..... each.....	\$1,140
Do..... do.....	1,080
7 clerks..... do.....	1,020
Clerk..... do.....	960
6 clerks..... each.....	900
Do..... do.....	840
24 clerks..... do.....	780
13 clerks..... do.....	720
Do..... do.....	660
4 junior clerks or page..... do.....	600
3 junior clerks or page..... do.....	600
Messenger..... do.....	1,380
Messenger or mail clerk..... do.....	1,320
Do..... do.....	1,260
Messenger or laborer..... do.....	1,080
2 senior librarians..... each.....	2,000
Senior librarian..... do.....	2,750
Do..... do.....	2,500
4 senior librarians..... each.....	2,100
Senior librarian..... do.....	2,000
Librarian..... do.....	1,900
5 librarians..... each.....	1,800
4 librarians..... do.....	1,680
6 librarians..... do.....	1,500
3 librarians..... do.....	1,320
Do..... do.....	1,200
1 librarian..... do.....	1,020
Library assistant..... do.....	1,140
Do..... do.....	1,050
2 library assistants..... each.....	900
Do..... do.....	840
3 library assistants..... do.....	720
2 library assistants or clerks..... do.....	1,150
Do..... do.....	1,080
3 library assistants or clerks..... do.....	960
2 library assistants or clerks..... do.....	840
Library assistant or clerk..... do.....	780
3 library assistants or clerks..... each.....	720
3 scientific experts..... do.....	3,000
2 scientific experts..... do.....	2,500
Do..... do.....	1,900
Scientific experts..... do.....	1,800
2 scientific experts..... do.....	1,440
Scientific assistant..... do.....	1,080
Scientific technician..... do.....	1,040
Technical assistant..... do.....	1,200
Do..... do.....	1,240
Scientific draftsman..... do.....	2,000
Custodian of museum collections..... do.....	1,200
Chief engineer of supervising engineer..... do.....	3,240
Storekeeper..... do.....	1,840
Electrical engineer..... do.....	2,000
Custodian of building or messenger..... do.....	1,040
Assistant steam engineer..... do.....	1,500
4 assistant steam engineers..... do.....	1,320
5 elevator men..... do.....	1,320
2 carpenters..... do.....	1,320
Roofer..... do.....	1,320
Painter..... do.....	1,320
General mechanical assistant..... do.....	1,300
Electrician..... do.....	1,320
Elevator repair man..... do.....	1,320
8 orderlies or watchmen..... each.....	1,080
2 shippers..... do.....	1,200
Compositor..... do.....	1,800
Compositor's apprentice..... do.....	1,080
2 telephone operators..... each.....	1,080
4 laborers..... do.....	1,020
12 laborers..... do.....	860

NEW YORK—Continued.

11 porters..... each.....	8000
4 cleaners..... do.....	620
30 cleaners..... do.....	540
Americanization Bureau.	
Specialist..... do.....	4,250
2 assistants..... each.....	3,500
4 assistants..... do.....	3,000
5 assistants..... do.....	2,700
Assistant..... do.....	2,500
6 assistants..... each.....	2,400
Do..... do.....	2,000
8 assistants..... do.....	1,800
1 teacher in Americanization bureau..... do.....	1,500
Stenographer..... do.....	1,200
Do..... do.....	1,080
Do..... do.....	840
Clerk..... do.....	780
Laborer..... do.....	800
Grand total.....	\$22,970

NORTH CAROLINA.

State superintendent of public instruction.....	4,000
State agent for rural schools.....	3,500
State agent for Negro rural schools.....	3,500
Inspector of high schools.....	3,500
Chief clerk.....	2,500
Clerk of loan fund.....	2,500
Supervisor of teacher training and secretary State board of examiners and institute conductors.....	3,500
Assistant secretary State board of examiners.....	1,800
Director of community service bureau.....	3,500
Assistant director of community service bureau.....	1,800
Director of schools for adult illiterates.....	2,000
6 members of board of examiners and institute conductors..... (each).....	2,750
Director of vocational education.....	3,500
State supervisor of agriculture.....	2,700
State supervisor of home economics.....	2,000
State supervisor of trades and industries.....	2,700
Supervisor of Jesus teachers.....	1,000
Assistant in schoolhouse-building campaign.....	1,000
6 clerks..... total.....	6,340
2 porters..... do.....	1,300
Total.....	69,140

NORTH DAKOTA.

State superintendent of public instruction.....	3,000
Deputy superintendent of public instruction.....	2,500
Assistant superintendent of public instruction.....	2,000
3 rural-school inspectors..... each.....	2,200
High-school inspector.....	2,200
Chief clerk.....	1,500
2 stenographers..... each.....	1,200
Total.....	20,200

OHIO.

Superintendent of public instruction.....	4,000
Assistant superintendent of public instruction.....	2,500
Chief clerk.....	2,200
Statistician.....	2,400

* Receive salaries from General Education Board.

STATE DEPARTMENTS OF EDUCATION.

OHIO—Continued.

Examination clerk.....	\$2,000
2 high-school inspectors (full time) each.....	2,200
6 high-school inspectors (half time) do.....	1,000
Inspector of teacher training.....	2,500
Secretary.....	1,500
Stenographer.....	1,320
Stenographer.....	1,080
Clerk.....	1,080
<i>State Board of Education—Executive Expenses</i>	
Vocational supervisors.....	3,000
Assistant vocational supervisor.....	2,000
Supervisor of agriculture.....	2,800
Supervisor of home economics.....	2,700
Supervisor teacher training (half time).....	1,800
Supervisor teacher training (3/4 time).....	2,250
Supervisor teacher training.....	2,000
Grand total.....	27,300

OKLAHOMA

State superintendent of public instruction.....	2,500
Assistant superintendent of public instruction.....	2,000
Secretary to the State superintendent.....	1,500
Chief clerks.....	2,000
Agricultural assistant.....	1,500
High-school inspector.....	2,000
Assistant high-school inspectors, each.....	1,500
Rural-school supervisor.....	3,500
Rural-school supervisor.....	1,500
Stenographers.....	1,200
Secretary to State board of education.....	2,100
Stenographer.....	1,200
Total.....	26,000

OREGON

State superintendent of public instruction.....	3,000
Assistant state superintendent of public instruction.....	2,640
Field worker in industrial affairs.....	2,000
Secretary to the State board of education.....	1,800
4 stenographers.....	1,280
<i>Vocational Education</i>	
State director of vocational education.....	2,000
Supervisor of trade and industrial education.....	1,500
Supervisor of agriculture (half time).....	1,500
Supervisor of home economics—traveling expenses.....	200
Stenographer.....	1,200
Grand total.....	20,100

PENNSYLVANIA

Superintendent of public instruction.....	12,000
First deputy superintendent of public instruction.....	7,500
Second deputy superintendent of public instruction.....	6,000
Assistant to superintendent of public instruction.....	1,000
Director, administration bureau.....	5,000
Assistant director, administration bureau.....	1,000
Director, Americanization bureau.....	5,000
Supervisor, Americanization bureau.....	3,200
Do.....	3,000
Total.....	50,700

* Paid by General Education Board.

† Exclusive of salaries of stenographers, clerks, and messengers; and with an average for the county supervisors.

PENNSYLVANIA—Continued

Director, health education.....	\$3,000
Supervisor of physical education.....	1,000
Do.....	2,500
Supervisor of nutrition.....	3,000
Lecturer on health education.....	3,000
Director, attendance bureau.....	1,000
Assistant director, attendance bureau.....	2,250
Inspectors, attendance bureau, each.....	3,000
Director, rural-schools bureau.....	2,000
Assistant director, rural-schools bureau.....	1,000
Director, bureau of medical education and hygiene.....	3,000
Director, bureau of home economics.....	2,000
Assistant director, teacher bureau.....	2,500
Chief of teacher training.....	2,500
Assistant director, teacher bureau.....	1,000
Assistant director, teacher bureau, teacher of community.....	1,000
Director, school inspection bureau.....	1,000
Inspector, school inspection bureau.....	1,000
Director, school building bureau.....	1,000
2 draftsmen.....	1,000
Specialist in foreign languages.....	2,000
Specialist in social sciences.....	2,000
Specialist in English.....	2,000
Specialist in commercial home arts.....	1,500
Director of vocational education.....	2,000
Assistant director, industrial education.....	1,000
2 supervisors of industrial education.....	2,000
Supervisor of public projects.....	1,000
Assistant director, agricultural education.....	1,000
2 supervisors of agricultural education.....	2,500
Assistant director, state economic.....	2,500
2 supervisors of home economics.....	2,500
Supervisor of continuation schools.....	1,000
12 county supervisors, public agriculture.....	2,000
3 county supervisors, home economics.....	1,500
Supervisor of art instruction.....	2,000
Supervisor of music.....	2,000
Secretary of pension bureau (teacher's retirement fund).....	1,200
Secretary to superintendent.....	2,000
Bookkeeper.....	1,000
Librarian.....	1,500
Stenographer.....	1,000-1,800
Clerk.....	900-1,000
Messenger.....	500-1,100
Total.....	254,350

RHODE ISLAND

Commissioner of education.....	6,000
Assistant commissioner.....	3,000
Secretary and deputy.....	3,000
Supervisor of trade and industrial education.....	3,000
Hon.....	2,500
Supervisor of agricultural education.....	2,500
Supervisor of home economics education.....	2,500
Supervisor of Americanization.....	1,800
Library visitor.....	1,300
Chief clerk.....	1,300
Clerks.....	1,000
Total.....	29,400

STATE DEPARTMENTS OF EDUCATION.

UTAH—Continued.

Advisory architect to State school-buildings commission..... per day.. \$8	
Clerk.....	1,380
3 clerks..... each	1,200
Total.....	233,380

VERMONT.

Commissioner of education.....	6,000
Executive clerk.....	2,100
Supervisor of junior high schools.....	3,500
Supervisor of elementary schools.....	2,000
State high-school supply teacher.....	1,000
State helping teacher.....	1,000
Secretary teachers' registration bureau.....	1,400
Certification clerk.....	1,200
Stenographer.....	900
Clerk.....	720
Total.....	21,200

VIRGINIA.

State superintendent of public instruction.....	1,500
Secretary of the State board of education.....	3,850
Auditor.....	3,750
Assistant auditor.....	2,500
Supervisor for teacher training.....	3,250
Director for teachers' bureau.....	1,800
Supervisor for high schools.....	3,500
Supervisor for high schools.....	3,500
Supervisor for agricultural schools.....	3,500
Supervisor for trade and industrial schools.....	3,500
Supervisor for physical education.....	3,500
Supervisor for home-economics schools.....	2,100
Supervisor for rural schools, white.....	3,500
Supervisor for rural schools, Negro.....	3,500
Stenographers and clerks..... total..	10,500
Total.....	70,700

WASHINGTON.

Superintendent of public instruction.....	3,000
Assistant superintendent of public instruction.....	2,700
Deputy superintendent of public instruction.....	3,000
High-school inspector.....	2,640
Certification chief.....	2,100
Assistant in rural education.....	2,100
Executive secretary.....	2,100
Secretary of rural-life commission.....	1,800
Field assistant.....	1,500
Legal secretary.....	1,500
Secretary of State board of examiners.....	1,350
Stenographers..... each..	1,350
Mails clerk.....	1,320
Stenographers..... each..	1,200
Director of vocational education.....	4,500
Supervisor of agricultural education.....	2,600
Supervisor of home-economics education.....	2,700
Supervisor of trade and industrial education.....	3,600
Total.....	44,210

WEST VIRGINIA.

State superintendent of free schools.....	5,000
Chief clerk.....	2,500
Supervisor of high schools.....	3,600
Assistant supervisor of high schools (part time).....	1,800
Supervisor of rural schools.....	3,600
Supervisor of examinations.....	2,040
Secretary of State board of education.....	2,700
Statistical clerk.....	1,320
2 stenographers..... total..	2,700
3 clerks..... do.....	3,700
Supervisor of colored schools.....	2,400
Total.....	31,260

WISCONSIN.

State superintendent of public instruction.....	3,100
Assistant State superintendent of public instruction.....	1,500
Second assistant State superintendent of public instruction.....	3,200
Supervisor of high schools.....	4,275
Do.....	4,800
Supervisor of high schools and special supervisor of agriculture.....	1,000
Supervisor of manual training.....	4,000
Supervisor of educational measurements.....	3,500
Do.....	2,500
Supervisor of day schools for the deaf and blind.....	2,500
3 supervisors of State graded schools..... each..	3,200
2 supervisors of rural schools..... do.....	3,200
2 supervisors of city grades..... do.....	2,700
Supervisor of city grades and supervising teachers.....	2,700
Clinical psychologist and supervisor of exceptional classes.....	2,700
Supervisor of school libraries.....	2,000
Supervisor of domestic science.....	3,000
Diploma and certificate clerk.....	1,400
Assistant librarian.....	1,400
Statistician.....	1,400
2 stenographers..... each..	1,200
Do..... do.....	1,000
Do..... do.....	1,000
Clerk.....	800
Total.....	62,500

WYOMING.

State superintendent of public instruction.....	3,000
Deputy State superintendent of public instruction.....	2,000
Commissioner of education.....	3,000
Director of vocational education.....	3,000
Director of agricultural education.....	2,000
Director of home economics.....	1,000
Supervisor of special classes.....	2,000
Stenographer.....	1,000
Do.....	1,000
Do.....	1,000
Total.....	22,000

* Paid by General Education Board.

† Exclusive of fee of advisory architect at \$8 per day.