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NATIONAL EDUCATION ASSOCIATION OF THE UNITED STATES

"The purpose and object of the said corporation shall be to elevate the character and advance the interests of the profession of teaching and to promote the cause of education in the United States."—Charter of Association granted by Act of Congress

SEMI-CENTENNIAL MEETING DEPARTMENT OF SUPERINTENDENCE

CLEVELAND, OHIO -- FEBRUARY 23-28

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*Be sure to have your membership card with you for the Cleveland Meeting.
A rare treat Thursday afternoon, The Cleveland Pageant.*

Publishes by the National Education Association
1400 Massachusetts Ave. N. W., Washington, D. C.

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Saskatchewan, A. A. Kennedy, Inspector of Schools.....	Weyburn

DIRECTORY OF MEETINGS

ORGANIZATION		PAGE		MON.			TUES.			WED.			THUR.			FRI.			PLACE OF MEETING
				AM.			AM.			AM.			AM.			AM.			
				P.	M.	E.	P.	M.	E.	P.	M.	E.	P.	M.	E.	P.	M.	E.	
Dept. of Superintendence		15																A. M. Keiths Hippodrome P. M. Shrine Temple (1)	
State Superintendents		17																Main Assembly North Foyer, Statler	
County Superintendents		19																Y. M. C. A.	
Supt. Cities over 250,000		19																Main Assembly Hall - Hotel Statler	
Supt. Cities over 25,000		19																Chamber of Commerce Auditorium	
Supt. Cities below 25,000		20																Lattice Room - Statler Hotel	
National Council of Education		18																Main Assembly - Hotel Winton	
Deans of Women		20																Lattice Room - Hotel Statler	
Normal Schools		21																French Room - Hotel Winton	
School Administration		21																Assembly Room - Hotel Hollenden	
Cleveland Pageant																		Shrine Temple	
School Patrons		21																Hotel Winton Luncheon	
Dept. Rural Education		21																Main Assembly - Hollenden (See note (4) below)	
Americanization		16																Main Assembly Lounge - Hollenden (5)	
Home Economics Supervisors		24																Rooms H and I, Hotel Winton (5)	
Village Schools		22																Main Assembly Hall Lounge - Hollenden (5)	
Sex Education		23																Y. M. C. A.	
Physical Education		22																Main Assembly, South Foyer - Statler (6) (5)	
American School Hygiene Association		23																Cleveland Hotel (2)	
Boy Scouts		23																Main Assembly - Winton Hotel	
Camp Fire Girls		24																Earle School	
City Training Schools		24																South Foyer - Statler - Cleveland Normal (3)	
College Teachers of Education		24																Main Assembly - Hotel Cleveland	
Community Center Association		25																Main Assembly, North Foyer - Statler	
Congress of Mothers		25																Assembly Hall - Hollenden	
Council Administrative Women		25																Lattice Room - Statler Hotel	
Council of Math. Teachers		25																Main Assembly, Lounge - Hollenden	

1. Morning sessions in Hippodrome; Evening sessions in Shrine Temple
2. Meets Saturday A. M. also.
3. Meets in Cleveland Normal on Wednesday.
4. Department of Rural Education Section meetings listed on page 21
5. Bureau of Education Conferences.
6. Wednesday Meeting in Chamber of Commerce Auditorium.

ORGANIZATION	Page	MON.				TUES.				WED.				THUR.				FRI.				PLACE OF MEETING
		AM.	P.M.	EVE.	AM.	P.M.	EVE.	AM.	P.M.	EVE.	AM.	P.M.	EVE.	AM.	P.M.	EVE.	AM.	P.M.	EVE.			
Council Primary Education	26																			Main Assembly - Hotel Statler		
Deans of Women in State Universities	26	X																		Main South Foyer - Hotel Statler		
Dinners and Luncheons	33																			Listed on Page 33-4		
Directors Educational Research	26																X	X		Engineers Hall		
Education in Universities	27																			Private Parlor - Hotel Cleveland, C and D.		
Educational Press Association	27															X				Banquet Hotel Cleveland (probably)		
Educational Publishers	27															X				Annex B-Cleveland Hotel		
Federation State Associations	27																	X		Annex B-Cleveland Hotel		
High School Supervisors and Inspectors	27																	X		Brownell School		
Home Economics Association	28																		X	Eagle School		
Junior Red Cross	28															X				Main Assembly - Hotel Statler		
Kindergarten Union	28																			Engineers Hall		
League of Teachers Associations	32																			Cleveland Hotel		
National Association Schools for Girls	29																			Winton Hotel - Parlors H and I.		
National Geog. Society Conf.	29	X																X		Main Assembly Room-Hotel Statler		
Physical Education Round Table	29																		X	Main Assembly Lounge - Winton		
Safety Education Section	30																			Hollenden Main Assembly Lounge		
School Garden Association	30															X				Advertising Club Rooms		
Secondary School Prin.	30															X				Main Room - Old Stone Church		
Society for Study of Education	31																			Main Assembly - Hollenden		
Study and Correction of Speech	31																		X	Kindergarten Training School (1)		
Teacher's Agencies	32																			Not Assigned		
Teachers Councils	31																	X		Eagle School		
Teachers of English	32															X				Old Stone Church		
Teacher's Pensions	33																	X		Annex B-Cleveland Hotel		
Visual Education	32																	X		Main Assembly - Hollenden		
Vocational Guidance																				French Room - Hotel Winton		

I. Saturday A. M. and P. M., Main Assembly, Hotel Hollenden

The Executive Committee, the Board of Trustees, the Commission on the Emergency in Education, the Commission on Elementary Education and other committees and commissions will announce meetings in the Official Program.

BETTER PAY FOR COUNTY SUPERINTENDENTS

While pressing the necessity for better salaries for rural teachers we must not forget to urge adequate pay for county superintendents. There is great need of a nation-wide campaign for increased salaries for this class of workers. Scores of letters have been received by the National Education Association from prominent county superintendents in various parts of the United States who have decided definitely not to seek another reelection. They are in many instances discouraged and disheartened. The following is taken from one of the letters:

"I am burdened down and cannot possibly do what I wish to do and wish to have done. Two or three years of increased demands and no increase in salary has simply brought me to the end of my rope."

Be sure and have your membership card with you at the Cleveland meeting of the Department of Superintendence. Present this card at Registration Headquarters, Cleveland Hotel, for badges, programs and announcements.

SALT LAKE CITY MEETING

The Executive Committee at its January meeting ratified the action of the Board of Directors in selecting Salt Lake City, Utah, for the location of the next annual meeting of the Association. The date was fixed for July 4-10. There is every reason for believing that the railroads will make satisfactory rates for this meeting.

PRESIDENT GRAFF AND THE PROGRAM

The preparation of a program for the Department of Superintendence presents a difficult task. President Graff has done well to have his program so nearly complete for the February N. E. A. Bulletin. Besides inviting the speakers and doing all the necessary correspondence with each one, he has personally past upon the application of all departments and allied associations for conferences and meetings and upon the assignment of sessions and assembly rooms to each. President Graff has arranged meetings for a much larger number of outside associations than ever before because he believes that the attendance at the Semi-Centennial meeting will be the largest in the history of the Department.

Mr. Bruce renders a service which is fully appreciated in publishing a daily Bulletin, which is a complete directory of members attending the meeting.

The information provided by the National Education Association in Committee and Commission reports and in leaflets has aided the teachers in hundreds of places to secure increased salaries.

Writers and lecturers are making extensive use of the statistics gathered by the National Education Association on teachers' salaries and salary schedules, shortage of teachers, and teacher problems.

Once a member always a member, is a good slogan for the National Education Association, and adds to the permanency of membership.

WOMEN ENDORSE SMITH-TOWNER BILL

Educators will be delighted to know that the women of the country of all parties are uniting in support of the Smith-Towner Educational Bill. It now has the support not only of the General Federation of Women's Clubs and the National Congress of Mothers and Parent Teachers Associations, but the endorsement of the leading women of the Republican and Democratic parties.

The Associate National Committeewomen of the Democratic party, at their recent conference in Washington in connection with the Jackson Day Dinner, adopted a resolution endorsing the bill and urging its passage by the Sixty-sixth Congress.

The Republican National Committeewomen of the Pacific Coast states, at a conference in San Francisco called by Will H. Hays, Chairman of the Republican National Committee, adopted a resolution endorsing a Department of Education with a Secretary in the President's Cabinet, and urging that this be a plank in the next Republican national platform.

The Democratic National Committeewomen also appointed a committee on educational legislation, of which Miss Charl Williams, of Tennessee, is chairman. Miss Williams is Secretary of the Department of Superintendence. Her appointment to this responsible position will be appreciated by the superintendents of the country, for this places her in a position to do effective work for the Smith-Towner bill, which was unqualifiedly endorsed by the Department of Superintendence at the Chicago meeting a year ago, and later by the National Education Association at the Milwaukee meeting last summer.

In this connection it may be well to recall that the Commission on the Emergency in Education, which prepared and secured the introduction of the Smith-Towner Bill and is now promoting its passage, was originally constituted by the joint action of the National Education Association and the Department of Superintendence.

The following State Superintendents are now on the Commission: Mrs. Josephine Corliss Preston, of Washington, President of the Association; Mrs. Mary C. C. Bradford, of Colorado, President of the Association when the Commission was organized; Dr. Thomas E. Finegan, of Pennsylvania, President of the Department of Superintendence when the Commission was organized; and Dr. Payson Smith, of Massachusetts. Dr. J. Y. Joyner, of North Carolina, was State Superintendent when he was appointed, but has since retired.

The following City Superintendents are now members of the Commission: Supt. F. D. Boynton, of Ithaca; Supt. J. W. Withers, of St. Louis; Supt. E. C. Hartwell, of Buffalo; Supt. F. E. Spaulding, of Cleveland; Supt. J. W. Gwinn, of New Orleans; Supt. W. R. Siders, of Pocatello, and Supt. Susan M. Dorsey, of Los Angeles. Dr. J. A. C. Chandler was superintendent at Richmond, Va., when he was appointed, but is now President of William and Mary College.

The outlook for the passage of the Smith-Towner Bill is increasingly hopeful since it now has the active support, not only of educators, but of the organized women of the country, the American Library Association, the American Federation of Labor and of scores of other civic organizations.

REGISTRATION

The Registration Headquarters will be located on the mezzanine floor of the Cleveland Hotel. An Information Bureau will be located on the same floor near the Registration counters. The counters will be marked as follows: ALL MEMBERS FILL OUT INFORMATION BLANKS HERE; OLD MEMBERS PAY DUES HERE; NEW MEMBERS ENROL HERE; SHOW MEMBERSHIP CARDS HERE FOR BADGES AND PROGRAMS; COMPLETE INFORMATION HERE.

Provision will also be made for filling out information blanks and for securing badges and programs at the Bolivar Ninth building which is used for commercial exhibits. This is only for the accommodation of those who hold membership cards. All who desire to enrol as new members or to pay the annual membership dues will be cared for at the Cleveland Hotel.

The plan of registration has been simplified and arrangements have been made to avoid all possibility of a congestion. Members will not need to stand in line at any time during registration. Every member, except members living in Cleveland, will fill out the information blank for the N. E. A. Post Office. Then it will require only a minute more to show the membership card and secure the badge, program and announcements. Those who are enrolling for the first time or who are paying membership dues will have an additional blank to fill out. It is estimated that registration will require not to exceed three minutes for old members and not to exceed seven minutes for those who are enrolling for the first time.

IDENTIFICATION CERTIFICATE AT ONCE

Every member of the Association who plans to attend the Cleveland meeting must have the Identification Certificate in order to secure the advantage of the round trip rate of one and one-third fare. If you do not have one of these Identification Certificates which is signed by the Secretary, J. W. Crabtree, write at once asking your State N. E. A. Director or the Secretary to send it to you. Attend to this matter NOW.

Those who are not members of the Association and who plan to attend the Cleveland meeting should send membership dues at once to the Secretary in order to be entitled to the round trip rate of one and one-third fare.

The programs of the conferences of County Superintendents and of the divisions of City Superintendents for Friday afternoon are nearing completion and will be printed in the Official Program. The programs of the Departments and Allied Associations will appear in the Official Program. Some of these are complete at the present time. All must be complete and in the hands of the Secretary, by February 10. The February Bulletin gives a brief announcement of each program.

At the time of the Chicago meeting of the Department of Superintendence last year sixty per cent of the Chicago city teachers were members of the National Education Association. At the present time sixty-six per cent of the Cleveland city teachers are members and there is an effort for a more complete enrolment. The Chicago membership has increased since the Chicago meeting.

COMMERCIAL EXHIBITS

The Department of Commercial Exhibits will be located in the Bolivar and Ninth Building. The entire space on two floors of this large building will be given over to Commercial Exhibits, representing the largest amount of space ever used by the Association for this purpose. The Exhibits will be especially fine because this is the Semi-Centennial meeting of the Department of Superintendence.

Every member of the Association should spend a portion of his time while in Cleveland visiting the Commercial Exhibits acquainting himself with the latest and best school books, apparatus and appliances. Many boards of education are willing to pay the expenses of their superintendent to this meeting for the one purpose of his securing the latest and best information concerning school equipment.

The N. E. A. Post Office will be located in Exhibit Hall.

ORIGINAL RESOLUTION ENDORSING SMITH-TOWNER BILL

The resolution adopted by the Department of Superintendence at the Chicago meeting last year is as follows:

Declaring that education in a democracy is the most important function of the government, that it is a national, state, and local responsibility, and that each should contribute to its support, we urge therefore, the passage by Congress of the Smith-Towner Education Bill. In order that education may be given proper recognition by the national government, we ask for the immediate creation of a Department of Education with a Secretary who shall be a member of the President's cabinet.

Following this endorsement, and with this positive assurance of the united support of the superintendents of the country, the bill was introduced in its present form in both Houses of the Sixty-Sixth Congress. Later it was unanimously endorsed by the National Education Association at the Milwaukee meeting.

RESOLUTIONS COMMITTEE FOR THE CLEVELAND MEETING

Superintendent E. U. Graff, President of the Department of Superintendence, of the National Education Association has appointed the following Committee on Resolutions:

- O. L. Reid, Superintendent of Schools, Louisville, Ky.
- Charles C. Hughes, Superintendent of Schools, Sacramento, Calif.
- E. C. Hartwell, Superintendent of Schools, Buffalo, N. Y.
- Z. C. Thornburg, Superintendent of Schools, Des Moines, Iowa
- J. W. Sexton, Superintendent of Schools, Lansing, Mich.
- Z. E. Scott, Superintendent of Schools, Trenton, N. J.

Members of allied associations who are not already members of the National Education Association and who plan to attend the Cleveland meeting should take out memberships in the National Education Association at once in order to avail themselves of the reduced railroad rate of one and one-third fare.

CLEVELAND HOTELS

The members of the Association who are planning on attending the Cleveland meeting, and are not familiar with the hotel accommodations of that city, are requested to write Assistant Superintendent A. C. Eldredge asking him to make reservations. He is well informed on this problem and will make the best possible reservations. The best homes in Cleveland will be open to visitors at moderate prices for the week of the meeting.

Hotel Cleveland	Superior Avenue N. W., at Public Square
Colonial Hotel	Prospect Avenue at Colonial Arcade
Hotel Euclid	Euclid Avenue at East 14th Street
Hotel Gillsey	East 9th Street at Chester Avenue
Hotel Hermitage	Euclid Avenue at E. 13th Street
Hotel Hollenden	Superior Avenue at E. 6th Street
Kennard House	St. Clair Avenue at W. 6th Street
New Amsterdam Hotel	Euclid Avenue at E. 22d Street
Hotel Olmsted	Superior Avenue at East 9th Street
Hotel Statler	Euclid Avenue at E. 12th Street
Hotel Winton	Prospect Avenue near E. 9th Street
American House	634 Superior Avenue N. W.

THE LOCAL COMMITTEE

The work of the local committee has been divided as follows:

Auditoriums and Hotels, A. C. Eldredge	Elementary, Catherine T. Bryce
Publicity, Chas. A. Lake	Kindergartens, Margaret A. Trace
Entertainment, S. D. Shankland	University, { Chas. F. Thwing
Exhibits, George Carrothers	{ Chas. S. Howe
Transportation, O. M. Eastman	Normal, Ambrose L. Suhrie
Information, H. A. Bathrick	Art Museum, F. Allen Whiting
Pamphlets, J. B. Welles	Art School, Henry Turner Bailey
Music, J. Powell Jones	Suburban School, W. H. Kirk
Extension, George Carrothers	County Schools, A. G. Yawberg
High Schools, R. G. Jones	Buildings, F. G. Hogan
	Public Addresses, A. S. Suhrie

The local arrangements are in good hands and the members of the Department may be well assured that their comfort, convenience and entertainment will be amply cared for during their stay in Cleveland.

N. E. A. POST OFFICE

The N. E. A. Post Office will be conveniently located and efficiently managed. Members will leave letters at the N. E. A. Post Office for their friends and they will call there to receive messages for themselves. All letters and telegrams sent in care of the National Education Association will be placed in this Post Office. Members can get the local address of any other member by asking for it at the Post Office. Many members will have all their mail address to them while in Cleveland in care of the N. E. A. Post Office, Exhibit Hall.

Only those holding membership in the National Education Association are entitled to the reduced railroad fare granted to the Association.

REDUCED RATE SECURED**A Round Trip Rate at One and One-third Fare**

The United States Railroad Administration has granted a reduced rate of one and one-third fare for the Cleveland meeting of the Department of Superintendence, February 21 to 29. Concessions have been secured which simplify very much the method of securing these rates. The new regulations are as follows:

- 1 Round trip tickets must be purchased outright from local agent. It is good via the same route in both directions. No stop over privileges.
- 2 Purchaser must present to local ticket agent an official Identification Certificate signed by the Secretary of the National Education Association.
- 3 One Identification Certificate is sufficient to include dependent members of family.
- 4 Tickets will be sold from February 18 to 24, except in the far western States, where dates are February 14 to 20. Local agents can inform you of earliest starting date.
5. Tickets must be validated at local ticket offices in Cleveland for return journey on day of departure and not later than March 3.
- 6 Members must have Identification blanks properly signed to surrender to local agent when purchase is made. These can be secured by writing to the State Director of the N. E. A. or to N. E. A. headquarters.
- 7 See that the ticket agent understands this new plan as soon as you receive this notice. In case he has not received the tariffs which explain the arrangement, he should wire for them immediately.
- 8 These Identification Certificates have nothing to do with the war tax exemption granted to those whose expenses are being borne by governmental agencies such as boards of education, boards of regents, etc.

Granted to members of the National Education Association or to those who take out memberships before railroad tickets are purchased.

Write at once for Identification Certificate.

EXEMPTION FROM WAR TAX ON RAILROAD TICKETS

All persons traveling to Cleveland to attend the meetings of the Department of Superintendence of the N. E. A. and having their transportation charges paid by the federal government, state, state institution, county or local school district will be exempt from the usual war tax on their transportation by presenting the blank forms, properly filled out, to the railroad official.

Follow the directions below.

1. Fill out Exemption Certificate and sign yourself.
2. Fill out Credential Certificate and have signed by the president of the school board; county superintendent, proper state, state institutional, or U. S. official.
3. Present these two certificates to the ticket agent when you purchase your round trip ticket to Cleveland.
4. In case ticket agent refuses to grant exemption get a receipt from him for amount of ticket and war tax separately and ticket number. File claim for refund with Legal Department, Bureau of Internal Revenue, Interior Building, Washington, D. C., inclosing Form 731 and Credential Certificate properly filled out with statement of facts.
5. These forms have no relation to one and one-third-rate which is secured upon presentation of Identification Certificate as described above.

(Forms on next page)

Form 731

U. S. Internal Revenue.

EXEMPTION CERTIFICATE

Tax on the Transportation of Persons

Place of issue of ticket.....Date.....

Name of carrier.....

Number		Indicate by X		Service (indicate amt. paid in proper space)				
TICKET	FORM	RAIL	WATER	TRANSPOR- TATION	SEAT	BERTH	STATE ROOM	EXCESS BAGGAGE
				\$.....	\$.....	\$.....	\$.....	\$.....

FromTo

Via

(Give name or names of transportation company)

I certify that the charges for the services indicated above have been, or will be, paid for by the United States, or by the state or political subdivision thereof indicated below, are incurred in the performance of my official duties, and are exempt under section 500 of the revenue act, 1918, from the tax imposed by said act.

(State, or political subdivision thereof, e. g.
county, city, town, School District, etc.)

(Signature of person claiming exemption).

PENALTY FOR FRAUDULENT USE,
\$1,000 and imprisonment.

(Official Title)

CREDENTIAL CERTIFICATE

This is certify that the travelling expenses of.....

Name

Position

City

State

attending the meeting of the Department of Superintendence of the N. E. A., is to be borne by the

District }
City }
County }
State }

of.....; appropriation therefore to be made from
Political Unit

public funds. He is authorized to execute exemption certificate to cover amount of tax on such transportation charges.

SIGNED

Official Title.

(See page 11 for information)

Transportation agents must not accept this certificate unless the officer or employee issuing it shows satisfactory credentials

COMPLETE SUMMARY OF REPORTS RESPECTING TEACHERS

The National Education Association sent out a questionnaire in September to all the county and district superintendents in the United States requesting certain definite information on conditions respecting teachers. This request was sent to 3,465 county or district superintendents and 1,792 signed reports were received, representing 262,537 teaching positions. Reports were received quite uniformly from all the 48 states. Slightly more than one-half of the superintendents reported, representing about two-fifths of the teaching positions in the United States.

A summary of the reports received is given below. Assuming that the conditions shown by the superintendents reporting hold good in the counties and districts not reported, the figures for the entire country can readily be obtained by applying the percents to the total number of teaching positions in the United States, conservatively estimated at 650,000. For example, the total shortage of teachers, including teachers below standard, is reported at 15.5 percent, which would show a shortage for the entire country of more than 100,000 teachers.

Particular attention is called to the summary of replies given to the last five questions. 1,469 of the 1,792 superintendents reporting declare that it has been necessary to accept lower qualifications in order to supply teachers. 1,560 state that teachers' salaries have not increased as salaries have in other vocations, and 1,691, that teachers' salaries have not increased in proportion to the increased cost of living. 1,165 report that the number of teachers below 21 years of age is increasing, and 1,629, that promising young men and women are not entering the teaching profession as in the past.

These reports, coming from the most reliable sources, and from every state in the Union, indicate clearly the seriousness of the present emergency in education, not only with respect to the present, but as effecting the future. Since it is universally conceded that education is essential, not only to the welfare of the individual, but to the life of the nation, the situation demands the attention, not alone of educators, but of every patriotic citizen.

Summary of Replies Received

Number of superintendents to whom questionnaire was sent	3,465
Number of superintendents reporting	1,792
1. Total number of teaching positions included in reports	262,537
2. Total number of teachers who drop out during past year	54,563 Percent 20.78
3. Total number of new teachers entering, September, 1919	61,249 Percent 23.33
4. Total shortage of teachers reported	14,914 Percent 5.68
5. Total number of teachers below standard	25,775 Percent 9.82
6. Total shortage, including teachers below standard	40,689 Percent 15.5
7. Has it been necessary to accept lower qualifications?	Yes 1469 No 291
8. Have teachers' salaries increased as in other vocations?	Yes 225 No 1560
9. Have salaries increased in proportion to cost of living?	Yes 80 No 1691
10. Is the number of teachers below 21 years of age increasing?	Yes 1165 No 546
11. Are promising young men and women attracted to teaching as in the past?	Yes 122 No 1629

A similar summary has been prepared for every state. It is very noticeable that in those states where salaries are highest conditions are best, and where salaries are lowest the conditions are most serious.

The public should realize that in the employment of teachers in the public schools, the principle that one only gets what he pays for, applies in the long run if not in each individual case.



E. U. GRAFF

President of the Department of Superintendence

The problems of readjustment in education make new demands on the time and attention of superintendents. The need of vision and leadership in the teaching profession was never greater than at the present moment. Boards of Education cannot afford to lose at this critical time successful superintendents, even tho to retain their services may mean increasing salaries fifty or one hundred per cent.

GENERAL PROGRAM**DEPARTMENT OF SUPERINTENDENCE**

President, E. U. Graff, Superintendent City Public Schools, Indianapolis, Ind.

Secretary, Charl O. Williams, Superintendent of Schools, Shelby Co., Memphis, Tenn.

Morning Sessions, Keith's Hippodrome

Evening Sessions, Shrine Temple

Tuesday Forenoon, February 24, 9:00 o'clock

REORGANIZATION PROGRAM**THE DEMOCRATIZATION OF SUPERVISION**

J. F. Hosc, Head of Department of English, Chicago Normal College, Chicago, Ill.

THE SOCIALIZED RECITATION

C. S. Pendleton, Assistant Professor of English, University of Wisconsin, Madison, Wis.

PROGRAM OF THRIFT EDUCATION

William Mather Lewis, Director of Savings Division, United States Treasury, Washington, D. C.

AMERICA'S GIFT TO FRANCE

John Grier Hibben, President of Princeton University, Princeton, N. J.

JUNIOR RED CROSS

John M. Finley, Commissioner of Education, Albany, N. Y.

Tuesday Evening, February 24, 8:00 o'clock

SEMI-CENTENNIAL PROGRAM**FIVE DECADES OF EDUCATIONAL PROGRESS**

A. E. Winship, Journal of Education, Boston, Mass.

FIVE DECADES OF RURAL EDUCATION

Lee Driver, Director of the Bureau of Rural Education of Pennsylvania, Harrisburg, Pa.

CURRENT TENDENCIES AND PROBLEMS

R. W. Himelick, Superintendent City Public Schools, Ft. Wayne, Ind.

SCHOOLS OF TOMORROW

Angelo Patri, Principal of School No. 45, New York, N. Y.

Wednesday Forenoon, February 25, 9:00 o'clock

FINANCIAL PROGRAM**EDUCATIONAL OPPORTUNITY IN RELATION TO SCHOOL REVENUE**

J. A. H. Keith, President Indiana Normal School, Indiana, Pa.

TEACHERS' SALARIES

J. W. Withers, Superintendent of City Public Schools, St. Louis, Mo.

METHODS OF FINANCING LARGE CITY SCHOOL SYSTEMS

William L. Ettinger, Superintendent City Public Schools, New York, N. Y.

POST WAR SCHOOL BUDGET MAKING

P. C. Packer, Assistant Superintendent of City Public Schools, Detroit, Mich.

THE TEACHER SHORTAGE—CAUSES AND REMEDIES

J. P. Battenberg, President Northwestern State Normal School, Alva, Okla.

Wednesday Evening, February 25, 8:00 o'clock

AMERICANIZATION PROGRAM

ADDRESS

Theda Gildemeister, Dean Minnesota State Normal School, Winona, Minn.

EDUCATION IN THE UNITED STATES NAVY

Commander C. B. Mayo, Navy Department, Washington, D. C.

EDUCATIONAL LEADERSHIP

W. A. Jessup, President University of Iowa, Iowa City, Iowa

THE RESPONSIBILITIES OF CITIZENSHIP

*Graham Wallas, Professor, University of London, London, England

INTEGRITY OF A LIBERAL COLLEGE COURSE

Alexander Meiklejohn, President Amherst College, Amherst, Mass.

Thursday Forenoon, February 26, 9:00 o'clock

A FEDERAL DEPARTMENT OF EDUCATION

W. P. Burris, Dean University of Cincinnati, Cincinnati, Ohio

PRACTICAL WORKINGS OF SMITH-HUGHES LAW

J. Stanley Brown, President Northern Illinois Normal School, DeKalb, Ill.

TEACHERS' ORGANIZATIONS

L. D. Coffman, Dean Department of Education, University of Minnesota, Minneapolis, Minn.

RELATION OF FEDERAL GOVERNMENT TO EDUCATION

W. C. Bagley, Professor of Education, Teachers College, Columbia University, New York, N. Y.

Thursday Evening, February 26, 8:00 o'clock

CONSTRUCTIVE FACTORS IN AMERICAN EDUCATION

J. P. Garber, Superintendent City Public Schools, Philadelphia, Pa.

THE GREATEST NEED IN PUBLIC EDUCATION TODAY—WISE AND RESPONSIBLE LEADERSHIP

E. C. Hartwell, Superintendent City Public Schools, Buffalo, N. Y.

ADDRESS

Franklin Giddings, Teachers College, Columbia University, New York, N. Y.

EDUCATIONAL CHALLENGE OF THE PRESENT WORLD SITUATION

Henry H. King, President Oberlin College, Oberlin, Ohio

Friday Forenoon, February 27, 9:00 o'clock

RECENT INNOVATIONS IN AMERICAN EDUCATION

COMPULSORY MORAL TRAINING

Ernest A. Smith, Superintendent City Public Schools, Salt Lake City, Utah

PHYSICAL EDUCATION

Frederick W. Maroney, Director of Physical Education, Trenton, N. J.

IMMIGRANT EDUCATION

Ruby Baughman, Supervisor of Immigrant Education, Los Angeles, Calif.

THE OPPORTUNITY SCHOOL

C. M. Cole, Superintendent City Public Schools, Denver, Colo.

THE JUNIOR COLLEGE

Jesse B. Davis, Principal Central High School, Grand Rapids, Mich.

NEW HAMPSHIRE PLAN OF AMERICANIZATION

Maro S. Brooks, Concord, N. H.

*Invited

COUNCIL OF STATE DEPARTMENTS OF EDUCATION

President—Will C. Wood, State Superintendent Public Instruction, Sacramento, California

Secretary—Annie Webb Blanton, State Superintendent Public Instruction, Austin, Texas

Main Assembly Room, North Foyer, Hotel Statler

Tuesday Afternoon, February 24, 2:00 o'clock

A PRACTICABLE AND EFFECTIVE PROGRAM OF AMERICANIZATION

Albert Shiels, Director of Committee for Development of Community Councils, New York, N. Y.

GENERAL DISCUSSION

Led by E. R. Snyder, State Commissioner of Vocational and Industrial Education, Sacramento, California, and Mary C. C. Bradford, State Superintendent Public Instruction, Denver, Colorado

**THE FUNCTIONS AND ORGANIZATION OF A STATE DEPARTMENT OF EDUCATION
CONSIDERED IN THE LIGHT OF PRESENT NEEDS AND PROBLEMS**

C. P. Cary, State Superintendent Public Instruction, Madison, Wisconsin

GENERAL DISCUSSION

Led by Walter E. Ranger, Commissioner of Public Schools, Providence, Rhode Island and L. N. Hines, State Superintendent Public Instruction, Indianapolis, Indiana

Wednesday Afternoon, February 25, 2:00 o'clock

**THE PROBLEM OF SUPPLYING AN ADEQUATE NUMBER OF ADEQUATELY TRAINED
TEACHERS**

John H. Finley, Commissioner of Education, Albany, New York

GENERAL DISCUSSION

Led by M. B. Hillegas, Commissioner of Education, Montpelier, Vermont and F. B. Pearson, State Superintendent Public Instruction, Columbus, Ohio

FINANCING A MODERN PROGRAM OF EDUCATION

M. P. Shawkey, State Superintendent Public Instruction, Charleston, West Virginia

GENERAL DISCUSSION

Led by Josephine Corliss Preston, State Superintendent Public Instruction, Olympia, Washington, and M. L. Brittain, State Superintendent of Schools, Atlanta, Georgia

BUSINESS SESSION

Of the 50,000 leaflets on The Teacher Problem, which have been ordered since January 1, to be used in salary campaigns, about 35,000 have been ordered by city and county superintendents. The superintendents are very properly assuming the leadership in most of the campaigns for better salaries for teachers throughout the country.

The editorials for the N. E. A. Bulletin always pertain to items which have been definitely endorsed by the Association.

NATIONAL COUNCIL OF EDUCATION

President—Homer H. Seerley, President Iowa State Teachers College, Cedar Falls, Ia.
Secretary—Adelaide Steele Baylor, Vocational Board, Washington, D. C.

Main Assembly Room, Hotel Winton

Monday Afternoon, February 23, 2:00 o'clock

STATEMENT OF PRESIDENT RELATIVE TO PLANS

Homer H. Seerley, President Iowa State Teachers College, Cedar Falls, Ia.

MEMBERSHIP OBLIGATIONS AND RESPONSIBILITIES

By Senior Members of the Committee

J. Y. Joyner, Ex-State Superintendent of Schools, La Grange, N. C., and

John R. Kirk, President State Teachers College, Kirksville, Mo.

TEACHER COLLEGE PROBLEMS

David Felmley, Chairman, President Illinois State Normal University, Normal, Ill.

GENERAL EDUCATION PROBLEMS

Charles H. Judd, Chairman, School of Education, Chicago, Illinois.

PRELIMINARY REPORT ON MILITARY INSTRUCTION AND EDUCATIONAL INSTITUTIONS

John R. Kirk, Chairman, President State Teachers College, Kirksville, Mo.

SPECIAL REPORT, COMMITTEE ON THRIFT

Arthur H. Chamberlain, Chairman, Secretary California Council of Education, San Francisco, California

GENERAL DISCUSSION AND BUSINESS

Note: The Rural Committee will have an informal meeting called by the Executive Secretary, John F. Sims, Stevens Point, Wisconsin, following this session.

Monday Evening, February 23, 8:00 o'clock

REPORT OF THE COMMITTEE ON SUPERINTENDENT'S PROBLEMS

DEMOCRATIC INFLUENCES IN THE PUBLIC SCHOOLS

John W. Carr, Chairman of the Committee, Louisville, Ky. (5 minutes)

DEMOCRATIC FACTORS IN THE CURRICULUM

A. Duncan Yocum, Professor of Educational Research and Practice, University of Pennsylvania, Philadelphia, Pa.

GENERAL DISCUSSION

DEMOCRACY IN MANAGEMENT

THE PRACTICABILITY OF PARTICIPATION OF TEACHERS IN MANAGEMENT

Charles S. Meek, Superintendent of Schools, San Antonio, Texas. (12 minutes)

THE VALUE OF TEMPORARY COMMITTEES IN SECURING DEMOCRACY IN MANAGEMENT

H. B. Wilson, Superintendent of Schools, Berkeley, California. (12 minutes)

THE VIEWPOINT OF THE COMMISSION ON NATIONAL EMERGENCY IN EDUCATION

George D. Strayer, Professor Educational Administration, Columbia University, New York, N. Y. (12 minutes)

THE VIEWPOINT OF THE AMERICAN FEDERATION OF TEACHERS

Charles B. Stillman, President of the American Federation of Teachers, Wilmette, Ill. (12 minutes)

REPORT ON STUDY OF PARTICIPATION OF TEACHERS IN MANAGEMENT OF SCHOOLS
 Harlan Updegraff, Executive Secretary of Committee, Professor of Educational Administration, University of Pennsylvania, Philadelphia, Pa.

GENERAL DISCUSSION

Tuesday Afternoon, February 24, 2:00 o'clock

Main Assembly Room, Winton Hotel

THE MAIN ISSUE OF THE YEAR

Josephine Corliss Preston, President National Education Association, Olympia, Wash.

REPORT OF COMMITTEE ON HEALTH PROBLEMS (90 minutes)

HEALTH SERVICE

Introduction of Report by Thomas D. Wood, Professor of Physical Education, Columbia University, New York, N. Y.

Ten-Minute Addresses by the following:

William B. Owen, Principal, Chicago Normal College, Chicago, Ill.

Charles H. Keyes, President, Skidmore School of Arts, Saratoga Springs, N. Y.

Victor C. Vaughan, Dean, Department of Medicine and Surgery, University of Michigan, Ann Arbor, Mich.

John M. Dodson, Physician, Chicago, Ill.

G. W. Goler, Physician, Rochester, N. Y.

HEALTH CRUSADE (10 minutes)

REPORTS OF SPECIAL COMMITTEES OF EXECUTIVE CHARACTER AND BUSINESS

Other Reports that need immediate attention but that will be completed in the July, 1920, session

BUSINESS

COUNTY SUPERINTENDENTS

Chairman, E. M. Rapp, Reading, Pa.

Friday, February 27, 2:00 P. M.

Y. M. C. A.

The large number of County Superintendents who are planning to attend the Cleveland meeting will find the program one of high merit. It has not been completed yet, according to the Chairman.

ROUND TABLE FOR CITIES OVER 250,000

Chairman, C. Edward Jones, Superintendent of Schools, Albany, N. Y.

Friday, February 27, 2:00 P. M.

Main Assembly Hall, Hotel Hollenden

Superintendent Jones wires that he has an excellent number of discussions planned, which will be published in full in the official program.

ROUND TABLE FOR CITIES OVER 25,000

Chairman, Frank L. Smart, Superintendent of Schools, Davenport, Iowa

Friday, February 27, 2:00 P. M.

Chamber of Commerce Auditorium

A number of excellent, concrete problems will be presented to the Round Table group at this meeting. Frank Irving Cooper, the noted Boston architect, will speak on **State Laws and Regulations Pertaining to School Buildings**. A **Program of Moral Education** is assigned to M. A. Cassidy, Superintendent of Schools, Lexington, Ky., and Arthur F. Benson, of Minneapolis, will lead the discussion of the **Present Status of the Junior High School**.

ROUND TABLE FOR CITIES UNDER 25,000

Chairman, H. B. Turner, Superintendent of Schools, Warren, Ohio

Friday, February 27, 2:00 P. M.

Hotel Statler—Lattice Room

A practical and valuable round table program has been prepared by Superintendent Turner, as evidenced by his preliminary announcement. Among the leaders are Annie Webb Blanton, State Superintendent of Schools, Austin, Texas, who talks on **Democracy in School Administration**; Harry H. Moore, of Washington, D. C., **Teaching of Citizenship**; Charles M. DeForest, of New York City, **The Modern Health Crusade**, and Lucy Gage, of the Department of Elementary Education, Western State Normal School, Kalamazoo, Michigan, whose subject is **The Relation of the Kindergarten to the First Grade**.

COUNCIL OF NORMAL SCHOOL PRESIDENTS

The annual sessions of the Council of Normal School Presidents will be held at the Hotel Cleveland, February twentieth and twenty-first. Thomas W. Butcher, President of Kansas State Normal School, Emporia, Kansas, is the chairman.

THE AMERICAN ASSOCIATION OF TEACHERS COLLEGES

President, Homer H. Seerley, President Iowa State Teachers College, Cedar Falls, Iowa

Secretary, J. G. Crabbe, President, Colorado State Teachers College, Greeley, Col.

Saturday, February 21, 6:30 P. M.—Dinner

Probable Meeting Place—Hotel Cleveland

The meeting will be opened with the secretary's report on **Early Problems That Demand Attention**. Reports from the Committee on **Admission of Teachers College Graduates to the Collegiate Alumnae**; the committee on **Permanent Classification of Teachers Colleges**; and one on the **Honorary Society** proposed by the Association will be given. David Felmley, President of the Illinois State Normal University, Normal, Illinois, will address the Association. The members will devote considerable attention to a discussion of **What combined efforts the Association can make in order to have the graduates of this class of educational institutions receive equivalent credit in the Universities to that granted other classes of degree-granting colleges**.

NATIONAL CONFERENCE OF DEANS OF WOMEN

Chairman, Mrs. Kathryn Sisson Phillips, New York City

Tuesday, February 24, 9:00 A. M.; 2:00 P. M.

Lattice Room, Hotel Statler

The official program begins at 9 o'clock. Mina Kerr, Dean of Women, Downer College, Milwaukee, is the first speaker and her subject, **Problems of Student Government**. She will be followed by a paper on **Problems of Curriculum** by Eva Johnston, Dean of Women at the University of Missouri, Columbus, Ohio.

The balance of Tuesday morning is devoted to a joint session with the Department of Administrative Women. At the noon luncheon Mrs. Josephine Corliss Preston, President of the N. E. A. and Sarah Louise Arnold, Dean of Women at Simmons College will speak. The afternoon session is fully as good.

On the following day the Deans will be guests of Lake Erie College, Painesville, O., with several addresses given by Georgia L. White, Head Advisor of Women, Cornell University, Jean C. Palmer, Head Warden, Vassar College, Poughkeepsie, N. Y., and others.

NORMAL SCHOOL DEPARTMENT

Chairman, John R. Kirk, President State Teachers College, Kirksville, Mo.

Tuesday, February 24, 2:00 P. M.

Hotel Winton—French Room

The program consists of three important discussions. The first subject is, **The Instructors and the Facilities for Teaching and Exemplifying Scientific Tests in Teacher Producing Institutions, with View to the Adequate Preparation of Teachers Using Such Tests.** A number of noted specialists will take part. The **Personal Qualifications of Instructors and the Laboratory Facilities for Exemplifying Hygiene and Physical Education Tests in Teacher Producing Institutions with View to Adequate Preparation of Teachers for Using such Tests in the Schools,** is the second subject for diagnosis and treatment.

The final topic is **Salaries in Teachers Colleges and Normal Schools; Should they parallel salaries in Universities? If so, why? If not, why not?**

DEPARTMENT OF SCHOOL ADMINISTRATION

President, Albert Wunderlich, Commissioner of Schools, St. Paul, Minn.

Secretary, William C. Bruce, Editor "American School Board Journal," Milwaukee, Wis.

Thursday, February 26, 2:00 P. M.

Friday, February 27, 2:00 P. M.; 8:00 P. M.

Assembly Room—Hotel Hollenden

One of the features of the School Administration program is the report of the **Committee on Standardization of Schoolhouse Planning and Construction.** Frank Irving Cooper, Architect, Boston, Massachusetts, will give an illustrated talk on **Some New School Buildings in Massachusetts.** Other subjects included are **Illumination Required for Class Rooms; New Types of School Buildings in Cleveland; Physical Education and Recreation in Public Schools.** Colonel Leonard P. Ayres, Director of Education, Russell Sage Foundation, New York City, is scheduled for an address.

SCHOOL PATRON DEPARTMENT

Chairman, Mrs. Lou H. Francis, Columbus, Ohio

Wednesday, February 25, Noon

Winton Hotel

The principal speaker at the luncheon of the Patron's Department is Hugh S. Magill, Field Secretary of the N. E. A., Washington, D. C., who has chosen for his subject **The Relation of the Public to the Present Emergency in Education.**

DEPARTMENT OF RURAL EDUCATION

President, H. A. Allan, Agent for Rural Education, Augusta, Maine

Secretary, Mabel Carney, Teachers College, Columbia University, New York

General Sessions

Monday, February 23, 9:30 A. M.; 2:00 P. M.

Hotel Hollenden—Main Assembly Hall

Tuesday, February 24, 2:00 P. M.

Engineers Hall

Section Meetings

Tuesday, February 24, 9:00 A. M.

Thursday, February 26, 2:00 P. M.

Section I—Cleveland Hotel, Rooms C and D

Section II—Hollenden Hotel, Main Assembly Lounge

Section III—Cleveland Hotel, Rooms A and B

Section IV—Winton Hotel, Rooms H and I

Workers in the rural school field are promised a strong constructive program at the Cleveland meeting. As may be recalled, action has been taken for the amalgamation of the several sections and independent organizations previously presenting programs touching on rural school problems into the Department of Rural Schools of the National Education Association.

For the first session the program includes the reports of progress and plans of committees undertaking investigations and studies. The program of the second session is built around the topic **The Preparation of Teachers for Rural Schools** and includes discussions by H. W. Foght, President, Normal School, Aberdeen, S. D.; W. C. Bagley, Professor of Education, Teachers' College, Columbia University, New York City; L. D. Coffman, Dean of Education, of the University of Minnesota; M. B. Hillegas, State Commissioner of Education, Montpelier Vermont, and A. O. Thomas, State Superintendent of Education, Augusta, Maine. The program for Thursday afternoon will appeal to many others besides rural school workers, including as it does, addresses by Warren H. Wilson, Department of Church and Country Life, Presbyterian Board of Home Missions, New York City, and Kenyon L. Butterfield, of Massachusetts, President, College of Agriculture, Amherst, Mass.

The section meetings are arranged for a closer study and discussion of subjects of special interest to members of the smaller groups. These sections are arranged as follows:

- I. State Supervisor and Inspector of Rural Schools.
- II. County Superintendents and Rural School Supervisors.
- III. Persons Engaged in the Preparation of Rural Teachers.
- IV. Agricultural Educators and Rural Extension Workers.

Section chairmen are as follows: I.—C. C. Swain, Rural School Inspector for Minnesota; II.—Superintendent, George O. Smith, Princeton, Illinois; III.—Professor Oscar W. Neale, Stevens Point, Wisconsin; IV.—L. H. Dennis, Harrisburg, Pennsylvania.

BUREAU OF EDUCATION CONFERENCE ON PHYSICAL EDUCATION

Wednesday, February 24, 2:00 P. M.

Chamber of Commerce Auditorium

Thursday, February 25, 2:00 P. M.

Main Assembly South Foyer, Hotel Statler

Chairman, Williard S. Small, Washington, D. C., Specialist School Hygiene, Bureau of Education, Washington, D. C.

The general program of the conference will be in the nature of a discussion of the **Progress of the Year**. It will be treated with reference to Public Interest, Educational Facilities, State Organization and Supervisory and State Legislation. The final discussion will be on **The Legislative Program, State and Federal, of the National Physical Education Service**.

THE VILLAGE OR TOWN SCHOOL CONFERENCE

Chairman, W. S. Deffenbaugh, Specialist in City School Administration, Bureau of Education, Washington, D. C.

Thursday, February 26, 2:00 P. M.

Friday, February 27, 2:00 P. M.

Main Assembly Hall Lounge—Hotel Hollenden

The first session will consist of a presentation of **Various Phases of the Course of Study** including Civics, Health, and High School Courses. C. J. Galpin, Department of Agriculture, Washington, D. C., will give an address on **The Village in Relation to the Surrounding Country**.

The Friday meeting will be devoted to the **Village Intellectual and Social Life**. The treatment of this subject is an exhaustive one and will prove of great value to those who attend.

The Bureau of Education is also planning Conferences for the Supervisors of Home Economics, Wednesday morning at Hotel Winton, Rooms H and I, and one on Americanization Tuesday and Wednesday afternoon in the Main Assembly Lounge of the Hotel Hollenden.

CONFERENCE ON SEX EDUCATION

Chairman, Lawrence C. Staples, Assistant Educational Director, Bureau of Public Health, Washington, D. C.

Wednesday, February 25, 2:00 P. M.
Auditorium Y. M. C. A.

The program has not been received but will be printed in full in the official program.

AMERICAN SCHOOL HYGIENE ASSOCIATION

President, Francis E. Fronczak, Health Commissioner, Buffalo, N. Y.

Secretary, W. A. Howe, State Medical Inspector of Schools, Albany, N. Y.

Wednesday, February 25, 2:00 P. M.

Thursday, February 26, 2:00 P. M.

Friday, February 27, 2:00 P. M.; 8:00 P. M.

Saturday, February 28, 9:00 A. M.; 2:00 P. M.

Main Assembly Room—Hotel Cleveland

(Tentative)

A comprehensive program of addresses has been prepared for the twelfth Congress of the Association. The opening session will be devoted to **School Health Education** and representatives of Normal Schools, Rural Communities, Cities, New York State, Canada, and the United States will speak. The other sessions are devoted to: **School Health Service, Sex Education and Communicable Diseases, Nutrition of Children, Mouth Hygiene and Mental Hygiene**.

The final session will be a summary of the Relations of Health and School Authorities. The program includes a long list of noted authorities and will constitute a rich contribution to the school health service.

BOY SCOUTS

Chairman, Elbert K. Fretwell, Department of Scouting and Recreational Leadership, Teachers College, Columbia University, New York, N. Y.

Friday, February 27, 2:00 P. M.

Assembly Room—Hotel Winton

Important discussions on **How the Boy Scouts are Supplementing and Should Supplement the Public Schools** of: Omaha, Neb.; Salt Lake City, Utah; Pittsburgh, Pa., and other cities, by men who are in a capacity to know, forms the nucleus of the program.

CAMP FIRE GIRLS

Chairman, A. E. Winship, Editor Journal of Education, Boston, Mass.
Secretary, Lester E. Scott, New York City

Friday, February 27, 2:00 P. M.

Eagle School

More and more teachers and superintendents are becoming interested in the valuable work of the Camp Fire Girls and kindred organizations. The general theme which will be before the Conference is the timely question of **How Can the Camp Fire Girls' Program be of Greater Service to the Public Schools?** The speakers include W. E. Chancellor, Professor of Education and Psychology, University of Wooster, Wooster, Ohio, and W. M. Davidson, City Superintendent of Schools, Pittsburgh, Pa. Reports from county Superintendents on the results in rural schools will also be heard. There will be a graphic exhibit of the Camp Fire Girls' Program in addition.

THE CITY TRAINING SCHOOL

Chairman E. George Payne, Pres. Harris Teachers College, St. Louis, Mo.
Secretary, Edwin E. Hill, Head of Department of Social Science, Chicago Normal College, Chicago, Ill.

Tuesday, February 24, 2:00 P. M.

Wednesday, February 25, 2:00 P. M.

Main Assembly, South Foyer, Hotel Statler—Tuesday .

Cleveland Normal School—Wednesday

Educational Reconstruction in the City Training Schools is the topic to be presented at the first meeting of this section. The chief speakers will be C. H. Judd, Director, School of Education, Chicago University, Chicago, Ill.; J. W. Withers, City Superintendent of Schools, St. Louis, Mo.; and W. C. Bagley, Professor of Education, Columbia University, New York City. A discussion will follow.

The Wednesday session is devoted to a conference on **City Training School Problems**. W. B. Owen, President of Chicago Normal College, Chicago, Ill., will give an address on **Fundamental Principles of the Curriculum for the City Training Schools**.

SOCIETY OF COLLEGE TEACHERS OF EDUCATION

Secretary, G. M. Wilson, Department of Vocational Education, Iowa State College, Ames, Iowa

Monday, February 23, 9:00 A. M.; 2:00 P. M.

Main Assembly Room, Hotel Cleveland

A debate between George D. Strayer, Professor of Educational Administration, Columbia University and William P. Burris, Dean of the College for Teachers of Cincinnati on **The Participation of our National Government in the Development of Public Education**, is one of the prominent features of the program. Among the other important subjects under discussion are **Supervised Teaching**, **The Validity of Intelligence Tests for College Entrance**; and **Standards in Graduate Work in Education**.

COMMUNITY CENTER SECTION

Chairman, Albert Shiels, Director of Committee for Development of Community Councils, New York, N. Y.

Secretary, Clarence A. Perry, Associate Director Department of Recreation, Russell Sage Foundation, New York City

Thursday, February 26, 9:00 A. M.; 2:00 P. M.

Friday, February 27, 9:00 A. M.

Main Assembly Room, North Foyer, Hotel Statler

The motto of the Community Center Section for their Cleveland program is **The Community Center is an Americanization Center.** The following are among the prominent speakers on the program Thursday morning: Albert Shiels, of New York City; Eugene C. Gibney, Director of Community Centers, New York City; J. J. Pettijohn, Director Extension Division, University of Indiana, and others.

The afternoon session will feature addresses and discussions from Edward L. Burchard, Editor "The Community Center," Chicago, Ill.; Eva H. Reynier, Director of Social Centers, Grand Rapids, Mich., and others, while Friday morning P. P. Claxton, Commissioner of Education, Washington, D. C.; Mabel Carney, Teachers College, Columbia University, and C. J. Galpin, Department of Agriculture, Washington, D. C., are among those scheduled on the program.

CONGRESS OF MOTHERS

President, Mrs. Frederick L. Schoff, Philadelphia, Pa.

Secretary, Mrs. Arthur A. Birney, Washington, D. C.

Tuesday, February 24, 2:00 P. M.

Wednesday, February 25, 2:00 P. M.

Assembly Hall—Hotel Hollenden

The President is working to complete one of the most comprehensive programs ever given by the National organization. It will be printed in full in the official program.

NATIONAL COUNCIL OF ADMINISTRATIVE WOMEN IN EDUCATION

President, Ada Van Stone Harris, Director of Elementary Practise Teaching, Pittsburgh, Pa.

Secretary (pro tem), Mary D. Bradford, Superintendent of Schools, Kenosha, Wis.

Wednesday Afternoon, February 24, 2:00 o'clock

Lattice Room—Hotel Statler

The meeting will be featured by an address by Sara Louise Arnold, Dean of Simmons College, Boston, Massachusetts, on **Administration and Supervision in Schools and Colleges.** An outline of Miss Arnold's paper will be distributed previous to the meeting in order that all may have an opportunity to review it. The discussion will take the form of an Open Forum and will be led by Miss Arnold. It is hoped that there will be a spirited discussion of Administrative Problems. All women engaged in administrative work in education are cordially invited. The council has planned a joint conference with the Deans of Women

MATHEMATICS TEACHERS

Chairman, C. M. Austin, Oak Park, Ill.

Tuesday, February 24, 9:00 A. M.; 2:00 P. M.

Main Assembly Lounge—Hotel Hollenden

J. A. Foberg, of Crane Junior College, Chicago, Ill., will preside over the morning session, at which time it is planned to organize a National Council of Mathematic Teachers. J. F. Hosic, president of the Council of English Teachers, will make suggestions after which three plans of organization will be submitted and discust.

The afternoon session will be presided over by D. W. Werremeyer, Director of Mathematics in the Cleveland Schools. J. W. Young, of Dartmouth, will give a report of the National Committee on Mathematical requirements, and William Betz, of the Lincoln School, New York, will take for his subject **Mathematics in the Junior High School**. Discussion will follow both of these talks.

NATIONAL COUNCIL OF PRIMARY EDUCATION

Chairman, Ella Victoria Dobbs, Assistant Professor of Manual Arts, University of Missouri, Columbia, Mo.

Tuesday, February 24, 2:00 P. M.

Main Assembly Room, Hotel Statler

The Council will continue the discussion of last year on **The Actual Content of an Acceptable Day's Work**. This important topic will undoubtedly bring out the most desirable element in a strong light and it is hoped standardize and unify the practice of the schools of the country.

DEANS OF WOMEN IN STATE UNIVERSITIES

President, Ruby E. C. Mason, Dean of Women, University of Illinois
Secretary, F. Louise Nardin, Dean of Women, University of Wisconsin

Monday, February 23, 9:00 A. M.; 2:00 P. M.

Hotel Statler—Main South Foyer

The general subject of the Conference will be **Constructive Work of the Deans of Women** and will consist of informal round table discussions following the ten minute opening paper. Mrs. K. W. Jamison, Dean of Women, University of Montana, will open the first discussion of **How to Help the Self-Supporting Girl**. **Constructive Methods of Securing Better Dancing** will be first treated by Ella Fulton, Dean of Women, University of North Dakota. **A Report of the National Foundation of Women for Social Health** will be given by the president of the Conference. The afternoon program will also be very stimulating, numbering among the speakers Agnes E. Wells, Dean of Women, University of Indiana. A report on the **Salary and Status of Deans of Women in State Universities** will be followed by the election of officers for the following year.

NATIONAL ASSOCIATION OF DIRECTORS OF EDUCATIONAL RESEARCH

President, B. R. Buckingham, Bureau of Educational Research, University of Illinois, Urbana, Ill.
Secretary, Ernest Ashbaugh, Extension Division, University of Iowa, Iowa City, Iowa

Thursday, February 26, 9:00 A. M.; 2:00 P. M.

Engineers Hall

The Association will have a closed meeting on Monday for members in order to have a thorough and more technical treatment of phases of the work. The official headquarters are at the Hotel Statler.

On Thursday evening the annual dinner will be honored for the first time by the presidential address. It will consist of a resume of the progress of the year in educational research. Details will be found in the official program.

EDUCATION IN STATE UNIVERSITIES

President, Wm. F. Russell, Dean, College of Education, University of Iowa, Iowa City, Ia.
Secretary, F. J. Kelley, Dean, School of Education, University of Kansas, Lawrence, Kans.

Tuesday, February 24, 2:00 P. M.

Every member of this Association will be expected to contribute to the discussion of the following questions:

1. How may the Association assist in relieving the present and prospective shortage of teachers?
2. Should the social science requirements for teachers' certificates be increased?
3. What is the best arrangement for co-operation between Departments of Education and Colleges of Liberal Arts for securing proper subject matter preparation for teachers?

These are vital topics and well worth the careful study and attention of every member of the faculty in the Departments of Education.

EDUCATIONAL AND PRESS ASSOCIATION

Chairman, Henry G. Williams, Editor "The Ohio Teacher," Columbus, Ohio
Secretary, Geo. L. Towne, Editor "The Nebraska Teacher," Lincoln, Nebr.

Wednesday, February 25, 6:00 P. M.

Hotel Cleveland
(probably)

A very interesting program has been prepared and all members are earnestly requested to be present. The Secretary should be notified of the intention to attend in advance.

EDUCATIONAL PUBLISHERS

President, J. R. McDonald, Little, Brown & Company, Boston
Secretary, A. H. Nelson, MacMillan Company, New York City

Wednesday, February 25, 2:00 P. M.

Main Assembly, Annex B—Hotel Cleveland

The leading speakers are J. D. Phillips, Treasurer of the Houghton Mifflin Company and Clinton H. Scovell, Wellington and Company, Certified Public Accountants.

At the dinner, which is part of the program, H. C. Cheney, of Scribners; H. M. Collins, of C. E. Merrill Company; Haviland Stevenson, President of Silver, Burdett and Company, and O. E. Klingaman, Director of Extension, University of Iowa are scheduled to speak. This furnishes an attractive and valuable program for those interested in this line of work.

NATIONAL FEDERATION OF STATE EDUCATION ASSOCIATIONS

* President, Charles S. Foos, Superintendent of Schools, Reading, Pa.
Secretary, John P. Everett, Secretary, Michigan State Teachers Association, Kalamazoo, Mich.

Tuesday, February 24, 2:00 P. M.

Thursday, February 26, 2:00 P. M.

Annex B—Hotel Cleveland

Both sessions of the Federation are devoted to the discussion **Vital Points in State Teachers Associations**. Arthur H. Chamberlain, Executive Secretary of the California Teachers Association, San Francisco, California, will lead Tuesday. E. M. Carter, Secretary of the Missouri State Teachers Association will be in charge of the topic on Thursday.

AMERICAN HOME ECONOMICS ASSOCIATION

President, Edna N. White, Ohio State University, Columbus, O.
 Secretary, Cora M. Winchell, Teachers College, New York City

Monday, February 23, 2:00 P. M.

Tuesday, February 24, 9:00 A. M.: 2:00 P. M.

Eagle School

The program of the Association is divided into three distinct parts. Monday afternoon Edna N. White, Professor of Home Economics at Ohio State University will lead a discussion on **Methods in High Schools**. Tuesday morning the main thesis will be **Tests in Home Economics Teaching**, and the leader Adelaide Laura Van Duzer, Supervisor of Home Economics in Cleveland, Ohio. The final session Tuesday afternoon will be devoted to the matter of **Child Feeding** with Lydia Roberts, Assistant Professor of Home Economics, University of Chicago, Chicago, Ill., in charge. Other noted speakers will take part in each program.

Tickets for the dinner Monday should be purchased at that time. The local committee will arrange for visits to elementary, junior high and high schools, to Western Reserve University, the Y. W. C. A., to factories serving lunches and to hospitals. Communications in regard to reservation should be addressed to Miss Adelaide L. Van Duzer, Board of Education, Cleveland. It is important that advance reservation should be made.

JUNIOR RED CROSS

Chairman, J. W. Stuebaker, Assistant Superintendent of Schools, Des Moines, Ia.

Wednesday, February 25, 2:00 P. M.

The Junior Red Cross representatives will meet in joint session with the Department of Superintendence, Tuesday morning, February 24, 1920.

The program for the afternoon session includes a film of "America Junior" which follows three interesting addresses by E. U. Graff, President of the Department of Superintendence; Annie Webb Blanton, State Superintendent of Instruction of Texas, and Livingston Farrand, Chairman of the Central Committee, American Red Cross, Washington, D. C.

INTERNATIONAL KINDERGARTEN UNION

President, Caroline D. Aborn, Department of Education, Boston, Mass.

Secretary, Ella R. Boyce, Pittsburgh, Penn.

Chairman Co-operating with N. E. A., Katherine R. Watkins, Director of Kindergartens, Washington, D. C.

Wednesday, February 25, 2:00 P. M.

Engineers Hall

Tuesday, February 24, 2:00 P. M.

Thursday, February 26, 2:00 P. M.

Kindergarten Headquarters

A topic which will attract the attention of all interested in kindergarten work is **The Kindergarten in Education Today** which will be presented with reference

to its relationship to the school, the curriculum and the community. The chief speakers are C. G. Pearse, President of the State Normal School, Milwaukee, Wis.; H. C. Morrison, of the School of Education, University of Chicago, and John H. Francis, City Superintendent of Schools, Columbus, Ohio. A large attendance is expected. Engineers Hall has a seating capacity of twelve hundred and twenty-five.

There will also be meetings Tuesday and Thursday afternoons at the Kindergarten Headquarters in the Hotel Cleveland.

The Bureau of Education Committee of the International Kindergarten Union, of which Miss Nina C. Vandewalker is chairman, will hold a meeting Monday evening, February twenty-third, in the private dining room of the Cleveland hotel at 8 o'clock, and other meetings at 4 p. m. Tuesday and Thursday at a place to be announced later.

The American Physical Education Association is planning for an exhibit of books on physical education and hygiene at the meeting of the Department of Superintendence at Cleveland.

NATIONAL ASSOCIATION OF PRINCIPALS OF SCHOOLS FOR GIRLS

Chairman, Marion Coats, Haverhill, Mass.

Monday, February 23, 9:00 A. M.; 2:00 P. M.

Hotel Winton—Parlors H and I

The business of the Association will occupy the morning session. The afternoon session will be devoted to a discussion of school problems. The complete program will be mailed to members of the association.

NATIONAL GEOGRAPHIC SOCIETY CONFERENCE

Chairman, Jessie L. Burrall, Chief School Service, National Geographic Society, Washington, D. C.

Thursday, February 26, 2:00 P. M.

Main Assembly Room—Hotel Statler

This conference will open with an illustrated lecture on **The Teaching of Geography in Grades** by Jessie L. Burrall, who is Chief of the School Service of the National Geographic Society. Mr. Maynard Q. Williams, of the editorial staff, will also speak on **Arc-Lighting the Cross Roads of Knowledge**. Mr. Williams was formerly an assistant to the Military Attache in Peking and has travelled extensively in the Far East, Russia and Armenia. The conference will be closed with discussion on the newest problems of geography teaching.

PHYSICAL EDUCATION ROUND TABLE

Chairman, E. H. Arnold, Director, New Haven Normal School of Gymnastics, New Haven, Conn.

Thursday, February 26, 2:00 P. M.

French Room—Hotel Winton

An interesting program is in course of preparation.

SAFETY EDUCATION

Chairman, E. George Payne, President Harris Teachers College, St. Louis, Mo.
Secretary, Albert W. Whitney, National Workmen's Compensation Service Bureau, New York City

Friday, February 27, 2:00 P. M.

Main Assembly Lounge—Hotel Hollenden

Safety Education is one of the prominent practical opportunities for school work before the educators today. The program of the section is largely framed for the purpose of showing the educational value of safety work, what the schools can do and the place of the educator in the safety movement. Among the speakers are G. P. Knox, Assistant Superintendent of Schools, St. Louis; F. L. Hoffman, Third Vice-President and Chief Statistician of the Prudential Life Insurance Company; S. S. Baker, Associate Superintendent of Schools, Pittsburgh, Pa.; and C. W. Price, General Manager of the National Safety Council.

SCHOOL GARDEN ASSOCIATION

President, Grace M. Shepherd, New York City
Secretary, E. F. Murphy, Richmond, Ind.

Tuesday, February 24, 2:00 P. M.

Wednesday, February 25, 2:00 P. M.

Advertising Club Room

Gardens in Pictures, Lantern Slides and Moving Pictures, add to an interesting program prepared by the School Garden enthusiasts. Practical Discussion on All Year School Gardens, U. S. School Garden Movement, Courses for Teachers in Normal Schools and Market Gardening appear on Tuesday's program.

On Wednesday afternoon the general topic will be **How to Make Gardening a Part of the School Program**. All discussions are limited to fifteen and twenty minutes which assures practical, concrete and vivid expositions.

NATIONAL ASSOCIATION OF SECONDARY SCHOOL PRINCIPALS

President, W. A. Bailey, Principal of High School, Kansas City, Kans.
Secretary, H. V. Church, Principal J. Sterling Morton High School, Cicero, Illinois

Monday, February 23, 2:00 P. M.

Tuesday, February 24, 9:00 A. M.; 2:00 P. M.

Old Stone Church

An exceptional program has been arranged for the meeting which begins Monday afternoon. Otis W. Caldwell, Director of Lincoln School, Columbia University, New York; H. C. Morrison, University High School, University of Chicago; E. W. Butterfield, State Commissioner of Education, New Hampshire; J. G. Masters, Principal, Central High School, Omaha, Nebraska, are among the speakers. Some of the interesting topics are **Why Principals Succeed and Why They Fail; Reports by Committees on Military Training and Physical Training; The Program of the Small High School**. At the banquet Monday evening one of the features will be an address by Charles H. Judd, Director, School of Education, University of Chicago on **Content of Social Science Courses** and C. O. Davis, Professor of Education, University of Michigan on **Social Science in the High Schools of the North Central Association**.

NATIONAL SOCIETY FOR THE STUDY OF EDUCATION

President, Joseph C. Brown, State Normal School, St. Cloud, Minn.

Secretary, Guy M. Whipple, University of Michigan, Ann Arbor, Mich.

Monday, February 23, 8:00 P. M.

Main Assembly, Hotel Hollenden

New Materials of Instruction is the general topic of the first of the three interesting sections of the Society's meeting. Charles H. Judd, Director of the School of Education, University of Chicago, Chicago, Ill.; C. F. Towne, Department of University Extension, Massachusetts Board of Education, Boston, and F. J. Kelly, Dean of the School of Education, University of Kansas are the Speakers. The second part of the session is devoted to **The Education of Gifted Children**. The subject for the final discussion is **Plans for Nineteen-Twenty**, under the leadership of H. A. Brown, President of State Normal School, Oshkosh, Wis.

**THE NATIONAL SOCIETY FOR THE STUDY AND CORRECTION OF
SPEECH DISORDER**

President, Walter B. Swift, School of Education, Western Reserve University; Home, Boston, Mass.
Secretary, A. S. Howe, Boston, Mass.

Friday, February 27, 2:00 P. M.

Saturday, February 28, 9:00 A. M.: 2:00 P. M.

Cleveland Kindergarten Training School, 2050 E. 96th St., Friday

Hotel Hollenden—Main Assembly Hall—Saturday

The sixty-first meeting of the Society's Kindergarten Section will open with the President's address—**Personality Growth in the Part-time-Speech Teacher**. The program will be concluded by the presentation of formal papers by the President, and Ada Gould, Cleveland Speech Teacher. This will be followed by a dinner at six o'clock at the Alhambra Restaurant.

The Grade Section will open Saturday with the Vice President's address on **The Duty of Every Normal School in Speech Correction**, Susan B. Davis, Kent Normal School, Kent, Ohio. Papers will be given by H. Z. Beatty, Instructor of Speech Disorder, Medical School, Ohio State University, Columbus, O., and others. The noon lunch is for all Cleveland Part Time Speech Teachers at the Alhambra Restaurant at twelve-thirty.

The Feeble-minded Section meets Saturday afternoon. Addresses and papers will be given by H. H. Goddard, Director of Bureau of Juvenile Research, Columbus, Ohio; Sara M. Myer, Cleveland; W. B. Swift, Boston, and others.

CONFERENCE OF TEACHERS COUNCILS

Acting Chairman, W. J. McAuliffe, President Teachers Council, New York City

Wednesday Afternoon, February 25, 2:00 P. M.

Thursday Afternoon, February 26, 2:00 P. M.

Eagle School

The purpose of the conference is to permanently effect an organization which will be of benefit to everybody concerned. It is the intention to have council representatives from large school units, either county, city or state. The second day will be devoted to a discussion of the problems facing teachers' councils thruout the United States.

NATIONAL COUNCIL OF TEACHERS OF ENGLISH

President, James Fleming Hosc, Chicago Normal College, Chicago, Illinois
 Secretary, W. Wilbur Hatfield, Chicago Normal College, Chicago, Illinois

Wednesday, February 25, 9:00 A. M.; 2:00 P. M.

Old Stone Church

The general topic of the opening conference is **The Permanent Speech Campaign** and the program includes addresses on **The Follow-Up of Speech Week; Eradicating Speech Errors; Developing Speech Power** and others. Among the several speakers are R. L. Sandwick, Deerfield-Shields (Ill.) Township High School; Zaida Gaines, Cleveland, Ohio, and Olive M. Bear, Decatur (Ill.) High School.

The afternoon session will be centered around the general topic of **Checking up on English**; with Helen O. Lemert of the Columbus, (Ohio) High School; J. F. Van Every, of the Toronto (Canada) High School of Commerce, and C. E. Douglas, Superintendent of Schools, Erie, Pa., among those who will speak.

NATIONAL ASSOCIATION OF TEACHERS AGENCIES

President, W. W. Andrews, Albany Teachers Agency, Albany, N. Y.
 Secretary, A. P. Goddard, Chicago, Ill.

Tuesday, February 24, 2:00 P. M.

Wednesday, February 25, 2:00 P. M.

(Place to be announst)

An interesting and valuable program has been arranged by the president of the Association. Among the speakers are W. H. Jones, of the Southern Teachers Agency, Columbia, S. C.; John B. Stout, Yates Fisher Teachers Agency, Portland, Oregon. A. S. Hust, Professor of Education, Syracuse University, Syracuse, New York, will make an address on **The Ideals I Would Seek to Develop in a Teacher**. The Wednesday afternoon session is to be the annual business meeting.

NATIONAL LEAGUE OF TEACHERS ASSOCIATIONS

President, Cornelia S. Adair, Richmond, Virginia
 Secretary, Joseph H. Halloran, Richmond, Virginia

Tuesday, February 24, 2:00 P. M.

Wednesday, February 25, 2:00 P. M.

Hotel Cleveland

An interesting and valuable program is planned. It has been impossible to put it in definite form up to date. It will be publisht in full in the official program.

CONFERENCE OF VISUAL EDUCATION

President, L. H. Hines, State Superintendent of Public Instruction, Indianapolis, Ind.
 Secretary, C. F. Pye, Secretary Iowa State Teachers Assocaition, Des Moines, Iowa.

Wednesday, February 25, 2:00 P. M.

Main Assembly Room—Hollenden Hotel

The opening address of the conference will be on **Visual Education in Community Center Work** by Charles Roach, Head of Visual Education Department, Extension Division Iowa State College, Ames, Iowa. This will be followed by a dissertation on **Concreteness in Education** by J. H. Francis, Superintendent of Schools, Columbus, Ohio, and **The Economic Side of Visual Education**, by J. Paul Goode of the University of Chicago, Chicago, Ill. A general round table discussion, led by F. A. Gause, Superintendent of Schools, Bay City, Michigan, will conclude the program.

CONFERENCE ON TEACHERS' PENSIONS

Chairman, Harlan Updegraff, Professor of Educational Administration, University of Pennsylvania, Philadelphia, Pa.

Thursday, February 26, 9:00 A. M.

Annex B. Hotel Cleveland

This important topic consists of **Review of Progress in Pension Legislation During the Past Year; A Description of the New Ohio Pension Law** and a general discussion. All interested in pension legislation are invited.

DINNERS AND LUNCHEONS

Department of Superintendence, Cleveland, Feb. 23 to 28

The following is a list of dinners and luncheons which are to be held in connection with the meeting of the Department of Superintendence, Cleveland, Ohio:

Dinners

The American Association of Teachers Colleges will have a dinner on Saturday, February 21, 6:30 p. m., probably in the Cleveland Hotel. For information concerning the dinner address J. G. Crabbe, President State Teachers College, Greeley, Colo.

The American Home Economics Association will give a dinner Wednesday evening. The place will be announst in the final program.

The Educational and Press Association will have a dinner on Wednesday evening. The time and place for this dinner will be announst in the official program, probably Hotel Cleveland. George L. Towne, Editor "The Nebraska Teacher," Lincoln, Nebr., will be in charge and should be notified. Plate \$1.50.

The Educational Publishers will have a dinner Wednesday evening, Annex B, Cleveland Hotel. James R. McDonald, 34 Beacon St., Boston, Mass., will be in charge.

The Garden Association dinner will be given Monday evening in the Lattice Room of the Statler Hotel. Grace M. Shepherd, 416 W. 122d St., New York, N. Y., will be in charge.

The Harvard University will give a dinner Wednesday evening. The time and place for this dinner will be announst in the official program. Henry W. Holmes, Harvard University, Cambridge, Mass., will be in charge.

The University of Indiana will have a dinner on Wednesday, 5:30 p. m., in the Banquet Room, Mezzanine Floor, Olmstead Hotel. H. L. Smith, Dean Indiana University, Bloomington, Ind., will have charge of the dinner.

The National Geographic Society dinner will be held Wednesday at 5:30 p. m. in the Cleveland Chamber of Commerce Auditorium. Miss Jessie Burrall, National Geographic Society, Washington, D. C., will be in charge.

The New Jersey dinner will be held Monday at 6:00 p. m. in the Statler Hotel. H. M. Maxson, City Superintendent of Public Schools, Plainfield, N. J., will have charge of the dinner.

The National Phi Delta Kappa dinner will be given Wednesday, at noon, probably in the Cleveland Hotel.

The dinner for the Council of State Superintendents will be given in the Main Assembly Lounge, North Foyer, of the Statler Hotel. The date of this dinner will be announst in the official program. Annie Webb Blanton, State Superintendent of Public Instruction, Austin, Texas, will be in charge.

The Secondary School Principals will give a dinner on Monday, 6:30 p. m., in the Cleveland Chamber of Commerce Auditorium. H. V. Church, Principal J. Sterling Morton High School, Cicero, Ill., is organizing.

The Kindergarten Section of the Society for Study and Correction of Speech Disorder will have a dinner Friday, 6:00 p. m., in the Alhambra Restaurant. W. B. Swift, 110 Bay State Road, Boston, Mass., will be in charge.

The Alumni Dinner, given by the Teachers College, Columbia University, will be held Tuesday, 6:30 p. m., in the Ball Room of the Statler Hotel. George E. Strayer, Teachers College, Columbia University, New York, N. Y., will be in charge.

The University of Chicago will have a dinner on Tuesday, 6:30 p. m., Fourteenth Floor of the Statler Hotel. William S. Gray, Dean School of Education, University of Chicago, will be in charge.

The University of Michigan will have the State Michigan dinner on Wednesday evening, in the Masonic Temple. J. B. Edmonson, Inspector of Schools, University of Michigan, Ann Arbor, Mich., will be in charge.

The Kindergarten Union will have a dinner Wednesday, 6:00 p. m. The place of the meeting will be announced in the official program. Miss Catharine B. Watkins, Director of Kindergartens, Washington, D. C., will be in charge.

The Directors of Educational Research will have a dinner Thursday evening in a Committee Room at the Statler Hotel.

The Directors of Educational Research will give a luncheon Monday, at noon, in the Committee Room, Statler Hotel.

The Deans of Women in State Universities will have a luncheon Monday noon, at the Statler Hotel.

Luncheons

The Junior Red Cross will have a luncheon Wednesday noon at the Statler Hotel. Mrs. Harrison W. Ewing, 2157 Euclid Avenue, Cleveland, Ohio, will be in charge.

The School Patrons will have a luncheon Wednesday noon at the Winton Hotel. Mrs. Lou H. Francis, Columbus, Ohio, will be in charge.

The Society of College Teachers of Education will have luncheons on Monday and Tuesday in the Cleveland Hotel. G. M. Wilson, Professor of Education, Iowa State College, Ames, Iowa, will be in charge.

The Part-time Teachers Section of the Society for Study and Correction of Speech Disorder will have a luncheon Saturday noon at the Alhambra Restaurant, W. B. Swift, 110 Bay State Road, Boston, Mass., will be in charge.

In case correction or additions are to be made to this list please see that it reaches N. E. A. headquarters before February 10.

"The new Headquarters building is in one of the best locations in the City of Washington and the price which was paid makes it one of the finest possible investments which the officers of the Association could have made in Washington. The N. E. A. now has a home commensurate with its needs and in keeping with the expansion of the great work which lies before it."

WILLIAM M. DAVIDSON,

Superintendent Pittsburgh Public Schools.

Note.—Superintendent Davidson was superintendent of the City Schools of Washington for a number of years and is well acquainted with the city and with values of property.

ONE HUNDRED PER CENT ENROLMENTS

Over 2,000 schools and colleges are trying for a 100 per cent enrolment in the National Education Association. Many of these have the work well under way and will soon be ready to report. The January Bulletin contained the names of 110 schools which had reported. The following additional 109 schools completed their reports up to January 15. Special Certificates have been prepared for all 100 per cent schools and colleges.

Altoona, Pa.—S. H. Layton, Superintendent
 Adams School, D. L. Hoffman, Principal
 Curtin School, A. K. Smith, Principal
 Fairview School, C. W. Corbin, Principal

Franklin School, J. J. Hamilton, Principal
 Miller School, M. A. Dively, Principal

Bellflower, Ill.—Bellflower Township High School, Principal, Roy Schofield
 Berkeley, Calif.—Hawthorne School, Mrs. Beatrice Wilms, Principal
 Boonsboro, Md.—Boonsboro High School, E. F. Long, Principal
 Carlin, Nevada—Carlin Public Schools, Miss Lela Lenfest, Principal
 Carson City, Nev.—Carson City Public Schools, E. L. McKeown, Supt.
 Champaign, Ill.—Central School, W. W. Earnest, Superintendent
 Chattanooga, Tenn.—Ridgedale School, J. E. Walker, Principal
 Chicago, Ill.—Sawyer Ave. School, R. E. Jeffrey, Principal

Chicago Heights, Ill.—Floyd T. Goodier, Superintendent
 Franklin School, Estella M. Sigley, Principal
 Garfield School, Mae Cassels, Principal
 Lincoln School, Clara O'Reilly, Principal
 McKinley School, Mabel Carlson, Principal
 Washington School, Jedd Laudinier, Principal
 Washington Annex School, Luella Engels, Principal

Cleveland, Ohio—F. E. Spaulding, Superintendent
 West High of Commerce, Solomon Weimer, Principal
 Detroit Junior High, Morton L. Dartt, Principal
 Empire Junior High, Clayton R. Wise, Principal
 Kennard Junior High, Frank G. Davis, Principal
 Fairmont Junior High, J. A. Crowell, Principal
 Wilson Junior High, Harriett E. Corlett, Principal
 Bolton, Ida M. Deighton, Principal
 Buhner, Hattie E. Walker, Principal
 Chesterfield, Christine Ringle, Principal
 Clark, Sarah Raines, Principal
 East Clark, Elizabeth L. Corris, Principal
 Fowler, Eva Venderink, Principal
 London, Susanne Kirkpatrick, Principal
 Lawn, Estelle B. Orr, Principal
 Waring School, Katherine M. Grayell, Principal

Lincoln, Jennie R. Horton, Principal
 Nottingham, Dora M. Nourse, Principal
 Observation, Georgia Clark, Principal
 Meyer, Catherine D. Ross, Principal
 Sackett, Martha R. House, Principal
 Scranton, Ida M. Edgerton, Principal
 South Case, Maude Burroughs, Principal
 Tod, Mary E. Howlett, Principal
 Willard, Jennie M. Gaskill, Principal
 Woodland, Sarah M. Horton, Principal
 Wooldridge, Rose L. McCoart, Principal
 Dike, Bessie M. Corlett, Principal
 Doan, Laura K. Collister, Principal
 East Denison, Bridget S. Gafney, Principal
 Gordon, Edith Rilus, Principal
 Cripple, Alice Christianier, Principal

Fort Dodge, Iowa—L. H. Minkel, Superintendent
 Duncombe School, Minnie E. Frasier, Principal
 Hawley School, Jeannette Aiken, Principal
 Lincoln School, Jennie E. Pollock, Principal
 Pleasant Valley School, Bertha O. Aavig, Principal
 Riverside School, Minnie Ridenour, Principal
 Waukonsa School, Catharine Ryan, Principal

Douglas, Arizona—Harold Steele, Superintendent
 A Avenue School, Helen L. Brown, Principal
 C. and A. School, Second St. School
 Clawson School, Sunnyside School

- Greeley, Colo.—East Ward School, Ethel H. Dowell, Principal
 Flagstaff, Ariz.—Northern Arizona Normal School, J. O. Creager, President
 Indianapolis, Ind.—Indianapolis Normal School, Floro Torrence, Director of Practice
 Ironwood, Mich.—Central School, E. O. Arnold, Principal
 Janesville, Wis.—Webster School, Kate Nelson, Principal
 Johnstown, Pa.—H. J. Stockton, Superintendent
 Rheam School, H. C. Bohn, Principal
 Kenilville, Ill.—Joseph Sears School, Miss Alice Wessa, Superintendent
 Ketchikan, Alaska—Ketchikan Public Schools, A. A. Knox, Superintendent
 Leavenworth, Kansas—Third Avenue School, Mary M. Pfefferkorn, Principal
 Martinsburg, W. Va.—Sumner School, Principal, F. P. Ramer
 Maywood, Ill.—Proviso Township High School, J. L. Thalman, Principal
 New Pekin, Ind.—High School, William E. Wilson, Principal
 Oakland, Calif.—Fred M. Hunter, Superintendent
- | | | |
|--------------------|---------------------|-------------------|
| Bella Vista School | Garfield School | McChesney School |
| Campbell School | Grant School | Peralta School |
| Claremont School | Intermediate School | Piedmont School |
| Clawson School | Jefferson School | Santa Fe School |
| Cleveland School | Lakeview School | Sequoia School |
| Dewey School | Laurel School | Stonehurst School |
| Elmhurst School | Lincoln School | Tompkins School |
| Frick School | Longfellow School | |
- Orlean, Va.—Orlean Jr. and Sr. High School, William McKinley Robinson, Principal
 Plainfield, N. J.—F. W. Cook, Principal
 The Franklin School
 The Stillman School, Helga Johnson, Principal
 Richmond, Ind.—Vaile School, Ada Woodward, Principal
 Robinson, Ill.—Township High School, P. M. Watson, Principal
 Schenectady, N. Y.—Teachers Training School, G. B. Teffers
 Seattle, Wash.—Walla Walla School, Dio Richardson, Principal
 St. Louis, Mo.—Clarence Avenue School, Blanche P. Cullen, Principal
 Wapato, Wash.—Central School, Dist. No. 54
 High School, Dist. No. 54
 Wenatchee, Wash.—Lewis and Clark School, G. W. Bohamen, Superintendent
 West Point, Nebr.—West Point High School, O. A. Wirsig, Superintendent

NEW MEMBERS FOR 1920-21

Those enrolling as new members during the rest of the school year will be listed for the year 1920-21. Their membership will expire June, 1921. They will begin receiving the N. E. A. Bulletin with the March number. Explain this advantage to those who are not members. Let each one know that by sending the Secretary his name, position, address, and a check for \$2, he can become an active member and begin receiving the N. E. A. Bulletin immediately.

Without exception the N. E. A. Bulletin has been mailed, during the year 1919-20, in time to reach members in every part of the country on the first day of the month.

The campaign for increase salaries for teachers is making progress in every state and in almost every community.

DEPARTMENT OFFICERS NATIONAL EDUCATION ASSOCIATION 1919-1920

DEPARTMENT OF SUPERINTENDENCE

President, E. U. Graff, Superintendent of Schools.....Indianapolis, Ind.
First Vice-President, D. J. Kelly, Superintendent of Schools.....Binghamton, N. Y.
Second Vice-President, H. C. Johnson, Superintendent of Schools.....San Diego, Cal.
Secretary, Charl O. Williams, County Superintendent of Schools.....Memphis, Tenn.

THE NATIONAL COUNCIL OF EDUCATION

President, Homer H. Seerley, President State Teachers College.....Cedar Falls, Ia.
Vice-President, Josephine Corliss Preston, State Superintendent of Public Instruction.....Olympia, Wash.
Secretary, Adelaide Steel Baylor, Federal Agent for Home Economics.....Washington, D. C.

DEPARTMENT OF KINDERGARTEN EDUCATION

President, Nina C. Vandewalker, Director Kindergarten Dept., State Normal School.....Milwaukee, Wis.
Vice-President, Margaret McIntire, Supervisor of Kindergartens.....Cambridge, Mass.
Secretary, Julia Bothwell, Supervisor of Kindergartens.....Cincinnati, Ohio

DEPARTMENT OF ELEMENTARY EDUCATION

President, Lillie Ernst, Principal Cote Brillante School.....St. Louis, Mo.
Vice-President, Zenio C. Scott, Superintendent City Schools.....Trenton, N. J.
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DEPARTMENT OF SECONDARY EDUCATION

President, W. W. McIntire, Principal Norwood High School.....Norwood, Ohio
Vice-President, Charles H. Perrine, Principal Wendell Phillips High School.....Chicago, Ill.
Secretary, Anna Willson, Principal High School.....Crawfordsville, Ind.

DEPARTMENT OF HIGHER EDUCATION

President, Guy Stanton Ford, University of Minnesota.....Minneapolis, Minn.
Secretary, J. J. Pettijohn, Director of Extension, Indiana University.....Indianapolis, Ind.

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President, John R. Kirk, President State Teachers College.....Kirkville, Mo.
Vice-President, Joseph Rosier, President Fairmont State Normal School.....Fairmont, W. Va.
Secretary, Anna M. Tibbetts, Fargo College.....Fargo, N. D.

DEPARTMENT OF BUSINESS EDUCATION

President, J. A. Bock, Head Commercial Department, South Division High School.....Milwaukee, Wis.
Secretary, Lillian Neipert, State Normal School.....Whitewater, Wis.

DEPARTMENT OF VOCATIONAL EDUCATION

President, John Callahan, State Director Vocational Education.....Madison, Wis.
First Vice-President, Cleo Murtland, University of Michigan.....Ann Arbor, Mich.
Secretary, Arthur F. Payne, College of Education, University of Minnesota.....Minneapolis, Minn.

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President, H. A. Allen, Rural School Agent, Department of Education.....Augusta, Maine
Vice-President, Amalia Bengston, County Superintendent of Schools, Renville County.....Olivia, Minn.
Secretary, Mabel Carney, Teachers College, Columbia University.....New York, N. Y.

DEPARTMENT OF SCIENCE INSTRUCTION

President, George R. Twiss, Ohio State University.....Columbus, Ohio
Vice-President, James H. Smith, Assistant Principal, Austin High School.....Chicago, Ill.

DEPARTMENT OF MUSIC EDUCATION

President, W. Otto Miessner, State Normal School.....Milwaukee, Wis.
Vice-President, Glen H. Woods.....Oakland, Calif.
Secretary, Sarah B. Callinan, William Penn High School.....Philadelphia, Pa.

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Vice-President, H. S. Gruver, Superintendent of Schools.....	Worcester, Mass.
Secretary, Alice H. Wood, Elizabeth McCormick Memorial Fund.....	Chicago, Ill.

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Vice-President, Lawrence L. Hill, Director of Physical Education.....	Albany, N. Y.
Secretary, Esther Watson, Secretary New England Division War Work Council, Y. W. C. A.	Boston, Mass.

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President, Albert Wunderlich, Commissioner of Schools.....	St. Paul, Minn.
Vice-President, George W. Gerwig, Secretary Board of Education.....	Pittsburgh, Pa.
Secretary, William C. Bruce, Editor American School Board Journal.....	Milwaukee, Wis.

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Secretary, Anne Dudley Blitz, Dean William Smith College.....	Geneva, N. Y.
Treasurer, Florence M. Richards, Dean of Women, State Normal School.....	Winona, Minn.

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President, Lou Francis, 913 Madison Ave.....	Columbus, Ohio
Vice-President, Gertrude S. Martin, 932 Stewart Ave.....	Ithaca, N. Y.

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President, O. S. Rice, Supervisor of School Libraries, State Department of Public Instruction	Madison, Wis.
Vice-President, Florence N. Hopkins, Librarian Central High School.....	Detroit, Mich.
Secretary, Irma Walker, Librarian High School.....	Biwabik, Minn.

DEPARTMENT OF EDUCATIONAL PUBLICATIONS

President, Henry G. Williams, Editor Ohio Teacher.....	Columbus, Ohio
Secretary, George L. Towne, Editor Nebraska Teacher.....	Lincoln, Neb.

DEPARTMENT OF THE WIDER USE OF SCHOOLHOUSES

President, Raymond F. Crist, Director of Citizenship, Department of Labor.....	Washington, D. C.
Vice-President, I. B. Morgan, Principal Continuation Schools.....	Kansas City, Kan.
Secretary, Margarita Spaulding Gerry, Board of Education.....	Washington, D. C.

The N. E. A. Commercial Exhibits are in charge of Hoyt and Hall, 1401 Harris Trust Building, Chicago, Ill.

Nearly all leading libraries of the country have arranged to receive all the publications of the Association, regularly. A few are waiting to learn from teachers whether there is a demand for the bound volume and special reports before taking out \$5 memberships.

Nearly twenty per cent of the income of the Association has been used during the present year in the campaign for increased salaries for teachers and in promoting educational legislation.

SUGGESTED STANDARDS FOR SALARY SCHEDULES

From page 148 "Teachers Salaries and Salary Schedules"

In the light of the existing condition the following standards for salary schedules are suggested. These are higher than common practice but are not higher than has already been accomplished in some of our more progressive cities. The division of the cities into two size groups is justified by the results shown. There is a noticeable break in salary paid between cities in size III and in size IV. Of course there can not be a clear cut line drawn between a city say of 28,000 inhabitants falling in size group III and one of 23,000 in group IV, and many cities in the lower group will pay salaries as high as those in the upper group which will be more to their credit than to have a larger city remain on the lower level.

Amount of Professional Preparation	For City Sizes I, II & III 25,000 to 100,000 or more			For City Sizes IV, V & VI Up to 25,000		
	Minimal Salary	Annual Increases	Maximal Salary	Minimal Salary	Annual Increases	Maximal Salary
Teachers						
Normal Diploma ¹	\$1200	6 x \$100	\$1800	\$1000	6 x \$100	\$1600
A. B. Degree.....	1400	10 x 100	2400	1200	10 x 100	2200
A. M. Degree.....	1600	10 x 100	2600	1400	10 x 100	2400
Ph. D. Degree.....	2000	10 x 100	3000	1800	10 x 100	2800
Heads of Departments⁴ in Intermediate or High School						
Normal Diploma.....	\$1600	8 x 100	\$2400	\$1400	8 x \$100	\$2200
A. B. Degree.....	1800	10 x 100	2800	1600	10 x 100	2600
A. M. Degree.....	2000	10 x 100	3000	1800	10 x 100	2800
Ph. D. Degree.....	2400	10 x 100	3400	2200	10 x 100	3200
Special Supervisors						
Normal Diploma.....	\$1300	8 x \$150	\$2500	\$1100	8 x \$150	\$2300
A. B. Degree.....	1500	10 x 150	3000	1300	10 x 150	2800
A. M. Degree.....	1700	10 x 150	3200	1500	10 x 150	3000
Ph. D. Degree.....	2100	10 x 150	3600	1900	10 x 150	3400
Principals						
Elementary (15 rooms or less).						
Normal Diploma.....	\$1800	4 x \$200	\$2600	\$1600	4 x \$200	2400
A. B. Degree.....	2000	5 x 200	3000	1800	5 x 200	2800
A. M. Degree.....	2200	6 x 200	3400	2000	6 x 200	3200
Ph. D. Degree.....	2600	7 x 200	4000	2400	7 x 200	3800
Elementary (16 rooms or more), Intermediate or High School (with an enrollment of less than 500).						
Normal Diploma.....	\$2200	4 x \$200	\$3000	\$2000	4 x \$200	\$2800
A. B. Degree.....	2600	5 x 200	3600	2400	5 x 200	3400
A. M. Degree.....	2800	6 x 200	4000	2600	6 x 200	3800
Ph. D. Degree.....	3200	7 x 200	4600	3000	7 x 200	4400
Intermediate (500 or more), High School (Between 500 and 1200).						
Normal Diploma.....	\$2800	4 x \$200	\$3600	\$2600	4 x \$200	\$3200
A. B. Degree.....	3200	5 x 200	4200	3000	5 x 200	4000
A. M. Degree.....	3400	6 x 200	4600	3200	6 x 200	4400
Ph. D. Degree.....	3800	7 x 200	5200	3600	7 x 200	5000
High School (Between 1200 and 2500).						
A. B. Degree.....	\$3600	5 x \$200	\$4800	\$3400	5 x \$200	\$4400
A. M. Degree.....	3800	6 x 200	5000	3600	6 x 200	4800
Ph. D. Degree.....	4200	7 x 200	5600	4000	7 x 200	5400
High School (2500 or more)						
A. B. Degree.....	\$4000	5 x \$200	\$5000	\$3800	5 x \$200	\$4800
A. M. Degree.....	4200	6 x 200	5400	4000	6 x 200	5200
Ph. D. Degree.....	4600	7 x 200	6000	4400	7 x 200	5800

¹ Large cities e.g. over 1,000,000, could add \$100 or more to the above schedules to cover the additional cost of living.

² Normal diploma as used here is meant to represent graduations from a standard normal school with two years work beyond the completion of four years high school, six years beyond the eight grade.

⁴ Heads of departments are assumed to have at least three years of teaching experience before receiving the minimum.

The Superintendent

WHO is held responsible for the success or failure of a public school system?

Who must have a clear understanding of the work of the schools and of all the forces which must be utilized in order that the schools may render the largest possible service?

Who must win and keep the respect and confidence of the community and the loyal support of the Board of Education?

Who must furnish inspiration and guidance to the teaching force, make teaching conditions as favorable as possible, and maintain a spirit of professional service?

In short, to whom must the people, the board of education and the teachers look for expert advice and professional leadership?

To all these questions there can be but one answer—the Superintendent.

To accomplish any great purpose in society there must be organized effort under competent leaders. Sympathetic cooperation and a due regard for the rights and welfare of all engaged in the undertaking are important elements of success, but organization must be maintained and responsible leadership acknowledged.

Notwithstanding the efforts of those who would separate the teaching profession into warring factions and bring discord where harmony and cooperation are essential, all professionally minded teachers will continue to recognize the necessity of an organized system under the leadership of a competent superintendent whom they will loyally support in his efforts to make the schools offer the largest contribution to the welfare of the children and the state.

Hugh S. Macgill

