

The JOURNAL *of the* NATIONAL EDUCATION ASSOCIATION

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Effective Professional Organization¹

The Budget Plan

EVERY MOVEMENT for the betterment of education must be led by the educators themselves. All agree that the interests of the teaching profession must be upheld and promoted, and that the standards of the profession must be elevated. In order to accomplish these results there must be a complete and effective organization of the teaching profession, and the closest co-operation between local, State, and National organizations. This fact was repeatedly emphasized at the Des Moines meeting of the National Education Association. Among the resolutions unanimously adopted by the Representative Assembly was the following:

"We call upon the teachers of America to unite under the banner of the National Education Association in carrying forward the great program of service to which the Association is committed. We urge professional organization of teachers in every community to develop public sentiment in support of education and to co-operate in the solution of local educational problems; a State educational association in every commonwealth to develop through State legislation an efficient and adequately supported school system; and the National Education Association which shall include all the teachers of the country to support a National program of education in co-operation with all forward-looking men and women who realize that only through public education can we hope to preserve our priceless American institutions."

That the influence of the teachers of the country may be most effective, every teacher should recognize that he owes it to himself, to his profession, and to the cause of education, to unite with his fellow teachers in organized, co-operative effort. A certain sum, which at most will be but a small percentage of his annual salary, should be set aside as his professional dues in the local, the State, and the National organizations. Strength comes from unity, and unified action is accomplished only through voluntary organizations supported by membership dues.

¹Also published as Bulletin 15. Copies may be had on request.

That the cost of collecting dues may be kept down, all dues should be collected by the secretary of the local organization on the budget plan. This will leave more money to be used for carrying forward the programs of the State and National Associations. This fact was emphasized by Miss Cornelia



CHARL ORMOND WILLIAMS, President of the National Education Association for 1921-1922. Miss Williams, who is superintendent of the schools of Shelby County, Memphis, Tennessee, is the first president to be elected by the Representative Assembly under the new plan of organization. She already has under way plans for an unusually significant meeting at Boston in 1922.

Adair, Treasurer of the National Education Association, in her annual report in which she stated, "The demands upon the Association in almost every department of its activity have been far in excess of the funds available. As teachers come more fully to appreciate the value of professional organization—local, State, and National—the cost of collecting dues from members and of obtaining new members may be decreased. The plan of having the local association collect

dues for State and National Associations, along with its own, will enable the National Association to handle its membership dues in large blocks rather than individual accounts, and the money required for membership campaigns will be correspondingly decreased."

The following is suggested for bringing about an effective and complete organization based on the budget plan:

First, each local organization of teachers should meet and determine the amount of annual dues necessary for the local association.

Second, it should be decided whether or not the members of the local association will also become members of their State Association and of the National Association. In some instances the local association may wish to be a member of an additional organization, such as a county or district association.

Third, the local association should then determine whether or not its members should pay as professional dues for the year the sum of the membership dues of the different organizations, local, State, and National.

Fourth, each member of the local association should then sign a blank form which will be furnished by the National Association, promising to pay the dues in the respective organizations, and stating the date on or before which these dues will be paid.

Fifth, the secretary of the local association should then report to each of the different organizations the action taken, giving the names of the members of the local organization who have signed the statement promising to pay the respective dues. Forms for this report will be furnished by the National Association. As soon as the list of names with addresses is received by the National Association they will be entered as members, and each will be entitled to all the privileges of membership, including a copy of the JOURNAL OF THE NATIONAL EDUCATION ASSOCIATION.

Sixth, the secretary of the local association should report at least once each month to the State Association and to the National Association the names of the members who have paid their respective dues, with a remittance to cover

the sum total of such dues. Blank forms for the report to the National Association will be furnished by the Association.

Every local association adopting this plan will, of course, become an affiliated local association of the National Education Association, and as such be entitled to elect delegates to the Representative Assembly in proportion to its membership, as provided in the By-Laws of the National Association. The Application Blank explains fully how local associations may become affiliated. Nearly every State Association has already affiliated. Plans are being developed for closer co-operation between State Associations and the National Association.

The budget plan for the collection and payment of dues in local, State, and National organizations has already been adopted by a number of local associations and has proved highly satisfactory.

The Des Moines meeting demonstrated the success of the representative form of government adopted by the National Association. The business of the Association was transacted, its policies determined, and its officers nominated and elected by delegates selected by State and local affiliated associations. The National Association has become in form and in fact the instrument of the teachers of the Nation. It is directed and controlled by delegates chosen by the teachers themselves from their own local and State associations to carry forward such a National program of service as may be determined by them through their chosen representatives.

One of the planks in the platform of the National Education Association calls for "The unification and federation of the educational forces of the country in one great professional organization devoted to the advancement of the teaching profession, and, through education, the promotion of the highest welfare of the Nation. To accomplish this purpose every teacher should be a member of a local teachers' organization, a State teachers' association, and the National Education Association."

Teachers have been somewhat slow to realize the great advantages to be derived from complete professional organization. The greatest educational progress has been made in those States where the teachers have the largest and most effective State associations. During the past few years in which the National Association has made a rapid growth in membership its influence has been greatly increased. Never before have the educators of the country exerted so much influence in determining National policies. Never before has the leadership of the National Education Association in educational matters been so generally

accepted by other great National organizations. The teachers of the country may have a justifiable pride in the strength and prestige of their National Association.

The call is for a forward movement all along the line. Our President, Miss Charl Ormond Williams, has announced that at the next annual meeting of the National Association she will present two banners, one to the State having the largest membership in the National Association in proportion to population, and

one to the State having the largest membership in its State Association in proportion to population. A friendly contest for these banners should begin at once.

Let us work for a great National Association, supported by powerful State Associations in all the States, and by thousands of live, active local organizations throughout the country. Then may the teachers of America expect just recognition and the realization of their cherished hopes.

A Platform of Progress¹

THE National Education Association in annual convention assembled pledges again its devoted loyalty to American institutions and ideals. We hold it as our first and most important duty to instil these principles into the hearts and minds of those entrusted to our guidance.

We recognize the necessity for the further development of our American program of education. We look to our Federal Government for such sanction, encouragement, and leadership in education in co-operation with the States as will make possible the realization of our National ideals.

We pledge our continued support to the program of service for which this Association has stood and seek to enlist the co-operation of all organizations and individuals who hope through education to develop the highest type of American citizenship.

As representatives of the organized teaching profession of the United States, we pledge our support to the following principles and earnestly solicit the co-operation of all friends of education in the carrying forward of this program.

1. We recognize as fundamental to the development of an efficient school system the requirement that there shall be a well educated and professionally trained teacher in every American classroom.

2. We urge that increased facilities be provided for the training of teachers, and that the rewards of teaching and the recognition of the profession in the public service be developed in such manner as will attract to the profession the most competent young men and young women and hold in the profession those who have proved themselves efficient.

3. We strongly recommend that those who have proved themselves competent be made secure in their positions by laws establishing their tenure during the period of efficient service, and that adequate retirement laws be enacted in order

to provide for those whose efficiency is lowered by age or physical disability.

4. We urge the adoption of a single salary schedule for all teachers in elementary and in high schools, determined upon the basis of education, professional training, and successful experience.

5. We call attention to the failure to provide an adequate program of education for the children living in the rural areas of our country, and we urge that the educational opportunities provided for children in rural America be made equivalent to those offered to children in the most favored urban communities, and to this end we recommend that larger units of taxation and administration than the ordinary school district be adopted such as the township or town and the county.

6. We call attention to the fact that it is impossible to carry forward an American program of education without greater financial support than is now available. We call to the attention of the American people the fact that wise expenditures for schools are not to be thought of as gifts in aid of a worthy charity, but rather as an investment which will pay higher dividends than any other type of public expenditure.

We recognize the necessity for larger State distributive funds in aid of the public schools in order that the American ideal of equalizing the burden of support and the opportunities for education be realized throughout our commonwealths.

7. We recognize the distinction between the lay control of education and the professional administration of our schools. We believe that the highest type of professional service in the offices of State superintendent or State commissioner of education, of county superintendents of schools, and of city superintendents of schools can be secured by

¹Resolutions adopted at the Des Moines meeting, July 8, 1921.

the selection of all such administrative officers by lay boards of education elected by the people.

8. We gratefully acknowledge the co-operation of other great National organizations in the development and promotion of an American program of education.

9. We are glad to co-operate with the American Legion in the establishment of a universal requirement of English as the only basic language of instruction in all schools—public, private, and parochial—and we commend heartily their demand that thorough-going instruction in American History and Civics be required of all students for graduation from elementary and from secondary schools. We welcome their co-operation in the establishment of a longer school year, and in the enforcement throughout the United States of compulsory education to the end of the high-school period.

10. We renew our unqualified endorsement of a Department of Education with a Secretary in the President's Cabinet, and Federal aid to encourage the States in the removal of illiteracy,

the Americanization of the foreign-born, the development of a program of physical education and health service, the training of teachers, and the equalization of educational opportunity as embodied in the Towner-Sterling bill now pending in the Sixty-seventh Congress. We are gratified to note the development of a Nation-wide sentiment in support of the principles embodied in this bill. We unite with the friends of public education throughout our country in urging that Congress give prompt recognition to the primary importance of education in relation to the Nation's welfare. We earnestly protest against the submerging of education in any other Department of the Government or the subordination of education to any other National interest.

11. We call upon the teachers of America to unite under the banner of the National Education Association in carrying forward the great program of service to which the Association is committed. We urge professional organization fashioned after our American form of Government: a local organization of

teachers in every community to develop public sentiment in support of education and to co-operate in the solution of local educational problems; a State educational association in every commonwealth to develop through State legislation an efficient and adequately supported school system; and the National Education Association which shall include all the teachers of the country to support a National program of education in co-operation with all forward-looking men and women who realize that only through public education can we hope to preserve our priceless American institutions.

Resolved that the Representative Assembly record its grateful appreciation for the splendid hospitality tendered the Association by the people and the city of Des Moines; for the untiring efforts of the chairman and members of the local committee; for the co-operation of the Chamber of Commerce, civic organizations, the press, and the citizens generally, all of which have helped to make this convention one of the most successful meetings in the history of the National Education Association.

The Secretary's Report at Des Moines

PERHAPS nowhere more than in the report of the Secretary at Des Moines is the Association's growth in membership and influence revealed. This report, which contains the reports of the four heads of departments at the central office, is thoroughly constructive. It contains accounts of the work of the year past and proposals for work for the year ahead which are a prophecy of the greater Association that is to be.

The headquarters' organization is diagrammed on the chart printed herewith. The principle upon which the work of the central office is organized is stated by the Secretary as follows:

"The fundamental principle which is embodied in the Educational Bill now before Congress leaving to State and local agencies important duties and responsibilities is no more necessary and sound for the organization of a Department of Education than for the organization of the Association's central office. The observance of this principle means that much of the important statistical and field work are to be done by State and local agencies. The National Education Association renders an inspirational and directive service through its Field Secretary and assistants, and it can never do much more than that. To do the investigational and statistical work on a large scale at the central office

would require an outlay far beyond the present income of the National Education Association.

"We believe that by securing the co-operation of State and local affiliated associations whose combined memberships now exceed 400,000 teachers, and

of all of these. The problem has been that of getting important matters before these agencies for effective work and that of bringing together the results of the work for the benefit of all.

"It will no longer be difficult to get these matters before State and local associations and other agencies that give thought to educational problems and policies. This difficulty has been met in the organization of the Association on a representative basis and in the plan for affiliating State and local associations with the National Association. The organization is complete and all affiliated units and helping agencies are ready to assist in the investigational and other work to be outlined at this meeting. It will require the best thought and organizing ability which can be put into the work at the central office to meet the demands of the profession and to measure up to our new opportunity.

"We now have a united profession. Nothing but a unity of interest and purpose could have increased the membership in the Association from 8000 to 75,000 in less than four years and nothing but a united profession could have performed the miracle of reorganizing the Association and putting it on a representative basis, welding the State and local associations of the entire country into one great federation of working units in the short period of one year."



by encouraging them to do field work, and make investigations the central office will accomplish more for the profession and the cause of education than by attempting to do all this work itself."

"Our problem," says the report, "has never been that of securing the co-operation of State and local associations, departments of education in colleges and normal schools, and of research agencies of the country. Our Association has always had the cordial and active support

The estimated expenditures for the year 1921-22 as given in the report are:

Board of Trustees.....	\$357.65
Executive Committee.....	3,225.37
General Secretary's office...	78,800.00
Express and freight.....	1,000.00
Printing	63,800.00
Appropriations for committees	18,100.00
Auditing accounts.....	500.00
Unclassified expenses.....	1,000.00
Office fixtures and furniture	5,000.00
Annual convention.....	6,000.00
Department of Superintendence	3,000.00
To meet deficit.....	10,877.59
To provide surplus.....	11,089.39
Total.....	\$202,750.00

The following recommendations were made by the Secretary to the Executive Committee, Board of Directors, and Representative Assembly:

1. To continue to recognize in the organization and work of the Association the principle in the Educational Bill which assigns important duties and responsibilities to local and State agencies.

2. To approve of the present editorial policy of the JOURNAL, as set forth in the report of the Managing Editor and to approve of its business methods as outlined in the report of the Business Manager. A part of this policy is for the Association to make the platform and for the JOURNAL to support and promote it.

3. To approve of receiving contributions for the permanent fund and to provide in the By-Laws for a \$100 life membership as a means of increasing the permanent fund.

4. To authorize the Executive Committee to equip the central office for aiding committees in doing the work assigned to them and to make the central office jointly responsible with the committees in the preparation of reports.

5. To take action terminating the life of all committees of the Association and its departments with this meeting and to provide that hereafter the life of a committee will automatically terminate with the year for which appointed, except as continued by a vote of the Representative Assembly.

6. To assign definitely to the Secretary the same relation to the Executive Committee in the appointment and dismissal of members of the headquarters

staff that the superintendent of the city system of schools bears to the board of education, and to observe the same general rules of tenure at the central office as the Association recommends for teachers.

7. To work out a budget system for local, State, and National Associations to recommend its adoption by all affiliated units.



JOHN J. TIGERT, who on June 1, 1921, succeeded Philander P. Claxton as United States Commissioner of Education.

8. To approve of the plan of work with State and local affiliated associations and other agencies for the coming year as suggested in this report under Plan of Co-operation:

(a) To present to each affiliated State and local association and to each co-operating agency at the beginning of the school year a list of problems for investigation and study and to ascertain the items and problems to which each will give special attention; (b) to keep all associations which are studying the same problems in touch with each other; (c) to gather in and summarize results or have this done by some other agency and to give out the summary to all co-operating associations and to the members of the Association; (d) to submit questions pertaining to the work of committees for the consideration of these agencies; (e) to submit in a similar manner emergency problems on the request of affiliated associations; (f) to call on all these organizations for help in important matters of legislation and to extend help to them as needed in the solution of their local problems.

"In conclusion," says the report, "the year has been one of growth. The increased membership and the extended activities of the Association are evidence of the new spirit which has more and more animated the teachers of the country. It is most gratifying at this time, when there is great danger of lowering the levels of the moral life of our people by undue appeal to selfish interests, to see the teachers of the Nation working together six hundred and fifty thousand strong, to conserve the good, the noble, and the unselfish in the hearts of the rising generation.

"Teachers have in all ages been called upon to preserve the great ideals of humanity, but at no time have the teachers of America responded in better spirit to meet a critical situation. At no previous time in the history of our country have teachers been so well organized for effective work. The great body of workers constituting the teaching profession through their federated organizations, commencing with the local groups and extending up through the State associations to the National Association, are able to carry out their purposes for the betterment of their own conditions, for the promotion of the teaching profession, and for the advancement of education throughout the Nation. The potential possibilities of such an organization can hardly be estimated. By working together unitedly and by co-operation with other great national organizations interested in the promotion, through education, of the highest welfare of our country, it is possible to exert an ever-increasing influence in shaping the policies of the Nation.

"Never before have the organized educators of America exerted such an influence as they do today in the halls of Congress. A prominent Congressman recently declared that the educators of the country are now commanding the respect of the politicians and the admiration of statesmen. The influence of our National Association is greatly increased by the fact that what we ask of Congress is not primarily for ourselves, but in behalf of the rising generation in America, the future citizens of our country, upon whom admittedly rests the hope and future prosperity of our Nation.

"Let every member of this Association and every teacher dedicate himself anew to the great unfinished task remaining before us. Let us hold ourselves responsible as an Association and as a profession for furnishing such educational leadership as will support and uphold the principles of democracy and assist in the realization of the highest and noblest of American ideals."

The Situation in Congress Educationally

An Editorial

WHAT is the present status of the Towner-Sterling bill? What prospect is there that the present Congress will create a Department of Education, and make appropriations to encourage the States in the promotion of education? That these questions are in the minds of the friends of education is indicated by the numerous inquiries received. A brief résumé of developments will help our readers to understand the situation.

It will be recalled that during the Presidential campaign a year ago President Harding expressed himself as favorable to Federal aid for education, but did not commit himself on the creation of a Department of Education, except to declare that education must be considered "of primary importance." Later he announced that he favored the creation of a Department of Public Welfare, but he did not state what should be included in the proposed department. After the election several conferences were held on the subject, but nothing definite was determined.

On January 17, 1921, the Committee on Education of the House of Representatives reported H. R. 7, the Smith-Towner bill, with certain amendments and with the recommendation that it pass. Judge Towner prepared the report of the Committee, which was a strong argument in support of the bill. A few weeks later the Committee on Education and Labor of the Senate likewise reported the bill to the Senate with recommendation that it pass. Owing to the congested condition of legislation in both houses during the closing days of the Sixty-sixth Congress, which expired on March 4th, no action was taken on the bill in either house.

On the opening day of the Sixty-seventh Congress, which was called in special session by President Harding on April 11, 1921, Congressman Towner reintroduced his bill, revised, but preserving the fundamental features of the original Smith-Towner bill. It bears the same number as in the Sixty-sixth Congress, H. R. 7. A few days later the same bill was introduced in the Senate by Senator Sterling and was designated S. 1252. The bill as now before the Sixty-seventh Congress is known as the Towner-Sterling bill. It is in the Committee on Education of the House and the Committee on Education and Labor of the Senate, no action by either of these

Committees having been taken since the opening of the Sixty-seventh Congress.

Soon after the beginning of the new administration it was announced that General Sawyer, the President's physician, would have charge of the preparation of a bill providing for the creation of the proposed Department of Public Welfare. This bill, when completed, provided that a Department of Public Welfare should be created which should include four subdivisions, Education,

THE school is the foundation of the Nation. If the American school fails, America will fail. Education is the mother of civilization. Where there has been no education there has been no civilization. Civilization has come down through the ages in a chariot built by the forces of education.—Henry J. Ryan, National Director of the Americanism Commission of the American Legion, in an address before the National Education Association, Des Moines, Iowa, July 4, 1921.

Health, Social Service, and Veteran Relief. It was introduced in the House by Congressman Fess, Chairman of the Committee on Education, and in the Senate by Senator Kenyon, Chairman of the Committee on Education and Labor. Hearings were had on the bill before the Joint Committees of the Senate and House, and it was announced that it would be pushed through and passed promptly by both houses.

A conference was held in Washington, attended by members of the Legislative Commission of the National Education Association and by representatives of a number of other National organizations that are co-operating with the National Education Association in support of the Towner-Sterling bill. It was unanimously agreed at this conference that we would not oppose the President's plans for the creation of a Department of Public Welfare, but that we could never consent to have education submerging in a subordinate bureau of some other department. Friends of education asked for a special hearing before the Joint Committees of the Senate and House. This request was granted and the hearing was held on May 18th.

Prominent educators and the officers of many National organizations appeared at this hearing, or sent telegrams and letters which were entered in the record. The sentiment expressed was unanimous in support of the contention that since education is conceded to be of primary importance to the Nation it should receive primary recognition.

Following this hearing no further action was taken by the Committee on Education of either the Senate or House. All attempts to report favorably the bill providing for a Department of Public Welfare with education as one of its subdivisions failed. It was then announced that the subject would be taken under consideration by the Joint Committee on the Reorganization of the Executive Departments. The Field Secretary immediately presented arguments in writing to the Reorganization Committee in support of the creation of a Department of Education, and in opposition to the submerging of education in any other department. The members of the Committee were interviewed and it has developed that several are loyal friends of education. No report has yet been made on the subject and no definite action has been taken.

Members of Congress are naturally waiting to see what recommendation will be made by the Joint Committee on Reorganization. It will be seen that during the past few months our efforts have been centered primarily upon preventing the swallowing up of education in some other department. It is a source of satisfaction that, notwithstanding powerful influences to the contrary, the submerging of education in the proposed Department of Public Welfare has been prevented. There is more sentiment throughout the country in favor of the creation of a Department of Education now than at any time in the past. The Towner-Sterling bill has the support of more Senators and Representatives in Congress than ever before.

It is an intense but interesting struggle. Friends of public education everywhere are becoming aroused by the character of the opposition. The issues at stake are far-reaching and of vital importance to the welfare of our country. It can be asserted with confidence that education, which has been declared by President Harding to be "of primary importance," will ultimately be accorded primary recognition in the councils of the Nation.

The Journal of the National Education Association

Published monthly except July and August by the
National Education Association of the United States.

President, Charl Ormond Williams

Secretary, J. W. Crabtree

The payment of \$2.00 active membership dues entitles a member to attend all meetings of the Association and its departments, to vote for delegates to the Representative Assembly, to hold office, and to receive the *Journal* monthly.

The payment of \$5.00 instead of \$2.00 entitles an active member, in addition to the privileges of the \$2.00 membership, to receive the complete bound volume of *Proceedings*, all committee reports, and other regular publications of the Association.

One dollar of each membership fee is for a year's subscription to the *Journal*.

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Keynote of True Professionalism

THE ENROLMENT of teachers in the summer schools and summer sessions of 1921 was larger than ever before. Complete figures are not as yet available, but conservative estimates indicate that at least twenty per cent of all of the teachers of the Nation were registered in summer courses. This does not tell the whole story, however, for large numbers of teachers seek leaves of absence during the school year in order to pursue advanced studies while even larger numbers enrol in the extension courses of neighboring normal schools and colleges, attending classes in late afternoon or on Saturday throughout the year.

The development of a permanent and stable teaching profession, then, is proceeding not only upon the principle that a recognized professional status means a thoroughgoing professional equipment, but also upon the principle that true professional growth must be continuous. Very rapidly a tradition is being established that cannot fail to have a far-reaching and most salutary influence upon American education—the accepted belief that the teacher must always be a learner.

It may be sufficient for other professions that the prospective worker be thought of as “completing” his professional education before he begins his practice, although we doubt whether this view is today accepted in medicine, law, and engineering. Certainly for teaching,

the conception of a “finished” preparation is already thoroughly discredited. “Pre-service” training is indeed recognized as more important than ever before. Throughout the country the normal schools are becoming teachers’ colleges, and their requirements of admission and residence are being rapidly advanced. But this will not mean that the significance of “in-service” education will be lessened in any measure. The two policies are in no sense opposed. Even today it is the teachers with the best preliminary preparation who, with the best results, take advantage of the opportunities for further growth.

Thousands of the students enrolled in the summer sessions and in the extension courses are in middle life; hundreds of them are gray-haired men and women. Not a few of them would be competent to change places with their ablest instructors—and sometimes they do! But the finest thing about it all is the willingness and the zeal with which these men and women assume the student-attitude. It is this that most clearly exemplifies the spirit that is coming to characterize the teaching profession. What may it not mean to the future of American education—and to the future of American life?

Stronger Departments

THE DES MOINES MEETING showed unmistakable evidences of new life in the various departments of the Association. Department programs were well attended. Several departments adopted well-conceived platforms of work. Department officers were active not only in their special fields but in the larger work of the Association. The amendments to the By-Laws which were recommended by the conference of the heads of departments met with the unanimous approval of the Representative Assembly. The four amendments, which are given by President Jones of the Department of Superintendence in his announcement (page 127), enable each department (1) to determine which members of the N. E. A. may be members of the department; (2) to create an executive committee; and (3) to levy a membership fee.

Two new departments were created by vote of the Representative Assembly. The National Association of Elementary School Principals became the Department of Elementary School Principals and a Department of Immigrant Education was established, making a total of twenty-two active departments.

It is reasonable to expect that the departments will continue to grow in strength and usefulness. It is of the utmost importance that workers in the

various special fields of educational activity shall become acquainted with each other, shall conceive ideals and purposes in common, shall keep informed on the progress that is being made by their fellows, and shall endeavor to make the best practice in each line of work the universal practice. The officers of the departments whose names appear elsewhere in this issue, have an opportunity and a responsibility second in importance only to officers of the parent Association.

“Elective Boards” Indorsed

THE RESOLUTIONS adopted each year by the Association fall into two groups: first those that reaffirm policies and principles set forth in earlier resolutions; and secondly those that state new policies or formulate new principles. Resolutions of the latter type should be and usually are relatively few at any one meeting. Of the new policies set forth in the Des Moines resolutions, none is more significant than that which favors the elective as against the appointive board of education. The elective principle is clearly in harmony with the best standards and traditions of American democracy. Neither the elective nor the appointive board has proved itself in practice to be faultless, but the net result of experience in the larger cities seems clearly to favor the lay board elected “at large.” The evidence in favor of the elective board for higher State institutions is perhaps not quite so clear, but there seems to be no good reason for assuming that the same democratic principle does not also hold here.

The Des Moines Meeting

THE fifty-ninth annual meeting of the National Education Association which met in Des Moines, Iowa, July 4-8, was the most significant meeting of the Association since its organization in 1857. It was the first meeting of the Representative Assembly of the reorganized Association, and represented directly its seventy-five thousand active members. Both in form and spirit the Association is a new organization. It is the fruit of a renaissance that has quickened every phase of educational activity and aroused new interest both without and within the professional ranks.

The National Association was organized at Philadelphia in 1857 as the National Teachers’ Association. It divided the field with two other young national associations until 1870 when the three became one. Until the recent war the active membership of the association had not exceeded ten thousand. The

war brought the educational shortcomings of the Nation into bold relief and the government called upon the teachers for many kinds of aid which were given with remarkable effectiveness. In consequence of these experiences the teachers saw their opportunities and obligations in a new light. The reorganized National Association, with a membership which has grown by thousands each month, is the result. The By-Laws adopted by the Association at Salt Lake City in July, 1920, provided for a Representative Assembly to be composed of delegates from State and local associations. Forty-five State Associations, the Education Association of the District of Columbia, and several hundred local associations which had already become an integral part of the National Association through affiliation, sent delegates to the first meeting of the Representative Assembly, which in a very real sense represented the great majority of the seven hundred thousand teachers of the Nation.

The program which President Hunter and the officers of the various departments prepared for the meeting this year was at once significant and noteworthy. It was primarily a program of action. There were inspirational addresses by such National leaders as Judge Ben Lindsey, Bishop Homer C. Stuntz, Albert Bushnell Hart, and Henry J. Ryan, but the chief interest centered in a full and careful discussion of the great issues in the National Program of Education by select leaders chosen to represent the various elements of the profession. Open sessions of the Representative Assembly to which all members of the Association were welcome discussed the American Program of Education as it is related to the work of the classroom teacher, the school principal, the activities of teacher-training institutions, and of colleges and universities. There were reports of committees which had made studies of salaries, tenure, pensions, the reorganization of elementary education and of secondary education, school revenues, visual education, health problems in education, illiteracy, and citizenship training.

The Legislative Commission, which has been conducting the campaign for a Federal Department of Education, reported increasing public support for the Association's legislative program and gave assurance that ultimately education would receive primary recognition by the Federal Government of the United States as in the other great governments of the world.

Hardly less significant than the main program were the programs of over a score of Departments and allied associations, some of which considered compre-

hensive platforms of work with goals to be achieved in their special fields. The platforms adopted by the Library Department and the Department of Rural Education were especially well conceived. For example, the platform of the Library Department calls for full library service in every school in the United States, and for the development of a public library service that will reach every element in the population—rural as well as urban. The county library will largely be the basis of this comprehensive Nation-wide service.

The new president of the association, Charl Ormond Williams, Superintendent of Shelby County Schools, Memphis, Tennessee, has applied to a county system of schools the same principles of organization, supervision, and efficiency which are observed in the best developed

city school systems. She has also evolved a system of professional organization whereby teachers become members of the local, State, and National Education Associations by the payment of a single fee.

It is fortunate both for the teachers and the Nation that the work of the Association has been kept upon a high plane. It is true there has been much emphasis on high salaries. Adequate salaries are fundamental to the existence of teaching as a profession. But the great emphasis has been on the contribution that public education must make to the general welfare of the Nation and its people. It would be difficult to find anywhere a more perfect platform of patriotic service than the platform around which the National Association rallying the teachers of the Nation.

EDUCATIONAL ADVANCE

The Pan-Pacific Educational Conference is in session in Honolulu (August 11-21) as the JOURNAL goes to press. This conference has great significance in view of the present world situation. It is composed of delegates and visitors from about twenty-five nations bordering upon the Pacific. Its program includes educational problems of common interest and aims to promote friendship and amity between the countries represented.

The initial step in calling the conference was taken at the request of the Pan-Pacific Union, by Dr. P. P. Claxton, then United States Commissioner of Education, and his assistant, Dr. Frank E. Bunker. The Secretary of the Interior gave his approval and co-operation, and at the request of the Secretary of the Interior the State Department issued the formal invitations. These were sent out by the Pan-Pacific Union to individual educators, universities, and other educational institutions.

The official delegates from the United States are Frank E. Bunker, formerly of the Bureau of Education, Washington, D. C.; Edward O. Sisson, President of the State University of Montana, Missoula, Mont.; Thos. E. Finegan, State Superintendent of Public Instruction, Harrisburg, Pa.; David Starr Jordan, Chancellor Emeritus of Leland Stanford University, Palo Alto, Calif.; Frederick L. Burk, President of the State Normal School, San Francisco, Calif.; Frank B. Cooper, Superintendent of Schools, Se-

attle, Wash.; Julia Wade Abbot, Specialist in Kindergarten Education, Bureau of Education, Washington, D. C.; Miss Abbot is the only woman on the list of official delegates. In addition to these there are several others in attendance as visitors; among these is Miss Barbara Greenwood, of the Kindergarten Department of the Southern Branch of the University of California, who will represent the International Kindergarten Union.

The training of its employees for promotion will be undertaken by the paper industry of the United States and Canada. After three years of preparation, and the expenditure of \$30,000 in preparation of textbooks, the paper manufacturers are now ready to train their mill workers.

This was the report presented to the annual convention of the Technical Association of the Paper and Pulp industry of the United States when the joint educational committee of the American and Canadian Associations presented the first two volumes of the series of five prepared for paper-mill workers. Three more volumes, completing the series, will be ready before the students have completed the first two of the group.

The report was accompanied by a detailed survey of the industry made to determine the lines of promotion within the industry, as a guide to workers for what higher jobs they should be trained in order to be able more quickly to win

advancement. This survey classifies every type of man and woman employe in a paper mill, the requirements, duties, equipment, and line of promotion. It was made by J. G. Wright, Assistant Director for industrial education of the Federal Board of Vocational Education. In this report Mr. Wright said that men and women should be prevented by education from becoming mere automatic machines and should be taught to use their mental equipment.

"The survey reveals," he says, "that a large number of occupations must be regarded as relatively low in skill. The same survey indicates that opportunities do exist for the promotion of the better workers to jobs of greater responsibility."

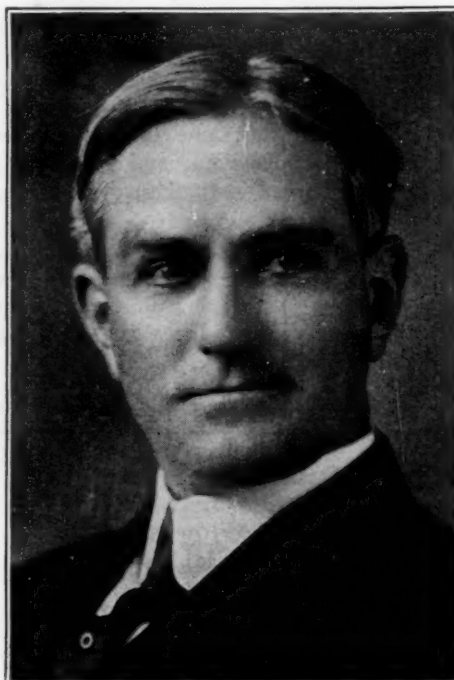
A new educational journal—The National Conference on Educational Method, which was organized at the time of the Atlantic City meeting, has begun the publication of a monthly called *The Journal on Educational Method*. The *Journal*, like the Conference, promises to make a significant contribution to the advancement of teaching. It is edited by James F. Hosis, Secretary-Treasurer of the Conference and Associate Professor of Education of Teachers College, Columbia University.

It is the purpose of the *Journal* "to provide a means of unification of effort in the field of supervised teaching." "This does not imply, however, a narrow concentration upon classroom methods as such. The term 'educational method' will be interpreted to mean, not only the procedures of teachers, but also those of the pupils on the one hand, and those of the supervisors and trainers of teachers on the other. The emphasis will fall upon principles that should be common to all of these."

The Advisory Committee to the National Child Health Council on Health Education of School Children held its first meeting, with sixteen members present, in New York City on May 12th. The committee spent the entire day in reviewing the various problems involved in health education of school children and the desirable methods of arriving at a consensus of opinion. There was discussion of such matters as the work of grade teachers, the types of special teachers and others necessary for teaching health in schools and the correlation of their work, the relationship of health education in schools to that in the homes, the information that should be covered in the regular curriculum, in special class work, literature and so on. Also there was discussion of various methods used for educational purposes, such as special classes, graphic and dra-

matic devices, project methods, organizations of children, and others.

The committee decided that suggestions as to questions that need to be answered in each of these subjects should be prepared carefully by the members and other experts, information being secured especially from places where there had been the best experience in the actual test of methods, machinery and the handling of various subjects. It was felt that the committee's report would be of great assistance in the child-health demonstra-



PHILANDER P. CLAXTON, whose ten years of vigorous, efficient service as U. S. Commissioner of Education earned for him a position of recognized world leadership, has become provost of the State University of Alabama, where he will be given a free hand to develop an educational leadership whose influence will be widely felt. Dr. Claxton is a life-director in the National Education Association.

tion to be undertaken by some community of the United States under the auspices of the National Child Health Council.

Three sub-committees were organized and are working on the subjects assigned to them. L. Emmett Holt has been selected chairman of the whole committee.

The sub-committees are as follows:

1. To consider questions relating to the organization and administration of health education work and the preparation of teachers and others engaged in health work in the schools. The members of this sub-committee are: Thos. D. Wood, Columbia University, New York, N. Y., chairman; Willard S. Small,

U. S. Bureau of Education, Washington, D. C.; Ambrose L. Suhrie, School of Education, Cleveland, Ohio; Randall J. Condon, Superintendent of Public Schools, Cincinnati, Ohio; Thomas E. Finegan, State Commissioner of Education, Harrisburg, Pa.; William F. Snow, General Director, American Social Hygiene Association, Washington, D. C.; E. Dana Caulkins, representing the National Physical Education Service; Wm. A. Howe, New York State Medical Inspector of Schools, Albany, N. Y.

2. To consider and make recommendations regarding the subject-matter which should be included in health education courses for children of all ages. The members of this sub-committee are: Wm. H. Burnham, Clark University, Worcester, Mass., chairman; Taliaferro Clark, U. S. Public Health Service; Florence L. McKay, representing the U. S. Children's Bureau; H. J. Burkhardt, Director, Rochester Dental Dispensary; H. H. Mitchell, representing the National Child Labor Committee; Royal S. Haynes, representing the American Child Hygiene Association; Dudley B. Reed, representing the American Physical Education Association; Lewis M. Terman, Stanford University, Palo Alto, Calif.; Caroline Hedger, representing the McCormick Memorial Fund, Chicago, Ill.; Harry B. Burns, Director, School of Hygiene, Pittsburgh Public Schools; Lillian Hudson, Director Public Health Nursing, Teachers College, Columbia University, New York, N. Y.

3. To consider and report on the best and most effective methods for conducting health education work. The members of this sub-committee are: James Mace Andress, Professor of Psychology, State Normal School, Worcester, Mass., representing the American School Hygiene Association, chairman; Maud Brown, Supervisor of Hygiene, Kansas City Public Schools; Katharine A. Pritchett, Director of Nutrition Division, Department of Public Instruction, Harrisburg, Pa.; C. E. Turner, Institute of Technology, Cambridge, Mass., representing the Committee on School Health Program of the American Public Health Association; A. W. Dunn, representing the Junior Red Cross; Walter E. Fernald, representing the National Committee for Mental Hygiene; Mabel C. Bragg, Assistant Superintendent of Schools, Newtonville, Mass.; E. G. Gowans, Supervisor of Health Education of the State of Utah; Clark Hetherington, Director of Physical Education of the State of California; Chas. M. De Forest, representing the National Tuberculosis Association; F. M. McMurry, Teachers College, Columbia University, New York, N. Y.

Present Status of the Department of Superintendence

R. G. JONES

President of the Department of Superintendence, Superintendent of Schools, Cleveland, Ohio

AT THE Cleveland meeting of the Department of Superintendence a committee, consisting of A. E. Winship, Superintendent E. C. Hartwell, Superintendent J. W. Sexton, and Superintendent R. G. Jones, was appointed to present a resolution to the Department of Superintendence at its next annual meeting, providing for a plan for the election of officers. The members of this committee took counsel with other superintendents and decided to submit in addition to the plan for the election of officers, other measures for the betterment of the Association. The recommendations of the committee were presented and duly approved by a substantial majority of the members of the Department of Superintendence at the regular business meeting at Atlantic City in February. Since the department is a subsidiary of the National Education Association, the recommendations were submitted to the Secretary of the National Education Association to be presented at the Des Moines meeting for the approval of the parent association.

The following amendments to the By-Laws were submitted to the heads of the departments of the various divisions and approved unanimously by the National Education Association in its business meeting at Des Moines on July 7th, 1921. The changes enacted are as follows:

Amend Section 2, Article V, to read as follows: Each department shall have the right to fix the qualifications of its members for the purpose of electing officers and transacting the other business of the department; provided active members of the Association, and no others, shall be eligible to such department membership, and provided also that all active members of the Association shall be permitted to attend the professional programs and discussions of any department.

Amend Section 5, Article V, by adding the words: Any department may provide for the creation of an executive committee and assign to it any duties consistent with the purposes of the department, and the Charter and By-Laws of the Association.

Amend Section 6, Article V, by adding the words: Provided no department shall establish an office outside of the general headquarters of the Association, without

the consent of the Executive Committee of the Association.

Add a section to Article V, to be known as Section 9, to read as follows: Any department, by a two-thirds vote of those voting at any regular business meeting, may levy a membership fee to supplement its allowance from the Association. Such membership fees shall be paid to the secretary of the department who shall transmit them monthly to the Secretary of the Association. Such funds shall be added to the department's allowance from the Association and shall be used for the work of said department only, and shall be disbursed upon the recommendation of the executive officers of the department in the same manner as other funds of the Association are disbursed.

The next meeting of the Department of Superintendence will be held February 27th to March 2d, inclusive, in Chicago. New Orleans was eliminated because it would be necessary to postpone the meeting until the conclusion of the Mardi Gras. Monday, Tuesday, and Wednesday will be devoted exclusively to the superintendent's program. It is hoped that if college dinners must be given during these three days, these may be given from five to eight o'clock on Wednesday evening, March 1st. The Congress Hotel will be headquarters. It is planned to house the meetings in a group of hotels on Michigan Avenue, including the Congress, Auditorium, Stratford, and Blackstone Hotels. The main audience room for the Association will be in the Auditorium Theater.

S. D. Shankland, of Willoughby, Ohio, has been appointed by the executive committee as secretary of the Department of Superintendence. Martin G. Hogge, Assistant Superintendent of Schools, Chicago, will act as chairman of the hotel committee and will provide for local hotel accommodations. Reduced passenger rates have been provided for and hotel accommodations will be at normal prices.

The general plan for the program is under way and a forecast will be published in a fall issue of this JOURNAL.

The Department of Superintendence has asked for a degree of autonomy that will permit the work of the department to be carried forward with dispatch.

Any action which has been proposed for the reorganization of the Department of Superintendence is only such action as may be necessary in any rapidly developing institution, commercial or otherwise.

It will be remembered that the recommendation at the Atlantic City meeting provided for the admission to the Department of Superintendence in an official way, of State, county, and city superintendents (1000 population and above) assistant superintendents and all State and National officers of school administration who are members of the National Education Association. This restriction was made in an arbitrary way, pending the time that an actual survey of the entire Department of Superintendence might be made to determine to what extent membership should be restricted.

In order to determine what organizations might be represented at the next meeting of the department in February, 1922, the president of the Department of Superintendence recently sent out questionnaires to one hundred superintendents as follows:

Will you please check the organizations enumerated below that you would like to see recognized and provided for at the next meeting of the Department of Superintendence? The Executive Committee desires your judgment on this matter. Please make reply at once so that we may use this data in our Executive Committee meeting in Des Moines.

Organizations

National Council of Education,
National Council of State Departments of Education,
Department of Rural Education,
Department of School Administration,
Department of Vocational Education,
American Home Economics Association,
Americanization and Citizenship Conference,
American School Citizenship League,
Association of Departments of Education in State Universities and Land Grant Colleges,
Association of Principals of Schools for Girls,
Association of Teachers of Crippled Children,
Boy Scouts and Public Schools,
Camp Fire Girls,
City Training School Section,
Committee on Reorganization Secondary Education,
Community Center Section,
Conference on Sex Education,
Educational Press Association of America,
International Kindergarten Union,
Modern Health Crusade,
National Association of Deans of Women,
National Association of Directors of Educational Research,
National Association of Supervised Student Teaching,
National Association of High School Supervisors and Inspectors,
National Association of Secondary School Principals,
National Association of Teachers' Agencies,
National Child Welfare Association,
National Conference on Educational Method,
National Congress of Mothers and Parent-Teacher Associations,
National Council of Administrative Women,
National Council of Garden Teachers,

National Council of Primary Education,
National Council of Social Science Teachers,
National Council of Teachers of English,
National Council of Mathematics Teachers,
National Federation of State Education Associations,
National Society of College Teachers of Education,
National Society for Study and Correction of Speech Disorder,
National Society for the Study of Education,
National Vocational Guidance Association,
Physical Education Conference,
Publishers' Section,
School Garden Association,
Teachers' Council,
Visual Education Conference.

This questionnaire was sent to the following list of cities:

New York, N. Y.	Worcester, Mass.
Chicago, Ill.	Syracuse, N. Y.
Philadelphia, Pa.	New Haven, Conn.
St. Louis, Mo.	Birmingham, Ala.
Boston, Mass.	Memphis, Tenn.
Baltimore, Md.	Scranton, Pa.
Pittsburgh, Pa.	Richmond, Va.
Detroit, Mich.	Paterson, N. J.
Buffalo, N. Y.	Omaha, Nebr.
San Francisco, Calif.	Fall River, Mass.
Milwaukee, Wis.	Dayton, Ohio
Cincinnati, Ohio	Grand Rapids, Mich.
Newark, N. J.	Nashville, Tenn.
New Orleans, La.	Lowell, Mass.
Washington, D. C.	Cambridge, Mass.
Los Angeles, Calif.	Spokane, Wash.
Minneapolis, Minn.	Bridgeport, Conn.
Jersey City, N. J.	Albany, N. Y.
Kansas City, Mo.	Hartford, Conn.
Seattle, Wash.	Trenton, N. J.
Indianapolis, Ind.	New Bedford, Mass.
Providence, R. I.	San Antonio, Texas
Louisville, Ky.	Reading, Pa.
Rochester, N. Y.	Camden, N. J.
St. Paul, Minn.	Salt Lake City, Utah
Denver, Colo.	Dallas, Texas
Portland, Ore.	Lynn, Mass.
Columbus, Ohio	Springfield, Mass.
Toledo, Ohio	Wilmington, Del.
Atlanta, Ga.	Des Moines, Iowa
Oakland, Calif.	Lawrence, Mass.
Hibbing, Minn.	Tacoma, Wash.
Springfield, Ill.	Lakewood, Ohio
Ottumwa, Iowa	Ann Arbor, Mich.
Aurora, Ill.	Evansville, Ind.
Colorado Spgs., Colo.	Battle Creek, Mich.
Covington, Ky.	Kewanee, Ill.
Fargo, N. Dak.	Decatur, Ill.
Altoona, Pa.	Alton, Ill.
Evanston, Ill.	Topeka, Kan.
Franklin, Ind.	

The thirty-seven replies received prior to the meeting of the Executive Committee at Des Moines were canvassed and the following tabulation resulted:

Votes—Organizations

- 31—National Council of Education,
- 22—National Council of State Departments of Education,
- 12—Department of Rural Education,
- 25—Department of School Administration,
- 13—Department of Vocational Education,
- 5—American Home Economics Association,
- 7—Americanization and Citizenship Conference,
- 4—American School Citizenship League,
- 4—Association of Department of Education in State Universities and Land Grant Colleges,
- 2—Association of Principals of Schools for Girls,
- 2—Association of Teachers of Crippled Children,

- 5—Boy Scouts and Public Schools,
- 5—Camp Fire Girls,
- 13—City Training School Section,
- 12—Committee on Reorganized Secondary Education,
- 5—Community Center Section,
- 2—Conference on Sex Education,
- 8—Educational Press Association of America,
- 9—International Kindergarten Union,
- 3—Modern Health Crusade,
- 8—National Association of Deans of Women,
- 22—National Association of Directors of Educational Research,
- 3—National Association of Supervised Student Teaching,
- 14—National Association of High School Supervisors and Inspectors,
- 21—National Association of Secondary School Principals,
- 2—National Association of Teachers' Agencies,
- 5—National Child Welfare Association,
- 7—National Conference on Educational Method,
- 8—National Congress of Mothers and Parent-Teacher Associations,
- 9—National Council of Administrative Women,
- 3—National Council of Garden Teachers,
- 12—National Council of Primary Education,
- 3—National Council of Social Science Teachers,
- 6—National Council of Teachers of English,
- 5—National Council of Mathematics Teachers,
- 7—National Federation of State Education Associations,
- 13—National Society of College Teachers of Education,
- 4—National Society for Study and Correction of Speech Disorder,
- 22—National Society for the Study of Education,
- 10—National Vocational Guidance Association,
- 6—Physical Education Conference,
- 3—Publishers' Section,
- 2—School Garden Association,
- 8—Teachers' Council,
- 5—Visual Education Conference.

The replies indicated that administrative service or closely allied interests only

should be represented in the next program of the department, and the president and executive committee, therefore, announce that the following units will be represented on the program to be given in February:

National Council of Education,
National Council of State Departments of Education,
Department of Rural Education,
National Association of High School Supervisors and Inspectors,
Department of Vocational Education,
City Training School Section,
National Association of Directors of Educational Research,
National Association of Secondary School Principals,
National Council of Primary Education,
National Society of College Teachers of Education,
National Society for Study of Education,
Department of Elementary School Principals.

Since the Department of Superintendence is now officially authorized to define its own membership, at the next meeting any adjustment of units desired by the membership may be made. Therefore, if eliminations or additions are to be considered these should be proposed at the business meeting next February.

It is assumed by the executive committee that the judgment expressed in the questionnaires is representative, and this has been more fully confirmed by the additional blanks which have been checked and returned since. The committee is presenting an organization and program which, in our judgment, will best serve the need.

NOTES and ANNOUNCEMENTS

The fairness and democracy with which President Hunter presided over the deliberations of the Representative Assembly at Des Moines were heartily commended by the delegates. There was a genial impartiality and generosity in the President's manner, coupled with an efficiency and dispatch in the transaction of business which will be long remembered by those privileged to attend this first meeting of the Representative Assembly. Mr. Hunter distinguished himself also by the force, comprehensiveness, and convincing power of his presidential address. This address will stand out as one of the landmarks in the Association's history.

The growing spirit of co-operation between the American Legion and the National Education Association as indicated by the proposals of the Legion at the Des Moines meeting and by the statements in the resolutions of the Association is highly gratifying to clear-thinking members of both organizations. The American Legion in proportion as it keeps its work upon a high plane will be a dominating influence in political leadership during this generation. The educational leadership of the National Education Association has already commanded the respect and admiration of statesmen, both in and out of Congress, and has attracted to the support of the Association's

program a score of organizations whose leaders have faith in education as the basis of all progress. In a very real sense, therefore, the cordial relations between the Association and the Legion can be made to serve the best interests of the Nation.

The decision to hold the sixtieth annual meeting of the Association in Boston will come as welcome news to a large number of members. The opportunity to combine attendance at this great professional gathering with a pilgrimage to one of the historic centers of the Nation makes a powerful appeal. The attendance at the meeting of the American Library Association, which, this year, met near Boston, broke all previous records by over fifty per cent. A similar experience is predicted for the N. E. A. meeting next July.

Changes in the addresses of members of the Association are numerous at this season of the year. Many members fail to receive the JOURNAL promptly because they have moved to new addresses without notifying Headquarters. Members are kindly requested to report promptly any change of address, giving the old as well as the new address.

The First Representative Assembly in its meeting at Des Moines more than justified the hopes of the most ardent advocates of reorganization. It was sane, well-led, and progressive. It exhibited an essential unity, an earnestness, and a devotion to its work which should make every delegate proud of the honor of being a member of it. The reports which the delegates to this first Assembly make to the organizations which they represent will give new impetus to the movement for a greatly enlarged membership in all professional organizations—local, State, and National. A summary of the minutes of this meeting will appear in a later issue.

The Official Program of the Des Moines meeting contained a list of the State and local affiliated associations. Associations which affiliated before the first meeting of the Representative Assembly are considered charter members. Their names will be published in the annual volume of proceedings.

The annual volume of Addresses and Proceedings, which is in press, will be especially rich in rural education. This subject which is the special field of the Department of Rural Education was also considered at some length by the National Council of Education and the Department of Superintendence.

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David Starr Jordan, President Emeritus Leland Stanford University, Calif.
James Y. Joyner, La Grange, N. C.
T. Marcellus Marshall, Stouts Mill, W. Va.
Josephine Corliss Preston, State Superintendent of Public Instruction, Olympia, Wash.
Carroll G. Pearce, President of State Normal School, Milwaukee, Wis.
Charles R. Skinner, Legislative Reference Library, Capitol Building, Albany, N. Y.
State Teachers' Association of Illinois, Robert C. Moore, Secretary, Carlinville, Ill.
George D. Strayer, Teachers' College, Columbia University, New York, N. Y.
Joseph Swain, Swarthmore College, Swarthmore, Penna.
A. R. Taylor, Decatur, Ill.
Teachers' Institute, Philadelphia, Penna.
John J. Tigert, U. S. Commissioner of Education, Bureau of Education, Washington, D. C.
Charles G. White, Menominee, Wis.

State Directors

Alabama, P. W. Hodges, Secretary of Certification and Placement, State Department of Education, Birmingham.
Arizona, John D. Loper, Superintendent of Schools, Phoenix.
Arkansas, Annie Griffey, Primary Supervisor, Little Rock.
California, Mary F. Mooney, Vice-Principal, Washington School, San Francisco.
Colorado, H. B. Smith, Principal, Lincoln School, Denver.
Connecticut, Levi T. Garrison, President of the State Teachers' Association, Willimantic.
Delaware, H. E. Stahl, Superintendent of Schools, Seaford.
Florida, F. A. Hathaway, County Superintendent of Schools, Jacksonville.
Georgia, K. T. Alfriend, President of Military College, Milledgeville.
Idaho, T. B. Schank, Superintendent of Schools, Coeur d'Alene.
Illinois, Sarah Thomas, Teacher, Rockford.
Indiana, H. Lester Smith, Dean of the School of Education, Bloomington.
Iowa, L. H. Minkel, Superintendent of Schools, Fort Dodge.
Kansas, M. E. Pearson, Superintendent of Schools, Kansas City.
Kentucky, J. H. Risley, Superintendent of Schools, Owensburg.
Louisiana, J. M. Gwinn, Superintendent of Schools, New Orleans.

Maine, H. A. Allan, Rural Schools Inspector, State House, Augusta.
 Maryland, William Burdick, Superintendent of Physical Education, Baltimore.
 Massachusetts, Mary McSkimmon, Principal of Pierce School, Brookline.
 Michigan, Thomas E. Johnson, State Superintendent of Schools, Lansing.
 Minnesota, J. C. Brown, President of the State Normal School, St. Cloud.
 Mississippi, E. E. Bass, Superintendent of Schools, Hadleyburg.
 Missouri, L. McCartney, Superintendent of Schools, Hannibal.
 Montana, D. S. Williams, Superintendent of Schools, Glasgow.
 Nebraska, A. H. Staley, Superintendent of Schools, Hastings.
 Nevada, Chauncey W. Smith, Superintendent of Schools, Elko.
 New Hampshire, J. O. Wellman, Superintendent of Schools, New Market.
 New Jersey, Thomas Agnew, Principal of Horace Mann School, Bayonne.
 New Mexico, John Milne, Superintendent of Schools, Albuquerque.
 New York, Ambrose Cort, Principal of Public School 73, Brooklyn.
 North Carolina, Robert H. Wright, President of East Carolina Teachers' Training School, Greenville.
 North Dakota, Nelson Sauvain, Superintendent of Schools, Devil's Lake.
 Ohio, W. W. McIntire, Dean of the School of Education, Athens.
 Oklahoma, E. E. Oberholtzer, Superintendent of Schools, Tulsa.
 Oregon, Charles A. Rice, Assistant Superintendent of Schools, Portland.
 Pennsylvania, William M. Davidson, Superintendent of Schools, Pittsburgh.
 Rhode Island, Katherine U. Pierce, Providence.
 South Carolina, George H. Webber, Superintendent of Schools, Beaufort.
 South Dakota, M. M. Guhin, State Director of Civic Training, Pierre.
 Tennessee, R. L. Jones, President of the Normal School, Murfreesboro.
 Texas, Mamie S. Bastian, President of the State Grade Teachers' Association, Houston.
 Utah, L. John Nutall, University of Utah, Salt Lake City.
 Vermont, Caroline S. Woodruff, St. Johnsbury.
 Virginia, Nannie W. Thompson, 130 Second Avenue, Richmond.
 Washington, Mrs. Jennie M. French, Tacoma.
 West Virginia, Florence J. Parker, Principal of the High School, New Haven.
 Wisconsin, J. F. Sims, President of the State Normal School, Stevens Point.
 Wyoming, A. A. Slade, Superintendent of Schools, Casper.
 District of Columbia, Harry English, Mathematics Department, High School, Washington.
 Hawaii, W. E. Givens, Principal, McKinley School, Honolulu.
 Philippine Islands, Luther B. Bewley, Director of Education, Manila.
 Porto Rico, Ralph S. Garwood, University of Porto Rico, Mayaguez.

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

OFFICERS OF DEPARTMENTS¹

Business Education

President, Clay D. Slinker, Director of Business Education, Des Moines, Iowa.
 Secretary, G. F. Knipprath, Head of the Bookkeeping and Accounting Department, High School of Commerce, Omaha, Nebr.

Child Hygiene

President, O. B. Nesbit, Director of Medical Inspection, Gary, Ind.
 Vice-President, Maude A. Brown, Supervisor of Hygiene, Kansas City, Mo.
 Secretary, William A. Howe, State Medical Inspector, Albany, N. Y.



CHARLES F. PYE, Secretary of the Iowa State Teachers' Association, whose effective work as manager of the local organization was a large factor in the success of the meeting at Des Moines. The excellent service of such men as Mr. Pye has encouraged the movement to have permanent, paid, full-time secretaries for State associations.

Classroom Teachers

President, Ethel M. Gardner, President of the Milwaukee Teachers' Association, Milwaukee, Wis.
 Vice-President, Sara H. Fahey, New York, N. Y.
 Secretary, Mary Dwyer, Grade Teacher, Chicago, Ill.

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President, Mina Kerr, Dean of Women, Wheaton College, Norton, Mass.
 Vice-President, Georgia L. White, Adviser to Women in Cornell University, Ithaca, N. Y.
 Secretary, Anne Dudley Blitz, Dean of William Smith College, Geneva, N. Y.

Educational Publications

President, George L. Towne, President University Publishing Company, Lincoln, Nebr.

¹ Departments are arranged alphabetically for convenient reference.

Secretary, C. W. Taber, Western Manager, Lippincott & Co., Chicago, Ill.

Elementary Education

President, Mary E. Lawler, School XII, Paterson, N. J.
 Secretary, Bessie Brown Goodrich, Director of Elementary Education, Des Moines, Iowa.

Elementary School Principals

(Formerly the National Association of Elementary School Principals)

President, Leonard Power, Principal of the High School, Port Arthur, Texas.
 Corresponding Secretary, J. Bracken, Public Schools, Duluth, Minn.

Higher Education

President, F. J. Kelly, Dean of the School of Education, University of Kansas, Lawrence, Kans.
 Secretary, F. H. Hodder, Head of the Department of History and Political Science, University of Kansas, Lawrence, Kans.

Immigrant Education

This department was created at the Des Moines meeting. Officers will be announced later.

Kindergarten Education

President, Marion S. Hankel, Supervisor of Kindergarten and Primary Grades, Richmond, Va.
 Vice-President, Mary Dabney Davis, Duluth, Minn.
 Secretary, Nina C. Vandewalker, Specialist in Kindergarten Education, Bureau of Education, Washington, D. C.

Library Department

President, Sherman Williams, Chief of the School Libraries Division, State Department of Education, Albany, N. Y.
 Vice-President, Grace D. Rose, Librarian of the Public Library, Des Moines, Iowa.
 Secretary, Margaret E. Ely, Book Selection Department, Chicago Public Library, Chicago, Ill.

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President, Osbourne McConathy, Director of the Department of School Music, Northwestern University, Evanston, Ill.
 Vice-President, C. A. Fullerton, Director of Music, Iowa State Teachers College, Cedar Falls, Iowa.
 Secretary, Mary McKay, Supervisor of Music, Elgin, Ill.

Normal Schools

President, W. P. Morgan, President of the State Normal School, Macomb, Ill.
 Vice-President, A. J. Matthews, President of the State Normal School, Tempe, Ariz.
 Secretary, Robert E. Elliot, President of the Nebraska State Teachers College, Chadron, Nebr.

Physical Education

President, Ethel Perrin, Supervisor of Physical Education, Detroit, Mich.
 Vice-President, J. B. Nash, Director of Recreation, Oakland, Calif.
 Secretary, William Burdick, Director of Public School Athletic League, Baltimore, Md.

Rural Education

President, Ernest Burnham, State Normal School, Kalamazoo, Mich.
 Vice-President, J. C. Muerman, Specialist in Rural Education, Bureau of Education, Washington, D. C.

Secretary, Mabel Carney, Professor of Rural Education, Teachers College, Columbia University, New York, N. Y.

School Administration

President, George B. Thomas, Chairman of the School Board, Portland, Ore.
Vice-President, Ira B. Bush, Superintendent of Schools, Erie, Pa.
Secretary, William C. Bruce, Editor of the American School Board Journal, Milwaukee, Wis.

School Patrons

President, Mrs. George W. McMath, Portland, Ore.

Science Instruction

President, Gilbert H. Trafton, State Teachers College, Mankato, Minn.

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President, H. T. Steeper, Principal of the West High School, Des Moines, Iowa.
Vice-President, S. O. Rorem, Principal of the East Junior High School, Sioux City, Iowa.
Secretary, Olivia Pound, Assistant Principal of the Lincoln High School, Lincoln, Nebr.

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President, R. G. Jones, Superintendent of City Schools, Cleveland, Ohio.

Vice-President, Will C. Wood, State Commissioner of Education, Sacramento, Calif.
Second Vice-President, E. C. Broome, Superintendent of City Schools, Philadelphia, Pa.
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Secretary, S. D. Shankland, Willoughby, Ohio.

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President, Wilbur H. Bender, State Director of Vocational Education, Des Moines, Iowa.

Secretary, Frankie Connell, Director of Part Time School, Hannibal, Mo.

Wider Use of Schoolhouses

President, Josephine Corliss Preston, State Superintendent of Public Instruction, Olympia, Wash.

Vice-President, I. B. Morgan, Director of Vocational Schools, Kansas City, Kans.

Secretary, Eugene C. Gibney, Director of Community Centers, Board of Education, New York, N. Y.

KANSAS CITY, KANS., *Bruce School*, Myrtle Young, Principal; *Douglass School*, Laura J. Harlam, Principal; *Dunbar School*, Mary Thomas, Principal; *Garrison School*, Sherman Scruggs, Principal; *High School*, Clarence T. Rice, Principal; *Lewis School*, Virginia Elliott, Principal; *Lincoln School*, Gaynell Johnson, Principal; *Melville School*, Kate B. Seymour, Principal; *Phillips School*, R. H. Browne, Principal; *Stowe School*, Corrine Lightbody, Principal.

KANSAS CITY, MO., *Bancroft School*, Cora Campbell, Principal; *Franklin School*, Clarence A. Blocher, Principal; *Longfellow School*, Louise Birkenhauer, Principal; *Horace Mann School*, L. Kate Biggs, Principal; *Mark Twain School*, Elizabeth Dolan, Principal; *McCoy School*, Luch G. Whitney, Principal; *Milton Moore School*, J. K. West, Principal.

LA CROSSE, WIS., *Hamilton School*, Hanna C. McCon, Principal.

LORAIN, OHIO, *Harrison School*, George E. Mead, Principal.

LOS ANGELES, CALIF., *Staunton Avenue School*, Mary C. Biffer, Principal.

LOUISVILLE, KY., *Louisville Girls' High School*, H. B. Moore, Principal.

MACOMB, ILL., *Bardolph Community High School*, C. C. McCormick, Principal; *Douglas School*, J. I. Lynch, Principal; *Grant School*, Alice Robertson, Principal.

MANKATO, MINN., *Franklin School*, Minnie Vangerter, Principal.

MANSON, IOWA, *Manson Public Schools*, Edwin E. Swanson, Superintendent.

MERIDEN, CONN., *East Grammar School*, Allen P. Horn, Principal; *South Broad Street School*, Margaret Hickey, Principal.

MILWAUKEE, WIS., *Fifth Street School*, S. C. Horton, Principal; *Fourteenth Street School*, H. O. R. Siefert, Principal; *Greenbush Street School*, E. W. Shuman, Principal; *State Normal School*, F. E. J. Wilde, Secretary.

MOLINE, ILL., *Irving School*, M. Josephine Holland, Principal; *Lincoln School*, Hattie A. Moore, President; *Logan School*, Mabel E. Fuhrman, Principal; *Willard School*, Mary Tague, Principal.

MONMOUTH, ILL., *Central and Junior High School*, Myrtle T. Simmins, Principal; *Garfield Elementary School*, Etta Stansbury, Principal; *Harding Elementary School*, Frances Blayney, Principal; *Monmouth High School*, F. W. Phillips, Principal; *Monmouth Public Schools*, L. L. Caldwell, Superintendent; *Willits Elementary School*, Nannie Foster, Principal.

MOUNT VERNON, N. Y., *Jefferson School*, Grace M. Smith, Principal.

OAKLAND, CALIF., *Freemont High School*, H. N. Massey, Principal.

OAK PARK, ILL., *William Beye School*, Minnie Whitham, Principal.

OAKVILLE, IOWA, *Huron School*, William A. Dulany, Superintendent.

OSKALOOSA, IOWA, *Garfield School*, Mary Pendray, Principal; *Grant School*, Rebecca Ervin, Principal; *High School*, C. H. Newman, Principal; *Jefferson School*, Edith Holtman, Principal; *Lincoln School*, Effie Toorea, Principal; *Oskaloosa Public School*, O. P. Flower, Superintendent; *Oskaloosa Teachers' Association*, George W. Walker, Secretary-Treasurer; *Webster School*, Ida Welch, Principal; *Whittier School*, Flora Schnider, Principal.

PHILADELPHIA, PA., *Faculty of West Philadelphia High School for Boys*, John F. Brackin, Treasurer; *Joel Cook School*, Emma J. Budd, Supervising Principal; *Wissahickon School*, Blanch L. Heidinger, Supervising Principal.

PORTLAND, MAINE, *Portland High School*, William B. Jack, Principal.

ENROLMENT and AFFILIATION

Completed Enrolments

THE following schools have completed their reports for one hundred per cent membership enrolment in the National Education Association since the list was published in the June JOURNAL:

BERKELEY, CALIF., *Jefferson Elementary School*, Mary O'Bannon, Principal; *McKinley School*, A. L. Barker, Principal; *Oxford Elementary School*, Clara M. Partridge, Principal.

BOTTINEAU, N. D., *Central School*; *Forestry State Normal School*, Vernon L. Mangun, President; *Junior-Senior High School*.

BROOKLINE, MASS., *John D. Runkle School*, Edith E. Wright, Principal.

BURNSIDE, IOWA, *Burnside Consolidated School*, Minna Peterson, Principal.

CEDAR RAPIDS, IOWA, *Adams School*, Harriet A. Welch, Principal; *Arthur School*, Jenna Strahn, Principal; *Buchanan School*, Minnie F. Beenk, Principal; *Lincoln School*, Ida Holland, Principal; *Monroe School*, Nanna Nelson, Principal.

CHEROKEE, IOWA, *Lincoln School*, Libbie Bierman, Principal; *Webster School*, Blanche V. Toohy, Principal.

CHICAGO, ILL., *Colman School*, Francis G. Rogers, Principal; *Prescott School*, Mrs. Margaret S. Fitch, Principal; *Pullman School*, D. R. Martin, Principal.

CLEVELAND, OHIO, *Gordon School*, Edith C. Peters, Principal; *Sibley School*, Emily Shaw, Principal.

COUNCIL BLUFFS, IOWA, *Avenue B School*, Frances Potts, Principal; *Avenue E School*, Josephine Clausen, Principal; *Bloomer School*, Nannie Hardin, Principal; *Eighth Avenue School*, Kathleen Connor, Principal; *Harrison Street School*, Minnie

Hanson, Principal; *Oak Street School*, Dora Lyon, Principal; *Pierce Street School*, Edith Prouty, Principal; *Second Avenue School*, Isabel Orris, Principal; *Third Street School*, Helen Tyler, Principal; *Twentieth Avenue School*, Clara Meyers, Principal; *Thirty-second Street School*, Ada Dailey, Principal; *Washington Avenue School*, Mantie Mangum, Principal.

DUBUQUE, IOWA, *Audubon School*, B. H. Horchem, Principal; *Bryant School*, Gussie M. Hagerty, Principal; *Franklin School*, Anna A. O'Shea, Principal; *Irving School*, Sadie E. Luke, Principal; *Peter Cooper School*, Augusta Frey, Principal.

EAST ST. LOUIS, ILL., *Cannady School*; *Hawthorne School*; *Horace Mann School*; *Manners School*; *Rosemont School*.

EAU CLAIRE, WIS., *Eighth Ward School*, Anna Gunn, Principal; *Tenth Ward School*, Lucy Pregent, Principal.

EDINBOROUGH, PA., *Edinburgh State Normal School*, Wallace J. Snyder.

EL PASO, TEX., *Bailey School*, Klifford Rice, Principal.

FOND DU LAC, WIS., *Fond Du Lac Public Schools*, R. W. Fairchild, Superintendent.

FOREST CITY, IOWA, *Forest City Public Schools*, Charles M. Neveln, Superintendent.

GLOVERSVILLE, N. Y., *Oak Street School*, Catharine La Rouette, Principal.

GOLDFIELD, NEV., *Goldfield Public Schools*, Ora Dorr.

GRAND RAPIDS, MICH., *Henry School*.

HUDSON, IOWA, *Hudson Consolidated School*, Leela Linder, Principal.

INDIANAPOLIS, IND., *George Merritt School*, Lula Cobleigh Grove, Principal; *Charles Sumner School*, William E. Baugh, Principal.

JOLIET, ILL., *Farragut School*; *Henderson School*; *Hickory Street School*; *Longfellow School*; *McKinley School*; *Pleasant School*.

QUINCY, ILL., *Jefferson School*, S. F. Bonney, Principal.

RACINE, WIS., *Exceptional School*, Ella B. Garver, Principal; *Franklin School*, H. U. Wood, Principal; *N. D. Pratt School*, J. M. Beck, Principal; *Garfield School*, D. A. Shepard, Principal; *Howell School*, H. U. Wood, Principal; *Janet School*, W. F. Hood, Principal; *Jefferson School*, H. C. Kilburn, Principal; *Guilbert Knapp School*, F. S. McCall, Principal; *Lincoln School*, W. F. Hood, Principal; *McMynn School*, E. F. Jantz, Principal; *Open Air School*, Cora Chadwick, Principal; *Racine High School*, W. C. Giese, Principal; *Racine Public Schools*, F. M. Longanecker, Superintendent; *Stephen Bull School*, H. E. Hinkel, Principal; *Washington School*, T. E. Sanders, Principal.

RATON, N. M., *Raton Teachers' Association*, L. C. Rhoads, Superintendent.

REDLANDS, CALIF., *Crafton School*, Sara A. Bicknell, Principal; *Franklin School*, Irene McKenzie, Principal; *Kingsbury School*, Sybil Knopf, Principal; *Lugonia School*, Leta Scott, Principal; *McKinley School*, Emma Jackson, Principal.

RENO, NEV., *McKinley School*, Lucy B. Parker, Principal; *South Side School*, Frances Frey, Principal.

RIVERSIDE, CALIF., *Fremont School*, Bertha M. Parker, Principal.

ROCK ISLAND, ILL., *Grant School*, Dora E. Newton, Principal; *Frances Willard School*, Lizzie Crawford, Principal.

SAGINAW, MICH., *Burt School*; *Central School*; *Dieckman School*; *Houghton School*; *Hoyt School*; *Jones School*; *Longfellow School*; *Potter School*; *Wadsworth School*.

SANTA MONICA, CALIF., *Jefferson School*, Cora C. Lietzau, Principal; *McKinley School*, Gertrude B. Wyman, Principal.

STOCKTON, CALIF., *Eldorado School*, John R. Williams, Principal; *Franklin School*, A. W. Lynde, Principal; *Lafayette School*, Bradley Grover, Principal; *Monroe Primary School*, Maud A. Southworth, Principal; *North School*, Nella Russell, Principal; *Weber Primary School*, Florilla Campbell, Principal.

SWAMPSCOTT, MASS., *Machon School*, Alice Irene Quinn, Principal; *Palmer School*, Louise C. Stanley, Principal.

TACOMA, WASH., *Lincoln School*, Emma M. Unthank, Principal.

TERRIL, IOWA, *Consolidated Schools of Lloyd Township*, Ruth Featherstone, Principal.

THEDFORD, NEBR., *Thomas County High School*, G. W. Saunders, Superintendent.

WOODBINE, N. J., *Woodbine Public Schools*, W. I. Zechman, Superintendent.

Affiliated State and Local Associations

THE following associations are in addition to the affiliations which were reported in the June JOURNAL:

ABERDEEN, S. D., *South Dakota Education Association*, A. H. Seymour, Corresponding Secretary.

ALBANY, N. Y., *Faculty, New York State College for Teachers*, John M. Sayles, Secretary.

ALBUQUERQUE, N. M., *Albuquerque Public School Teachers' Association*, John Milne, Superintendent.

ALTON, ILL., *Alton Public Schools*, W. C. Reavis, Superintendent.

ALTOONA, PA., *Teachers' Institute*, S. H. Layton, Secretary; *Blair County Teachers' Institute*, John Hennen, Secretary.

AMES, IOWA, *Ames Public School Teachers' Association*, Mrs. Ora Anderson, Secretary.

ANN ARBOR, MICH., *Ann Arbor Teachers' Club*, Catherine Hodson, President.

ASHEVILLE, N. C., *North Carolina Teachers' Assembly*, A. J. Allan, Secretary.

AURORA, ILL., *Aurora Teachers' Association*, E. S. Veronica G. O'Neil, Secretary.

BELLINGHAM, WASH., *Faculty Forum of the State Normal School*, Gertrude Longley, Secretary.

BELOIT, WIS., *Beloit City Teachers*, Harriet Chamberlain, Secretary.

BOONE, IOWA, *Boone Teachers' Association*, M. Gwynne Ward, Secretary.

BOULDER, COLO., *Faculty of the University of Colorado*, H. M. Barrett, Director.

BOUNTIFUL, UTAH, *Davis County Teachers' Association*, Jessamine Shepherd, Secretary.

BRIDGEVILLE, DEL., *Delaware State Teachers' Association*, Lillian Sudler, Treasurer.

BRIGHTON, COLO., *Brighton Teachers*, N. J. Rice, Superintendent.

BRISTOL, VA., *Bristol, Virginia, Teachers' Association*, Ilia Miller, Secretary-Treasurer.

BROOKLYN, N. Y., *Association of Teachers of Districts 32, 36, New York City*, Minnie Swain, Secretary; *School Districts 31, 34, and 35 of Brooklyn*, Amy Hobbs Buhle, Secretary.

BURLINGTON, IOWA, *Burlington Teachers' Association*, Nella J. Brydolf, Secretary.

CANTON, ILL., *Canton Teachers' Association*, M. Myrtice Marshall, Secretary.

CARSON CITY, NEV., *Northern Nevada Teachers' Association*, E. L. McKeown, President.

CEDAR RAPIDS, IOWA, *Cedar Rapids Grade Teachers' Association*, Mary E. Paul, Secretary.

CENTERVILLE, IOWA, *Teachers' Federation of Centerville*, Emma Barton, Secretary.

CHADRON, NEBR., *State Normal School*, Amanda B. Osnes, Secretary.

CINCINNATI, OHIO, *Cincinnati Association of Public School Teachers*, Dora Kruckmeyer, Secretary.

CLARKSVILLE, TENN., *Tennessee State Teachers' Association*, P. L. Harned, Secretary.

CLINTON, IOWA, *Clinton Teachers' Federation*, Cosbe Cummings, Corresponding Secretary.

COLUMBIA, MO., *Columbia Association*, Joy Fewsmith, Secretary; *Stephens Junior College*, James M. Wood, President.

COUNCIL BLUFFS, IOWA, *Council Bluffs Teachers' Club*, Minnie Hanson, Treasurer.

DANBURY, CONN., *Danbury High School Teachers' Association*, Harold I. Long, Secretary.

DAYTON, WASH., *School District Number 2*, J. W. Dill.

DES MOINES, IOWA, *The Des Moines Teachers' Federation*, H. D. Eickelberg, Treasurer.

DETROIT, MICH., *Detroit Teachers' Association*, Blanche E. Morris, Secretary.

DULUTH, MINN., *Atlantic Gateway Association*, Frank B. Carey, Secretary.

EAST ST. LOUIS, ILL., *East St. Louis Teachers' Association*, Elsie Tietze, Secretary; *Grade Teachers' Fellowship Society*, Eva L. Moore, Secretary.

EAU CLAIRE, WIS., *Eau Claire Public School Teachers' Association*, Minnie G. Syverson, Secretary.

EDINBORO, PA., *Edinboro Teachers' Association*, Harriet Chapman, Secretary.

ELGIN, NEBR., *Elgin Teachers' Organization*, Norma H. Chapman, Secretary; *North Nebraska Teachers' Association*, Ada M. Louneker, Secretary.

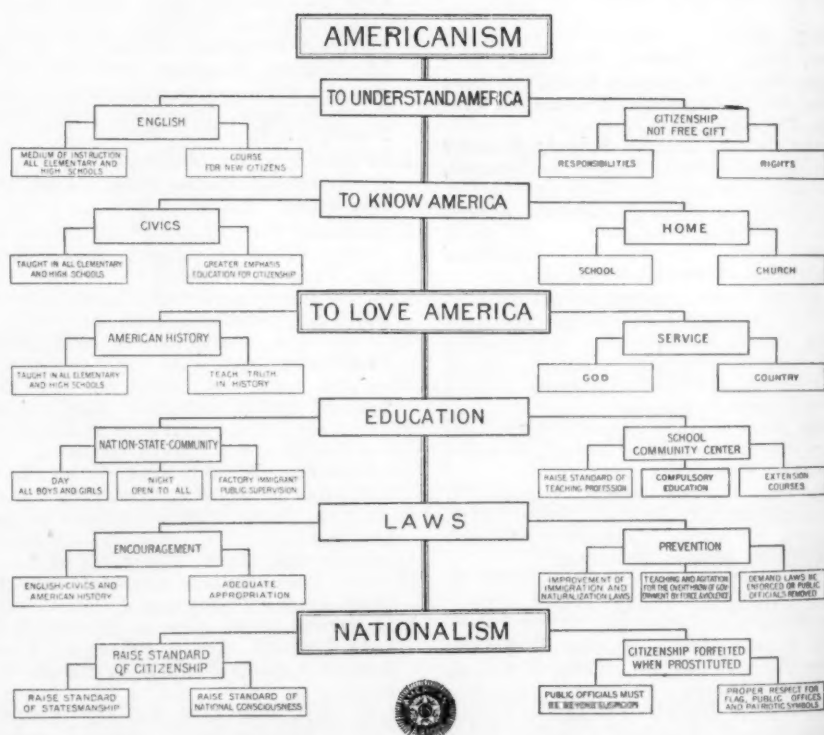
ESCANABA, MICH., *Escanaba Teachers' Council*, Charlotte O'Meara, Secretary.

EVANSTON, ILL., *Evanston, Illinois, Teachers' Club*, Julia B. Hynds, Secretary.

FITCHBURG, MASS., *New England Association of School Superintendents*, E. W. Robinson, Secretary.

FOND DU LAC, WIS., *Fond Du Lac Council of Education*, Josephine R. Tallmadge, Secretary.

THE AMERICAN LEGION CHART OF



GALESBURG, ILL., *Galesburg Teachers' Association*, Rose M. Hoben Welch, Secretary.
 GLENCOE, ILL., *Lake Shore Division, Illinois State Teachers' Association*, Arthur B. Rowell, Secretary.
 GRAND FORKS, N. D., *Faculty of the University of North Dakota*.
 GREELEY, NEBR., *Loup Valley Teachers' Association*, B. A. Kennedy, Secretary.
 GUNNISON, COLO., *Faculty of the Colorado State Normal School*, Eva Carpenter, Secretary.
 HAMMOND, IND., *Hammond City Teachers' Association*, Mary A. Dwyer, Secretary.
 HATTIESBURG, MISS., *Mississippi State Teachers' Association*, H. L. McClesky, Secretary.
 HENDERSON, KY., *Henderson City Teachers' Association*, Mrs. Clarie Hancock, Secretary.
 HOLLY, MICH., *Holly Teachers' Club*, Laura Canfield, Secretary.
 HUNTSVILLE, TEX., *Sam Houston Normal Institute*, H. F. Estill, President.
 INDEPENDENCE, IOWA, *Buchanan County Teachers' Association*, Yetta J. Vargason, Secretary.
 IOLA, KANS., *Allen County, Kansas, Teachers' Association*, Lovonia M. Donica, County Superintendent.
 JOLIET, ILL., *Joliet Teachers' Federation*, Martina McCarthy, Secretary; *Joliet Township High School Teachers' Association*, Emily B. Mack, Secretary.
 KANSAS CITY, KANS., *Kansas City, Kansas, High School*, Alta L. Haynes, Secretary; *Principals and Supervisors, Kansas City, Kansas*, Elizabeth S. Miller, Secretary.
 KANSAS CITY, MO., *Elementary School Principals' Association of Kansas City, Missouri*, W. T. Longshore, President; *Kansas City Teachers' Club*, Pearl F. Shaw, Secretary.
 KEARNEY, NEBR., *Nebraska Woman's Educational Club*, Mary Crawford, Secretary.

KEOKUK, IOWA, *Elementary Teachers' Club*, Florence Gabriel, Secretary.
 KEOSAUQUA, IOWA, *County Superintendents of Iowa*, H. B. Carroll, Secretary.
 KIRKSVILLE, MO., *Senior Class State Teachers' College*, Bracy Cornette, Secretary.
 KIRKWOOD, MO., *Kirkwood Community Teachers' Association*, W. C. Havenor, Secretary.
 LAWRENCE, KANS., *Douglas County Teachers' Association*, Oscar J. Lane, Superintendent.
 LIBERAL, KANS., *Liberal City Teachers' Association*, Clara Pittman, Secretary.
 LINCOLN, NEBR., *Nebraska Schoolmasters' Club*, H. E. Bradford.
 LONGMONT, COLO., *Longmont Teachers' Club*, D. W. Spangler, President.
 MARINETTE, WIS., *Marinette City Teachers' Association*, Henry E. Hansen, Secretary.
 MARION CITY, IND., *Marion City Schools*, A. E. Highley, Secretary.
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 MILWAUKEE, WIS., *Faculty of the State Normal School*, F. E. J. Wilde, Secretary.
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 MINOT, N. D., *Minot Education Association*, Hazel McCulloch, Secretary.
 MOUNT VERNON, N. Y., *Mount Vernon Teachers' Association*, Emil Nielsen, Jr., President.
 MUNCIE, IND., *Muncie Federation of Teachers*, Marie E. Williams, Secretary.
 MUSKEGON, MICH., *The Muskegon Heights Teachers' Club*, Mary Harte, President.

NEWARK, N. J., *Newark Teachers' Association*.
 NEW BEDFORD, MASS., *New Bedford Teachers' Association*, W. L. Lillie, Secretary.
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