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VOL. III, NOS. 1 and 2 JANUARY and MARCH, 1925

Research Bulletin

OF THE

National Education Association

Public School Salaries

IN

1924-1925

PUBLISHED BY THE RESEARCH DIVISION
OF THE NATIONAL EDUCATION ASSOCIATION
1201 SIXTEENTH STREET NORTHWEST, WASHINGTON, D. C.

Entered as second-class matter February 10, 1923 at the Post Office at Washington, D. C., under Act of August 24, 1912. Acceptance for mailing at special rate of postage provided for in Section 1103 Act of October 3, 1917, authorized February 10, 1923.

Research Bulletin of the National Education Association

Published five times each year in January, March, May, September, and November by the Research Division of the National Education Association of the United States.

The payment of the $5.00 membership fee of the National Education Association entitles one to receive the Research Bulletin and certain other publications of the National Education Association for one year. One dollar of each $5.00 membership fee is for a year's subscription to the Research Bulletin. Subscription to non-members is $1.00 per year; single numbers may be purchased for 25 cents, and in quantities at a reduced rate. Those entitled to receive the Research Bulletin regularly are asked to report at once any change of address, giving old as well as new address.

Entered as second-class matter February 10, 1923, at the Post Office at Washington, D. C., under Act of August 24, 1912. Acceptance for mailing at special rate of postage provided for in Section 1103, Act of October 3, 1917, authorized February 10, 1923.

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Executive and Editorial Offices, 1201 Sixteenth Street N. W., Washington, D. C.

National Education Association Special Salary Service

The fact that 1449 cities replied to the Association's Salary Inquiry made it impractical to print data for individual cities in this Bulletin.

Complete tabulations of salary facts by individual cities for 1924–1925 are available, however, and may be obtained by addressing your National Education Association Headquarters.

Special salary tables have been prepared for cities of the following five population groups: (1) Over 100,000; (2) 30,000 to 100,000; (3) 10,000 to 30,000; (4) 5,000 to 10,000; and (5) 2,500 to 5,000. The cities included in each group are listed on pages 63 to 67 of this Bulletin.

For each of the five population groups a set of 14 tables has been prepared. These tables give by individual cities complete distributions of salaries paid, maxima, minima, and medians for 1924–1925, for the following school employees: Kindergarten teachers, elementary teachers, special class teachers, junior high school teachers, high school teachers, teaching elementary principals, supervising elementary principals, junior high school principals, high school principals, school nurses, school janitors, school clerks in principals' offices, clerks in offices of administrative and supervisory officers, and assistant or vice-principals and deans. On pages 24 and 25 one of these tables is reproduced, giving data for elementary teachers' salaries in cities over 100,000 in population.

The cost of a set of 14 tables for any population group is $5.00. This charge barely covers the cost of reproducing and mailing them. None of the heavy expense of the National Education Association in mailing out inquiries, and in tabulating and interpreting the replies from 1449 cities, for over 270,000 school employees is covered by this charge.

The Association makes these tables available to superintendents and teachers' salary committees as a part of its program of special salary service. In ordering these tables or in requesting assistance in advancing salary campaigns in your local school system, address your Headquarters as follows: Division of Research, National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C.

TABLE OF CONTENTS

	Page
Fundamental Considerations Regarding Teachers' Salaries	7
Better Salaries—Better Teachers—Better Citizens	7
Five Reasons for Adequate Salary Schedules	7
The Basic Question—What Is the Public's Estimate of Education	11
Have Teachers' Salaries Been Increased?	12
Have There Been Dollar Increases In Salaries?	12
Increase in Cost of Living Must Be Considered as Well as Increase in Number of Dollars Received	17
School Salaries Paid in 1924–1925	20
Teachers' Salaries and National Progress	20
Teachers' Salaries Paid in Cities in 1925	21
State Salary Medians	27
Salaries Paid Administrative Officers in 1924–1925	36
Salaries Paid Directors and Supervisors in 1924–1925	40
Salary Schedules and Salary Schedule Features, 1924–1925	47
Salary Schedules Versus Lowest Bidders	47
Salary Schedule Provisions for Minimum Salaries	47
Salary Schedule Provisions for Maximum Salaries	53
Salary Schedule Provisions for Number of Annual Increases	57
Use of the "Single Salary Schedule"	58
Examples of Recently Adopted Salary Schedules	58
Salary Schedule in Minneapolis, Minnesota	58
Salary Schedule in Jersey City, N. J	58
Salary Schedule in St. Louis, Missouri	59
A Partial List of Cities having Single Salary Schedules	59
Salary Schedule in Washington, D. C	60
Special Features of 1924–1925 Salary Schedules	61
Cities Replying to Salary Inquiry	63
Form Used in Collecting Data	68
Selected Bibliography of Current Thought on Teachers' Salaries	71

LIST OF TABLES

Page

Table 1.—Changes in Training of the Teachers of Lawrence, Kansas, From 1920–1921 to 1923–1924 9

Table 2.—Increase in Length of Service of Teachers in Lawrence, Kansas, From 1920–1921 to 1923–1924 .. 10

Table 3.—Median Salaries Paid City Teachers, Principals, Administrative Officers, Directors, and Supervisors in 1922–1923 and 1924–1925 12

Table 4.—Median Salaries Paid Rural Teachers and Principals in 1922–1923 and 1923–1924 15

Table 5.—Trends in Median Salaries Paid in City Schools for the Period 1913–1914 to 1924–1925 15

Table 6.—Median Salaries Paid Rural Teachers and Principals by States Compared with Those Paid in 1923 16

Table 7.—Purchasing Power of Teachers' Salaries 17

Table 8.—Average Industrial Wages, Cost of Living and Purchasing Power of Wages 17

Table 9.—Purchasing Power of the Dollar in 19 Cities—1914 to 1924 and Recent Per Cent of Increase in Cost of Living 19

Table 10.—Salaries Paid Elementary Teachers, 1924–1925, Cities Over 100,000 in Population 24–25

Table 11.—Median Salaries Paid Elementary and High School Teachers, 1924–1925 21

Table 12.—Median Salaries Paid Kindergarten and Elementary Teachers, 1924–1925 27

Table 13.—Median Salaries Paid Junior High School and Senior High School Teachers in 1924–1925 28

Table 14.—Median Salaries Paid Special Class Teachers and School Nurses in 1924–1925 29

Table 15.—Median Salaries Paid Teaching and Supervising Elementary Principals in 1924–1925 30

Table 16.—Median Salaries Paid Junior and Senior High School Principals in 1924–1925 31

Table 17.—Distribution of Salaries Paid Assistant or Vice-Principals, Deans, etc. in High Schools 32

Table 18.—Distribution of Salaries Paid Clerks in Principals' Offices and Clerks in Offices of Administrative and Supervisory Officers 33

Table 19.—Distribution of Salaries Paid Janitors in 1165 Cities in 1924–1925 35

Table 20.—Number of Cities Hiring Janitors Individually or Contracting for the Whole System With One Individual Who is Paid in a Lump Sum 35

Tables 21 to 25, Inclusive.—Distribution of Salaries Paid Administrative Officers, 1924–1925, in Cities of Five Population Groups 36–40

Tables 26 to 30, Inclusive.—Distribution of Salaries Paid Directors and Supervisors, 1924–1925, in Cities of Five Population Groups 42–46

Table 31.—Maximum, Median, and Minimum Salaries for Elementary and High School Teachers, in 22 Cities Over 250,000 in Population 46

Table 32.—Number and Percentage of Cities With Salary Schedules 47

Tables 33 to 37, Inclusive.—Minimum Salaries in 1924–1925 in Cities of Five Population Groups 50–52

Tables 38 to 42, Inclusive.—Maximum Salaries in 1924–1925 in Cities of Five Population Groups 53–56

LIST OF TABLES (Continued)

Page

Table 43.—Number of Annual Increases Provided for in City Salary Schedules, 1924–1925 57

Table 44.—Number of Cities with Definite Plan of Financial Reward for Completion of Additional Professional Training 61

Table 45.—Number of Cities Where School Boards Have Adopted a Definite Plan Whereby Teachers May be Granted Leave of Absence for Study and Professional Improvement 61

Table 46.—Number of Cities Where Men and Women of Equal Training and Experience and Performing Similar Service Receive the Same Salaries 61

Table 47.—Number of Cities Where State Statute or Local Rule Requires that Salaries of Men and Women of Equal Training and Experience and Performing Similar Service Shall Be the Same or Different 62

Table 48.—Number of Cities Where Teachers Are Sometimes Relieved of Their Classes During Regular School Hours so That They May Take Part in Other Professional Work 62

Table 49.—Number of Cities Where Teachers' Salaries Continue at the Regular Rate During Attendance at Institutes 62

LIST OF CHARTS

Chart I.—Median Salaries Paid Teachers in 1923 Compared with Those Paid in 1925 (In Cities 30,000 to 100,000 in Population) 13

Chart II.—Median Salaries Paid School Principals in 1923 Compared With Those Paid in 1925 (In Cities 30,000 to 100,000 in Population) 14

Chart III.—Weekly Wages in Building Trades in Six Representative Cities 18

Chart IV.—Purchasing Power of Teachers' Salaries 1914–1924 19

Chart V.—Why School Costs Have Increased 20

Chart VI.—Median Salaries Paid Elementary Teachers in 1443 Cities 22

Chart VII.—Median Salaries Paid High School Teachers in 1309 Cities 23

Chart VIII.—Median Salaries Paid Elementary Teachers in Rural and Urban Sections of the United States 26

Chart IX.—Median Salaries Paid School Clerks in Principals' Offices 34

Chart X.—Median Salaries Paid Clerks in Administrative and Supervisory Offices 34

Chart XI.—Median Salaries Paid Superintendents of Schools in 1134 Cities 41

Chart XII.—Median Salaries Paid Supervisors of Music in 842 Cities 41

Chart XIII.—Minimum, Median and Maximum Salaries Paid Elementary Teachers in 1925 (In 22 Cities Over 250,000 in Population) 48

Chart XIV.—Minimum, Median and Maximum Salaries Paid High School Teachers in 1925 (In 22 Cities Over 250,000 in Population) 49

FOREWORD

THROUGHOUT its history the National Education Association has led the campaign for better salaries for teachers. During the last decade its pronounced activity has brought about positive results. Its prime motive has not been "justice" to teachers but "justice" to children whom the law compels to stay in school and whose training largely determines their own and the Nation's progress.

The salary question cannot be thoroughly understood or intelligently discussed except on the basis of comprehensive salary data from city and country school systems both large and small. Furthermore, the actual salaries paid cannot be fully interpreted until studied in the light of the schedules determining the salary rates and the rules governing the increase of salaries according to service, or grade, or merit, as the case may be. These comprehensive data the National Education Association has gladly furnished as a part of its service to the profession and to the advancement of education.

In this *Bulletin,* the Division of Research summarizes the findings of a comprehensive survey of the salary situation for 1924-1925. Grateful acknowledgment is made to Professor E. S. Evenden of Teachers College, Columbia University, for his surveys of teachers' salaries in the past and for his help in planning the present inquiry. The whole-hearted cooperation of superintendents of schools throughout the Nation in this salary survey is noteworthy for two reasons:

First, *It is the most comprehensive inquiry on public school salaries yet made.* It gives salary facts for 521,395 administrators, teachers, and other school employees.

Second, *It, for the first time, makes comprehensive salary information available in the same school year in which the data were gathered.*

The task of tabulating this enormous mass of data was an opportunity for service welcomed by the National Education Association. The findings are herewith summarized for the use of the professional and lay public.

It is a matter of National concern that the median salary for one-teacher rural schools is only $755, particularly since approximately 366,000 of the Nation's 700,000 teachers teach in the public schools of the open country and the country villages. On the other hand, it is gratifying that a large percentage of cities are recognizing that the welfare of the Nation's children demands a professional return to public school teachers.

The findings in this *Bulletin* face us squarely with these questions. How important is education in our democracy? Can either urban or rural communities hope to secure teachers of sound training, broad contacts, and growing vision unless they pay adequate salaries? The hope of America is that these questions may be so answered that our children and society will not be the losers.

J. W. CRABTREE,
Secretary, National Education Association.

Fundamental Considerations Regarding Teachers' Salaries

Better Salaries—Better Teachers—Better Citizens

The child's not the teacher's welfare is primarily at issue in any consideration of teachers' salaries. If the quality of training given the Nation's children could be improved by lowering teachers' salaries, by increasing them, by maintaining them at the present level, or by ceasing to pay them altogether, any of these actions would be justified.

The Nation owes no one a living. No group is entitled to enjoy the fruits of human cooperation unless it contributes its share to the common treasury of material, intellectual, and spiritual goods. The member of a board of education who votes for a revision of the salary schedule in a school system because he wants "justice" for the teachers, renders society no service. Only when he keeps the welfare of the children of today—the Nation of tomorrow—in the foreground is he prepared to render a wise decision on the question of teachers' salaries. Salaries are but a means to an end. Think of the child, not of the teacher, when teachers' salary schedules are being fixed. Teachers, when dissatisfied, can shift to other lines of work, but the law compels children to stay in school for a constantly lengthening period of time.

When a school board member casts a vote for a salary schedule, he votes for poorly trained, indifferently trained, or well trained children. He cannot get away from it. The facts are too plain. They show that the salaries which a community pays its teachers determine the quality of the teachers who draw them. Those communities which have sown "economy" in the past are today reaping "illiteracy," and other evidences of educational inefficiency.

There are five basic reasons why every school system should have an adequate salary schedule.

Five Reasons for Adequate Salary Schedules

1. *The teachers' salary schedule, in the long run, more than any other factor determines the quality of people attracted to the teaching profession.*

While the privilege of service is the dominating influence in the lives of the best teachers, society cannot and should not rely entirely upon missionary zeal and the appeal to service to maintain its system of education. Reasonable opportunity to enjoy the things that go with economic independence should also be an inducement. It is too much to expect that people with vision and power will offer themselves for service in any profession that promises perpetual financial anxiety, thwarted ambitions, and bitter old age.

Large numbers of capable people can be induced to train themselves for a service only when it guarantees them a reasonable degree of economic independence.

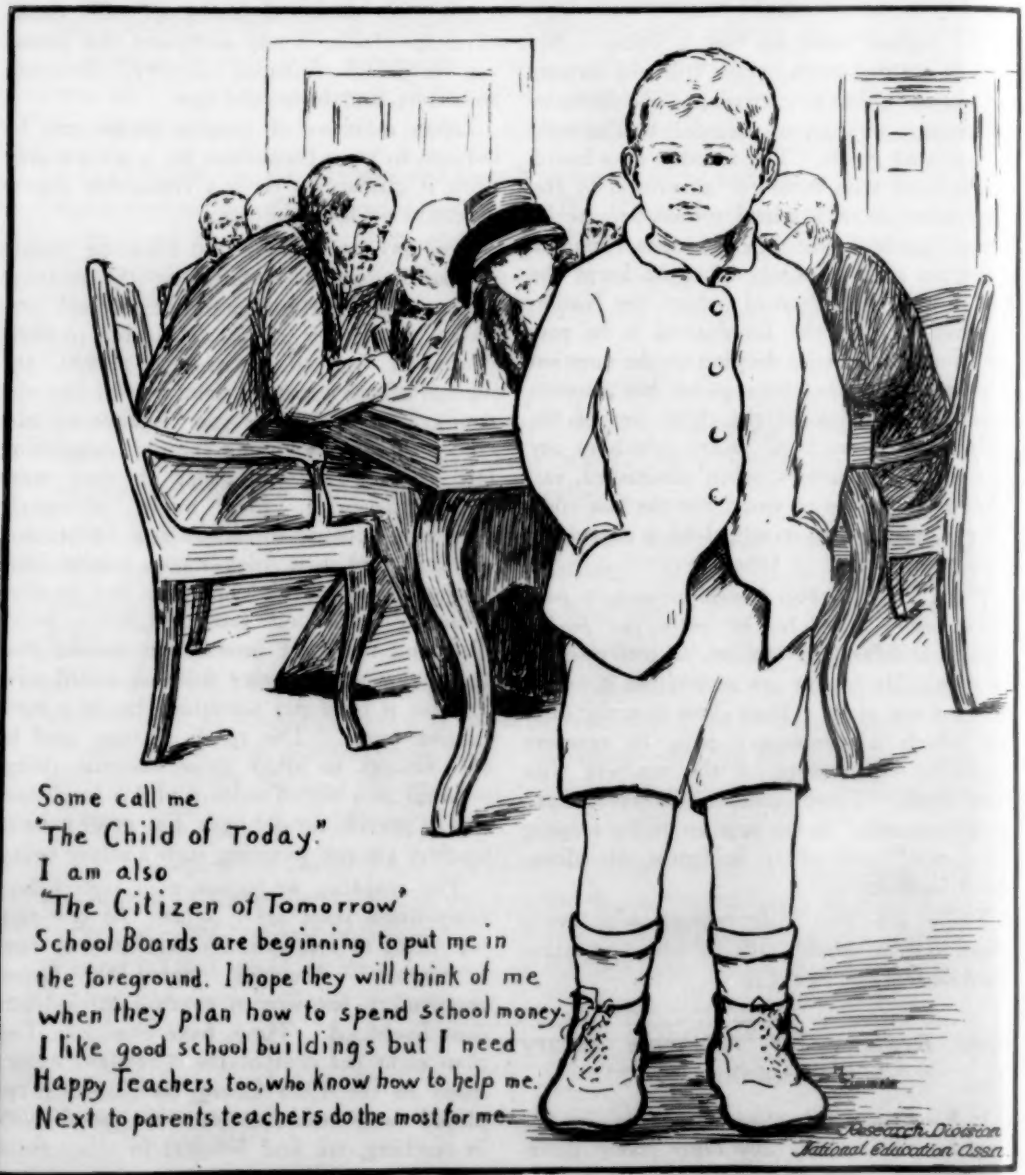
Can any one imagine an adequate supply of capable people undertaking the training necessary for entrance into the medical profession if the reward for leadership in their profession was to be around $2,400, the median salary now paid principals of city elementary schools? Can you visualize an adequate supply of young people completing law courses, knowing that if they were fairly successful, they might ultimately rise to a place in the legal profession equal in rank to a high school principalship in the teaching profession, with but an even chance of receiving about $3,300 a year? Teaching need not promise an income that equals that paid in other fields of skilled service; but it must pay something beside a mere existing wage. The yearly income need be only enough to allow those material things essential to a life of culture plus a small surplus to provide for old age. The great mass of teachers are not receiving such a salary today.

The teaching profession now suffers keen competition from other fields. At one time few fields of remunerative service were open to women. Teaching offered the largest opportunity for women to earn an independent livelihood. Times have changed. Less than eight per cent of the 8,549,000 women listed in the 1920 Census as gainfully employed were teachers. Against the 658,000 in teaching, we find 400,000 in other forms

of "professional service"; 900,000 in trade and transportation; 1,000,000 in agricultural and animal industry; 1,400,000 in clerical occupations, and 2,000,000 in manufacturing and mechanical industries. Opportunities are now available for capable women which involve a much less rigorous training than the better-paid teachers of today must undergo. Since over eighty-six per cent of all teachers are women, and the percentage is increasing, it is apparent that the teaching profession now suffers keen competition from other fields. No longer can the Nation trade upon the fact that the teaching profession is the only remunerative opportunity open to women.

2. *The teachers' salary schedule, more than any other factor, determines the quality of preparation of teachers.*

Teachers may be "born"; but the birth-rate at present is far below the demand. Most teachers have to be trained after they are born; and even the "born teacher" is a better teacher when trained. Training is an investment. Prospective teachers cannot be expected to invest in from two to four years'



training beyond high school unless they have some guarantee that the prevailing salary paid teachers is sufficient to justify it.

Some argue that teachers throughout the country will not be better paid until they are better trained. The answer is—many will not be attracted to the teaching profession and will not secure the training unless they are first assured of an adequate salary.

Furthermore, teachers already in the service cannot take additional training on the job through professional reading, summer school attendance, and travel, unless their salaries are sufficient to permit these professional necessities. An adequate salary schedule serves to improve the training of the teaching corps, both by securing and holding better teachers and by inducing members of the staff to secure additional training in service.

For example, in April, 1921, a new single salary schedule, the type that rewards teachers according to professional training and experience, was adopted by the Lawrence School Board. The effect of this schedule in the four succeeding years on the training of the teachers of Lawrence is shown in Table 1.

The facts in Table 1 should be of interest to every school board. They show that from 1920 to 1923 there was a decided increase in the academic training of every grade of teacher. The number of junior high school teachers in Lawrence with university degrees increased twenty-three per cent. This means that the teachers as well as the children have been growing mentally.

The day is past when our future citizens can be successfully taught by people of limited training and narrow contacts. The foundation for successful citizenship in the greatest democracy of the world—a democracy, perplexed by class, race and religious prejudices inherited from the old world—can be laid only by teachers of sound training, broad contacts, and growing vision.

3. *The teachers' salary schedule determines the quality of human material that continues in the profession.*

Teaching must not continue to be the make-shift occupation it has been in the past. No service means more to the American people. It must not be merely a "stepping stone" to something else. When teaching is a "stepping stone," it is the children who are stepped on.

Table 2 shows the interesting effect of a salary schedule on the tenure of teachers in Lawrence, Kansas.

Table 2 shows that the city of Lawrence is increasing the tenure of their teachers in a telling manner. In 1920-1921 almost one-half of the teachers in Lawrence were teaching their first term in that city; and 65 per cent had not been in the system two years. Three years later the median term of service for the entire corps had advanced from two to three years—a full year!

TABLE 1.—CHANGES IN TRAINING OF THE TEACHERS OF LAWRENCE, KANSAS, FROM 1920-21 TO 1923-24

Academic training	High school teachers		Junior high school teachers		Elementary teachers		Supervisors	
	Per cent in		Per cent in		Per cent in		Per cent in	
	1920–21	1923–24	1920–21	1923–24	1920–21	1923–24	1920–21	1923–24
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Holding the degree M.A.	3.98	15.38	5.00	11.11	5.00	4.45	.....	.....
Holding the degree B.A. or B.S.	88.48	76.93	35.00	51.85	12.50	11.115	25.00	80.00
Having three years of training above high school	7.54	7.69	5.00	7.41	10.00	11.115	25.00	20.00
Having two years of training above high school	.....	.....	20.00	14.81	40.00	59.99	50.00	.....
Having one year of training above high school	.....	.....	20.00	3.71	15.00	6.665	.....	.....
High school graduate only	.....	.....	15.00	11.11	17.50	6.665	.....	.....
	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Read Table 1 as follows: In 1920–1921, 3.98 per cent of the high school teachers of Lawrence, Kansas held the degree M.A.; in 1923–1924, 15.38 per cent held this degree. Similarly read the other columns.
This table is taken from *Review of Lawrence Public Schools*, a Report compiled by Harry P. Smith, 1924, p. 73.

A review of Who's Who in America shows that a large percentage of the people whose names are listed formerly taught in our public schools. Now they are engaged in other activities. Through their innate ability and persevering labor they have acquired distinction. America lists them as her most honored citizens. One cannot but ponder the question, Isn't this the very kind of innate capacity and endeavor that should be in our classrooms moulding our children's outlook on life? Once they were there: but teaching under the prevailing conditions then was not sufficiently attractive—the reward, monetary, social and spiritual did not have an adequate holding power.

Walter Head, president of the American Bankers Association, is an example. Walter Head began as a teacher. He was a success as a teacher. He became the village superintendent at $70.00 a month, but he was offered a job as a bank clerk, and, as the *Nation's Business* relates, "This offer was accepted by Walter Head. Teaching went into the limbo." Is Walter Head's service greater in handling the Nation's money than it would have been in teaching the Nation's children?

Many believe that men as men have a contribution to make to the education of youth that is essential to a complete education. However this may be, the fact is that men are rapidly disappearing as an influence in the school life of our children. In 1890 one person in every three in public school service was a man. In 1920 one in every seven was a man.

4. *The teachers' salary schedule determines a school board's chances of obtaining the services of capable teachers.*

We usually get what we pay for, whether we buy teaching services or potatoes. For either commodity, even when there is a large supply, a fair price has to be paid for superior goods. When one school board fixes the minimum salary for high school teachers at $1,500 and another board sets as its minimum $1,000, the superintendent of schools in the first city has a chance in the competitive market of securing a better trained, more experienced, traveled, and competent teacher. In other words the boys and girls in the first city have a chance of becoming better citizens because they have a teacher who is trained in civic affairs, who has traveled and brings first-hand knowledge to the interpretations of history and geography and a larger understanding of human nature because of his contacts with people and his wide reading.

5. *Teachers' salaries indirectly determine a child's outlook upon life.*

The teacher who has a standard of living which permits her to live in comfortable

TABLE 2.—INCREASE IN LENGTH OF SERVICE OF TEACHERS IN LAWRENCE, KANSAS, FROM 1920-21 TO 1923-24

Years of service in Lawrence	1920–21 teaching staff				1923–24 teaching staff			
	Senior high school	Junior high school	Elementary schools	All schools	Senior high school	Junior high school	Elementary schools	All schools
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
1st	14	11	17	42	5	8	13	26
2nd	8	5	5	18	2	7	9	18
3rd	.....	1	2	3	5	1	8	14
4th	1	.....	1	2	3	4	4	11
5th	1	.....	4	5	3	3	1	7
6th–10th	2	1	2	5	3	1	2	6
11th–15th	2	1	3	6	2	.....	4	6
16th–20th	1	1	3	5	2	1	1	4
21st–25th	1	.....	2	3	.....	1	1	2
26th–30th	.....	.....	.....	.....	1	.....	1	2
31st	1	.....	.....	1	1	.....	1	2
Totals	**31**	**20**	**39**	**90***	**27**	**26**	**45**	**98***
Medians	**2.19**	**1.91**	**2.5**	**2.17**	**4.5**	**2.7**	**3.06**	**3.36**

*Junior and Senior High School Principals and Supervisors not included.

Read Table 2 as follows: In 1920–1921, 14 senior high school teachers, 11 junior high school teachers, and 17 elementary teachers, or a total of 42 teachers were new to the Lawrence School System. Eight teachers were beginning their second year of service, etc. In 1923–1924 only 26 new teachers entered upon their first year of service. See. *Review of Lawrence Public Schools*, 1924, p. 75.

quarters (where evenings are not always spent making over last year's clothes, doing this week's laundry, nursing ills that could be cured if expert medical attention were available, or adding to a meager salary by tutoring) brings to her classroom vigor, enthusiasm, self-respect, and initiative. She re-lives the course of study and makes it real to her pupils. She brings to them life more abundant. To do this she, herself, must so live that she has self-respect and the respect of her community. It is part of human nature not to respect that which is purchased too cheaply. What parent calls in for his child a doctor whose yearly earnings are only $1,500?

How nearly is the teacher on an equal social footing with the majority of people in the community who possess a constructive outlook on life? This is a question that each school board should face in considering teachers' salaries.

The standard of living of any community is fully as important as the actual cost of living in determining the adequacy of any wage. The standard of living is determined by the salaries other people receive. Can any community expect a teacher to interpret life correctly to children, when her standard of living is below that of the majority of the people of ability and culture in the community?

The Basic Question—What Is the Public's Estimate of Education?

Where does the public place education in the general scheme of things? In the United States where the total annual income is approximately 67 billions of dollars, money is spent for many things other than the necessities of life. What these things are is determined by the public's sense of values. We buy those things which we most want. It is time we faced the facts. The fundamental question is not good teachers nor adequate support, for both of these rest upon a deeper consideration, namely, *the estimate of education which lies in the mind of the people.* What is the *meaning of education* to the average man on the street when he talks, forms attitudes, votes, and pays taxes?

The faith of the American people in education is strong. Some citizens, however, do not consistently live up to that faith. It is easy to fool ourselves. When the question of taxes comes up, how often does the citizen who would resent the intimation that he would deny his child a superior "chance" in life, rather than deny himself some non-essentials, do just that thing?

How many men, faced by a choice between a reduction of ten per cent in their annual tobacco bill (which on the average is double what they pay for their children's education) and a reduction of ten per cent in their taxes for school purposes, would reduce school expenditures and keep their smokes unreduced?

How many conscientious women, faced by a choice between a reduction of ten per cent in their annual expenditures for cosmetics, soft drinks, and perfumes (which on the average exceed what is paid for their children's education) and a reduction of ten per cent in the school tax rate, would vote to reduce school expenditures and keep their bills for paint and powder unreduced?

Yet citizens of standing and respectability do occasionally make such choices. They pay for their own non-essentials out of some of the money that should go to the education of their own and their neighbors' children. Every program of tax reduction calls for a re-evaluation of life's values on the part of every voter. Our public interests are quite as important as private interests, though often not so tangible, personal, or appealing.

Are the public schools giving value received? We have just witnessed one of the periodic squalls that frequently have raged over the public school's shortcomings. Whatever may be our viewpoint as to the value of the public school service, few of us who think, will deny that America gets better service from its public schools than she pays for. In what other line of work does any one expect skilled results at an unskilled rate of compensation? Let those who criticize the schools enroll in the ranks of those who would deny the privilege of presiding over an American classroom to any but capable and carefully trained people! When America pays teachers the salaries which make it reasonable to expect competent and trained teachers in the public classrooms, then these apologists for our schools will have some basis for their criticism if the results are not ideal. Until then, their criticism is faultfinding rather than helpful.

Have Teachers' Salaries Been Increased?

Have There Been Dollar Increases In Salaries?

Two factors determine whether or not there has been an actual increase in teachers' salaries. These factors are: (1) The number of dollars paid teachers and (2) the cost of living. Table 3 gives the median salaries[1] paid teachers, principals, administrative officers, directors and supervisors in 1924-1925 and contrasts them with those paid in 1922-1923. It is interesting to note that for many classes of school employees in cities both large and small there has been an increase in salaries paid in 1925 over those paid in 1923. Charts I and II show the increases in teachers'

TABLE 3.—MEDIAN SALARIES PAID CITY TEACHERS, PRINCIPALS, ADMINISTRATIVE OFFICERS, DIRECTORS, AND SUPERVISORS IN 1922-1923 AND 1924-1925

Classification	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population	
	1922-23	1924-25	1922-23	1924-25	1922-23	1924-25	1922-23	1924-25	1922-23	1924-25
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
Teachers and Principals										
Kindergarten	$1791	$1961	$1454	$1493	$1318	$1370	$1264	$1275	$1193	$1269
Elementary	1876	1968	1466	1528	1277	1354	1200	1231	1105	1129
Junior high school	2136	2220	1660	1706	1439	1534	1370	1373	1271	1307
Senior high school	2487	2536	1921	2000	1670	1737	1567	1617	1469	1491
Special class	2071	2126	1655	1697	1586	1528	1463	1526	1463	1436
School nurses	1423	1507	1389	1504	1510	1545	1425	1515	1388	1503
Teaching elementary principals	2160	2399	1820	1963	1590	1693	1460	1533	1342	1436
Supervising elementary principals	3126	3307	2385	2484	2008	2140	1880	1719	1850	2057
Junior high school principals	3478	3593	3020	3106	2317	2568	1890	2045	1594	1742
Senior high school principals	4405	4750	3794	4003	3057	3322	2498	2728	2062	2300
Administrative Officers										
Superintendent	8000	8000	5861	6000	4110	4500	3557	3600	3082	3200
Assistant superintendent	4900[1] / 4226[2]	5000[1] / 4500[2]	3333	3700	3025	2950	2000	2450	.....	3600
Secretary of board	4156	4300	2457	2700	811	1000	400	420	266	300
Business manager	4300	5000	3050	3400	2520	2600	2300	2150	.....	1600
Superintendent of buildings and grounds	3650	3775	2543	2500	1930	2020	1700	1800	1700	2100
Secretary to superintendent	2162	2200	1500	1600	1225	1270	1032	1080	726	850
Chief attendance officer	2560	2600	1900	1900	1434	1150	800	540	.....	300
Directors and Supervisors										
Kindergarten	2825	3000	2467	2450	1975	1600	1450	1475	1325	1250
Primary	2800	2975	2400	2200	1871	2000	1620	1800	1500	1800
Intermediate and grammar	3100	3300	2484	2675	2200	1925	2033	2050	1987	2000
High schools	4000	4800	3150	4500	2700	3250	2700	2600	2350	2000
Continuation	3800	3300	2550	2475	1800	1700	2250	1625	500	1418
Evening	.....	3600	600	600	531	300	700	300	.....	240
Americanization	3000	2750	2060	1800	800	320	367	300	.....	275
Vocational education	3767	3800	3040	3000	2433	2650	2900	2050	.....	2000
Manual training	3233	3500	2610	2500	2095	2100	1978	2000	1865	1850
Home economics	2700	2700	2110	2200	1633	1640	1511	1500	1455	1440
Health	3175	3100	2300	2000	1180	1525	1400	1200	1233	1500
Physical education	3138	3500	2479	2600	2117	2175	1889	1800	1714	1800
Art	2875	3080	2055	2100	1682	1750	1565	1600	1385	1450
Music	2963	3200	2292	2435	1766	1800	1504	1588	1423	1440
Penmanship	2543	2750	2060	2100	1714	1707	1457	1500	1429	1280
Attendance officers	1800[3] / 1456[4]	1900[3] / 1500[4]	1583	1600	1035	1000	384	450	335	260

Read Table 3 as follows: The median salary paid kindergarten teachers in cities over 100,000 in population in 1922-1923 was $1791; in 1924-1925 it is $1961. For cities of 30,000 to 100,000 in population it was $1454 in 1922-1923. Similarly read the other columns.

Notes: [1] This is the median salary of the highest paid assistant superintendents. [2] This is the median salary of the lowest paid assistant superintendents. [3] This is the median salary of the highest paid attendance officers. [4] This is the median salary of the lowest paid attendance officers.

[1] *Median Salaries*: The best paid fifty per cent of a group of teachers receive salaries equal to or exceeding the "median" salary, and the poorest paid fifty per cent of a group of teachers receive salaries that are equal to or less than the "median" salary. For example: If each of five teachers received the following salaries—$1200, $1250, $1400, $1500 and $1800, the median salary received would be $1400.

and principals' salaries in cities 30,000 to 100,000 in population.

Table 4 shows just the opposite to be true for rural teachers. Their median salaries are

CHART I

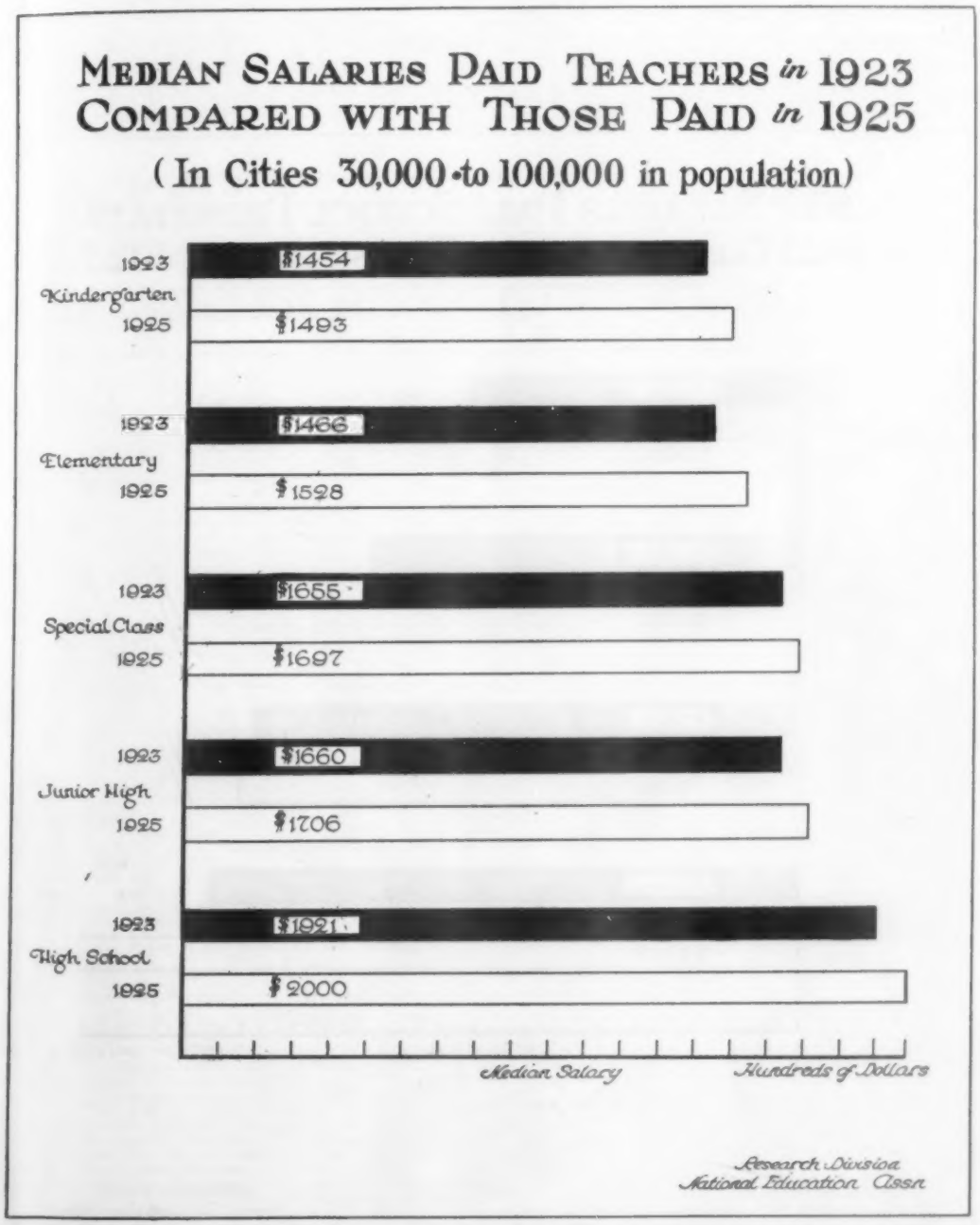


Chart I is based on data in Table 3, which gives similar data for principals, administrative officers, directors and supervisors for cities of five population groups.

generally lower in 1925 than they were in 1923. The salaries paid rural teachers constitute one of the weakest spots in our American educational system. Table 6, on page 16, shows how far some States fall below the meager salary of $755, which is the median salary received by 112,191 teachers of one-room rural schools.

Table 5 shows the trends in city teachers' salaries from 1913 to 1925. Here the increases, on first glance, seem to be considerable. However another factor must be considered before one can tell whether or not there has been a real increase in teachers' salaries.

CHART II

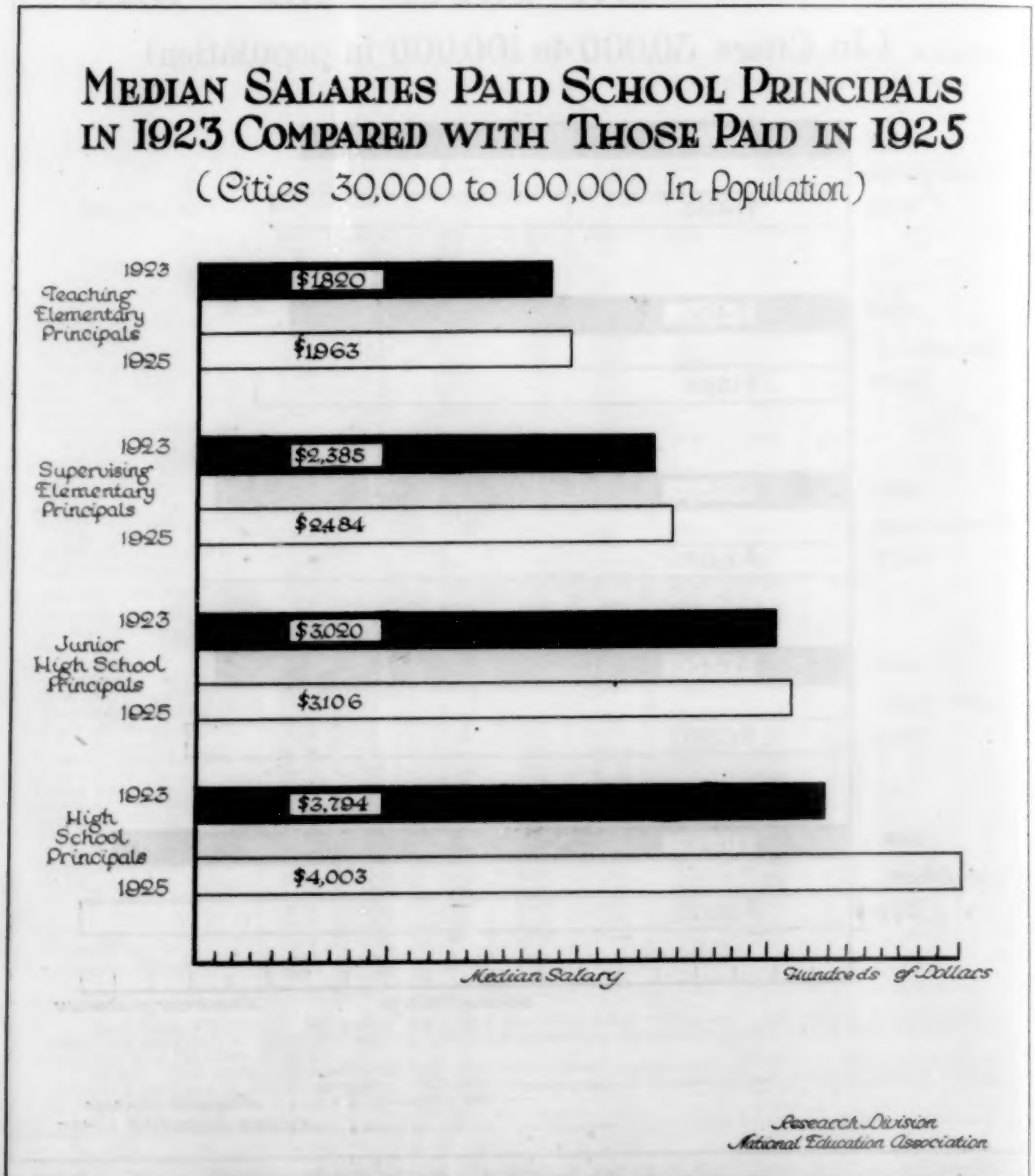


Chart II is based on data in Table 3, which gives similar data for teachers, administrative officers, directors and supervisors for cities of five population groups.

TABLE 4.—MEDIAN SALARIES PAID RURAL TEACHERS AND PRINCIPALS in 1922-1923 and in 1923-1924

Rural Schools	Teachers in						Principals in			
	One teacher rural schools	Two teacher schools	Three or more teacher schools in villages and towns	Consolidated schools	Three or more teacher schools in villages and towns	All rural schools	Elementary schools only	Organized high school only	Schools having both elementary and high school pupils	All rural schools
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
Median Salary 1922–1923	$765	$744	$845	$1003	$1121	$845	$939	$1325	$1303	$1220
Median Salary 1923–1924	755	743	804	986	1114	853[1]	1591	2205	2008	2001

The median salaries in 1922–1923 for teachers and principals are taken from Table 2 in *Teachers' Salaries and Salary Trends in 1923*, p. 14.

The median salaries for 1923–1924 were computed from the distribution of salaries paid various groups of rural teachers in 1923–1924, collected and tabulated by the U. S. Bureau of Education.

[1] Despite the fact that for each of the five groups of rural teachers (columns 2–6) the median salary for 1923–1924 is lower than in 1922–1923, the median salary for all rural teachers (column 7) is greater in 1923–1924; because a larger proportion of teachers were reported in 1923–1924 for the groups in columns 4, 5, and 6, than were reported in 1922–1923.

TABLE 5.—TRENDS IN MEDIAN SALARIES PAID IN CITY SCHOOLS FOR THE PERIOD 1913-1914 TO 1924-1925

Class of teachers	S of city	1913-14[1]	1918-19[2]	1919-20[1]	1921-22[3]	1922-23[4]	1924-25*	Percentage of increase 1924-1925 over 1913-14	Percentage of increase 1924-1925 over 1918-19	Percentage of increase 1924-1925 over 1922-23
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
Elementary	Over 100,000	$807	$936	$1293	$1848[5]	$1871[5]	$1968	143.87	110.26	5.18
	30,000 to 100,000	669	874[7]	1087	1379[7]	1466	1528	128.40	74.83	4.23
	10,000 to 30,000	597[6]	774[6]	950[6]	1241[6]	1289	1354	126.80	74.94	5.04
	5,000 to 10,000	.....	677	.....	1097	1204	1231	.....	81.83	2.24
	2,500 to 5,000	.....	693	.....		1108	1129	.....	62.91	1.90
Junior high school	Over 100,000	850	1226	1478	2050	2136[5]	2220	161.18	81.08	3.93
	30,000 to 100,000	783	1031[7]	1253	1595[7]	2006	2056	141.88	67.70	2.49
	10,000 to 30,000	707[6]	943[6]	1059[6]	1450[6]	1665	1706	117.88	65.47	2.46
	5,000 to 10,000	.....	775	.....	1290	1439	1534	116.97	62.67	6.60
	2,500 to 5,000	.....	738	.....		1370	1373	.....	77.16	0.22
						1271	1307	.....	77.10	2.83
Senior high school	Over 100,000	1325	1513	1850	.....	2487[5]	2536	91.40	67.61	1.97
	30,000 to 100,000	1075	1263[7]	1525	.....	2403	2434	83.70	60.87	1.29
	10,000 to 30,000	925[6]	1097[6]	1325[6]	.....	1917	2000	86.05	58.35	4.33
	5,000 to 10,000	.....	944	.....	.....	1670	1737	87.78	58.34	4.01
	2,500 to 5,000	.....	918	.....	.....	1567	1617	.....	71.29	3.19
						1469	1491	.....	62.42	1.50
School nurses	Over 100,000	792	.....	1246	.....	1423	1507	90.28	.....	5.90
	30,000 to 100,000	800	.....	1164	.....	1395	1504	88.00	.....	7.81
	10,000 to 30,000	758[3]	.....	1100[3]	.....	1510	1545	103.83	.....	2.32
Attendance officers not including chief attendance officer	Over 100,000	1045	.....	1400	.....	1587[4]	1900	81.82	.....	19.72
	30,000 to 100,000	908	.....	1280	.....	1583	1600	76.21	.....	1.07
	10,000 to 30,000	496[3]	.....	800[3]	.....	1035	1000	101.61	.....	—3.50**
Index of cost of living		100	174	200	170	172	172	72	—2**	0

The sources of the above medians are indicated in the footnotes below. In interpreting these figures it should be kept in mind that the medians for the cities over 100,000 are not directly comparable since New York Salaries were included in some of the studies from which the medians are taken and are not included in others. The higher salaries paid in these cities overweight the medians where they are included. For that reason, we have indicated as far as data are available, the medians with and without New York City. Other factors also enter in that make it necessary to use these medians cautiously for *comparative* purposes.

[1] The medians in this column are based upon the figures given on page 14 of Know and Help Your Schools—First report of the National Committee for the Chamber of Commerce cooperating with the Public Schools, published by the American City Bureau. They represent approximations based upon the medians in this report which are given separately for men and women and do not include salaries paid in New York City. [2] The medians in this column are from Teachers Salaries and Salary Schedules 1918-19, E. S. Evenden, National Education Association, page 15 and following. The distributions on which these medians are based did not include New York City in the largest group of cities. [3] The medians in this column are from Bulletin One of the Research Division of the National Education Association, January, 1922, pages 17 and 25. [4] The medians in this column are taken from Teachers' Salaries and Salary Trends in 1923. * The medians of this column are based upon the results of the present report. [5] The first of these two figures is the median including the teachers of New York City. [6] This median is based on distributions of salaries paid in cities 8,000 to 30,000 in population. [7] This median is based on distributions of salaries paid in cities 2,500 to 100,000 in population. [8] This median is based on distributions of salaries paid in cities 10,000 to 25,000 in population. ** Represents a decrease.

TABLE 6.—1924 MEDIAN SALARIES PAID RURAL TEACHERS AND PRINCIPALS BY STATES, COMPARED WITH THOSE PAID IN 1923

States	Teachers in										Principals in					
	One teacher schools		Two teacher schools		Three or more teacher schools in open country		Consolidated schools		Three or more teacher schools in villages and towns		Elementary schools only		Organized high schools only		Schools having both elementary and high school pupils	
	1923	1924	1923	1924	1923	1924	1923	1924	1923	1924	1923	1924	1923	1924	1923	1924
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*
United States	**$765**	**$755**	**$744**	**$743**	**$845**	**$804**	**$1003**	**$986**	**$1121**	**$1114**	**$939**	**$1591**	**$1325**	**$2205**	**$1303**	**$2008**
Alabama	386	355	420	404	485	502	678	697	658	696	487	1517	1500	1950	718	1500
Arizona	1244	1281	1374	1322	1294	1349	1591	1341	1396	1469	2125	2650	2367	2750	2450	2150
Arkansas	361	374	461	526	615	593	605	738	669	696	619	600	1200	1300	845	1354
California	1261	1274	1363	1349	1397	1395	1347	1432	1543	1499	1639	2458	2741	3000+	1996	3000+
Colorado	868	873	1001	998	1042	1040	1159	1179	1256	1242	1181	1850	1570	2150	1316	2221
Connecticut	1008	992	1088	1132	1067	1117	1719	1253	1254	1295	2250	1713	2463	2275	1800	2000
Delaware	....	771	....	845	....	....	....	....	....	1061	....	....	....	1330	....	1858
Florida	374	365	491	527	585	662	1020	882	723	807	300–	1220	1608	1800	800	1950
Georgia	332	336	401	400	457	432	572	612	635	649	362	725	1275	1575	693	1356
Idaho	910	923	1044	1022	1031	1086	1089	1154	1146	1184	1191	1171	1460	2075	1260	2050
Illinois	756	741	914	865	577	976	981	972	985	1038	1264	2250	1629	2556	1882	2434
Indiana	862	864	893	889	914	947	1030	1052	1036	1126	1059	1750	1493	1950	1306	1852
Iowa	720	717	821	844	661	827	1057	1092	1133	1168	1256	2350	1330	2325	1374	2202
Kansas	684	714	889	845	1027	953	998	1041	991	1062	1018	1597	1603	2229	1367	2118
Kentucky	498	537	577	597	685	719	682	691	681	799	451	1050	1236	2075	1137	1513
Louisiana	656	628	663	703	847	820	914	914	981	987	956	1825	1032	1925	1104	2082
Maine	580	581	720	734	933	856	786	1023	893	964	986	1450	1290	2033	1625	1750
Maryland	743	783	921	985	1036	1000	1100	1162	1117	1220	1062	1288	1417	2083	1616	1988
Massachusetts	887	955	1046	1078	1063	1192	1248	1220	1122	1212	1300	1713	1757	2417	1650	2100
Michigan	808	834	918	934	969	982	1013	1084	1059	1062	661	1950	1657	2150	1239	2200
Minnesota	691	774	903	918	1027	969	1081	1077	1124	1111	1333	1550	1942	2450	1469	2325
Mississippi	318	300–	360	328	375	423	642	678	611	809	695	675	1087	2233	958	1875
Missouri	643	636	665	690	685	745	789	848	717	979	942	939	1125	1250	1035	1884
Montana	874	885	1104	1030	1164	1031	1136	1175	1301	1228	1250	1875	1575	2050	1524	2150
Nebraska	767	750	918	932	958	975	1032	987	1087	1090	1100	1817	1493	1875	1358	1867
Nevada	....	1000	....	1200	....	1290	....	1225	....	1571	....	2450	....	....	....	....
New Hampshire	739	773	841	947	925	894	971	1000	955	1009	778	1075	1750	2000	1150	2075
New Jersey	1037	1029	1165	1140	1231	1176	1215	1257	1414	1295	1819	1740	2550	2700	2001	3000+
New Mexico	732	848	869	848	1283	986	1091	1148	1036	1087	1631	1533	1550	1850	1070	1523
New York	870	881	1018	1028	1320	1192	1271	1245	1218	1257	1443	1525	1510	2350	1767	2242
North Carolina	374	375	449	465	588	547	753	728	766	685	584	540	1525	2400	1039	1681
North Dakota	780	723	974	948	1328	1058	1138	1075	1133	1151	795	1250	1381	2225	1370	1900
Ohio	888	880	956	954	1000	992	1035	1019	1054	1129	1165	1550	1463	1883	1543	1975
Oklahoma	835	769	869	877	993	909	948	956	1020	970	1025	....	1350	1950	1355	1830
Oregon	881	897	876	963	1113	1064	1325	1096	1103	1195	1064	1650	1350	2367	1621	2038
Pennsylvania	776	738	829	824	880	844	884	921	1052	1014	1045	1900	1273	1690	1541	1895
Rhode Island	844	866	936	939	1125	1070	1083	965	1009	1061	993	1275	1550	1950	967	1750
South Carolina	371	300–	658	650	681	680	748	856	937	855	903	1833	1073	2250	1055	1860
South Dakota	874	792	1037	992	1150	1025	1139	1110	1139	1152	922	1350	1517	2350	1545	2064
Tennessee	405	416	450	464	651	560	1226	659	659	931	375	1350	1182	1836	1197	1920
Texas	605	599	673	654	714	705	690	853	890	852	652	992	1481	1850	803	1731
Utah	771	809	756	870	753	825	1035	1071	925	1075	1300	1613	1295	2040	1475	1750
Vermont	665	684	713	726	786	900	1012	854	903	887	1007	1050	1500	2050	2008	2250
Virginia	395	382	477	461	662	578	758	744	791	762	820	1283	1313	1883	1289	1514
Washington	1013	1034	1110	1123	1082	1218	1197	1220	1212	1315	1333	1864	1637	2150	1729	2431
West Virginia	687	717	768	804	791	854	875	877	878	1032	946	983	1561	2063	2100	2038
Wisconsin	851	870	990	1000	1043	1237	1110	1121	1133	1161	1146	2075	1383	2080	1332	2193
Wyoming	842	814	1050	1038	1161	1092	1274	1149	1165	1168	1067	1838	1700	2425	1370	2031

Read Table 6 as follows: The median salary paid teachers in one teacher rural schools in 1923 in the United States was $765, in 1924 it was $755. In the State of Alabama for the year 1923, it was $386; and in 1924, it was $355. Similarly read the other columns.

Figures in columns 2, 4, 6, 8, 10, 12, 14 and 16 are taken from Table 65 in Teachers' Salaries and Salary Trends in 1923, p. 91.

The medians for 1924 were computed from data relative to the salaries of 251,014 rural teachers and principals, collected and tabulated by the U. S. Bureau of Education.

AND WHEN it comes to the rural schools of America there can be little doubt that they are cheaper and meaner by far even than the equivalent British schools. There are more automobiles per head of population in America than in any other country in the world, but the dear little old cheap one-roomed red schoolhouse, and its immature and under-trained cheap teachers have still hardly moved forward from the stage of the one-horse shay. The American buys his boots and candy in a palace from a millionaire, and he gets his education in a shanty from a needy young woman. He certainly gets the best boots and candy in the world. And, poor as his general education is, it is better than he deserves.—*H. G. Wells, What Everyone Should Learn At School, The American Magazine, Vol. 96, Page 6, October, 1923.*

Increase in Cost of Living Must Be Considered as Well as Increase in Number of Dollars Received.

The real value of a wage is not the amount of money received, stated in dollars and cents, but its purchasing power. If a teacher's salary over a period of years is increased by fifty per cent, while the cost of food, shelter, clothing, books, summer school tuition, and similar items, increases one hundred per cent, the teacher is poorer.

Table 7 shows the actual purchasing power of teachers' salaries. Although the *average* salary of teachers since 1913 has increased 138 per cent when stated in dollars, in purchasing power it has increased but 40 per cent. Some teachers now are receiving salaries which purchase less than did their salaries in 1914. This is illustrated by column 11 of Table 7, Purchasing Power of Teachers' Salaries.

Table 8 shows index numbers for average industrial wages, cost of living and purchasing power of industrial wages from 1914 to September, 1924. This table shows that the

TABLE 8.—AVERAGE INDUSTRIAL WAGES, COST OF LIVING AND PURCHASING POWER OF WAGES.

Year	Average industrial wages	Cost of living	Purchasing power of wages
1	*2*	*3*	*4*
1914	100	100	100
1915	101	103	99
1916	114	111	102
1917	129	133	97
1918	160	158	102
1919	185	182	102
1920	222	209	106
1921	203	182	111
1922	197	167	118
1923	215	171	126
1924			
January	219	173	127
February	218	172	127
March	222	170	130
April	218	169	129
May	217	169	129
June	214	169	127
July	213	169	126
August	216	170	127
September	221	171	129

These data were obtained from the Department of Statistics, Russell Sage Foundation. They compare very closely with the results of a survey by the International Typographical Union which was completed in January, 1925. The Union's investigation showed that the dollar of January, 1925 was worth 58 cents, taking the 1913 dollar as standard. This figure is the same as the one reached by Secretary Hoover in a recent review of conditions, according to the Union's Statistical Bureau. Secretary Hoover found the cost of living about 72 per cent above the pre-war level, which would make the dollar worth about 58 cents.

TABLE 7.—PURCHASING POWER OF TEACHERS' SALARIES

Year	Average salary of teachers in the United States	Index[1] of average salary	Index of cost of living	Purchasing power of average salary or "real wage"	Index of purchasing power of average salary	Average salary of teachers in a large city	Index of average salary in a large city	Index of cost of living	Purchasing power of average salary in a large city or "real wage"	Index of purchasing power of city salary
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
1913	$515	100.0	100.0	$515	100.0	$1143	100.0	100.0	$1143	100.0
1914	525	102.0	103.0	510	99.0	1160	101.5	103.0	1126	98.5
1915	543	105.4	105.1	517	100.3	1167	102.1	105.1	1111	97.2
1916	563	109.3	118.3	476	92.4	1204	105.3	118.3	1017	89.0
1917	599	116.3	142.4	421	81.7	1257	110.0	142.4	884	77.3
1918	635	123.3	174.4	364	70.7	1327	116.1	174.4	761	66.6
1919	736	142.9	199.3	369	71.7	1483	129.7	199.3	744	65.1
1920	837	162.5	200.4	418	81.1	1703	149.0	200.4	850	74.4
1921	987	191.7	174.3	567	110.0	1809	158.3	174.3	1038	90.8
1922	1166	226.4	169.5	688	133.6	1848	161.7	169.5	1090	95.4
1923	1196	232.2	173.2	691	134.1	1860	162.7	173.2	1073	93.9
1924	1226	238.1	170.0	721	140.0	1900	166.2	170.0	1118	97.8

Read the figures of this table as follows: The average salary of teachers throughout the United States between 1913 and 1920, for example, increased from $515 to $837. Taking the 1913 salary as 100, the index of the 1920 salary is 162.5 (column 3). It took 200.4 cents in 1920 to purchase what 100 cents bought in 1913 (column 4). Therefore, the $837 of 1920 had a purchasing power of $418 (column 5) on the 1913 basis. Since this $418 is but 81.1 per cent (column 6) of $515, the 1913 average, the purchasing power of teachers' salaries in 1920 was 81.1 per cent of what it was in 1913. Similarly read the figures for the other years and for the large city.

The average salary figures are based on those of the United States Bureau of Education. Those for 1923 and 1924 are estimated. The index of the cost of living figures are those of the United States Bureau of Labor Statistics, given in the Monthly Labor Review, Volume XIX, November, 1924. p. 114.

[1] Index numbers represent changes in succeeding values in terms of per cent, as compared with a particular value as a base. For example, if in 1913 an average salary was $150 per month; in 1915, $200; and in 1925, $125, etc., the index numbers based on the 1913 value are: 1913, 100; 1915, 133 1-3; 1923, 83 1-3, etc.

average industrial wage is now 2.21 times what it was in 1914. However, every $2.21 which the industrial worker receives now, in comparison with the $1.00 which he received in 1914, today buys only $1.29 worth of food, shelter, clothing, etc. Today it takes $1.71 to pay for the same goods that in 1914 could be bought for $1.00.

The dollar of today is worth approximately 58 cents, taking the 1913 dollar as a standard.

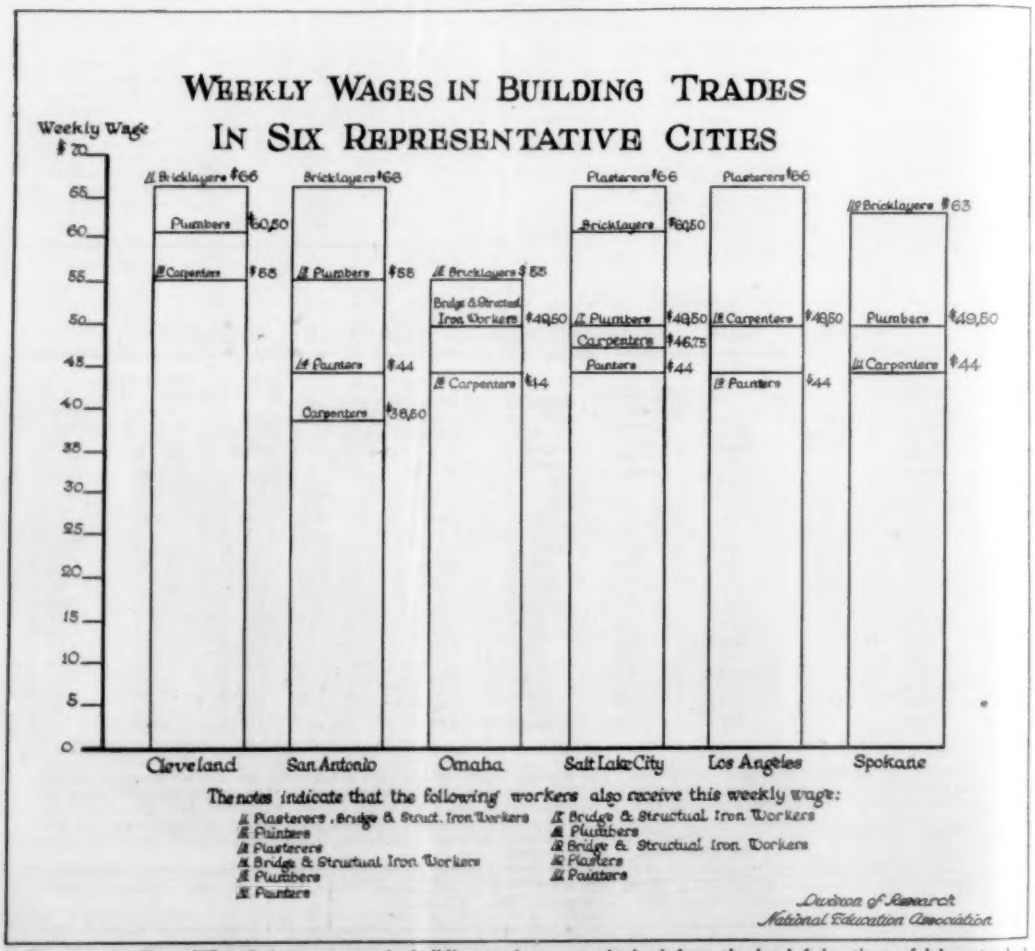
In tables 7 and 8 are given indices of the purchasing power of the average salary for teachers and the average industrial worker. The basic year is 1913 in one case and 1914 in the other.

Chart III shows the weekly wages in the building trades paid during the current year in six representative cities. The data in this chart are presented merely for comparative purposes. Teachers do not argue that men in the building trades are getting too much.

Table 9 shows for 19 cities, in various sections of the United States, the sum required in 1924 to purchase what $100 bought in 1914. It also shows an increase in the cost of living from September, 1924, to December, 1924. These facts must be considered in relation to teachers' salary schedules.

Chart IV gives the indices of the cost of living in the United States with 1913 as a base, and the purchasing power of teachers' salaries from 1913 to 1924.

CHART III



The data in Chart III, relative to wages in building trades, were obtained from the local federations of labor, trades' councils, central labor unions, or central labor councils in each city.

TABLE 9.—PURCHASING POWER OF THE DOLLAR IN 19 CITIES—1914 TO 1924 AND RECENT PER CENT OF INCREASE IN COST OF LIVING

City	Sum required to purchase in December, 1924, what $100 bought in December, 1914, when purchasing:							Per cent of increase in cost of living from Sept., 1924 to Dec., 1924
	Food	Clothing	Housing	Fuel and light	Furniture and furnishings	Miscellaneous articles	All items	
1	2	3	4	5	6	7	8	9
Baltimore, Md.	$153.00	$176.20	$172.20	$188.70	$225.70	$207.10	$174.80	1.3
Boston, Mass.	147.80	189.10	152.40	193.70	238.10	185.90	167.30	.8
Buffalo, N. Y.	151.60	179.00	176.80	217.90	221.00	200.90	177.80	1.2
Chicago, Ill.	156.20	167.80	205.80	156.10	221.90	190.70	175.30	.9
Cleveland, Ohio	146.20	172.90	178.60	244.10	213.40	212.10	178.10	.1
Detroit, Mich.	149.70	176.10	203.80	182.70	198.10	225.40	182.20	.3
Houston, Texas	154.40	195.60	134.70	144.30	243.00	188.00	170.50	1.7
Jacksonville, Fla.	140.00	194.60	133.50	172.90	232.40	199.10	170.40	.5
Los Angeles, Calif.	138.80	180.40	193.30	134.40	237.70	204.20	175.40	.9*
Mobile, Ala.	149.70	153.40	140.90	190.20	207.20	194.30	163.90	1.9
New York, N. Y.	150.00	197.70	167.10	193.90	219.40	216.70	176.50	1.8
Norfolk, Va.	146.00	175.40	159.40	199.10	202.10	203.40	172.10	1.6
Philadelphia, Pa.	146.40	184.40	175.30	194.80	200.50	217.60	176.10	2.4
Portland, Me.	152.40	175.00	128.80	199.60	226.00	187.20	166.00	.7
Portland, Ore.	136.10	159.20	142.90	162.40	202.20	174.40	155.80	.8
San Francisco, Calif.	142.10	190.50	139.40	153.50	214.70	172.70	160.10	.7
Savannah, Ga.	125.10	175.80	141.00	162.20	228.70	177.50	156.30	.6
Seattle, Wash.	135.80	174.40	163.70	159.60	241.10	196.40	167.80	.5
Washington, D. C.	153.60	175.80	136.70	144.90	225.20	176.50	163.10	1.8

These figures are from *Changes in Cost of Living*, January 24, 1925, United States Department of Labor.
* Decrease.

CHART IV

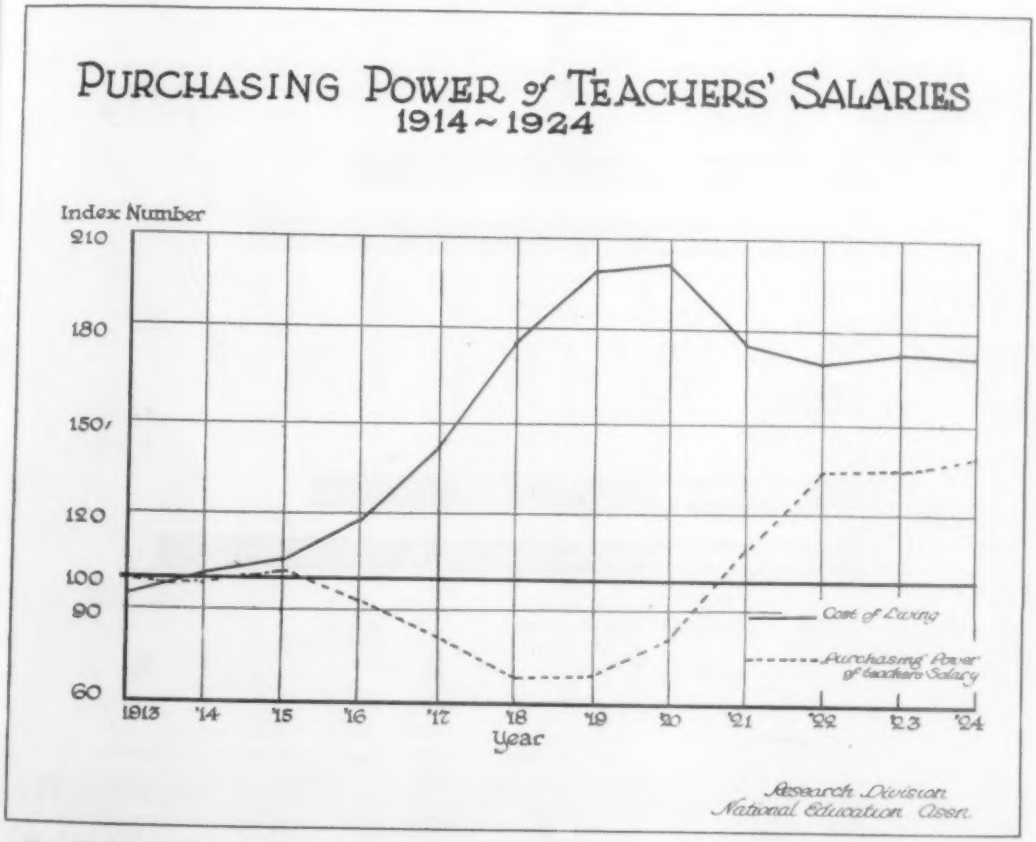


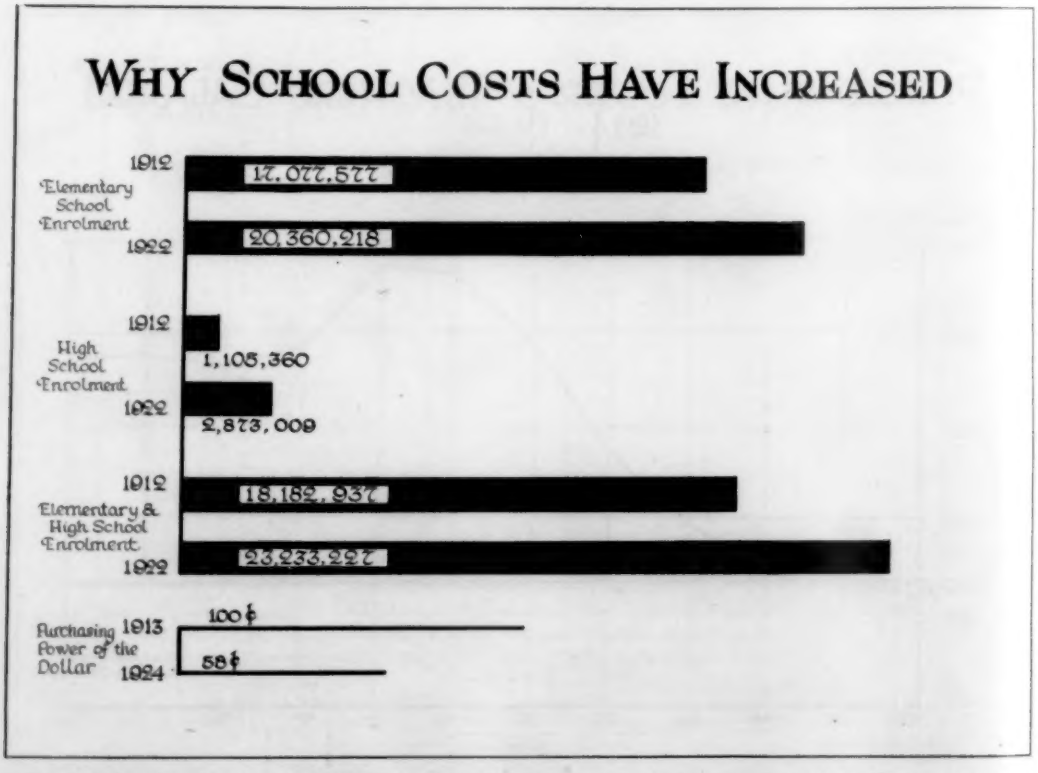
Chart IV is based on data in Table 7. In studying Chart IV, keep your eye on the "base line" at 100. Note that the purchasing power of the average salary for teachers was below 100 for 1914 and from 1916 to 1920 inclusive. This means that during this period teachers' "real" salaries were less than in 1913.

Teachers' Salaries and National Progress

Approximately 65 per cent of the total current expenses of operating the public schools of the United States goes for teachers' salaries. Chart V shows why school costs are greater today than ever before. The two chief reasons are: (1) Increase in the number of children to be taught and (2) increase in the cost of living. A third factor which is less easily measured but which should in the future perhaps be most important of all is the increased demands made upon the modern teacher. A parent recently wrote concerning his children: "I want their minds developed; I want them to know how to think; I want them to desire knowledge, to have initiative, to have self-confidence; and I trust their getting all that to the school." Their "getting" these valuable traits depends entirely upon the teacher. The type of teacher which they get depends upon the salary paid. The educational significance of teachers' salaries has already been pointed out. Salaries determine largely: (1) The caliber of the people attracted to the teaching profession, (2) the preparation and training of the teachers secured, (3) the kind of teachers retained, (4) the morale of the teaching staff, and (5) the place of teachers in the life of the community.

When one considers the increase in number of children to be taught, the increase in the

CHART V



Data in Chart V, relative to elementary and high school enrolment are based on figures of United States Bureau of Education. Data, relative to purchasing power of dollar, are based on figures of the United States Bureau of Labor Statistics.

cost of living, and the increase in demands made upon the teacher, he does not question the wisdom of present expenditures for public schools. He questions rather whether or not the total appropriation for public education is sufficient.

Teachers' Salaries Paid in Cities in 1925

In October, 1924, the Division of Research of the National Education Association sent a copy of the Salary Inquiry, reproduced on pages 68 to 70, to all superintendents of schools of all cities in the United States 2500 or more in population. The response to the Inquiry was more than representative. Replies were received from 1449 cities in time to be included in the tabulation. The cities replying in each population group are given on pages 63 to 67.

The whole-hearted response to the Inquiry made it impossible to present salary data for all of the individual cities. Table 10 gives a complete picture of the salaries paid elementary teachers in 56 cities over 100,000 in population. A comparison of the median paid in 1923 with that paid in 1925 shows an increase in the median salary in the great majority of cities of this size.

Table 10 on pages 24 and 25, illustrates the type of data which are available through the Special Salary Service of the Division of Research of the National Education Association. This Service presents complete information concerning the salary situation in the 1449 cities which replied to the recent inquiry. This section of the *Bulletin* summarizes a part of these data.

Table 11, on this page, and Charts VI and VII, on pages 22 and 23, show distribution of median salaries paid 141,252 elementary

TABLE 11.—MEDIAN SALARIES PAID ELEMENTARY AND HIGH SCHOOL TEACHERS, 1924-1925

Amount of median salary	Number of cities paying median salary indicated for									
	Elementary teachers where population is					High school teachers where population is				
	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
Below $600	1									
600– 699	9	1		1						
700– 799	30	7	1			2				
800– 899	45	27	7	1				1		
900– 999	93	33	15	2		9	1			
1000–1099	105	34	25	6		12	3			
1100–1199	101	63	31	8	1	31	9	2		
1200–1299	79	60	41	14	2	38	19	5	1	
1300–1399	51	51	48	16	3	99	32	14	3	
1400–1499	30	40	44	20	2	97	50	18	4	
1500–1599	16	27	35	41	4	100	57	39	7	
1600–1699	14	15	20	17	7	47	65	50	14	1
1700–1799	1	4	6	7	9	22	38	48	11	2
1800–1899	1	4	4	11	10	12	25	34	27	6
1900–1999	2		2	11	7	13	10	22	29	1
2000–2099	1		2	3	7	3	12	11	13	4
2100–2199						3	9	5	11	8
2200–2299				1	1	5	3	3	14	8
2300–2399				1	1	1	3	4	6	3
2400–2499					1	1		3	3	8
2500–2599								3	2	1
2600–2699	1					1	1	2	4	4
2700–2799						1			2	3
2800–2899					1	1			3	1
2900–2999										
3000–3099										1
3100–3199										1
3200–3299										2
3300–3399										
3400 and over										2
Total	**580**	**366**	**281**	**160**	**56**	**498**	**337**	**264**	**154**	**56**

Read Table 11 as follows: Below $600 is the median salary paid elementary teachers in one city with a population of 2,500 to 5,000. $600–699 is the median salary paid in 9 cities with a population of 2,500 to 5,000. It is also the median salary paid in one city with a population of 5,000 to 10,000, and in one city with a population of 30,000 to 100,000. $700–799 is the median salary paid elementary teachers in 30 cities with a population of 2,500 to 5,000, etc. Similarly read median salaries paid high school teachers.

CHART VI

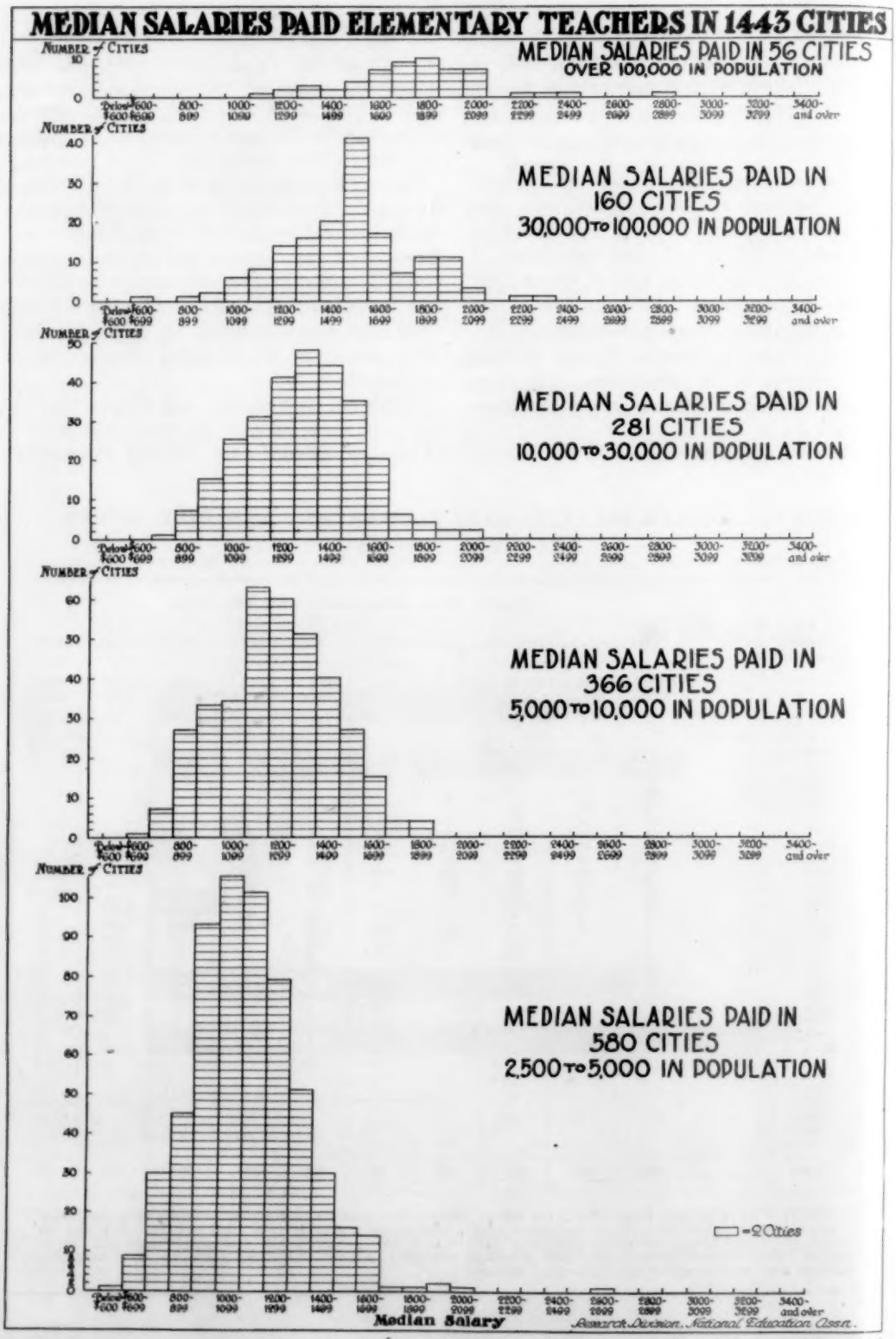


Chart VI is based on data in Table 11. It shows, for five population groups, the number of cities which have median salaries for elementary teachers, falling in the group "below $600," "$600-699," etc.

CHART VII

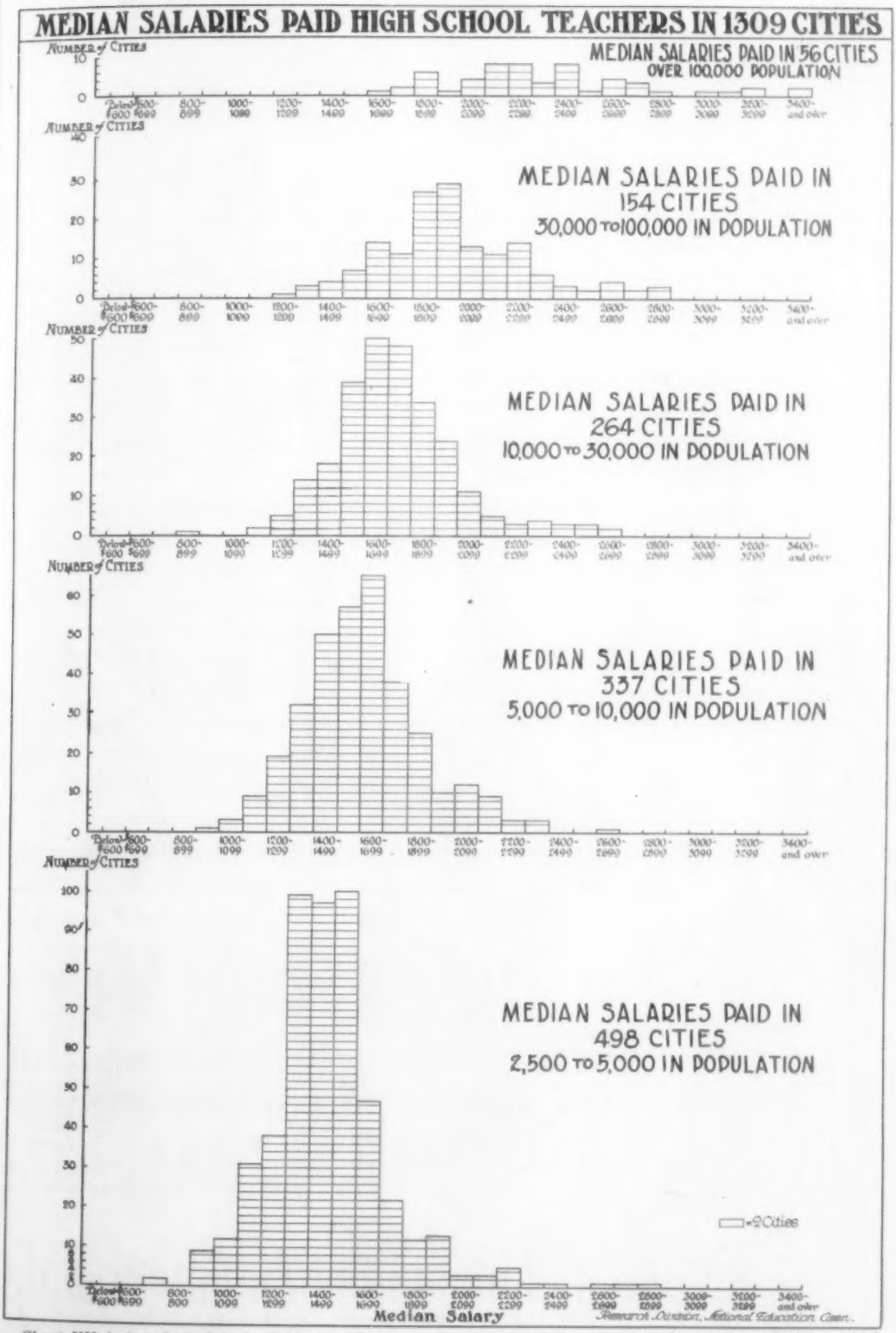


Chart VII is based on data in Table 11. It shows, for five population groups, the number of cities which have median salaries for high school teachers, falling in the group "below $600," "$600-699," etc.

TABLE NO. 10.- SALARIES PAID ELEMENTARY TEACHERS, 1924-1925

Cities Over 100,000 Population

Cities	1920 population	Median salaries paid 1923	Median salaries paid 1925	Salary schedule Minimum	Salary schedule Maximum	Salary schedule Number increments	Number teachers reported	Below $700	700 to 799	800 to 899	900 to 999	1000 to 1099	1100 to 1199	1200 to 1299	1300 to 1399	1400 to 1499	1500 to 1599	1600 to 1699	1700 to 1799	1800 to 1899	1900 to 1999	2000 to 2099	2100 to 2199	2200 to 2299	2300 to 2399	2400 to 2499	2500 to 2599	2600 to 2699	2700 to 2799	2800 to 2899	2900 to 2999	3000 to 3099	3100 and over
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
United States		$1876	$1968				75602	98	158	144	222	702	786	2529	2816	3749	5044	5060	7419	6489	3800	12255	3805	2382	1823	1194	4097	967	1321	6545	89	13	2375
Alabama		1227	1278				770	54	64	79	18	50	85	45	47	106	90	57	32	53	1	....	....	....	....	....	....	....	....	....	....	....	....
Birmingham	178806	1227	1278	$1000	$2000*	8	770	54	64	79	18	50	85	45	47	106	90	57	32	53	1	....	....	....	....	....	....	....	....	....	....	....	....
California		1923	1922				5249	....	....	....	....	....	....	....	....	417	280	398	930	426	763	1025	942	10	6	42	2	....	....	....	....	....	....
Los Angeles	576673	1787	1802	1400	2200	10	3158	....	....	....	....	....	....	....	....	324	128	276	646	276	217	159	932	....	....	....	....	....	....	....	....	....	....
Oakland**	216261	2022	2026	1500	2400*	7	705	....	....	....	....	....	....	....	....	....	12	16	7	56	145	458	8	8	....	1	....	....	....	....	....	....	....
San Francisco	506676	1938	1950[1]	1400	1900	8	1386	....	....	....	....	....	....	....	....	93	140	106	85	94	401	414	2	2	6	41	2	....	....	....	....	....	....
Colorado		1950	2024				760	....	....	....	....	....	....	16	40	30	44	39	37	59	95	85	71	60	17	61	110	46	....	....	....	....	....
Denver**	256491	1950	2024	1200[2]	2520[2]		760	....	....	....	....	....	....	16	40	30	44	39	37	59	95	85	71	60	17	61	110	46	....	....	....	....	....
Connecticut		1568	1578				1144	....	....	....	35	126	77	74	78	61	156	150	122	263	1	....	1	....	....	....	....	....	....	....	....	....	....
Bridgeport	143555	1664	1735	1000	1800	8	504	....	....	....	....	34	44	43	31	29	42	21	25	237	....	....	....	....	....	....	....	....	....	....	....	....	....
New Haven	162537	1540	1544	1000	1950		640	....	....	....	35	92	33	31	47	32	114	129	99	26	1	....	1	....	....	....	....	....	....	....	....	....	....
Delaware		1656	1775				343	....	....	....	....	11	14	27	14	38	29	28	14	168	....	....	....	....	....	....	....	....	....	....	....	....	....
Wilmington	110168	1656	1775	1000	1800		343	....	....	....	....	11	14	27	14	38	29	28	14	168	....	....	....	....	....	....	....	....	....	....	....	....	....
Illinois		2500	2387				7659	....	....	....	....	....	....	....	....	428	347	269	417	554	39	887	312	335	391	34	2885	402	457	....	....	....	2
Chicago	2701705	2500	2387	1500	2500	9	7659	....	....	....	....	....	....	....	....	428	247	269	417	554	39	887	312	335	391	34	2885	402	457	....	....	....	2
Indiana		1904	1930				1132	....	....	....	....	....	....	47	72	71	77	85	63	101	168	423	5	20	....	....	....	....	....	....	....	....	....
Indianapolis	314194	1904	1930	1200	2000	8	1132	....	....	....	....	....	....	47	72	71	77	85	63	101	168	423	5	20	....	....	....	....	....	....	....	....	....
Iowa			1817				516	....	....	....	....	3	3	15	19	28	65	44	67	84	112	36	21	15	3	1	....	....	....	....	....	....	....
Des Moines**	126468		1817	1200	2210		516	....	....	....	....	3	3	15	19	28	65	44	67	84	112	36	21	15	3	1	....	....	....	....	....	....	....
Kansas		1670	1684				349	....	....	....	....	....	....	25	36	53	15	54	166	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Kansas City	101177	1670	1684	1200	1788		349	....	....	....	....	....	....	25	36	53	15	54	166	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Kentucky		1300	1330				789	....	....	....	....	....	....	359	120	122	101	72	3	7	1	4	....	....	....	....	....	....	....	....	....	....	....
Louisville	242062	1300	1330	1200	1600		789	....	....	....	....	....	....	359	120	122	101	72	3	7	1	4	....	....	....	....	....	....	....	....	....	....	....
Louisiana		1621	1531				1220	....	....	....	....	91	31	182	119	138	156	144	358	....	1	....	....	....	....	....	....	....	....	....	....	....	....
New Orleans	387219	1621	1531	1200	2150*		1220	....	....	....	....	91	31	182	119	138	156	144	358	....	1	....	....	....	....	....	....	....	....	....	....	....	....
Massachusetts		1580	1769				1676	....	....	....	....	....	16	103	93	101	77	120	474	633	38	15	2	1	....	1	2	....	....	....	....	....	....
Fall River	120485	1500	1700	1100	1700	6	456	....	....	....	....	....	14	26	26	21	18	49	288	12	1	....	....	....	....	....	....	....	....	....	....	....	....
Lowell	112759		1700	1200	1700	6	218	....	....	....	....	....	....	10	11	12	15	5	128	27	5	....	....	....	....	....	....	....	....	....	....	....	....
Springfield	129614	1800	1800	1300	1800	5	340	....	....	....	....	....	2	8	6	8	12	21	29	252	1	1	....	....	....	....	....	....	....	....	....	....	....
Worcester**	179754		1800	1200	1800	6	663	....	....	....	....	....	....	54	50	60	32	45	29	342	31	14	2	1	....	1	2	....	....	....	....	....	....
Michigan		1780	1922				3487	....	....	....	....	....	....	18	33	32	409	486	338	321	466	966	41	108	142	13	18	74	....	....	....	....	....
Detroit	993678	1840	1960	1500	2000	5	3002	....	....	....	....	....	....	....	....	....	309	410	282	266	393	957	38	104	139	12	18	74	....	....	....	....	....
Grand Rapids	137634	1541	1678	1200	2000	6[3]	485	....	....	....	....	....	....	18	33	32	100	76	55	55	93	11	3	4	3	1	....	....	....	....	....	....	....
Minnesota		1619	1720				1981	....	....	....	....	3	19	108	163	171	207	214	476	95	68	399	17	17	3	1	....	....	....	....	....	....	....
Minneapolis**	380582	1696	1810	1200[4]	2000[4]		1164	....	....	....	....	3	6	58	84	93	105	126	98	87	67	399	17	17	3	1	....	....	....	....	....	....	....
St. Paul	234698	1602	1607	1100	1700	10	797	....	....	....	....	....	13	50	79	76	102	88	378	8	1	....	....	....	....	....	....	....	....	....	....	....	....
Missouri		1820	1871				2857	....	....	....	....	2	....	138	201	201	172	197	268	350	546	269	473	33	5	2	....	....	....	....	....	....	....
Kansas City	324410	1750	1767	1200	2200*	10	1070	....	....	....	....	2	....	75	53	93	70	140	152	211	106	89	50	22	5	2	....	....	....	....	....	....	....
St. Louis	772897	1841	1936	1200	2200*	10	1787	....	....	....	....	....	....	63	148	108	102	57	116	139	440	180	428	11	....	....	....	....	....	....	....	....	....
Nebraska		1827	1883				729	....	....	....	....	....	....	20	69	49	42	26	36	156	67	55	216	....	....	....	....	....	....	....	....	....	....
Omaha	191601	1827	1883	1200	2100*	6	729	....	....	....	....	....	....	20	62	49	42	26	36	156	67	55	216	....	....	....	....	....	....	....	....	....	....
New Jersey		1800	1882				7492	....	....	....	....	....	44	33	90	176	378	320	301	491	256	161	322	160	90	309	227	105	12	2	....	11	2
Camden	116309	1568	1730	1300	2000	7	463	....	....	....	....	....	....	....	28	29	62	94	62	122	28	28	7	1	1	1	....	....	....	....	....	....	....
Jersey City	298103	1757	1818	1400	2800		910	....	....	....	....	....	....	....	....	99	135	118	91	65	43	34	181	89	8	22	20	1	3	1	....	....	....
Newark	414524	2174	2271	1500	2700[5]	10	1306	....	....	....	....	....	....	....	....	....	95	62	57	107	119	90	74	69	74	262	182	93	8	1	....	11	2
Paterson	135875	1660	1841	1200	3200[6]		488	....	....	....	....	....	....	12	45	31	23	19	70	107	48	4	60	1	7	24	25	11	1	....	....	....	....
Trenton	119289	1527	1602	1100	2000*	7	325	....	....	....	....	....	44	21	17	17	63	27	21	90	20	5	....	....	....	....	....	....	....	....	....	....	....
New York		2584	2545				20509	....	....	....	....	....	6	59	233	152	787	763	1523	928	222	2131	938	1334	959	....	639	252	756	6433	89	....	2371
Albany	113344		1749	1100	1880	10	369	....	....	....	....	....	6	6	12	21	13	21	214	46	....	2	13	....	13	....	2	....	....	....	....	....	....
Buffalo	506775	2009	2009	1200	2050*	8	1612	....	....	....	....	....	....	10	175	83	87	62	91	105	111	880	....	8	....	....	....	....	....	....	....	....	....
New York	5620048	2806	2801	1500	3250		17614	....	....	....	....	....	....	....	....	....	557	615	1131	684	22	921	889	1317	945	....	637	248	755	6433	89	....	2371
Rochester	295750	1752	1906	1200	2000	8	914	....	....	....	....	....	....	43	46	48	70	65	87	93	89	328	30	9	1	....	....	4	1	....	....	....	....
Ohio		1783	1895				6239	....	....	2	....	2	157	287	366	407	424	447	472	608	457	1610	131	224	159	296	157	18	27	6	....	2	....
Akron	208435	1790	1905	1000	2000	10	644	....	....	....	....	1	....	22	17	72	69	43	50	56	59	263	8	1	3	1	1	....	....	....	....	....	....
Cincinnati	401247	2000	2000	1100	2000	9	1162	....	....	2	....	1	15	25	53	62	65	72	71	65	65	631	12	23	....	....	....	....	....	....	....	....	....
Cleveland	796841	1832	1963	1200	2880*	10	2532	....	....	....	....	....	2	139	200	157	167	192	35	219	247	207	109	198	156	296	156	18	27	6	....	2	....
Dayton	152559	1690	1807	1100	2000*	8	525	....	....	....	....	....	72	25	29	25	28	24	44	220	35	21	1	1	....	....	....	....	....	....	....	....	....
Toledo	243164	2000	2000	1200	2000	8	782	....	....	....	....	....	....	18	33	46	33	35	38	44	49	486	....	....	....	....	....	....	....	....	....	....	....
Youngstown	132358	1663	1648	1150	2250[7]	12	572	....	....	....	....	....	48	58	34	45	62	81	234	4	2	2	1	1	....	....	....	....	....	....	....	....	....
Oregon		1767	1759				961	....	....	....	....	....	....	39	104	85	67	41	244	364	17	....	....	....	....	....	....	....	....	....	....	....	....
Portland	258288	1767	1759	1200	1800	5	961	....	....	....	....	....	....	39	104	85	67	41	244	364	17	....	....	....	....	....	....	....	....	....	....	....	....

TABLE NO. 10.— SALARIES PAID ELEMENTARY TEACHERS, 1924-1925 (Continued)

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
Pennsylvania		2004	2000				7476	....	....	2	....	65	82	478	485	472	416	428	309	476	326	2648	73	23	7	72	5	7	69	104	....	....	....
Philadelphia	1823779	2009	2000	1200	2000	8	4806	....	....	2	....	1	1	336	281	300	253	295	210	243	226	2447	7	7	....	21	2	4	69	81	....	....	....
Pittsburgh	588343	2000	2000	1200	2000	8	1778	....	....	....	....	....	....	79	78	69	63	60	48	69	73	1169	26	14	7	1	3	3	....	25	....	....	....
Reading	107784	1855	1401	1000	1800	8	389	....	....	....	....	28	25	25	26	26	27	6	6	2	1	....	....	2	....	....	....	....	....	....	....	....	....
Scranton	137783	1523	1689	1000	2400[8]	8	523	....	....	....	....	36	26	38	40	44	18	67	45	161	36	18	....	....	....	....	....	....	....	....	....	....	....
Rhode Island		1627	1662				795	....	....	....	....	64	38	29	61	39	43	198	181	98	41	1	1	1	....	....	....	....	....	....	....	....	....
Providence	237595	1627	1662	1000	1950*	6	795	....	....	....	....	64	38	29	61	39	43	198	181	98	41	1	1	1	....	....	....	....	....	....	....	....	....
Tennessee		1052	1238				220	....	25	14	8	19	18	77	46	12	1	2	....	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Nashville	118342	1052	1238	960	1470		220	....	25	14	8	19	18	77	46	12	1	3	....	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Texas		1440	1500				1673	8	27	14	80	65	124	181	151	135	367	166	236	3	6	10	....	....	....	....	....	....	....	....	....	....	....
Fort Worth	106482	1500	1500	900	1500	10	421	....	....	9	17	19	33	28	23	50	242	....	....	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Houston	138276		1523	1000	1700	7	694	8	27	5	10	27	27	115	62	46	73	54	229	1	1	6	....	....	....	....	....	....	....	....	....	....	....
San Antonio**	161379	1239	1385	1012	2208		458	....	....	....	53	19	64	38	65	37	52	112	7	2	8	4	....	....	....	....	....	....	....	....	....	....	....
Utah		1377	1463				394	....	....	....	45	35	31	22	30	57	36	39	99	2	....	....	....	....	....	....	....	....	....	....	....	....	....
Salt Lake City	118110	1377	1463	950	1750	8	394	....	....	....	45	35	31	22	30	57	36	39	99	2	....	....	....	....	....	....	....	....	....	....	....	....	....
Virginia		1125	1209				636	36	42	33	41	166	91	98	78	62	169	11	8	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Norfolk	115777		1323	1000	1500	7	312	....	....	....	2	75	30	38	47	55	86	9	....	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Richmond	171667	1125	1134	1000	1544		324	36	42	33	39	91	61	60	32	38	83	2	8	....	....	....	....	....	....	....	....	....	....	....	....	....	....
Washington		1751	1812				1462	....	....	....	....	....	....	28	21	61	208	190	202	208	39	497	4	7	....	....	....	....	....	....	....	....	....
Seattle	315312	1901	1895	1440	2040		1027	....	....	....	....	....	....	11	....	18	155	140	34	163	15	483	1	7	....	....	....	....	....	....	....	....	....
Spokane**	104437	1710	1722	1200	2150*	10	435	....	....	....	....	....	....	14	21	43	53	50	168	45	24	14	3	....	....	....	....	....	....	....	....	....	....
Wisconsin		2400	2401				1044	....	....	....	....	....	....	24	54	65	51	71	35	42	38	31	31	34	41	412	52	63	....	....	....	....	....
Milwaukee	457147	2400	2401	1200	2600*	12	1044	....	....	....	....	....	....	24	54	65	51	71	35	42	38	31	31	34	41	412	52	63	....	....	....	....	....

Explanation of Table

Column 1. Cities reporting are arranged alphabetically by States.

Column 2. Gives population of city by 1920 Census.

Column 3. Medians given are based on 1922-1923 Salary Study. See Teachers' Salaries and Salary Trends, 1923. National Education Association, Washington, D. C. When no median is given, city did not report in 1923. The State and National medians are based on data from cities reporting in 1923.

Column 4. Medians given are based on the 1924-1925 Salary Study, see Research Bulletin, Volume III, Nos. 1 and 2. The State and National medians are based on data from cities reporting in 1924-1925.

Columns 5 and 6. When cities have adopted Salary Schedules for this group of school officers, the maxima and minima reported for 1924-1925 are given.

Column 7. Gives number of annual increases provided for by Salary Schedule in progressing from minimum to maximum.

Column 8. Gives number of elementary teachers reported in 1924-1925. The number given for the States is the total for the cities that reported. The number of elementary teachers given for the United States is the total of the State figures. Column 8 is in every case the total of Columns 9-34.

Columns 9-34. Gives distribution of salaries reported paid elementary teachers in 1924-1925.

Medians. The method of calculating medians is that given in Rugg, Harold O., Statistical Methods Applied to Education. Boston, Houghton, Mifflin Co. 1917. p. 110. In cases where the use of this method makes the median larger than the actual maximum reported, the maximum, rather than a computed median is given. The medians in Column 3, when necessary, have been revised to conform with this practice.

Single Salary Schedules. Many Single Salary Schedules were difficult to interpret because they did not indicate the exact amount of training required for kindergarten, elementary, and secondary teachers. In such cases, it was assumed that normal school graduation or the equivalent was required for kindergarten and elementary teachers and college graduation for junior high school and senior high school teachers.

* Super Maximum ** Single Salary Schedule

1. The distribution of salaries shows that 467 elementary teachers receive over $1900, which is quoted as the "maximum" on the questionnaire. The computed median would therefore be $1944.
2. In Denver, $1200 is the minimum for teachers with two years normal school training; $1350 is the minimum for those with four years training beyond high school; $2520 is the maximum for normal school graduates; $2880 for those with A.B. degree and $3360 for those with A.M. degree.
3. Single Salary Schedule up to grade school maximum.
4. In Minneapolis, $1200 is the minimum for teachers with normal school training; $1500 for those with A.B. degree; $2000 is the maximum for teachers with two years normal school training; $2400 for those with A.B. degree.
5. The salary quoted is that for First or Head Assistant.
6. Super maximum salary is for Heads of Departments. The regular maximum is $2500 with an additional $200 for critic work.
7. Super maximum salary quoted is for Manual Arts and Home Economics teachers. The regular maximum is $1750.
8. High school salary for Head of Department. Regular maximum is $1800 and super maximum, $2000.

NOTE:—Tables similar to Table 10 have been prepared not only for elementary teachers, but also for thirteen other groups of teachers, administrators, nurses, clerks and janitors. Complete salary distribution tables for the above fourteen groups are available for 56 cities over 100,000 in population; 158 cities 30,000 to 100,000 in population; 281 cities 10,000 to 30,000 in population; 365 cities with population 5,000 to 10,000; and 589 cities 2,500 to 5,000 in population. The cost of a set of 14 tables for any population group is $5.00 See conditions mentioned on page 2.

teachers in 1443 cities and 47,278 high school teachers in 1309 cities for 1924-25.

Chart VI shows that the median salary paid elementary teachers in 560 cities of 2500 to 5000 in population, or 97 per cent of 580 cities reporting, was less than $1600.

Chart VII shows that the median salary paid high school teachers in 482 cities (of 2500 to 5000 in population) or 97 per cent of the 498 cities reporting was less than $2000. These data face us squarely with the question: Is every child entitled to an equal educational opportunity? The question is forced upon us even more strongly by a comparison of Tables 10 and 6. The median salary paid elementary teachers in 56 cities over 100,000 in population is $1968. The median salary paid teachers in one-room country schools is $755. These data are presented graphically in Chart VIII on this page.

CHART VIII

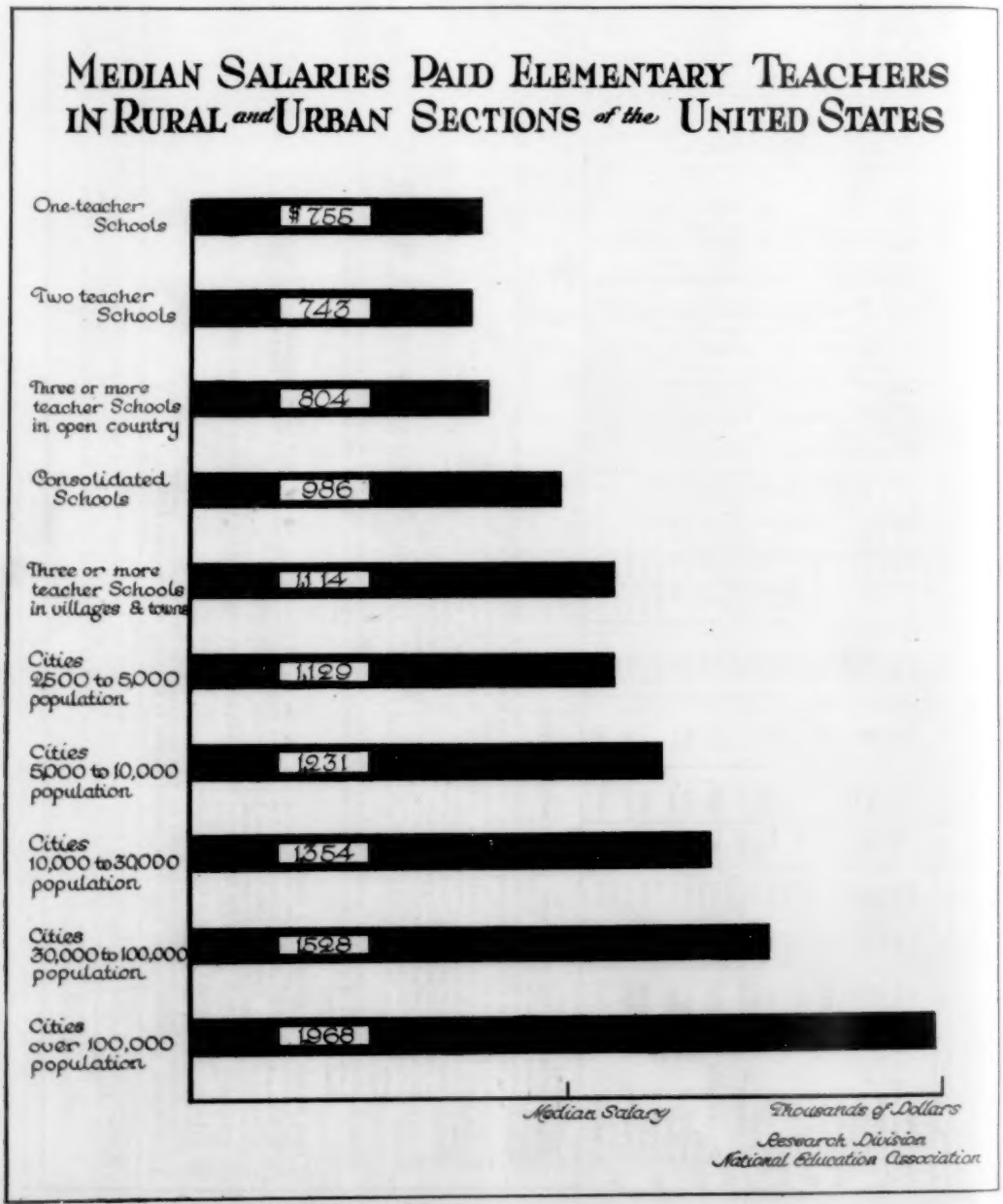


Chart VIII is based on data in Tables 3 and 6.

State Salary Medians

Tables 12 to 16 present in summarized form, by States, the median salaries paid teachers and principals in the 1449 cities which reported, classified by five population groups. A comparison of these tables with Tables 57-61 in *Teachers' Salaries and Salary Trends in 1923*[1] shows the trend in salaries for the past two years. It also shows the growth of the kindergarten and junior high school movements.

In Table 13, Columns 2-6 show the median salary paid junior high school teachers of grades seven and eight, or seven, eight, and nine, when maintained as a separate school organization.

TABLE 12.—MEDIAN SALARIES PAID KINDERGARTEN AND ELEMENTARY TEACHERS, 1924-1925

States	Kindergarten teachers in cities with a population of					Elementary teachers in cities with a population of				
	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
United States	**$1269**	**$1275**	**$1370**	**$1493**	**$1961**	**$1129**	**$1231**	**$1354**	**$1528**	**$1968**
Alabama	.....	.....	.....	750	.....	819	796	871	946	1278
Arizona	1450	1317	1400	.....	.....	1380	1451	1669	.....	.....
Arkansas	.....	.....	.....	.....	.....	760	795	1149	1033	.....
California	1456	1429	1448	1700	1902	1494	1562	1666	1905	1922
Colorado	1200	.....	1250	1550	2225	1216	1330	1392	1661	2024
Connecticut	1150	1250	1300	1550	1591	1186	1253	1476	1720	1578
Delaware	.....	.....	.....	.....	1350	950	.....	.....	.....	1775
Florida	.....	.....	.....	.....	.....	809	852	.....	667	.....
Georgia	.....	.....	.....	950	.....	788	856	917	1014	.....
Idaho	.....	.....	.....	.....	.....	1184	1210	.....	.....	.....
Illinois	1350	1080	1313	1355	2198	1100	1064	1193	1442	2387
Indiana	1100	1175	1343	1624	.....	1121	1188	1315	1563	1930
Iowa	1075	1080	1250	1456	1863	1078	1078	1280	1458	1817
Kansas	1025	1200	1320	1325	1413	995	1155	1240	1627	1684
Kentucky	850	.....	.....	1233	1320	829	880	907	1200	1330
Louisiana	.....	.....	950	.....	1706	955	.....	1117	.....	1531
Maine	.....	850	1138	1283	.....	845	959	1054	1512	.....
Maryland	.....	.....	.....	.....	.....	1123	1250	.....	.....	.....
Massachusetts	1000	1275	1395	1424	1562	1123	1288	1443	1554	1769
Michigan	1264	1261	1300	1450	1932	1268	1271	1286	1544	1922
Minnesota	1192	1325	1317	1667	1496	1163	1166	1364	1615	1720
Mississippi	.....	.....	1050	.....	.....	909	973	978	.....	.....
Missouri	1850	1417	775	1150	1732	961	1111	986	1551	1871
Montana	1550	.....	1425	.....	.....	1340	1511	1461	1804	.....
Nebraska	1200	1100	1140	1450	1870	1110	1202	1219	1627	1883
Nevada	1550	.....	.....	.....	.....	1700	.....	.....	.....	.....
New Hampshire	.....	.....	850	1350	.....	971	.....	1160	1527	.....
New Jersey	1475	1531	1573	1675	2009	1362	1431	1635	1843	1882
New Mexico	1450	1300	.....	.....	.....	1297	1308	.....	.....	.....
New York	1450	1450	1394	1621	2272	1337	1489	1435	1645	2545
North Carolina	.....	.....	1050	.....	.....	1021	1057	1226	1186	.....
North Dakota	1350	.....	.....	.....	.....	1075	1258	1440	.....	.....
Ohio	1350	1300	1850	1567	1905	1172	1098	1269	1485	1895
Oklahoma	1150	.....	.....	1500	.....	968	955	1114	1802	.....
Oregon	.....	.....	.....	.....	1450	1146	1203	1186	.....	1759
Pennsylvania	1167	1450	1300	1467	2010	1085	1356	1393	1436	2005
Rhode Island	1100	.....	1350	1500	1615	1048	1095	1438	1529	1662
South Carolina	.....	.....	.....	1050	.....	930	950	.....	1255	.....
South Dakota	.....	1250	1467	.....	.....	1154	1286	1454	.....	.....
Tennessee	.....	.....	.....	900	.....	765	836	.....	1039	1238
Texas	950	950	925	1090	1500	886	921	947	1227	1500
Utah	.....	.....	.....	.....	1465	1024	.....	.....	1398	1463
Vermont	.....	1267	1250	.....	.....	978	1160	1168	.....	.....
Virginia	.....	1050	.....	1400	1250	953	886	1008	1113	1209
Washington	.....	1350	1200	1825	1894	1267	1293	1450	1817	1812
West Virginia	.....	.....	1350	.....	.....	984	1016	1174	1383	.....
Wisconsin	1054	1157	1294	1363	2075	1160	1226	1312	1483	2401
Wyoming	.....	.....	1725	.....	.....	1493	1494	1664	.....	.....

Read Table 12 as follows: $1269 is the median salary paid kindergarten teachers in the United States in cities with a population of 2,500 to 5,000. $1450 is the median salary paid kindergarten teachers in cities of this size in Arizona, etc. Similarly read median salaries paid elementary teachers.

[1] *Teachers' Salaries and Salary Trends in 1923*, Research Bulletin, Division of Research, National Education Association. Vol. I, No. 3. Washington, D. C.

Columns 7-11 of Table 13, show the median salaries paid high school teachers in grades ten, eleven, and twelve, where a junior high school is maintained, otherwise, grades nine, ten, eleven, and twelve. The data show that there is a tendency for junior high school teachers' salaries to approach those paid senior high school teachers.

Table 14 gives the median salaries paid special class teachers (teachers of ungraded rooms, open air classes, sub-normal groups, cardiac classes, and other special or atypical groups in charge of a single teacher) and school nurses.

Of the 589 cities between 2500 and 5000 in population replying to the Salary Inquiry

TABLE 13.—MEDIAN SALARIES PAID JUNIOR HIGH SCHOOL AND SENIOR HIGH SCHOOL TEACHERS IN 1924-1925

States	Junior high school teachers in cities with a population of					Senior high school teachers in cities with a population of				
	2, 500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
United States	**$1307**	**$1373**	**$1534**	**$1706**	**$2220**	**$1491**	**$1617**	**$1737**	**$2000**	$2536
Alabama	900	938	1100	.....	.....	.....	1133	1367	1541	1724
Arizona	1467	1583	.....	.....	.....	1796	1831	1967	.....	.....
Arkansas	790	940	950	1394	.....	1196	1325	1458	1617	.....
California	1832	1817	1850	2294	2247	2300	2222	2381	2456	2401
Colorado	1359	1480	1555	1992	2115	1655	1713	1769	2193	2436
Connecticut	1475	1283	1647	1937	1780	1465	1554	1824	2105	2154
Delaware	1150	.....	.....	.....	.....	1350	.....	.....	.....	1950
Florida	900	1114	.....	.....	.....	1150	1275	.....	1263	.....
Georgia	1217	.....	1033	1012	.....	1150	1225	1321	1789	.....
Idaho	1338	1325	.....	.....	.....	1525	1624	.....	.....	.....
Illinois	1183	1227	1259	1546	.....	1619	1521	1676	1876	3026
Indiana	1250	1217	1562	1779	.....	1454	1580	1726	2017	2766
Iowa	1148	1142	1480	1660	2010	1447	1438	1585	1803	2221
Kansas	1167	1364	1462	1681	1905	1496	1566	1697	1954	2170
Kentucky	1050	.....	1072	1231	.....	1259	1625	1233	1663	1845
Louisiana	1325	.....	.....	.....	.....	1189	.....	1508	.....	2348
Maine	1050	880	.....	1525	.....	1335	1280	1357	1822	.....
Maryland	.....	.....	.....	.....	.....	1288	1467	.....	.....	.....
Massachusetts	1500	1479	1564	1656	1971	1412	1633	1745	1905	2445
Michigan	1459	1495	1500	1697	2600	1593	1704	1797	1977	2619
Minnesota	1295	1273	1574	1857	1975	1431	1448	1711	2093	2263
Mississippi	990	1117	1050	.....	.....	1086	1264	1404	.....	.....
Missouri	1083	1205	1143	.....	2147	1388	1483	1423	1869	2564
Montana	1400	.....	1725	1814	.....	1644	.....	1775	1831	.....
Nebraska	1267	1369	1532	1814	.....	1531	1610	1692	1925	2151
Nevada	.....	.....	.....	.....	.....	1950	.....	.....	.....	.....
New Hampshire	1033	.....	1433	1582	.....	1300	.....	1633	2032	.....
New Jersey	1650	1717	2063	1961	2227	1665	1812	2150	2474	3049
New Mexico	1417	1350	.....	.....	.....	1600	1692	.....	.....	.....
New York	1550	1630	1550	1720	3220	1630	1785	1718	2075	3233
North Carolina	1325	.....	.....	.....	.....	1332	1329	1569	1528	.....
North Dakota	1340	1333	1438	.....	.....	1471	1519	1800	.....	.....
Ohio	1418	1222	1344	1673	2158	1540	1516	1789	2088	2510
Oklahoma	1100	1254	1308	1807	.....	1348	1578	1700	2204	.....
Oregon	1154	1150	1145	.....	.....	1332	1473	1351	.....	2043
Pennsylvania	1467	1441	1517	1666	2098	1526	1674	1725	1989	3222
Rhode Island	1533	1283	.....	.....	.....	1600	1475	1736	1853	2224
South Carolina	.....	950	.....	.....	.....	1055	1067	.....	1547	.....
South Dakota	1200	1446	1500	.....	.....	1494	1679	1914	.....	.....
Tennessee	950	.....	.....	1325	1318	1100	1400	.....	1550	1847
Texas	1050	1121	.....	1386	1558	1274	1340	1411	1700	1793
Utah	1233	.....	.....	1547	1695	1500	.....	.....	1720	1880
Vermont	1325	1344	1183	.....	.....	1406	1536	1544	.....	.....
Virginia	1150	1036	963	1317	1625	1267	1250	1371	1529	1839
Washington	1650	1250	1570	1850	1775	1536	1604	1759	2212	2177
West Virginia	1225	.....	1475	1561	.....	1438	1367	1862	2033	.....
Wisconsin	1325	1343	1542	1757	.....	1576	1615	1758	1955	2600
Wyoming	1538	1583	1530	.....	.....	1650	1786	2025	.....	.....

Read Table 13 as follows: $1307 is the median salary paid junior high school teachers in the United States in 235 cities with a population of 2,500 to 5,000. $900 is the median salary paid junior high-school teachers of this size in Alabama, etc. Similarly read median salaries paid senior high school teachers.

135 cities in 38 States reported the employment of 280 special class teachers at a median salary of $1439, as compared with the median salary of $1129, paid elementary teachers of the same size. Similar differences exist in the larger cities, due to two reasons: (1) The salary schedule for special class teachers is usually higher because of the special traits and training demanded of the special teacher, and (2) it is the more progressive cities that employ special teachers and the salaries paid in these cities are usually above the average.

Of the 589 cities, 2500 to 5000 in population, replying, 22 per cent in 28 States reported the employment of 139 nurses at a median salary of $1503. In cities, 5000 to 10,000, the per cent reporting school nurses

TABLE 14.—MEDIAN SALARIES PAID SPECIAL CLASS TEACHERS AND SCHOOL NURSES IN 1924-1925

States	Special class teachers in cities with population of					School nurses in cities with population of				
	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
United States	**$1439**	**$1526**	**$1528**	**$1697**	**$2126**	**$1503**	**$1515**	**$1545**	**$1504**	**$1507**
Alabama	.....	.....	.....	900	1350	.....	.....	.....	1350	1250
Arizona	1800	1663	1763	.....	.....	1750	1525	1867	.....	.....
Arkansas	1225	.....	.....	938	.....	1550	.....	.....	950	.....
California	1675	1664	1850	2033	1786	1825	1833	1800	1680	1733
Colorado	1550	1550	.....	1600	2083	1450	1550	2050	1075	1700
Connecticut	.....	1367	1583	1800	1767	1350	1450	1600	1425	.....
Delaware	.....	.....	.....	.....	1850	.....	.....	.....	.....	1300
Florida	850	.....	.....	.....	.....	.....	1200	.....	.....	.....
Georgia	.....	.....	950	889	.....	.....	.....	.....	1050	.....
Idaho	1450	.....	.....	.....	.....	.....	1850	.....	.....	.....
Illinois	1275	1400	1191	1540	2614	1583	1350	1450	1545	.....
Indiana	1575	1617	1575	1644	2010	1450	1250	1550	1539	.....
Iowa	1288	1383	1331	1600	1850	1333	1250	1700	1563	1700
Kansas	1450	1550	1460	1650	1700	1450	1650	1550	1300	1550
Kentucky	1250	.....	950	1250	1550	.....	.....	.....	1800	1250
Louisiana	1150	.....	.....	.....	1613	.....	.....	1250	.....	1243
Maine	950	1450	1050	.....	.....	850	1567	1100	1250	.....
Massachusetts	.....	1438	1494	1610	1836	1250	1425	1455	1508	1285
Michigan	1358	1417	1600	1704	2200	1600	1550	1350	1513	.....
Minnesota	1475	1500	1550	1932	1734	1383	1375	1700	1517	1358
Mississippi	.....	1525	950	.....	.....	.....	1550	.....	.....	.....
Missouri	1150	1500	1250	1733	2093	1400	1500	1375	1350	1452
Montana	1800	.....	1713	1750	.....	.....	.....	1850	.....	.....
Nebraska	1150	1250	.....	1750	1726	1600	1800	1750	1550	1600
Nevada	2050	.....	.....	.....	.....	.....	.....	.....	.....	.....
New Hampshire	1250	.....	.....	1538	.....	1550	.....	1200	1150	.....
New Jersey	1600	1733	1900	2117	2346	1250	1270	1700	1507	1630
New Mexico	1475	.....	.....	.....	.....	.....	1350	.....	.....	.....
New York	1575	1650	1550	1734	3208	1613	1650	1563	1509	1543
North Carolina	1050	1150	1650	1217	.....	1250	.....	1850	1513	.....
North Dakota	.....	.....	.....	.....	.....	.....	1450	1450	.....	.....
Ohio	1325	1450	1450	1675	2065	1425	1200	1600	1500	1342
Oklahoma	1300	.....	1733	1667	.....	.....	850	1350	1900	.....
Oregon	1650	.....	1150	.....	1800	1550	1475	1150	.....	.....
Pennsylvania	1450	1610	1475	1621	2300	975	1500	1417	1340	1199
Rhode Island	1025	1250	1475	1627	1864	Below 600	.....	1500	1333	.....
South Carolina	.....	.....	.....	1330	.....	.....	.....	.....	1067	.....
South Dakota	1950	1700	1550	.....	.....	.....	1800	2050	.....	.....
Tennessee	1050	.....	.....	1700	.....	1350	.....	.....	1038	1020
Texas	1550	1150	.....	1200	1825	1250	.....	1525	1175	1178
Utah	2300	.....	.....	.....	1825	.....	.....	.....	1550	1850
Vermont	1150	1425	1250	.....	.....	.....	1400	1450	.....	.....
Virginia	.....	1450	1217	1250	1675	.....	1300	1550	1217	1311
Washington	1250	1400	1650	1825	1956	1750	.....	1550	1500	1563
West Virginia	950	.....	1150	2036	.....	1450	.....	1650	1450	.....
Wisconsin	1450	1550	1560	1717	2400	1667	1875	1750	1542	.....
Wyoming	1550	1483	1880	.....	.....	.....	2000	1850	.....	.....

Read Table 14 as follows: $1439 is the median salary paid special class teachers in the United States in cities with a population of 2500 to 5000. $1800 is the median salary paid special class teachers of this size in Arizona, etc. Similarly read median salaries paid school nurses.

was 45, at a median salary of $1515; in cities, 10,000 to 30,000 68 per cent at a median salary of $1545; in cities 30,000 to 100,000 87 per cent at a median salary of $1504; and for cities over 100,000 in population 70 per cent reported the employment of school nurses at a median salary of $1507.

Tables 15 and 16 show the median salaries

TABLE 15.—MEDIAN SALARIES PAID TEACHING AND SUPERVISING ELEMENTARY PRINCIPALS IN 1924-1925

States	Teaching elementary principals in cities with population of					Supervising elementary principals in cities with population of				
	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
United States	**$1436**	**$1533**	**$1693**	**$1963**	**$2399**	**$2057**	**$1719**	**$2140**	**$2484**	**$3307**
Alabama	1700	1200–	1233	1450	.....	2550	1350	1600	1538	2750
Arizona	1550	1760	2050	.....	.....	2650	2050	2450	.....	.....
Arkansas	1250	1250	1400	2290	.....	.....	.....	1875	2950	.....
California	1865	1967	2246	2444	2435	2425	2100	2314	2878	3071
Colorado	1625	1650	1883	2275	2950	1950	2250	2733	2575	3156
Connecticut	1525	1613	1894	2279	2178	1550	2250	2058	2525	2707
Delaware	.....	.....	.....	.....	1850	.....	.....	.....	.....	2283
Florida	.....	.....	.....	1200–	.....	1250	2150	.....	1280	.....
Georgia	1200–	1200–	1200–	1950	.....	.....	.....	1633	2200	.....
Idaho	1290	1525	.....	.....	.....	.....	2050	.....	.....	.....
Illinois	1350	1380	1583	1808	.....	1950	1417	1833	2417	4800
Indiana	1329	1529	1763	2000	2223	.....	.....	1933	2508	2933
Iowa	1238	1317	1695	1850	.....	1550	1483	1820	2429	2670
Kansas	1267	1650	1600	2220	2032	1500	1450	1750	.....	.....
Kentucky	1200–	1600	1300	1550	1530	.....	.....	2050	1825	1988
Louisiana	1250	.....	.....	.....	2475	.....	.....	2350	.....	2531
Maine	1200–	1233	1200–	.....	.....	1950	2150	.....	2450	.....
Maryland	1550	1650	.....	.....	.....	.....	.....	.....	.....	.....
Massachusetts	1550	1642	1671	1750	2250	.....	2225	2186	2370	2810
Michigan	1450	1500	1742	1961	2250	2050	2250	1650	2163	3618
Minnesota	1318	1291	1575	1963	2225	1900	1850	2033	2475	2714
Mississippi	1275	1200–	1367	.....	.....	.....	1650	1400	.....	.....
Missouri	1300	1272	1238	2000	2357	.....	2900	1670	2350	3550
Montana	1550	1950	1975	2150	.....	.....	.....	2050	2231	.....
Nebraska	1383	1380	1750	2117	.....	2250	2275	1750	2475	2675
New Hampshire	1200–	.....	.....	1800	.....	.....	.....	.....	2169	.....
New Jersey	1950	1875	1900	2500	2100	2450	2292	3036	3360	3564
New Mexico	1600	.....	.....	.....	.....	.....	.....	.....	.....	.....
New York	1550	1693	1888	2163	3608	2850	2113	2017	2555	4687
North Carolina	1700	1817	1650	1500	.....	1750	1850	2050	2500	.....
North Dakota	1500	1550	1650	.....	.....	.....	.....	2050	.....	.....
Ohio	1538	1331	1553	1770	2562	2850	1350	2271	2515	2953
Oklahoma	1319	1340	2031	2050	.....	2050	.....	.....	2650	.....
Oregon	1490	1590	1575	.....	2140	.....	2125	1700	.....	3240
Pennsylvania	1650	1594	1741	1934	2400	1550	2125	2028	2414	3510
Rhode Island	1613	1250	1692	1800	3454	.....	1596	1767	2538	3350
South Carolina	.....	1250	.....	.....	.....	.....	.....	.....	2600	.....
South Dakota	1433	1458	.....	.....	.....	.....	1650	1959	.....	.....
Tennessee	1200	1215	.....	.....	1630	2250	.....	.....	2550	2050
Texas	1275	1335	1586	1800	1866	1800	.....	.....	2100	2600
Utah	1575	.....	.....	1650	.....	.....	.....	.....	3000	2600
Vermont	1200–	1650	1550	.....	.....	.....	.....	.....	.....	.....
Virginia	3150	1400	1250	1200–	1750	.....	2050	1850	1920	2650
Washington	1750	1600	1960	2083	2067	1700	1900	2233	2550	3100
West Virginia	1275	1575	1588	1750	.....	1950	.....	2260	2505	.....
Wisconsin	1467	1471	1625	2425	2700	2700	1950	2189	2467	4066
Wyoming	2250	2500	2150	.....	.....	1850	2450	2250	.....	.....

Read Table 15 as follows: $1436 is the median salary paid teaching elementary principals in the United States in cities with a population of 2,500 to 5,000. $1700 is the median salary paid teaching elementary principals in cities of this size in Alabama, etc. Similarly read median salaries paid supervising elementary principals.

paid principals. Teaching elementary principals are those principals who do some regular classroom teaching. This group also includes elementary assistant or vice-principals who devote half-time or more to administrative or supervisory duties.

Supervising elementary principals are those who give full-time to administration and supervision.

Table 17 shows the distribution of salaries paid assistant or vice-principals, deans, etc., in high schools who devote more than half-time to administrative duties. No attempt was made to distinguish between the salaries paid men and women in this group. In no other phase of the school service is there a greater need for specially trained people than in this group, who are the school administrators who come into closest contact with pupils and faculty.

TABLE 16.—MEDIAN SALARIES PAID JUNIOR AND SENIOR HIGH SCHOOL PRINCIPALS IN 1924-1925

States	Junior high school principals in cities with population of					Senior high school principals in cities with population of				
	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000	2,500 to 5,000	5,000 to 10,000	10,000 to 30,000	30,000 to 100,000	Over 100,000
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
United States	**$1742**	**$2045**	**$2568**	**$3106**	**$3593**	**$2300**	**$2728**	**$3322**	**$4003**	**$4750**
Alabama	.....	.....	3050	.....	.....	1550	1850	2250	3600	3900
Arizona	.....	2375	.....	.....	.....	3700	3300	4100	.....	.....
Arkansas	2050	2250	.....	3300	.....	2000	2100	3700	2800	.....
California	2650	2500	3013	3600	3593	4100	4050	4200	4400	4163
Colorado	2200	2100	2150	3075	4275	2550	3250	3350	4100	4850
Connecticut	2150	.....	2550	2650	3450	2425	2850	3633	4200	3900
Delaware	.....	.....	.....	.....	.....	.....	.....	.....	.....	3600
Florida	1350	.....	.....	.....	.....	.....	2950	.....	2900	.....
Georgia	.....	.....	.....	3150	.....	1850	1700	2100	3050	.....
Idaho	1850	2075	.....	.....	.....	2200	2750	.....	.....	.....
Illinois	1275	1550	1925	2500	.....	2650	2550	3600	4075	4700
Indiana	1400	1900	2550	3100	.....	2042	2450	3075	4300	5250
Iowa	1550	2250	2350	2850	3050	2088	2350	3650	3800	4900
Kansas	2000	2450	2750	2825	3075	2325	3500	3320	4500	3400
Kentucky	.....	.....	2050	2000	.....	1850	1750	2450	3300	4000
Louisiana	.....	.....	.....	.....	.....	2725	.....	3700	.....	4150
Maine	1650	2000	.....	2950	.....	2325	3025	3200	3650	.....
Maryland	.....	.....	.....	.....	.....	2650	4300	.....	.....	.....
Massachusetts	2300	2383	2800	3135	3467	2417	3008	3617	4200	4650
Michigan	1650	1950	2450	3050	5090	2400	2850	3350	4000	5593
Minnesota	1575	1650	2625	3500	3950	2280	2050	3300	3750	4500
Mississippi	1650	1850	1550	.....	.....	1850	1650	3300	.....	.....
Missouri	1250	1825	1900	.....	4050	2250	2450	2600	3550	4900
Montana	2100	.....	2050	2250	.....	2225	.....	3100	3900	.....
Nebraska	1725	2150	2250	2800	.....	2475	2900	3300	5250	4100
New Hampshire	2050	.....	.....	.....	.....	2750	.....	3800	3950	.....
New Jersey	2250	3700	3700	4500	4150	2450	3150	4000	4700	5625
New Mexico	.....	.....	.....	.....	.....	2250	2550	.....	.....	.....
New York	2350	1950	2750	2950	5000	3075	2450	3200	4100	6294
North Carolina	1200	.....	.....	.....	.....	2433	2550	3500	3600	.....
North Dakota	1600	1950	2450	.....	.....	2250	2450	3050	.....	.....
Ohio	1550	1650	2250	2675	3533	2350	2417	3100	3700	4442
Oklahoma	1800	1450	2417	3650	.....	2117	3700	3500	5250	.....
Oregon	1475	1550	1800	.....	.....	2175	2650	2750	.....	4033
Pennsylvania	2000	2150	2550	3067	4450	2280	2588	3058	4075	5409
Rhode Island	.....	.....	.....	.....	.....	2250	2250	3000	3700	4533
South Carolina	.....	.....	.....	.....	.....	1450	1850	.....	3100	.....
South Dakota	.....	2650	2550	.....	.....	2250	3000	4100	.....	.....
Tennessee	1500	.....	.....	2350	2100	1600	.....	.....	3300	3600
Texas	.....	1700	.....	2650	3100	2038	2150	2650	3800	3400
Utah	.....	.....	.....	3500	3233	2650	.....	.....	3700	3800
Vermont	.....	2950	2650	.....	.....	2800	3050	3200	.....	.....
Virginia	.....	1750	.....	2650	3500	2750	2800	2650	3400	4000
Washington	.....	2150	2600	3700	2525	2450	3050	3433	3900	3950
West Virginia	1400	.....	3700	3000	.....	2500	2550	3700	3800	.....
Wisconsin	2050	2075	2675	3250	.....	2650	2950	3650	4140	5000
Wyoming	2250	2450	2520	.....	.....	2250	3300	3700	.....	.....

Read Table 16 as follows: $1742 is the median salary paid junior high school principals in the United States in cities with a population of 2,500 to 5,000. $2050 is the median salary paid junior high school principals in cities of this size in Arkansas, etc. Similarly read median salaries paid senior high school principals.

Table 18 shows the distribution of salaries paid clerks in principals' offices as well as clerks in offices of administrative and supervisory officers. These data are shown graphically for cities of the five population groups in Charts IX and X. The provision of adequate clerical service is one of the best ways of increasing the efficiency of capable principals, administrators, and supervisors. Too many school boards make the mistake of hiring a first class principal or superintendent, paying him a first class salary and supplying him with so small a clerical staff that necessity demands that he spend most of his time doing clerical work that should be delegated to a clerk and thus leave the administrator time to do the job for which he was really hired.

Table 19 shows the distribution of salaries paid janitors in cities of all population groups. The Salary Inquiry asked specifically that only the salaries of regular, full-time janitors employed on the annual or school year basis be listed. Table 20 shows the proportion of cities that employ janitors individually or contract with one individual for the whole system who is paid in one lump sum.

TABLE 17.—DISTRIBUTION OF SALARIES PAID ASSISTANT OR VICE-PRINCIPALS, DEANS, ETC., IN HIGH SCHOOLS

Amount of salary	48 cities over 100,000 in population	76 cities 30,000 to 100,000 in population	61 cities 10,000 to 30,000 in population	34 cities 5,000 to 10,000 in population	43 cities 2,500 to 5,000 in population	Total for 262 cities
1	*2*	*3*	*4*	*5*	*6*	*7*
Below $1200	.....	3	3	1	2	9
1200–1299	.....	.....	1	1	2	4
1300–1399	.....	.....	1	.....	3	4
1400–1499	.....	2	1	.....	1	4
1500–1599	7	7	4	1	4	23
1600–1699	16	2	1	1	5	25
1700–1799	7	6	4	3	4	24
1800–1899	9	6	10	4	3	32
1900–1999	31	18	6	2	2	59
2000–2099	6	9	8	5	5	33
2100–2199	4	6	4	1	2	17
2200–2299	8	12	6	.....	4	30
2300–2399	10	14	2	1	.....	27
2400–2499	8	10	9	3	1	31
2500–2599	11	7	9	3	3	33
2600–2699	15	15	1	4	2	37
2700–2799	21	32	4	1	3	61
2800–2899	22	10	7	1	2	42
2900–2999	21	7	3	1	1	33
3000–3099	13	16	2	2	2	35
3100–3199	11	7	2	1	.....	21
3200–3399	112	19	4	.....	.....	135
3400–3599	153	6	1	1	.....	161
3600–3799	522	4	1	2	.....	529
3800–3999	29	.....	2	.....	.....	31
4000–4199	37	2	.....	1	.....	40
4200–4399	98	.....	.....	.....	.....	98
4400–4599	1	.....	.....	.....	.....	1
4600–4799	6	.....	.....	.....	.....	6
4800–4999	3	.....	.....	.....	.....	3
5000–5499	4	.....	.....	.....	.....	4
5500–5999	2	.....	.....	.....	.....	2
6000–6999	.....	1	.....	.....	.....	1
7000 and over	4	.....	.....	.....	.....	4
Total	**1191**	**221**	**96**	**40**	**51**	**1599**
Median	**$3642**	**$2657**	**$2283**	**$2433**	**$1975**	**$3500**

Read Table 17 as follows: No assistant or vice-principals or deans, etc. in cities over 100,000 in population were reported receiving salaries below $1200; seven were reported receiving salaries between $1500–$1599. The median salary for the 1191 assistant or vice-principals or deans, etc. reported by cities of this size is $3642. Similarly read table for the cities of each population group.

THE THREE most important aspects of public education: (1) Provision for a trained teacher for every child in the United States. (2) Establishing a profession of teaching by raising standards of academic and professional qualifications of teachers. (3) Economy of expense in operating a school plant by determining where and how to effect desirable economies. This can only be done by studies of comparative costs.—*American Educational Digest, November, 1924. p. 111.*

TABLE 18.—DISTRIBUTION OF SALARIES PAID CLERKS IN PRINCIPALS' OFFICES AND CLERKS IN OFFICES OF ADMINISTRATIVE AND SUPERVISORY OFFICERS

Amount of salary	Clerks in Principals' Offices						Clerks in Offices of Supervisory and Administrative Officers					
	51 cities over 100,000 in population	137 cities 30,000 to 100,000 in population	167 cities 10,000 to 30,000 in population	87 cities 5,000 to 10,000 in population	74 cities 2,500 to 5,000 in population	Total for 516 cities	50 cities over 100,000 in population	141 cities 30,000 to 100,000 in population	152 cities 10,000 to 30,000 in population	145 cities 5,000 to 10,000 in population	118 cities 2,500 to 5,000 in population	Total for 606 cities
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Below $600	58	66	35	34	18	211	12	8	5	20	33	78
$600–699	88	62	36	11	5	202	41	16	4	13	17	91
700–799	103	102	28	12	9	254	55	46	18	10	14	143
800–899	255	98	32	5	11	401	43	33	7	12	10	105
900–999	267	98	38	8	10	421	131	53	24	21	6	235
1000–1099	181	81	35	16	7	320	200	81	34	23	7	345
1100–1199	188	46	15	2	7	258	129	34	18	12	5	198
1200–1299	259	64	24	7	3	357	167	64	40	23	13	307
1300–1399	104	38	12	4	3	161	208	54	22	19	6	309
1400–1499	155	37	5	1	2	200	365	17	10	2	1	395
1500–1599	165	47	12	1	4	229	129	56	21	10	2	218
1600–1699	118	10	16	1	1	146	135	33	11	4	1	184
1700–1799	115	12	7	.....	.....	134	50	9	4	2	2	67
1800–1899	166	12	9	2	1	190	60	40	13	3	3	119
1900–1999	430	8	4	2	.....	444	55	11	3	1	2	72
2000–2099	82	4	1	.....	2	89	36	12	2	1	2	53
2100–2199	46	3	1	.....	.....	50	55	7	1	1	.....	64
2200–2299	35	5	.....	.....	.....	40	110	8	1	.....	.....	119
2300–2399	32	2	.....	.....	.....	34	8	2	.....	.....	1	11
2400–2499	23	2	2	.....	.....	27	49	2	1	.....	2	54
2500–2599	19	.....	.....	.....	.....	19	13	2	.....	.....	.....	15
2600–2699	20	.....	.....	.....	.....	20	13	1	.....	.....	.....	14
2700–2799	37	.....	.....	.....	.....	37	11	1	.....	.....	.....	12
2800–2899	1	1	.....	.....	.....	2	54	1	.....	.....	.....	55
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3000–3099	.....	.....	.....	.....	.....	.....	41	2	.....	.....	.....	43
3100–3199	.....	1	.....	.....	.....	1	.....	1	.....	.....	.....	1
3200–3299	.....	.....	.....	.....	.....	.....	4	.....	.....	.....	.....	4
3300–3399	.....	.....	.....	.....	.....	.....	7	.....	.....	.....	.....	7
3400–3499	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3500–3599	.....	.....	.....	.....	.....	.....	12	.....	.....	.....	.....	12
3600–3699	.....	.....	.....	.....	.....	.....	4	1	.....	.....	.....	5
3700–3799	.....	.....	.....	.....	.....	.....	5	.....	.....	.....	.....	5
3800 and over	.....	.....	.....	.....	.....	.....	18	.....	.....	.....	.....	18
Total	**2947**	**799**	**312**	**106**	**83**	**4247**	**2220**	**595**	**239**	**177**	**127**	**3358**
Median	**$1372**	**$973**	**$966**	**$767**	**$886**	**$1216**	**$1434**	**$1241**	**$1224**	**$1054**	**$796**	**$1357**

Read Table 18 as follows: Fifty-eight clerks in principals' offices in cities over 100,000 in population were reported receiving salaries below $600 (column 2), etc. The median salary for 2947 clerks in principals' offices reported by cities of this size is $1372.

CHART IX

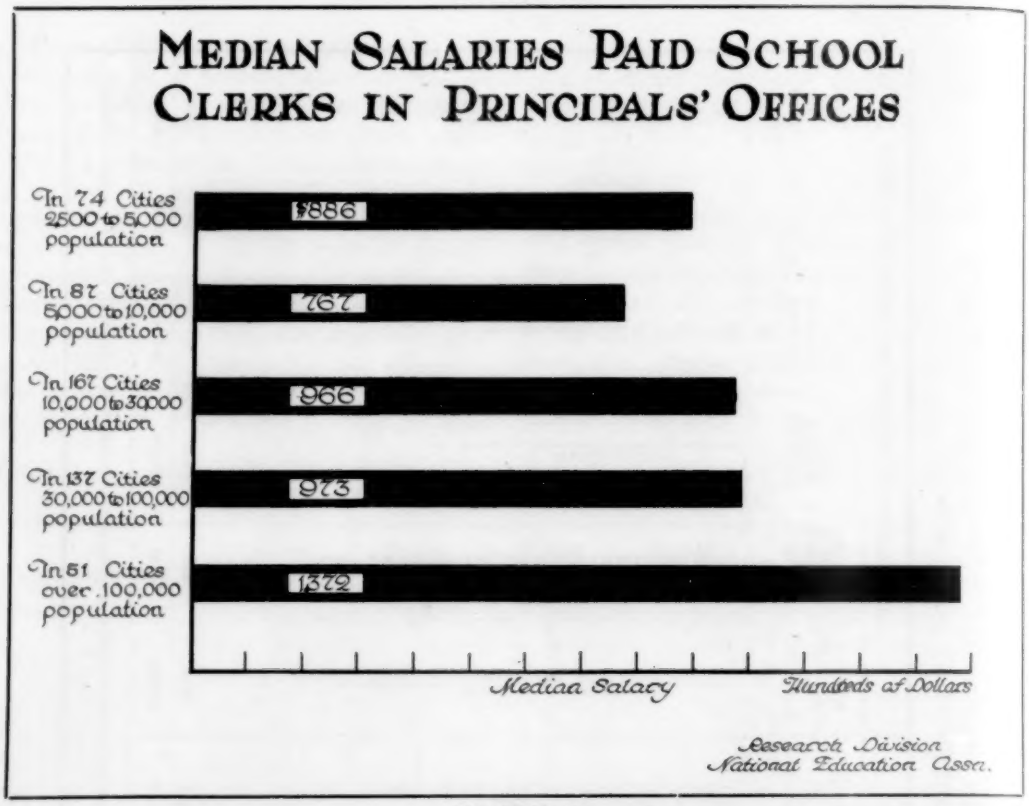
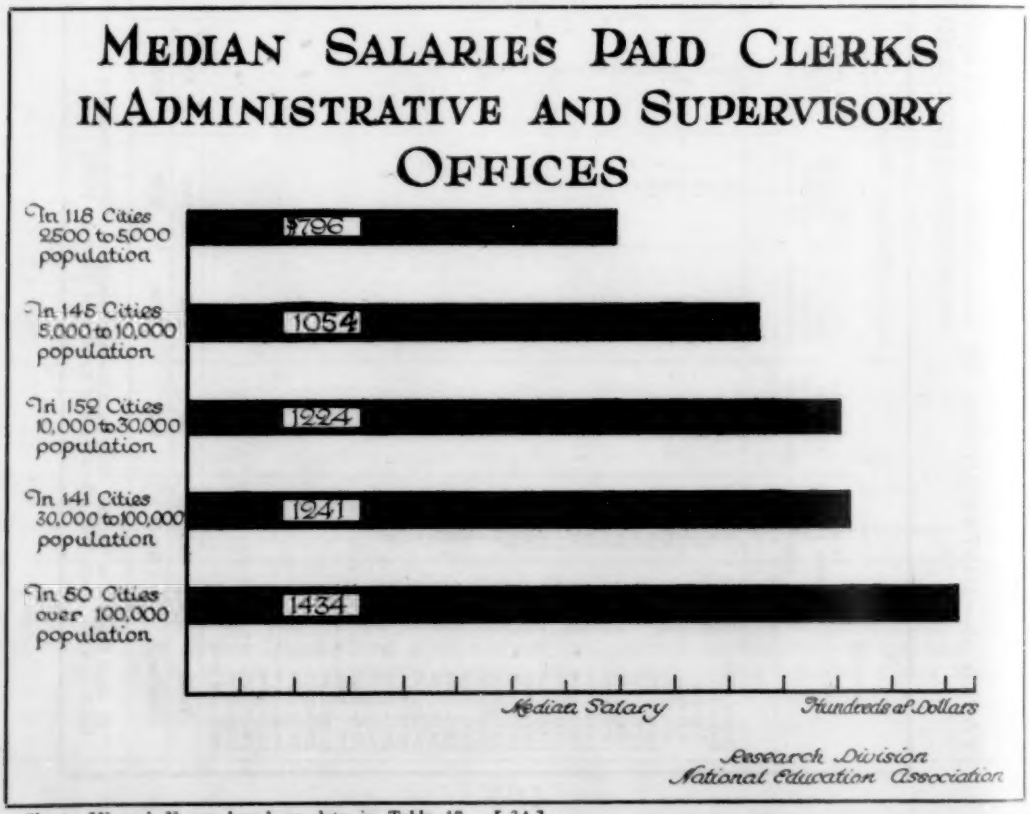


CHART X



Charts IX and X are based on data in Table 18. [34]

TABLE 19.—DISTRIBUTION OF SALARIES PAID JANITORS IN 1165 CITIES IN 1924-1925

Amount of salary	48 cities over 100,000 in population	147 cities 30,000 to 100,000 in population	238 cities 10,000 to 30,000 in population	296 cities 5,000 to 10,000 in population	436 cities 2,500 to 5,000 in population	Total for 1165 cities
1	*2*	*3*	*4*	*5*	*6*	*7*
Below $600	563	375	304	328	264	1834
$600- 699	162	158	80	100	80	580
700- 799	204	156	157	90	97	704
800- 899	266	73	135	88	50	612
900- 999	420	203	167	140	137	1067
1000-1099	489	294	186	185	100	1254
1100-1199	426	216	115	71	76	904
1200-1299	634	445	328	255	173	1835
1300-1399	691	517	274	124	90	1696
1400-1499	838	387	197	70	76	1568
1500-1599	692	459	342	154	112	1759
1600-1699	292	404	164	59	62	981
1700-1799	512	170	109	17	16	824
1800-1899	272	255	134	65	54	780
1900-1999	148	177	41	15	17	398
2000-2099	186	62	18	18	11	295
2100-2199	63	51	18	9	5	146
2200-2299	65	36	8	3	4	116
2300-2399	45	11	5	.....	.....	61
2400-2499	49	17	7	9	5	87
2500-2599	59	3	1	.....	1	64
2600-2699	24	4	1	.....	.....	29
2700-2799	34	2	5	.....	1	42
2800-2899	27	3	2	1	.....	33
2900-2999	11	4	.....	.....	.....	15
3000-3099	13	1	1	.....	.....	15
3100-3199	7	4	.....	.....	.....	11
3200-3299	8	.....	.....	1	1	10
3300-3399	8	.....	2	1	.....	11
3400-3499	6	.....	.....	.....	.....	6
3500-3599	4	.....	1	1	.....	6
3600-3699	6	1	.....	.....	.....	7
3700-3799	2	.....	1	.....	.....	3
3800-3899	68	.....	2	.....	.....	70
3800 and over	.....	14	.....	.....	.....	14
Total	**7294**	**4502**	**2805**	**1804**	**1432**	**17837**
Median	**$1370**	**$1364**	**$1279**	**$1084**	**$1088**	**$1308**

Read Table 19 as follows: Five-hundred and sixty-three janitors in cities over 100,000 in population were reported receiving salaries below $600; 162 were reported receiving salaries between $600 and $699, etc. Similarly read the columns for cities of other population groups.

TABLE 20.—NUMBER OF CITIES HIRING JANITORS INDIVIDUALLY OR CONTRACTING FOR THE WHOLE SYSTEM WITH ONE INDIVIDUAL WHO IS PAID IN A LUMP SUM.

Plan for hiring janitors	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Hiring janitors individually	46	92.00	158	99.37	271	99.63	353	99.16	535	96.40	1363	97.92
Contracting with one individual for whole system	4	8.00	1	.63	1	.37	3	.84	20	3.60	29	2.08
Total	**50**	**100.00**	**159**	**100.00**	**272**	**100.00**	**356**	**100.00**	**555**	**100.00**	**1392**	**100.00**

THE KEENEST competition for men in business and professional life is the competition for leaders. If the schools are to secure and retain able leaders, the salaries paid must rise to meet new salary levels. To make the case more pointed, the city which paid its superintendent $10,000 before the war should now be paying $20,000 for the same kind of ability. The principal who did receive $4,000 should now receive $8,000. In discussions of salary schedules there should be as great care taken to ensure able leadership for the schools as to insure for the lowest paid teachers a reasonable standard of living.—*W. Randolph Burgess, Trends of School Costs, p. 108.*

Salaries Paid Administrative Officers in 1924-1925

How Can a School Board Best Determine What to Pay Its Administrative Officers?

First a city must decide whether it wants "average" administrators or better-than-average men. The salary paid a school administrator may not be a true measure of the worth of a particular man, but in the long run, size of salary is a rough indication of success. If a school board decides that it wants superior officers, from Tables 21 to 25 it can learn what salaries are being paid this year to school officers in cities of five population groups. For example, Table 22 shows that for cities 30,000 to 100,000 in population, the median salary paid superintendents of schools is $6000; and the best one-fourth of the superintendents in cities of this size are receiving from $6500 to $13,000 a year. In order to attract a superior superintendent, therefore, the school board, on the basis of this year's salary rates, must expect to pay

TABLE 21.—DISTRIBUTION OF SALARIES PAID ADMINISTRATIVE OFFICERS, 1924-1925

Cities 100,000 population and over

Salaries paid	Superintendent of schools	Associate or assistant superintendent		Secretary of Board	Business Manager	Superintendent of buildings and grounds	Secretary to superintendent	Chief attendance officer	Director research tests and measurements
		Maximum	Minimum						
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
Median	**$8000**	**$5000**	**$4500**	**$4300**	**$5000**	**$3775**	**$2200**	**$2600**	**$3850**
$15000 and over	3					1			
14000–14999									
13000–13999									
12000–12999	3				1				
11000–11999	1								
10000–10999	12	1	1	1[2]					
9000– 9999	6	2			1	1			
8000– 8999	6	1		1	1	2		1	
7500– 7999	6	1	1	1					
7000– 7499	1	2	2	2		1			1
6500– 6999	7	1							
6000– 6499	5	6	3	1	3[3]				1
5500– 5999		3	3	1[2]				1	2
5000– 5499	2	7[1]	2	4[2]	8[7–6]	3	1	1	1
4800– 4999		5	2	3[2]	1	2	2	1	
4600– 4799									
4400– 4599		4[1]	6	5[2–5]		5		2	4
4200– 4399		1	1	6[4–6]	1		2	2	3
4000– 4199		6	4	6		4		2	1
3800– 3999		1	1	1	1	1			4
3600– 3799		1	1	1		6		2	2
3400– 3599		1	1	2[3]	3	1	1	3	2
3200– 3399		1	3		4	1	1	1	
3000– 3199				3	1	3	2	2	4
2800– 2999			2			1	2	1	1
2600– 2799		1		1	1	3	2	3	2
2400– 2599				1		4	5	5	2
2200– 2399				1			3	4	
2000– 2199						1	2	5	2
1800– 1999							8	3	
1600– 1799				1			2	1	1
Below 1600							7	3	
Total	**52**	**45**	**33**	**42**	**26**	**40**	**40**	**43**	**33**

Read Table 21 as follows: Three superintendents of schools were reported receiving $15000 and over, none a salary between $14000 and 14999, etc., (column 2). Of the 56 cities of this size replying 52 reported the salary paid the superintendent. The median paid was $8000. Similarly read other columns, except that for Assistant Superintendents. The distribution of salaries given for Assistant Superintendents in column 3 is for the highest paid (first assistant superintendent) for 45 cities, and that given in column 4 is for the lowest paid assistant superintendents of 33 cities.

[1] One of this number is also director of research.
[2] One of this number is also business manager.
[3] One of this number is also business manager, superintendent of buildings and grounds and chief attendance officer.
[4] Two of this number are also business managers.
[5] One of this number is also assistant superintendent.
[6] One of this number also acts as secretary of board.
[7] One of this number is also superintendent of buildings and grounds.

WHEN SCHOOL patrons realize that teachers are entitled to a professional increase which they have never received there will be less talk of going back to pre-war levels.—*Myra L. Snow, Addresses and Proceedings, National Education Association, 1922, p. 276.*

him not less than $6500. But what about next year? Will salaries be higher or lower? Table 7, Column 2, on page 17, shows that for the past ten years there has been a gradual increase in salaries.

The next question is: What about the index of the cost of living? Table 7 also shows that the cost of living is 70 per cent higher than in 1913 and that in most items there has been an increase since September, 1924.

The school board of a particular city is in a position to draw conclusions about what to pay its administrative officers, as well as its teachers, only after: (1) Considering the place of education in its scheme of values, (2) after determining the caliber of school administrators and teachers wanted, (3) after examining the salaries paid in 1924-1925, (4) after investigating the trend of salaries paid for the past ten years, and (5) after ascertaining the purchasing power of the present dollar, that is after considering its real value in terms of the index of the cost of living.

TABLE 22.—DISTRIBUTION OF SALARIES PAID ADMINISTRATIVE OFFICERS, 1924-1925
Cities 30,000 to 100,000 Population

Salaries paid	Superintendent of schools	Associate or assistant superintendent	Secretary of board	Business manager	Superintendent of buildings and grounds	Secretary to superintendent	Chief attendance officer	Director research tests and measurements
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Median	**$6000**	**$3700**	**$2700**	**$3400**	**$2500**	**$1600**	**$1900**	**$2500**
$13000 and over	1							
12000–12999								
11000–11999	1							
10000–10999	1							
9000– 9999	2							
8000– 8999	5							
7500– 7999	9							
7000– 7499	15							
6500– 6999	13	1						
6000– 6499	41	1						
5500– 5999	11	1						
5000– 5499	19	1	5[2]					1
4800– 4999	6	1	2[1]	1	1			
4600– 4799	3		1[2]					
4400– 4599	8	3	4[4]	5	2			
4200– 4399	3	4[1]	2[3]	2	1			
4000– 4199	2	5	6[3]	2	1			1
3800– 3999		3	4[3]	1	1			2
3600– 3799		6	6[3]	6	9		1	
3400– 3599	2	4	3[3]	1	4			1
3200– 3399		4	3[3]	3[7]	2			
3000– 3199		4	9[5–8]	6	10	1		1
2800– 2999		2		1	3	1	6	3
2600– 2799		1	9[4]	2	7	2	7	1
2400– 2599		2	12[5]	5	22	7[3]	7	8
2200– 2399		1	4		6	5	7	2
2000– 2199		1	7	1	8	13[3]	22	3
1800– 1999			3[3]		6	23	20	2
1600– 1799			1		2	15[9]	7	1
1400– 1599			2		3	28	10	
1200– 1399			2		2	16[6]	6	
1000– 1199			3			8[9]	8	
800– 999			1		1	3	1	
600– 799			3		1		2	
400– 599			1				3	
200– 399			3					1
Below 200			3					
Total	**142**	**45**	**99**	**36**	**92**	**122**	**107**	**27**

Read Table 22 as follows: One superintendent of schools was reported receiving a salary of $13,000 and over; none with salaries between $12000 and $12999, etc. Of the 158 cities of this size replying, 142 reported salary paid the superintendent. The median salary paid was $6000. Similarly read the distribution of salaries paid other administrative officers.

[1] One of this number is also assistant superintendent and business manager.

[2] Notes 2 to 5, inclusive, indicate that secretary of board also acts as business manager. Note 2, two secretaries of board are also business managers; Note 3, one; Note 4, three; Note 5, four.

[6] One of this number is also business manager and superintendent of buildings and grounds.

[7] One of this number is also secretary to board and superintendent of buildings and grounds.

[8–9] Notes 8 and 9 indicate that secretary to superintendent also acts as secretary of board; Note 8, one is secretary of board; Note 9, two are secretaries to boards of education.

TAKING INTO account the depreciation of the value of the dollar and the increase of population and of school attendance in these years, one sees that the increase in amount spent upon public schools is not only justified, but it is in reality not an increase at all.—*American Educational Digest, October, 1924, p. 63.*

TABLE 23.—DISTRIBUTION OF SALARIES PAID ADMINISTRATIVE OFFICERS, 1924-1925

Cities 10,000 to 30,000 Population

Salaries paid	Superintendent of schools	Associate or assistant superintendent	Secretary of board	Business manager	Superintendent of buildings and grounds	Secretary to superintendent	Chief attendance officer	Director research tests and measurements
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Median	**$4500**	**$2950**	**$1000**	**$2600**	**$2020**	**$1270**	**$1150**	**$2000**
$7000–7999	5							
6000–6999	17							
5500–5999	12							
5000–5499	4[1]		1[3]					
4800–4999	10		1					
4600–4799	11							
4400–4599	27							
4200–4399	22							
4000–4199	33	1		1		2[8]		
3800–3999	12	1		1				1
3600–3799	16	2	1	1	1			
3400–3599	14	1	2[4–6]	1				
3200–3399	7	2[2]	3[4–6]		3			
3000–3199	5	3	5[2–6]	1	1		1	1
2800–2999	1	1	1	1	2			1
2600–2799		2	2	3	2	1	1	2
2400–2599		2	11[2–6]	1	9[7]	4	3	2
2200–2399		1	2		5	1	1	3
2000–2199	1	3	5	2	14[7]	6	2	4
1800–1999		1	13[2]	3	12	16[9]	12	2
1600–1799		1	4		2	18[10]	12	5
1400–1599			9		9	38	20	3
1200–1399			8	1	4	49[10]	19	
1000–1199			9		1	39	16	
800– 999			9		1	22	16	1
600– 799			24			9	18	1
400– 599			17		2		15	
200– 399			22		1	1	10	
Below 200			2					
Total	**235**	**21**	**151**	**16**	**69**	**206**	**146**	**26**

Read Table 23 as follows: Five superintendents of schools were reported receiving salaries between $7000 and $7999; 17, salaries between $6000 and $6999, etc. Of the 281 cities of this size replying, 235 reported the salaries paid superintendents of schools. The median salary paid was $4500. Similarly read the distribution of salaries paid other administrative officers.

[1] Two of this number are supervising principals.

[2] One of this number is also business manager.

[3] Also assistant superintendent and business manager.

[4–6] Notes 4 and 6 indicate that secretary of board also acts as business manager and superintendent of buildings and grounds; Note 4, one of these secretaries is also business manager and superintendent of buildings and grounds; Note 6, two.

[5] One of this number is also superintendent of buildings and grounds.

[7] One of this number is also chief attendance officer.

[8–10] Notes 8–10, inclusive, indicate that the secretary to superintendent also acts as secretary of board. Note 8, one is also secretary of board; Note 9, three; Note 10, two.

EDUCATION FOR the children of all the people, extending from the primary grades through the university, constitutes America's noblest contribution to civilization. No child or youth in the United States need be deprived of the benefits of education suited to his age and degree of advancement.

Nevertheless, either through negligence or because of unfortunate circumstances which might be controlled with sufficient effort, large numbers of children do not receive the full preparation for their life's work to which they are justly entitled. Many have reached maturity without even the rudiments of education.

This condition demands the solicitude of all patriotic citizens. It involves not only the persons immediately concerned and the communities in which they live, but the nation itself, for the welfare of the country depends upon the character and the intelligence of those who cast the ballots.

Education has come to be nearer to the hearts of the American people than any other single public interest. The plan of maintaining educational institutions from public funds did not originally prevail in most of the states, and even where it was in use it was but feebly developed in the early days of the Republic. That plan did not arise spontaneously in the minds of all citizens. It was only when the suggestion came forcefully, convincingly and repeatedly from a few pioneers that popular interest was fully aroused. Vigorous campaigns were required not only to establish the idea of public education, but also for its maintenance and for its important extensions.—*Calvin Coolidge, Proclamation, November 12, 1924.*

TABLE 24.—DISTRIBUTION OF SALARIES PAID ADMINISTRATIVE OFFICERS, 1924-1925

Cities 5,000 to 10,000 Population

Salaries paid	Superintendent of schools	Associate or assistant superintendent	Secretary of board	Business manager	Superintendent of buildings and grounds	Secretary to superintendent	Chief attendance officer	Director research tests and measurements
1	2	3	4	5	6	7	8	9
Median	**$3600**	**$2450**	**$420**	**$2150**	**$1800**	**$1080**	**$540**	**$1800**
$6000–6999	6							
5500–5999	5							
5000–5499	20[1]							
4800–4999	5							
4600–4799	5[2]							
4400–4599	17[2]							
4200–4399	20[3]							
4000–4199	48							
3800–3999	16							
3600–3799	38	1						
3400–3599	38[2]	2						
3200–3399	222[2–3]	1	1[4]					
3000–3199	36				1			
2800–2999	6	1		1				
2600–2799	5		1[5]					
2400–2599	4	2	1	1				
2200–2399				1	27	1		1
2000–2199		2	1	1[3]	2	3	1	1[1]
1800–1999		1	5		7	11[2–8]	2	1
1600–1799		1		1	2	11[8]	3	2
1400–1599		1	3	1	3	21[10]	4	
1200–1399			6[4–6]		2	48[3]	6	
1000–1199			5[6]		1	32[2–9]	11	
800– 999			19			35	8	
600– 799			28		1	29	16	
500– 599			10			9	6	
400– 499			12		1	3	13	
300– 399			35		1	5	9	
200– 299			13			2	13	
Below 200			31				17	
Total	**291**	**12**	**171**	**6**	**23**	**210**	**109**	**5**

Read Table 24 as follows: Six superintendents of schools were reported receiving salaries between $6000 and $6999; 5, salaries between $5,500 and $5,999, etc. Of the 365 cities of this size replying, 291 reported the salaries paid superintendents of schools. The median salary paid was $3600. Similarly read the distribution of salaries paid other administrative officers.

[1] One of this number is also director of vocational education.
[2] One of this number is supervising principal.
[2–10] Notes 3 and 10 indicate that these officers also act as secretary of board; Note 3, 1 is secretary of board; Note 10, 2.
[4] One of this number is also superintendent of buildings and grounds and chief attendance officer.
[5] Also business manager and superintendent of buildings and grounds.
[6] One of this number is also secretary to the superintendent.
[7] One of this number is also chief attendance officer and business manager.
[8] One of this number is also secretary of board and attendance officer.
[9] One of this number is also clerk, nurse and attendance officer.

PREVIOUS TO the development of the idea of a salary schedule it was the practice, on the part of teachers, to get what they could get or take what they were given, and, on the part of boards of education, to pay what they had to pay or what they could afford to pay. These practices still prevail in hundreds of American communities where the salary schedule idea has never been broached. Each teacher gets what he or she can get. Personal, social, political, charitable, and even religious pulls are exercised. Frequently, the schools get into politics and local bosses dictate not only the selection of the personnel, but also the remuneration. Obviously, under such a plan or rather lack of plan, many injustices are done. . . .

The following advantages may be offered in favor of the salary schedule:

1. It is impersonal.
2. It deals justly with new teachers.
3. It deals justly with home teachers.
4. It makes a career possible.
5. It secures better preparation.
6. It increases tenure.
7. It stimulates teachers.
8. It improves the social status of teachers.
9. It helps fix the yearly budget.—*E. E. Lewis, Journal of Educational Research, March, 1924, pp. 199-202.*

Salaries Paid Directors and Supervisors in 1924-1925

Tables 26-30 show the distribution of salaries paid directors and supervisors in cities of five population groups. Chart XII shows the median salaries paid supervisors of music in 842 cities.

TABLE 25.—DISTRIBUTION OF SALARIES PAID ADMINISTRATIVE OFFICERS, 1924-1925

Cities 2,500 to 5,000 Population

Salaries paid	Superintendent of schools	Associate or assistant superintendent	Secretary of board	Business manager	Superintendent of buildings and grounds	Secretary to superintendent	Chief attendance officer	Director research tests and measurements
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Median	**$3200**	**$3600**	**$300**	**$1620**	**$2100**	**$850**	**$300**	**$2000**
$7000 and over	2							
6000–6999	3							
5000–5999	9[1]							
4800–4999	5[2]							
4600–4799	4							
4400–4599	4	1						
4200–4399	10				1			
4000–4199	23[3]				1			
3800–3999	14							
3600–3799	52[4]	1			1			
3400–3599	45[5-6]							
3200–3399	46[3]							
3000–3199	83[6]		1[8]		2	1		
2800–2999	35[5-6]				1			
2600–2799	32[7]				1			1
2400–2599	26[1]				3		1	
2200–2399	9[2]					1		1
2000–2199	6		1		1	3	1	1
1800–1999	4		1	1	5[11]	4[5]	2	1
1600–1799	1			1	1	3		1
1400–1599	1		2[9]		1	7	1	
1200–1399		1	2[10]			26[12]	4	
1000–1199			4		1	26[5]	2	
800– 999			13		1	36	4	
600– 799			22			39	7	
500– 599			8			17	2	
400– 499			13			7	11	
300– 399			43			5	12	
200– 299			38		1	2	16	
100– 199			60	1			23	
Below 100			8				6	
Total	**414**	**3**	**216**	**3**	**21**	**177**	**92**	**5**

Read Table 25 as follows: Two superintendents of schools were reported receiving salaries over $7000; 3, salaries between $6000 and $6999, etc. Of the 589 cities of this size replying, 414 reported the salaries paid superintendents of schools. The median salary paid was $3200. Similarly read the distribution of salaries paid other administrative officers.

[1-2-3-4-6-7] Notes, one two, three, four, six, seven indicate that superintendents of schools are supervising principals; Note 1, two are supervising principals; Note 2, one; Note 3, three; Note 4, four; Note 6, eleven; Note 7, six superintendents of schools are supervising principals.

[5-12] Notes five and twelve indicate that these officers also act as secretaries of board; Note 5, one is secretary of board; Note 12, two.

[8] Is also business manager.

[9] One secretary of board is also superintendent of buildings and grounds.

[10] One of this number has also 10% of delinquent taxes collected.

[11] One of this number is also chief attendance officer.

WHATEVER THE underlying causes may be, "lack of money" will always be put forward as the excuse for low salaries for teachers. If a given community has a comfortable and well-equipped school building to accommodate all its children, and has money enough to pay good salaries to good teachers for conducting the school 9 months in the year, with a high type of administrative organization, the school problem for that community is solved. With sufficient funds for salaries the requirements can be made so high that none but teachers of the highest grade need be employed. If this policy could be followed in every community, the poor teacher who will never be anything else but a poor teacher will be forced to seek other employment, and the poor teacher who has ambition will go away and prepare herself to earn a better salary by learning to become a better teacher.—*U. S. Bureau of Education, Rural School Leaflet No. 24, 1924, p. 7.*

CHART XI

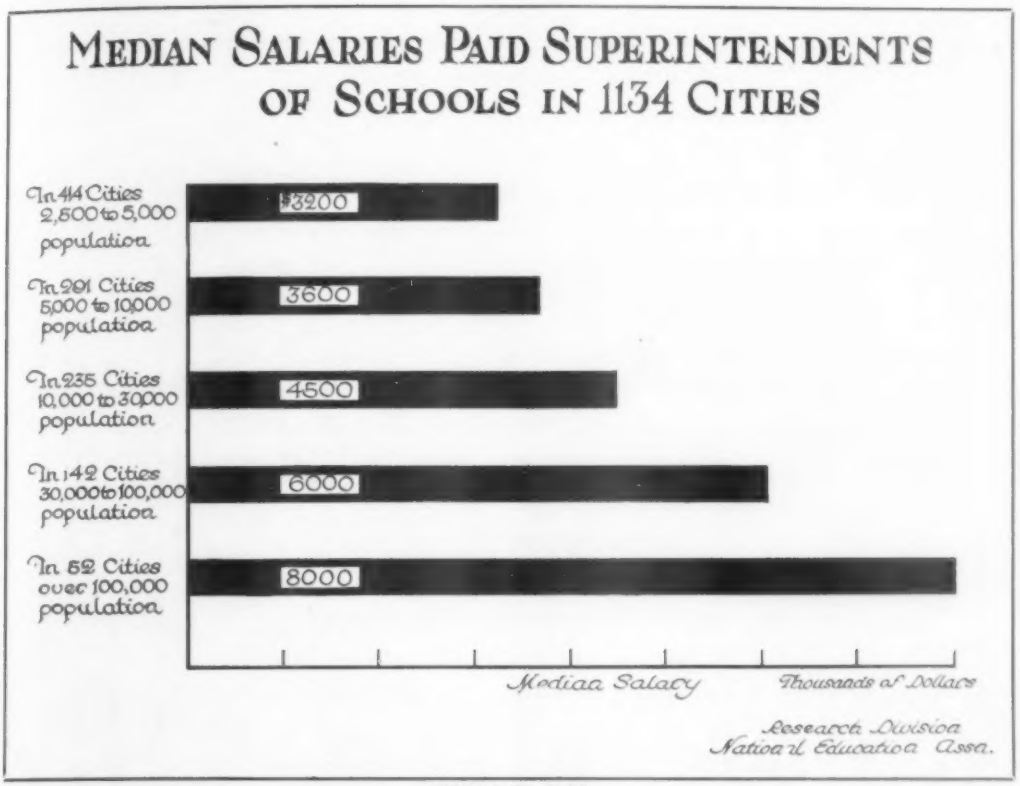


CHART XII

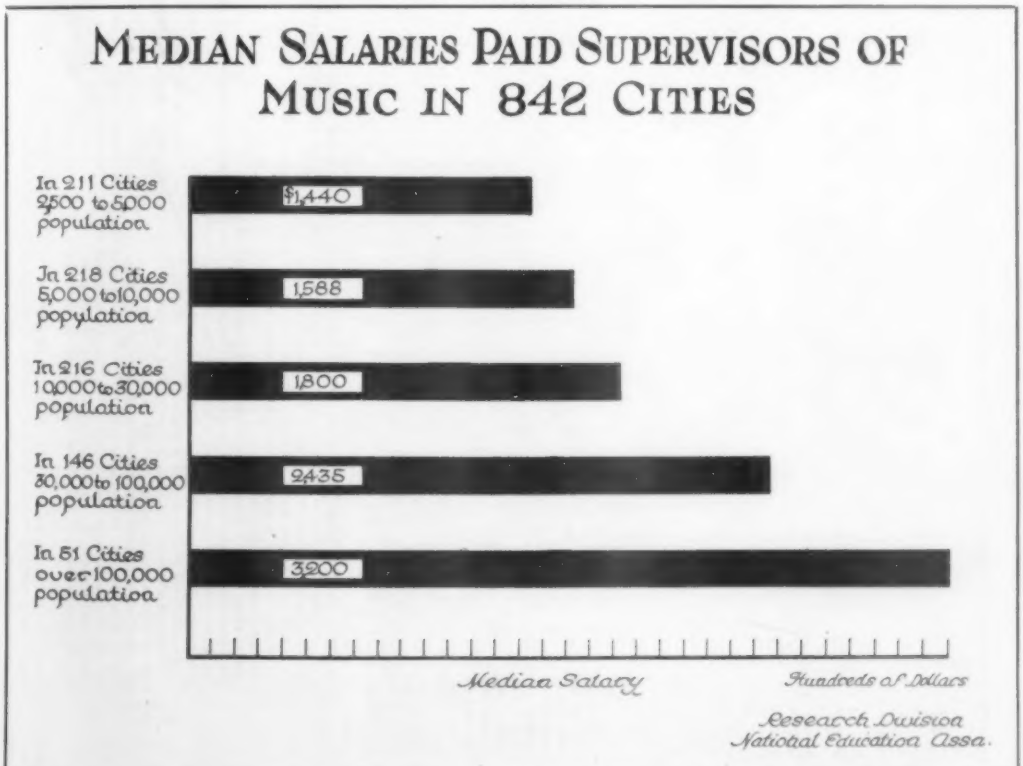


Chart XI is based on data in Tables 21-25, which present similar data for seven other groups of administrative officers.

Chart XII is based on data in Tables 26-30, which present similar data for sixteen other groups of supervisors and directors.

TABLE 26.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925

Cities 100,000 Population and Over

Salaries paid	Kindergarten	Primary grades	Intermediate	Junior high schools	High schools	Continuation schools	Evening schools	Americanization	Vocational education	Manual training	Home economics	Health	Physical education	Art	Music	Penmanship	Attendance officers	
																	Maximum	Minimum
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*	*19*
Median	**$3000**	**$2975**	**$3300**	**$4524**	**$4800**	**$3300**	**$3600**	**$2750**	**$3800**	**$3500**	**$2700**	**$3100**	**$3500**	**$3080**	**$3200**	**$2750**	**$1900**	**$1500**
$7000 and over							1		1			1[19]						
6000-6999				1	1										1		1	
5000-5999	2		2	1		1	2[8-9]		3[14]	4	3	4	4	3[22]	2	2		
4800-4999					1[6]			1	2[15]	1		3	1					
4600-4799															1			
4400-4599	1[1]	1	2			1		1[12]	1[16]	2		1	5	2	3	1		
4200-4399				1[7]			1	1[12]	2[14]	2	1		2	2	2			
4000-4199	3[2]	3	1[3]	1			2[9]			1	1		2	3[15]	3	1		
3800-3999	2		2[4]					1	5[17]	3	1	1	2	2	2	2		
3600-3799	2	1	1			1	1	2[13]	4	3	5	2[19]	4	4	4	3	1	
3400-3599	3	1	1				2[9-10]		2	4	1	2	7	3	3			
3200-3399	3[2]	3	2		1	2	1[11]	1	1	1	2	2[19]	3	5	6	1		
3000-3199	3[2]	4[3]	4[2]			1		3[13]	2	3	4	2	6	4	3	3	1	
2800-2999	4	6	1						1	3[13]	1	2[20]	5	8	8	5		
2600-2799	1		2			1		4[12]	1	1	2	2[21]	2	1	1	2	2	
2400-2599	7[4]	6	2[3]					2		5	9	4	2	7	7	8	1	
2200-2399	3[2]					1		1		2	6		3[5]	4	3	3		
2000-2199	1		1[6]					1	1	1	3	1	1		1	4	13	5
1800-1999									1	1	2	2	1	1	1	1	8	4
1600-1799							1							1		1	6	5
1400-1599		1				1						3					6	13
1200-1399								1[13]									2	8
1000-1199																	1	4
800- 999								1[12]										
600- 799							1										1	
400- 599							1	1										
200- 399																		1
Total	**35**	**26**	**21**	**4**	**3**	**9**	**13**	**21**	**27**	**37**	**41**	**32**	**50**	**50**	**51**	**37**	**43**	**40**

Read Table 26 as follows: No supervisors of kindergartens were reported receiving ta salary of $7000 and over; two were reported receiving salaries between $5000 and $5999, etc., (column 2). Of the 56 cities of this size replying, 35 reported a salary paid a kindergaren supervisor. The median was $3000. Similarly read other columns of this table.

[1] This kindergarten supervisor also supervises the elementary grades.

[2-3-4] Notes two, three, and four indicate that supervisors of kindergartens are also supervisors of primary grades; Note 2, one is supervisor of primary grades; Note 3, 3; Note 4, 2.

[5] One of this number is also director of kindergartens.

[6] Also supervises junior high school.

[7] Is supervisor of both junior high schools and senior high schools.

[8] Also supervises continuation schools, Americanization classes and manual training or industrial arts.

[9] Also supervises continuation schools and Americanization classes.

[10] Also supervises Americanization classes and penmanship.

[11] Also supervises summer and Americanization classes.

[12-13] Notes twelve and thirteen indicate that directors of Americanization are also directors of evening schools; Note 12, one is director of evening schools; Note 13, 2.

[14] One of this number is also special education director.

[15] One of this number is also director of manual training.

[16] One of this number is also supervisor of continuation schools, evening schools, manual training or industrial arts.

[17] One of this number is also director of continuation and evening schools.

[18] One of this number is also director of home economics.

[19] One of this number is also director of physical education.

[20] One of this number is orthopedic specialist.

[21] One of this number is paid by welfare board.

[22] One of this number is also director manual training and home economics.

TABLE 27.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925

[22] One of this number is also director manual training and home economics.

TABLE 27.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925
Cities 30,000 to 100,000 Population

Salaries paid	Kindergarten	Primary grades	Intermediate	Junior high schools	High schools	Continuation schools	Evening schools	Americanization	Vocational education	Manual training	Home economics	Health	Physical education	Art	Music	Penmanship	Attendance officers
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*
Median	**$2450**	**$2200**	**$2675**	**$3128**	**$4500**	**$2475**	**$600**	**$1800**	**$3000**	**$2500**	**$2200**	**$2000**	**$2600**	**$2100**	**$2435**	**$2100**	**$1600**
$7000 and over									1						1		
6000–6999																	
5000–5999					[11]							1					
4800–4999												1					
4600–4799									1			1					
4400–4599					1								1				
4200–4399									1			1			1		
4000–4199						1	[15] 1		[18] 3			4	2		1		
3800–3999	[1] 1						1		[19] 1	1	1		3	2	3		
3600–3799	[2] 1	1	1				1		[20-21] 3	2		3	6	1	2		
3400–3599	[3] 2	2		1			[16] 2	[14] 1	[19] 5	2	[19] 2		5	1	2		
3200–3399	[1] 1	1	1	1		1	[16] 2		[22] 5	9	4	1	5	3	7	3	
3000–3199	[3-2] 3	[4] 4	3	1	1	5		[16] 2	8	9	4	7	9	6	11		
2800–2999	[4] 4	[3] 3	1			[13] 5		[14] 1	[20] 5	4	3	1	13	9	11	2	
2600–2799	[6] 6	[5] 5	[11-12] 5			8			5	10	10	2	20	6	15	6	
2400–2599	[5] 5	[6] 6	4	[19] 1		9	1	6	5	12	11	1	16	21	25	16	2
2200–2399	[8] 8	[7] 3	1			3	1	1		9	14	4	12	16	16	9	2
2000–2199	[3] 3	[10] 11				2		5	1	10	13	7	11	23	19	10	10
1800–1999	2	7	2			8		5		7	16	7	12	25	[23] 16	14	11
1600–1799	2	3				1				3	10	4	2	18	13	11	11
1400–1599	1	3				1			1	1	5	5	7	5	1	2	12
1200–1399						2		2			3	5	2	2	2	3	10
1000–1199						1	1	1			1	1				1	3
800– 999							1	[14] 2				1					8
600– 799						[18] 1	5	[16] 3				2					
400– 599							4	[17] 2	1			2					1
200– 399							8	4				1					1
100– 199							1	2									
Below 100							1	1									
Total	**39**	**49**	**18**	**4**	**3**	**48**	**30**	**38**	**46**	**79**	**97**	**62**	**126**	**138**	**146**	**77**	**71**

[1-2-5-6-7] Notes one, three, five, six and seven indicate that kindergarten supervisors are also supervisors of primary grades; Note 1, one is supervisor of primary grades; Note 3, two; Note 5, six; Note 6, five; Note 7, three kindergarten supervisors are also supervisors of primary grades.

[3-4] Notes two and four indicate that kindergarten supervisors are also supervisors of primary and intermediate grades; Note 2, one is supervisor of primary and intermediate grades; Note 4, two.

[8-9-10] Notes eight, nine and ten indicate that supervisors of primary grades are also supervisors of intermediate grades; Note 8, three are supervisors of intermediate grades; Note 9, one; Note 10, two.

[11] One of this number is also supervisor of junior high schools.
[12] One of this number is also supervisor of kindergartens, primary grades and junior high schools
[13] One of this number is also director Americanization classes.
[14-17] Notes 14 and 17 indicate that Americanization directors are also directors of evening schools; Note 14, one is director evening school; Note 17, two.
[15] Is also director continuation schools, Americanization, and vocational education.
[16] One of this number is also director continuation schools, and Americanization classes.
[18] One of this number is also director of evening schools.
[19] One of this number is also director of manual training.
[20] One of this number is also director of continuation schools, evening schools, Americanization classes and manual training.
[21] One of this number is also director continuation schools and manual training.
[22] One of this number is also director continuation schools, evening schools and manual training.
[23] One of this number is also supervisor of art.

TABLE 28.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925
Cities 10,000 to 30,000 Population

Salaries paid	Kindergarten	Primary grades	Intermediate	Junior high schools	High schools	Continuation schools	Evening schools	Americanization	Vocational education	Manual training	Home economics	Health	Physical education	Art	Music	Penmanship	Attendance officers
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*
Median	**$1600**	**$2000**	**$1925**	**$2500**	**$3250**	**$1700**	**$300**	**$320**	**$2650**	**$2100**	**$1640**	**$1525**	**$2175**	**$1750**	**$1800**	**$1707**	**$1000**
$4000 and over					1	1			1	1		2	1				
3800–3999												1	1		1		
3600–3799		1	1			1									1		
3400–3599		2[2-5]			1					1			1				
3200–3399						1			1	2			4		1		
3000–3199		2[2-6]			1				6[17]	3			10	1	5		
2800–2999		3[5]		1[12]				1	1	7			3	1	1	1	
2600–2799		3[2-5]	1			2		1	4	5	3		14	4	4	1	
2400–2599		13[8]		1	1	4	1[13]	2	2	8	3	2	22	5	16	4	
2200–2399		3[7-8]				5			3	19	5	4	21	17	14	5	2
2000–2199		9[9]	1	1		6	2[14]	2	3	27	13	2	31	22	30	9	3
1800–1999	1	12[10-11]				3		3	3	23	25	3	16	42[18]	46	16	1
1600–1799	3[1]	8[3]	2			9	4[15-16]	2		11	28	8	14	51	41	21	7
1400–1599	2	3	1			8		2		4	28	13	9	29[19-20]	35	15	5
1200–1399	1	1				1		1		3	15	6	7	10	13	3	8
1000–1199		1				1		1		1	4	3	2	3[20]	6	2	6
800– 999						1					1	3		1	2	2	8
600– 799						2	4	1				3		1			2
400– 599						1	4	2				3	1	1		1	8
200– 399						1	17[16]	11				2		1			7
100– 199							7	10				1					3
Total	**7**	**61**	**6**	**3**	**4**	**47**	**39**	**39**	**24**	**115**	**125**	**56**	**157**	**189**	**216**	**80**	**59**

[1] One of this number also acts as supervisor of primary grades.
[2-6] Notes two and five indicate that supervisors of primary grades also act as supervisors of kindergartens and intermediate grades; Note 2, one is supervisor of kindergarten and intermediate grades; Note 5, three.
[3-6-9-10] Notes three, six, nine and ten indicate that supervisors of primary grades also act as supervisors of intermediate grades; Note 3, one acts as supervisor of intermediate grades; Note 6, four; Note 9, two; Note, 10, three.
[4] One of this number also acts as supervisor of kindergarten, intermediate and junior high schools.
[7] One of this number also acts as supervisor of kindergarten.
[8] One of this number also acts as intermediate and high school supervisor.
[11] One of this number also acts as director of continuation schools.
[13] Also acts as supervisor of senior high schools.
[13-16] Notes 13 and 16 indicate directors of evening schools also act as directors of Americanization classes; Note 13, one acts as director of Americanization classes; Note 16, two.
[14] These also act as directors of continuation schools and Americanisation classes.
[15] One of this number also acts as director of health.
[17] One of this number also acts as director of evening schools.
[18-19] Notes 18 and 19 indicate that supervisor of art also act as supervisors of penmanship; Note 18, one acts as supervisor of penmanship; Note 19, four.
[20] One of this number also acts as supervisor of music.

THE EVOLUTION of the system of public instruction during the last century has brought about radical changes in the requirements for teaching, and has rapidly developed the professional teacher. The natural result of increased efficiency in any department of labor is increased compensation.—*A. G. Lane, Addresses and Proceedings, National Education Association, 1902, p. 323.*

TABLE 29.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925

TABLE 29.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925
Cities 5,000 to 10,000 Population

Salaries paid	Kindergarten	Primary grades	Intermediate	Junior high schools	High schools	Continuation schools	Evening schools	Americanization	Vocational education	Manual training	Home economics	Health	Physical education	Art	Music	Penmanship	Attendance officers
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*	*16*	*17*	*18*
Median	**$1475**	**$1800**	**$2050**	**$1800**	**$2600**	**$1625**	**$300**	**$300**	**$2050**	**$2000**	**$1500**	**$1200**	**$1800**	**$1600**	**$1588**	**$1500**	**$ 450**
$4500 and over																	
4000–4499																	
3800–3999													1				
3600–3799					1[4]												
3400–3599																	
3200–3399					1								2				
3000–3199									2	1		1	2				
2800–2999									1[7]	1			1[10]				
2600–2799	1[1]		1[3]		1				3	4			8		3	1	
2400–2599			1[4]		1			2	2	16[8]	1		15	2[8]	2		1
2200–2399		3	1[4]			1			3	14	1	1	12	5	6		
2000–2199		5	1			4			4	29[9]	9		23	13[12]	28[17]	2	
1800–1999		1	1	1	1	1			4	26	11	9	28	29[13]	27	4	2
1600–1799		4[2]	2			2		1	1	21	29	1	19[11]	34[16]	43	13	2
1400–1599		3				3	1		1	7	36	6	26	39[14–12–4]	50	11	2
1200–1399	1					1			1	2	30	7	10	22[13–16]	29	7[12]	2
1000–1199							1		1	1	4	1	1	2	19	1	1
800– 999		1						1			2	3	4	3[11]	8	1	7
600– 799						1	1					5	1	4	1		7
400– 599						1	3	2	1	1	1	7	2		2	2	11
200– 399						2	9	12			1	2				1	12
100– 199							5[5]	5				1		1		1	10
Below 100							1										6
Total	**2**	**17**	**7**	**1**	**5**	**16**	**21**	**23**	**24**	**123**	**125**	**44**	**155**	**154**	**218**	**44**	**63**

[1] Is also supervisor of primary and intermediate grades.
[2] One of this number is also supervisor of intermediate grades.
[3] Is also supervisor of kindergarten, primary grades and junior high school.
[4] Is also supervisor of primary grades.
[5] Is also supervisor of junior high school.
[6] One of this number is also director of Americanization.
[7] Is also director manual training and evening schools.
[8] One of this number is also supervisor of home economics.
[9] The work of one of these directors is also combined with physical education.
[10] Is also director health.
[11] One of this number is also director manual training.
[12–16] Notes 12 and 16 indicate that supervisors of art are also supervisors of penmanship; Note 12, one is supervisor of penmanship; Note 16, two.
[13–14–15] Notes 13, 14 and 15 indicate that supervisors of art are also supervisors of music; Note 13, one is supervisor of music; Note 14, three; Note 15, two.
[17] One of this number is also director of art.

DEMOCRACY HAS been defined as the progress of all through all, under the leadership of the wisest and best. The first principle of determining a salary schedule is, under all circumstances, to pay that amount of money to those teachers that will get the best and wisest leadership for the children of America.—*E. S. Evenden, Addresses and Proceedings, National Education Association, 1923, p. 243.*

TABLE 30.—DISTRIBUTION OF SALARIES PAID DIRECTORS AND SUPERVISORS, 1924-1925
Cities 2,500 to 5,000 Population

Salaries paid	Kindergarten	Primary grades	High schools	Evening schools	Americanization	Vocational education	Manual training	Home economics	Health	Physical education	Art	Music	Penmanship	Attendance officers
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Median	$1250	$1800	$2000	$240	$275	$2000	$1850	$1440	$1500	$1800	$1450	$1440	$1280	$260
$3800–3999										1				
3600–3799										1				
3400–3599														
3200–3399							2			1				
3000–3199							4					1		
2800–2999			1											
2600–2799		1[1]					3	1		3	1	2		1
2400–2599		3[1]	1			3	6		2[3]	6		3		
2200–2399		2[1]	1			1	13	2	2	10	3	4	1	
2000–2199		1	5			3	23	2	3	18	3	5	1	
1800–1999		4[2–4]	1			4	27	11		19	11[6]	19		2
1600–1799	2						18	27	2	16	22[7]	34	3	1
1400–1599	1	2			1	1	16	45	12[5]	11	30[8–9]	51	4	1
1200–1399	3	2				1	9	48	4	15[6]	31[10–11]	54	10	1
1000–1199	3	1					1	6		6	7[8–9]	22	3	3
800– 999	1							2	2		5[9–6]	3	1	4
600– 799					1				2	2	3[9]	6		1
400– 599					1		1	1		1	1	7	1	5
200– 399				5	6				1		1			16
100– 199				2	2				1					9
Below 100					1									4
Total	10	16	9	7	12	13	123	145	31	110	118	211	24	48

Read Table 30 as follows: No supervisors of kindergartens were reported receiving a salary between $3800 and $3999; two, a salary between $1600 and $1799, etc. A total of 10 kindergarten supervisors was reported by the 589 cities of this size that replied. Similarly read the distribution of salaries paid other directors and supervisors.

[1–4] Notes 1 and 3 indicate that supervisors of primary grades also act as supervisors of intermediate grades; Note 1, one primary grade supervisor is also supervisor of intermediate grades, Note 3, three. [2] One of this number also acts as supervisor of kindergarten and primary grades. [3] Are also directors of physical education. [6–7–8–10] Notes 6, 7, 8 and 10 indicate that these directors are also supervisors of music; Note 6, one is supervisor of music; Note 7, two; Note 8, 13; Note 10, six. [9–11] Notes 9 and 11 indicate that these supervisors are also supervisors of penmanship; Note 9, one is supervisor of penmanship; Note 11, two.

TABLE 31.—MAXIMUM, MEDIAN, AND MINIMUM SALARIES FOR ELEMENTARY AND HIGH SCHOOL TEACHERS
In 22 Cities Over 250,000 in Population

Cities	1920 population	Salaries paid elementary teachers			Salaries paid high school teachers		
		Maximum	Median	Minimum	Maximum	Median	Minimum
1	2	3	4	5	6	7	8
New York, N. Y.	5,620,048	$3250	$2801	$1500	$3700	$3700	$1900
Cleveland, Ohio	796,841	2880*	1963	1200	3600*	2804	1500
Jersey City, N. J.	298,103	2800	1818	1400	3800	3127	2200
Newark, N. J.	414,524	2700	2271	1500	4400*	3800*	2100
Milwaukee, Wis.	457,147	2600*	2401	1200	3600*	2600	1600
Denver, Colo.[1]	256,491	2520[1]	2024	1200[1]	2880[1]	2436	1350[1]
Chicago, Ill.	2,701,705	2500	2387	1500	3800	3026	2000
Minneapolis, Minn.[1]	380,582	2000[1]	1810	1200[1]	2500[1]	2220	1500[1]
St. Louis, Mo.	772,897	2200*	1936	1200	3200	2780	1600
Los Angeles, Calif.	576,673	2200	1802	1400	2800	2322	1800
Kansas City, Mo.	324,410	2200*	1767	1200	3000*	2391	1400
New Orleans, La.	387,219	2150*	1531	1200	3450[#2]	2348	1400[2]
Buffalo, N. Y.	506,775	2050*	2009	1200	2400	2400	1600
Seattle, Wash.	315,312	2040	1895	1440	2340	2251	1680
Philadelphia, Pa.	1,823,779	2000	2000	1200	3600*	3234	1800
Detroit, Mich.	993,678	2000	1960	1500	2600	2600	1700
Pittsburgh, Pa.	588,343	2000	2000	1200	3200	3200	1800
Cincinnati, Ohio	401,247	2000	2000	1100	2800	2473	1300
Indianapolis, Ind.	314,194	2000	1930	1200	2800	2766	1500
Rochester, N. Y.	295,750	2000	1906	1200	2800*	2406	1600
San Francisco, Calif.	506,676	1900	1900	1400	2400	2400	1700
Portland, Ore.	258,288	1800	1759	1200	2100	2043	1600

* Supermaximum.

[1] Denver and Minneapolis have single salary schedules. The minima and maxima of cities with single salary schedules cannot be stated exactly since they are determined by training and not by grade taught. In tabulating minima and maxima for cities with single salary schedules the following method was used: The minima and maxima paid teachers who are normal school graduates (two years beyond high school) were tabulated as the minima and maxima for elementary teachers. The minima and maxima paid college graduates (four years training beyond high school) were tabulated as the minima and maxima paid high school teachers. In Minneapolis, teachers with qualifications equivalent to a normal school diploma are in one class and receive a salary of $1200 to $2000. All these are teaching in the elementary schools. Teachers with the equivalent of a college degree or more, start at $1500 and reach $2500. Some of these teach in the elementary grades. In Denver, the minimum for teachers with an A. B. degree is $1350 regardless of whether they are employed to teach in elementary, junior or senior high school, and the maximum is $2880. For those with an A.M. degree, the maximum is $3080. According to Denver's Single Salary Schedule, $3080 is paid to teachers who have a master's degree, no matter whether they teach in elementary, junior, or senior high school. These facts should be kept in mind in studying Charts XIII and XIV. [2] This is the supermaximum for men. The supermaximum for women is $2550. [2] This is the minimum for women. The minimum for men is $1700.

Salary Schedules Versus Lowest Bidders

"To be disposed of: A likely servant man's time for four years who is very well qualified for a clerk or to teach school, he reads, writes, understands arithmetic and accounts very well. Inquire of the printer hereof." It is a far cry from the time when this advertisement appeared in a colonial newspaper to the present 1925 survey of teachers' salaries. The latter is also a far cry from the custom of giving a teaching position to the lowest bidder. Formerly, a teacher when applying for a position was asked to "state salary"—to state the least he would take; for the lowest bidder was the winner.

Now a self-respecting school board names the sum that it is prepared to pay, and then selects the best teacher at that figure. Table 32 shows the percentage of cities which have adopted definite salary schedules. In 1922, 59 per cent of the cities under 30,000 in population, replying to the Salary Inquiry had definite salary schedules; today 62 per cent of the cities of this size replying have salary schedules.

What are the general principles underlying a scientifically built salary schedule?

"A Salary Schedule" means a plan for the payment of school employees formally adopted by the Board of Education or School Committee, which to a large degree automatically determines the minimum salary, the amount and number of yearly increases, and the maximum salary received by various groups of teachers, principals, and other employees, with specific qualifications.

Three general principles affecting the making of salary schedules laid down by E. S. Evenden are:

1. Salary schedules should tend to make teaching a profession.

2. Salary schedules should serve to secure and retain competent and desirable people as teachers.

3. Salary schedules should assure a maximum of service and professional growth from all teachers.

Specific principles affecting the making and administration of salary schedules are developed in detail by E. S. Evenden in *Teachers' Salaries and Salary Trends in 1923.*[1]

Salary Schedule Provisions for Minimum Salaries

Charts XIII and XIV on pages 48 and 49, are based on data presented in Table 31. They show that for cities over 250,000 in population there is considerable agreement between the minimum salary paid both elementary and secondary teachers in the 22 cities listed. However, the most telling facts revealed by these charts is the relation of the median salary actually paid in each city to the minimum and maximum set down in the

TABLE 32.—NUMBER AND PERCENTAGE OF CITIES WITH SALARY SCHEDULES

Having regular salary schedule	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	57	100	140	88	207	76	210	58	246	44	860	61
Yes with qualifications[1]	0	0	6	4	20	7	21	6	38	7	85	6
No	0	0	13	8	46	17	132	36	279	49	470	33
Total	**57**	**100**	**159**	**100**	**273**	**100**	**363**	**100**	**563**	**100**	**1415**	**100**

[1] These cities reported that they had salary schedules, but added qualifying statements similar to the following: "Applies to elementary teachers only", "We have a minimum and maximum salary but no definite number of increases", "For women only", "For high school teachers only", etc.

[1] *Teachers' Salaries and Salary Trends in 1923.* Report of the Salary Committee of the National Education Association, 1201 Sixteenth Street, Northwest, Washington, D. C., July, 1923. Chapter V.

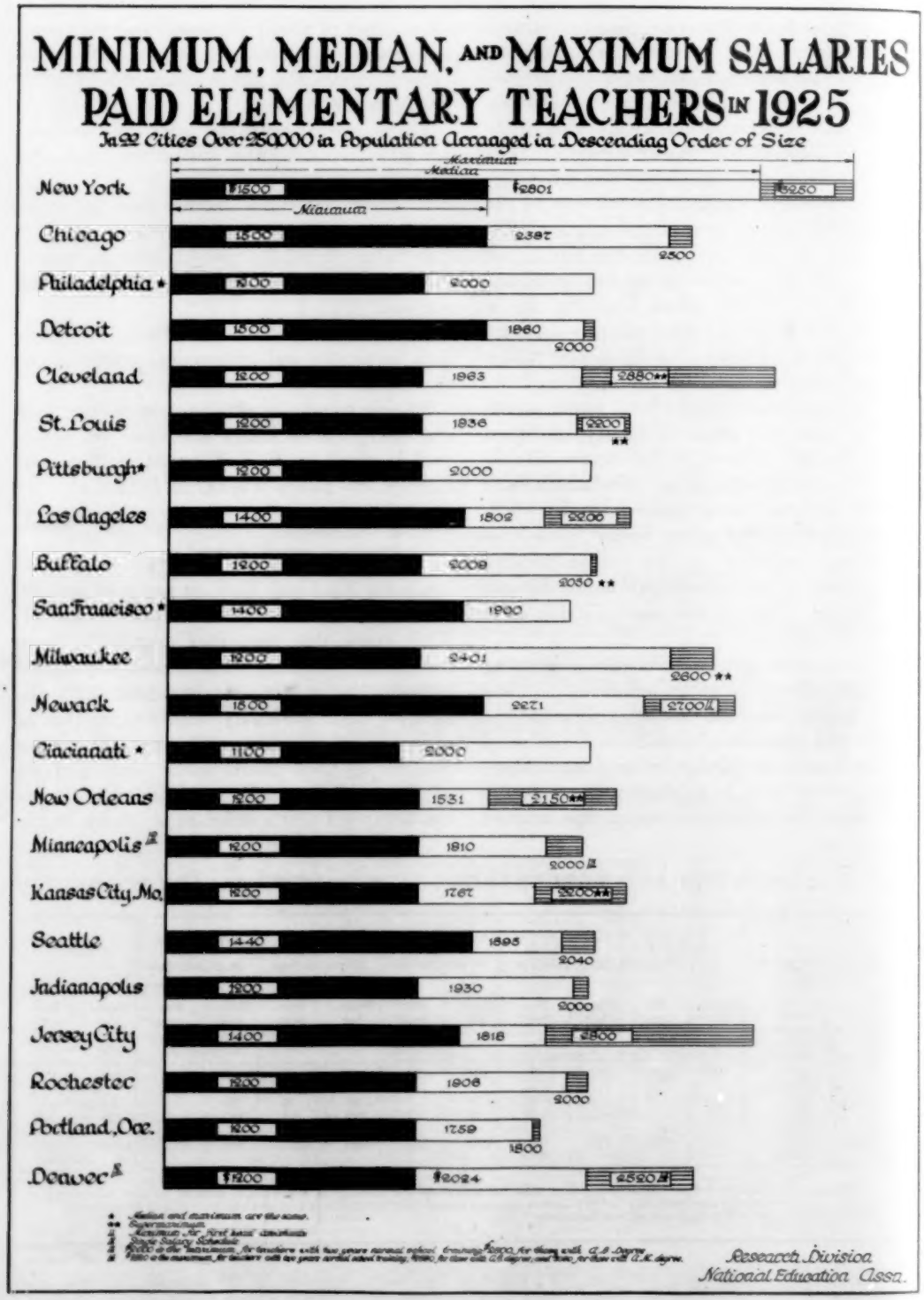


Chart XIII is based on data in Table 31.

MINIMUM, MEDIAN, AND MAXIMUM SALARIES PAID HIGH SCHOOL TEACHERS IN 1925

In 22 Cities Over 250,000 in Population Arranged in Descending Order of Size

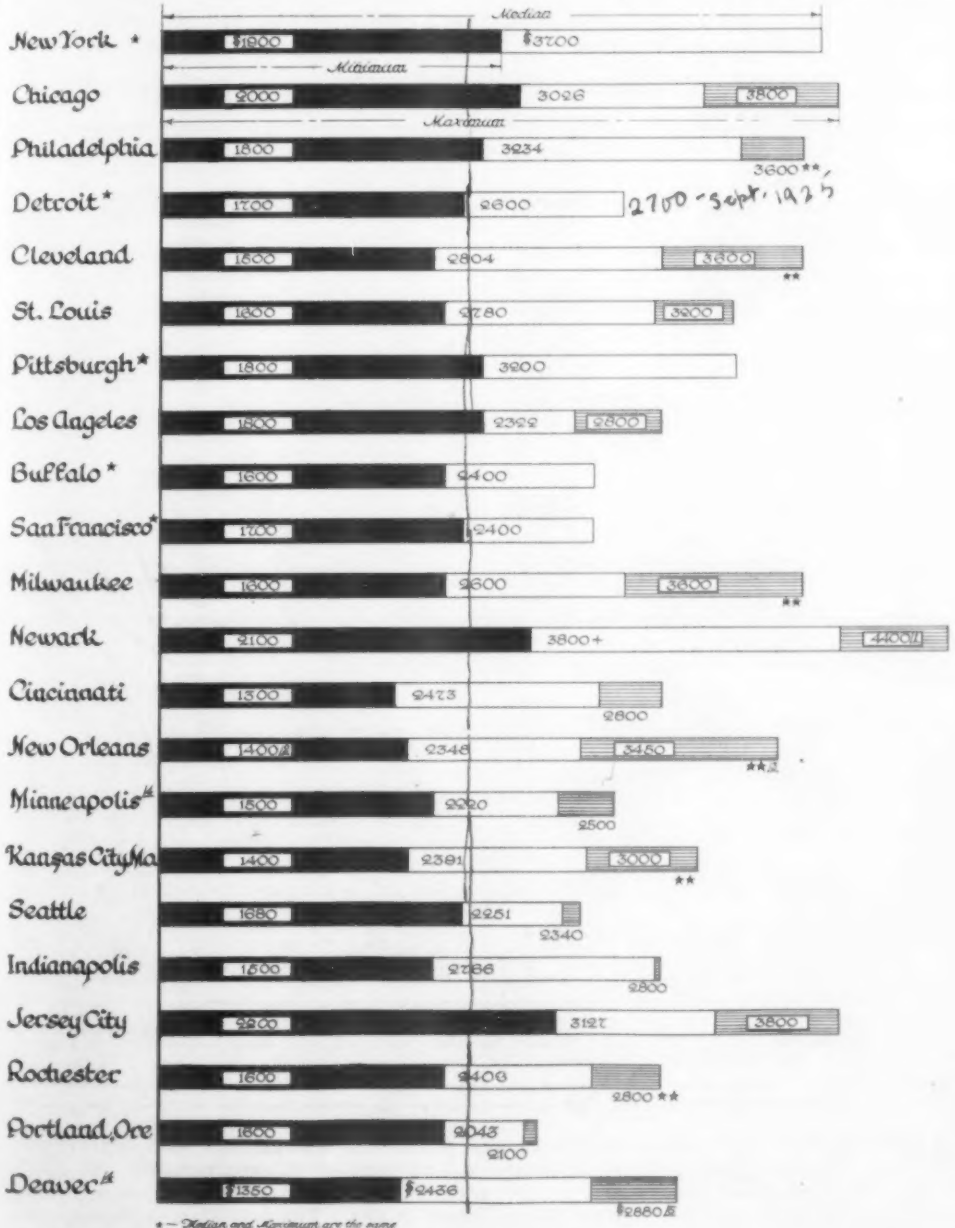


Chart XIV is based on data in Table 31.

salary schedule. In the salary survey of a particular city, the amount of the maximum set down in the schedule is not so important as the median salary actually paid.

The number of cities reporting for each size group with minimum salaries at the various levels are given for teachers, principals, nurses, and clerks in Tables 33 to 37, inclusive. The fact that minima are listed in these tables for twelve grades of teachers, principals, etc., does not mean that it is the practice in most cities to provide such a wide differentiation in fixing minima. Many cities have the same minima for different groups of teachers where equal amounts of preparation are required. The tabulations given here simply present the facts relative to the minima which the schedules of various sized cities provide for the twelve groups listed.

TABLE 33.—MINIMUM SALARIES IN CITIES OVER 100,000 IN POPULATON, 1924-1925

Amount of minimum salary	Number of cities reporting minimum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
Below $900	2									
$900- 999	2	3								
1000–1099	8	11	3	2	3	4	1			
1100–1199	7	8	2	2	3	3	1	1		
1200–1299	17	23	4	4	12	9		2		
1300–1399	2	2	7	9	8	2				
1400–1499	4	4	6	9	1	2	1	1	1	
1500–1599	5	5		10	3	3				
1600–1699			3	7	2		3	1		
1700–1799	1		2	3	2		1	2		
1800–1899			3	3			2	5	1	
1900–1999			1	1	1		4	8		
2000–2099			1	2			1	2	1	1
2100–2199				1			3	4	1	
2200–2299				1			1	5		
2300–2399							1	3		
2400–2499								1		1
2500–2599								4	1	
2600–2699							1	2		1
2700–2799									2	2
2800–2899								3		2
2900–2999										
3000–3099								1	3	2
3100–3199									2	
3200–3299									1	3
3300–3399										
3400–3499									3	1
3500–3599									3	3
3600–3699										2
3700–3799								1	1	1
3800–3899										1
3900–3999										
4000–4099									2	3
4100–4199										1
4200–4299										3
4300–4399										1
4400–4499										
4500–4999										4
5000–5499										4
Total	48	56	32	54	35	23	20	46	22	36
Median	$1200	$1200	$1375	$1525	$1200	$1200	$1914	$2113	$3125	$3650

Read Table 33 as follows: Two cities of this size reported a minimum salary below $900 for kindergarten teachers, two a minimum between $900 and $999 (column 2), etc. The median for kindergarten teachers reported by 48 cities of this size is $1200. Similarly read the other columns of this table.

HIGHER PAY and higher standards are practically inseparable, and higher pay must, in most cases, precede or accompany an increase in requirements. In many of our American cities the increase in preparation demanded, and the increase in the cost of living, have together outrun the increases in pay. The first step, in many communities, to retain even present standards of preparation and efficiency, to say nothing of any increase in standards, lies in the direction of a general increase in salary for all teachers.—*Ellwood P. Cubberley, Public School Administration, p. 251.*

TABLE 34.—MINIMUM SALARIES IN CITIES 30,000 TO 100,000 IN POPULATION, 1924-1925

Amount of minimum salary	Number of cities reporting minimum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
$600– 699	.....	1	1	.....	.....	.....	.....	.....	.....	.....
700– 799	2	3	.....	1	.....	.....	.....	.....	.....	.....
800– 899	5	3	.....	.....	1	.....	.....	.....	.....	.....
900– 999	9	23	4	.....	2	1	1	.....	.....	.....
1000–1099	30	52	11	5	16	9	1	1	.....	.....
1100–1199	12	11	8	6	12	2	1	.....	.....	.....
1200–1299	24	28	15	28	17	15	2	2	.....	.....
1300–1399	7	11	12	16	3	5	3	3	.....	.....
1400–1499	2	4	8	30	6	3	2	3	.....	.....
1500–1599	2	2	5	21	4	9	2	4	1	.....
1600–1699	1	2	1	12	.....	2	7	5	.....	.....
1700–1799	.....	1	.....	3	.....	1	2	4	.....	.....
1800–1899	.....	.....	3	5	.....	3	8	10	1	1
1900–1999	.....	.....	.....	1	.....	.....	1	3	.....	.....
2000–2099	.....	.....	.....	1	.....	.....	3	13	3	.....
2100–2199	.....	.....	.....	1	.....	.....	1	4	1	.....
2200–2299	.....	.....	.....	.....	.....	.....	1	3	1	.....
2300–2399	.....	.....	.....	.....	.....	.....	.....	3	1	.....
2400–2499	.....	.....	.....	.....	.....	.....	1	2	1	5
2500–2599	.....	.....	.....	.....	.....	.....	1	3	4	4
2600–2699	.....	.....	.....	.....	.....	.....	.....	.....	2	1
2700–2799	.....	.....	.....	.....	.....	.....	.....	2	2	.....
2800–2899	.....	.....	.....	.....	.....	.....	.....	1	3	4
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3000–3099	.....	.....	.....	.....	.....	.....	.....	1	9	10
3100–3199	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
3200–3299	.....	.....	.....	.....	.....	.....	.....	.....	1	6
3300–3399	.....	.....	.....	.....	.....	.....	.....	.....	1	1
3400–3499	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
3500–3599	.....	.....	.....	.....	.....	.....	.....	1	2	5
3600–3699	.....	.....	.....	.....	.....	.....	.....	.....	1	3
3700 and over	.....	.....	.....	.....	.....	.....	.....	.....	.....	6
Total	94	141	68	130	61	50	37	68	34	49
Median	$1145	$1000	$1200	$1400	$1100	$1200	$1600	$1910	$2750	$3000

TABLE 35.—MINIMUM SALARIES IN CITIES 10,000 TO 30,000 IN POPULATION 1924-1925

Amount of minimum salary	Number of cities reporting minimum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
Below $600	.....	1	.....	.....	.....	.....	.....	.....	.....	.....
$600–699	1	3	.....	1	.....	.....	.....	.....	.....	.....
700–799	1	8	.....	.....	.....	.....	.....	.....	.....	.....
800–899	1	14	6	.....	.....	.....	.....	.....	.....	.....
900–999	6	39	5	2	5	1	.....	.....	.....	.....
1000–1099	27	78	20	5	11	6	5	1	.....	.....
1100–1199	15	25	11	12	4	3	2	.....	.....	.....
1200–1299	17	33	11	63	14	9	10	4	2	.....
1300–1399	3	5	10	38	1	5	3	4	.....	1
1400–1499	.....	2	6	21	4	2	8	6	1	.....
1500–1599	.....	3	1	22	6	6	7	2	2	1
1600–1699	1	1	3	6	2	1	4	4	1	.....
1700–1799	.....	.....	.....	2	.....	1	2	5	.....	.....
1800–1899	.....	.....	1	7	.....	3	4	5	.....	2
1900–1999	.....	.....	.....	.....	.....	.....	2	1	.....	1
2000–2099	.....	.....	.....	1	.....	.....	2	6	1	8
2100–2199	.....	.....	.....	.....	.....	.....	1	3	.....	.....
2200–2299	.....	.....	.....	.....	.....	.....	.....	1	2	3
2300–2399	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
2400–2499	.....	.....	.....	.....	.....	.....	.....	1	3	3
2500–2599	.....	.....	.....	.....	.....	.....	.....	1	2	5
2600–2699	.....	.....	.....	.....	.....	.....	.....	.....	1	2
2700–2799	.....	.....	.....	.....	.....	.....	.....	.....	.....	3
2800–2899	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3000–3099	.....	.....	.....	.....	.....	.....	.....	.....	.....	9
3100–3199	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
3200–3299	.....	.....	.....	.....	.....	.....	.....	1	.....	2
3300–3399	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
3400–3499	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
3500–3599	.....	.....	.....	.....	.....	.....	.....	.....	1	2
3600 and over	.....	.....	.....	.....	.....	.....	.....	.....	.....	8
Total	72	212	74	180	47	37	50	45	16	56
Median	$1095	$1000	$1100	$1350	$1250	$1200	$1400	$1750	$2200	$2725

TABLE 36.—MINIMUM SALARIES IN CITIES 5,000 TO 10,000 IN POPULATION 1924-1925

Amount of minimum salary	Number of cities reporting minimum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
$600– 699	.....	8	1	1	.....	.....	.....	.....	.....	.....
700– 799	.....	6	.....	.....	.....	.....	.....	.....	.....	.....
800– 899	1	16	.....	.....	2	1	.....	.....	.....	.....
900– 999	5	27	7	2	1	1	.....	.....	.....	.....
1000–1099	33	78	24	6	6	5	4	.....	1	.....
1100–1199	11	21	18	17	2	.....	6	.....	.....	.....
1200–1299	22	30	14	57	6	12	13	1	2	1
1300–1399	3	6	6	27	1	.....	11	3	1	.....
1400–1499	2	9	10	25	8	2	5	3	1	2
1500–1599	1	.....	1	18	1	7	12	2	2	.....
1600–1699	1	.....	.....	6	2	3	3	2	1	1
1700–1799	.....	.....	.....	1	.....	.....	1	.....	1	.....
1800–1899	.....	.....	.....	8	.....	2	5	3	2	1
1900–1999	.....	.....	.....	1	.....	1	.....	.....	.....	.....
2000–2099	.....	.....	.....	.....	.....	.....	2	1	3	18
2100–2199	.....	.....	.....	.....	.....	.....	2	3	1	.....
2200–2299	.....	.....	.....	.....	.....	.....	.....	1	.....	5
2300–2399	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
2400–2499	.....	.....	.....	.....	.....	.....	1	1	.....	6
2500–2599	.....	.....	.....	.....	.....	.....	1	2	.....	10
2600–2699	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
2700–2799	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
2800–2899	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
3000–3099	.....	.....	.....	.....	.....	.....	.....	1	2	5
3100–3199	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3200–3299	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3300–3399	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
3400–3499	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3500–3599	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3600 and over	.....	.....	.....	.....	.....	.....	.....	1	.....	1
Total	**79**	**201**	**81**	**169**	**29**	**34**	**66**	**24**	**17**	**56**
Median	**$1170**	**$1000**	**$1111**	**$1350**	**$1200**	**$1200**	**$1300**	**$1800**	**$1700**	**$2275**

TABLE 37.—MINIMUM SALARIES IN CITIES 2,500 TO 5,000 IN POPULATION, 1924-1925

Amount of minimum salary	Number of cities reporting minimum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
Below $600	.....	.....	.....	.....	1	.....	.....	.....	.....	.....
$600– 699	.....	6	.....	.....	.....	1	.....	.....	.....	.....
700– 799	1	10	1	.....	.....	1	.....	.....	.....	.....
800– 899	9	44	6	.....	2	1	2	.....	.....	.....
900– 999	7	48	11	4	.....	.....	.....	.....	.....	.....
1000–1099	18	64	17	6	2	.....	3	.....	.....	.....
1100–1199	9	20	11	27	2	1	12	.....	.....	.....
1200–1299	14	30	15	51	3	5	13	2	1	1
1300–1399	7	11	15	32	3	2	10	2	3	.....
1400–1499	3	5	4	16	2	2	1	1	3	1
1500–1599	4	2	4	26	4	4	4	3	2	6
1600–1699	.....	2	2	18	.....	1	4	1	2	3
1700–1799	.....	.....	2	4	.....	.....	4	.....	1	5
1800–1899	.....	1	.....	6	2	2	3	2	2	12
1900–1999	.....	.....	.....	2	.....	.....	1	3	.....	2
2000–2099	.....	.....	.....	.....	.....	.....	.....	1	1	14
2100–2199	.....	.....	.....	.....	.....	.....	1	1	1	2
2200–2299	.....	.....	.....	1	.....	.....	1	1	1	9
2300–2399	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
2400–2499	.....	.....	.....	.....	.....	.....	.....	.....	1	3
2500–2599	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
2600–2699	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
2700–2799	.....	.....	.....	.....	.....	.....	.....	1	.....	1
2800–2899	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3000–3099	.....	.....	.....	.....	.....	.....	.....	.....	.....	4
3100 and over	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
Totals	**72**	**243**	**88**	**193**	**21**	**20**	**59**	**18**	**18**	**69**
Median	**$1160**	**$1000**	**$1100**	**$1350**	**$1300**	**$1350**	**$1200**	**$1700**	**$1550**	**$2000**

Salary Schedule Provisions for Maximum Salaries

Distributions of maximum salaries provided in the salary schedules of cities of the United States are given in Tables 38 to 42 for teachers, principals, and nurses.

The maximum salary is one of the most important factors in a salary schedule in that it sets the outer limit of the financial reward to which a teacher can look forward. It should be high enough to exert a holding power on competent teachers, so that they will be willing to invest years of conscientious service in a particular school system.

The arguments, for and against, setting up

TABLE 38.—MAXIMUM SALARIES FOR CITIES OVER 100,000 IN POPULATION, 1924-1925

Amount of maximum salary	Number of cities reporting maximum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	2	3	4	5	6	7	8	9	10	11
Below $1300	.....	.....	.....	.....	.....	2	.....	.....	.....	.....
$1300–1399	.....	.....	.....	.....	.....	2	.....	.....	.....	.....
1400–1499	1	1	1	.....	.....	1	.....	.....	.....	.....
1500–1599	3	3	.....	.....	.....	4[1]	.....	.....	.....	.....
1600–1699	2	1	.....	.....	2	2	.....	.....	.....	.....
1700–1799	8[1]	6	1	.....	1*	4	1	.....	.....	.....
1800–1899	4	7	.....	1	5[1]	7	1	.....	.....	.....
1900–1999	2	3[1]	3	.....	3[1]	.....	1	.....	.....	.....
2000–2099	12[4]	15[4]	3	2	6[1]	.....	.....	.....	.....	.....
2100–2199	2[2]	3[3]	4[2]	3[1]	6[2]	.....	3	.....	.....	.....
2200–2299	4[2]	6[2]	4[1]	3	7[4]	.....	2[1]	.....	.....	.....
2300–2399	.....	.....	3[1]	3	3[2]	1	.....	1	.....	.....
2400–2499	2[1]	2[1]	1	5[2]	1	.....	3	1	.....	.....
2500–2599	5	3	.....	6[2]	1	.....	.....	.....	2	.....
2600–2699	.....	1*	3[1]	3[1]	2[1]	.....	4[2]	1*	.....	.....
2700–2799	.....	1	.....	1*	1	.....	.....	2	.....	.....
2800–2899	3[1]	2[1]	4[1]	5[1]	1*	.....	.....	1	.....	.....
2900–2999	.....	.....	1	1*	.....	.....	1	2[1]	.....	.....
3000–3099	.....	.....	3[1]	5[1]	1	.....	.....	7[2]	.....	.....
3100–3199	.....	.....	.....	2[1]	.....	.....	.....	1	.....	.....
3200–3299	.....	2	2[1]	6[3]	1	.....	.....	6	.....	.....
3300–3399	.....	.....	.....	.....	.....	.....	2	1	1	.....
3400–3499	.....	.....	1	1*	.....	.....	.....	.....	1	.....
3500–3599	.....	.....	.....	1*	.....	.....	1	5[1]	2	.....
3600–3699	.....	.....	.....	3[2]	.....	.....	.....	2[2]	3	2
3700–3799	.....	.....	.....	1	.....	.....	.....	.....	.....	.....
3800–3899	.....	.....	.....	3[1]	.....	.....	.....	2	1	1
3900–3999	.....	.....	.....	.....	.....	.....	.....	1	.....	.....
4000–4099	.....	.....	.....	.....	.....	.....	.....	3	7[1]	6
4100–4199	.....	.....	.....	.....	.....	.....	.....	1	.....	2[1]
4200–4299	.....	.....	.....	.....	.....	.....	.....	.....	1*	2
4300–4399	.....	.....	.....	.....	.....	.....	.....	.....	1	1
4400–4499	.....	.....	.....	1*	.....	.....	.....	2	.....	.....
4500–4599	.....	.....	.....	.....	.....	.....	.....	2	2	9
4600–4699	.....	.....	.....	.....	.....	.....	.....	1	.....	2
4700–4799	.....	.....	.....	.....	.....	.....	.....	.....	1	2[3]
4800–4899	.....	.....	.....	.....	.....	.....	.....	1	.....	1
4900–4999	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
5000–5099	.....	.....	.....	.....	.....	.....	.....	1	4	8
5100–5199	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
5200–5299	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
5300–5399	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
5400–5499	.....	.....	.....	.....	.....	.....	.....	1	.....	1
5500–5699	.....	.....	.....	.....	.....	.....	.....	.....	.....	3
5700–5899	.....	.....	.....	.....	.....	.....	.....	.....	.....	3
5900–6099	.....	.....	.....	.....	.....	.....	.....	.....	1	.....
6100–6299	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
6300–6499	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
6500–6699	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
7000 and over	.....	.....	.....	.....	.....	.....	.....	.....	.....	1
Total	**48**	**56**	**34**	**56**	**41**	**23**	**19**	**45**	**27**	**48**
Median	**$2020**	**$2000**	**$2325**	**$2800**	**$2100**	**$1750**	**$2400**	**$3312**	**$4000**	**$4600**

Read Table 38 as follows: No cities of this size reported a maximum salary below $1300 for kindergarten teachers. One city reported a maximum between $1400 and $1499 (column 2), etc. The median for kindergarten teachers reported for 48 cities of this size is $2020. Similarly read the other columns of this table.

* Supermaximum.

[1] One of this number represents supermaximum, [2] Two of this number represent supermaxima, [3] Three of this number represent supermaxima, [4] Four of this number represent supermaxima.

a low minimum salary with a large number of increments, gradually working up to a high maximum, or paying a higher minimum in the beginning and then a comparatively lower maximum which is quickly reached, should be carefully considered. The minimum certainly should not be so high as to tend to attract and overpay teaching transients. On the other hand, the minimum should not be so low as to make it impossible for the beginning teacher to grow professionally because of financial embarrassment.

TABLE 39.—MAXIMUM SALARIES FOR CITIES 30,000 TO 100,000 IN POPULATION, 1924-1925

Amount of maximum salary	Number of cities reporting maximum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
Below $1000	2									
$1000–1099						2				
1100–1199		2[1]								
1200–1299	3	5	1		1	4				
1300–1399	1	4[1]				6				
1400–1499	1	2				3				
1500–1599	14[1]	22[2]			7	10	2			
1600–1699	9[1]	17[1]	4	2	7	3[1]	2	1		
1700–1799	8[2]	10[4]	3[1]		4	5[1]		1		
1800–1899	17[2]	28[3]	11[3]	5[1]	13[2]	8[1]	4	1		
1900–1999	12[2]	13[4]	5[1]	7[1]	5[1]	2	4	2		
2000–2099	8	12[3]	9[2]	9[2]	7[1]	7	5[1]	2	1	
2100–2199	3	5[1]	4[1]	12[3]	3[1]	1	5[1]	3	1	
2200–2299	2	3.	4[1]	11[3]	2		1	2		
2300–2399			2	4[1]			1	4[1]		
2400–2499	3[1]	5[2]	7[2]	17[4]	4[2]		3	2[1]	2	
2500–2599	2	3	5	14[3]	2		5	4	1	1*
2600–2699		2	1	12[3]			3	5[1]	1	
2700–2799	1	1	3	7[4]	3[1]	1	1	6	5	
2800–2899	2[1]	1	1	8[3]	1		2	6[1]		
2900–2999		1*	1	2	1*			2	1	
3000–3099		1	3[1]	10[5]			1	12[2]	2	2
3100–3199				2[1]				3	3	2
3200–3299				2				3	3	1
3300–3399				1				2[2]	1	
3400–3499				2				1	1	5
3500–3599				2			1		7	2
3600–3699								2	1	2
3700–3799										
3800–3899				2[1]				6[1]	1	4
3900–3999									3[1]	
4000–4099								3	7	20[1]
4100–4199										2
4200–4299									1	3
4300–4399										1
4400–4499									1	
4500–4599								1*	1*	10[1]
4600–4699										
4700–4799								1*		1*
4800–4899										2
4900–4999										1
5000–5499								1		6
5500–5999									1	1*
6000–6999										2
Total	**88**	**137**	**64**	**131**	**60**	**52**	**40**	**76**	**45**	**68**
Median	**$1800**	**$1800**	**$2000**	**$2400**	**$1800**	**$1630**	**$2100**	**$2800**	**$3500**	**$4000**

Read Table 39 as follows: Two cities of this size reported a maximum salary below $1000 for kindergarten teachers, three cities a maximum between $1200 and $1299 (column 2), etc. The median for kindergarten teachers reported by 88 cities of this size is $1800. Similarly read the other columns of this table.

* Supermaximum.

[1] One of this number represents supermaximum; [2] Two of this number represents supermaxima; [3] Three of this number represent supermaxima; [4] Four of this number represent supermaxima; [5] Nine of this number represent supermaxima.

THE QUESTION has been raised as to whether we can and ought to afford good schools. A better question is, can we afford not to have good schools? The children of today are not going to be able to return later for what they miss today. What they miss is gone forever. In this world of competition can we afford to come to a halt while our neighboring states and nations move on? If today we are too poor in money to educate our children, tomorrow we will attain poverty of commerce, industry, government, and wisdom. . . .—*Supt. George W. Hanna, The North Dakota Teacher, May, 1924.*

TABLE 40.—MAXIMUM SALARIES FOR CITIES 10,000 TO 30,000 IN POPULATON, 1924-1925

Amount of maximum salary	Number of cities reporting maximum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
$900– 999		2				2				
1000–1099		6[1]	1			1				
1100–1199	2	8	2	1			1			
1200–1299	1	14[2]	3[1]			3	1			
1300–1399	8	23[2]	3	1	3	2	4	1		
1400–1499	9	35[3]	6	2	1	4	5	1	1	
1500–1599	6[1]	28[3]	7[1]	5	4	9	4	2	1	
1600–1699	20[2]	41[6]	11[2]	16[2]	8[3]	5[1]	5			
1700–1799	6[2]	15[4]	8[4]	6	5[1]		8[1]	1		
1800–1899	7[1]	11[1]	7[1]	23[6]	12[1]	6	8	2	1	
1900–1999	3[1]	7[2]	5[1]	17[1]	3[1]	5[1]	2	4		
2000–2099	4[1]	8[2]	2	25[5]	3[1]	4[1]	9[3]	6[2]	1	
2100–2199	2	1	3	10[1]	1		4	2		1
2200–2299	2[1]	3[1]	10[2]	19[6]	1*			5		
2300–2399	5[1]	2[2]	3[1]	5[1]	2			3[1]		1
2400–2499	1	2[1]	3[1]	13[1]	1		2	4[1]	1	2
2500–2599		5[2]	1	15[2]	3			4	4	4
2600–2699				3[1]					1	
2700–2799		1		8[3]	1	1		4	1*	3
2800–2899				1*				2		
2900–2999				2[1]	1*				1	
3000–3099			1	3			2[1]	1	2[1]	6
3100–3199								1	1	1
3200–3299				1						6[1]
3300–3399			1	2						4
3400–3499				4[1]					1	3
3500–3599				1				3		9[1]
3600–3699								1		6
3700–3799			1*	1*					1	3
3800–3899										1
3900–3999										1
4000–4099								3		6[1]
4100–4199										
4200–4299								1		
4300–4399										1
4400–4499										1
4500–4699								1		5
4700 and over									1	2
Total	**76**	**212**	**78**	**184**	**49**	**42**	**55**	**52**	**18**	**66**
Median	**$1600**	**$1500**	**$1700**	**$2000**	**$1850**	**$1550**	**$1700**	**$2300**	**$2590**	**$3500**

Read Table 40 as follows: No cities of this size reported maximum salary between $900 and $999 for kindergarten teachers. Two cities reported a maximum between $1100 and $1199 (column 2) etc. The median for kindergarten teachers reported by 76 cities of this size is $1600. Similarly read the other columns of this table.

* Supermaximum, [1] One of this number represents supermaximum. [2] Two of this number represent supermaxima. [3] Three of this number represent supermaxima. [4] Four of this number represent supermaxima. [5] Seven of this number represent supermaxima. [6] Eight of this number represent supermaxima.

AN EXAMINATION of existing salary schedules reveals no two exactly alike. There seem to be some problems peculiar to each locality. Whether these problems are real or imaginary it is difficult to say. Probably, much of the difference arises from the fact that each school system is a law unto itself and attempts to solve its problems in its own way. There are certain basic principles that are common to all situations and which should not be ignored. A schedule should not be copied simply because it has been successful elsewhere. Sound principles should first be established and a schedule built upon them. . . .

In formulating a salary schedule many economic and educational problems arise. Among the economic problems the following are included:

1. How are the teachers now paid?
2. How much money is available?
3. What should be the minimum salary?
4. How fast should one be able to advance?
5. What should be the relation of the maximum to the minimum?
6. What should be the relation of the maximum to the cost of living?
7. What should be the relation of the schedule to supply and demand?—*E. E. Lewis, Journal of Educational Research, March, 1924, pp. 202-206.*

TABLE 41.—MAXIMUM SALARIES FOR CITIES 5,000 TO 10,000 IN POPULATION 1924-1925

Amount of maximum salary	Number of cities reporting maximum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
$800– 899	.....	1	.....	.....	.....	.....	.....	.....	.....	.....
900– 999	.....	3	.....	.....	.....	1	.....	.....	.....	.....
1000–1099	2	7[1]	.....	.....	1	.....	.....	.....	.....	.....
1100–1199	2	11	3	1	1	.....	.....	.....	.....	.....
1200–1299	6[1]	20[2]	3	.....	2	4	3	.....	.....	.....
1300–1399	8	25[1]	5	2	.....	2	8	1	.....	.....
1400–1499	6	32[1]	13	5[1]	6	2	6	1	.....	.....
1500–1599	7[1]	21[3]	10[2]	9[2]	1	9	9[1]	1	2	1
1600–1699	15[1]	24[3]	12[2]	17[1]	4[2]	2[1]	7	.....	.....	1
1700–1799	3	10[2]	3	11[1]	2[1]	2	2	2	2	1
1800–1899	10[3]	18[2]	8	24[3]	5[1]	2	13[1]	.....	3[1]	1
1900–1999	1*	4[1]	4[1]	5[1]	.....	1	4	2[1]	.....	1
2000–2099	4	9[1]	7[1]	24[6]	2[1]	3	5	3[1]	3	2
2100–2199	.....	1	.....	7[2]	1	.....	2	1	.....	1
2200–2299	1	2	7[1]	18[1]	1*	3	2	5[3]	.....	2
2300–2399	.....	1	.....	7	1	1	.....	1	.....	2[1]
2400–2499	.....	.....	1	16[4]	1	1	1	2	2	2
2500–2599	.....	1	.....	10[6]	.....	.....	2	.....	1	10[1]
2600–2699	.....	.....	.....	2[1]	.....	.....	.....	.....	1	1
2700–2799	.....	.....	.....	2[1]	.....	.....	.....	1	.....	1*
2800–2899	.....	.....	.....	2[1]	.....	.....	.....	2	.....	4
2900–2999	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
3000–3099	1*	1*	2[2]	3[2]	1*	.....	.....	2	1	13[2]
3100–3199	.....	.....	.....	.....	.....	.....	.....	.....	.....	2[1]
3200–3299	.....	.....	.....	.....	.....	.....	.....	.....	.....	5[2]
3300–3399	.....	.....	.....	.....	.....	.....	.....	.....	.....	2
3400–3499	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3500–3599	.....	.....	.....	.....	.....	.....	.....	2	.....	3
3600 and over	.....	.....	.....	.....	.....	.....	.....	1	2	9
Total	**66**	**191**	**78**	**165**	**29**	**33**	**64**	**27**	**17**	**66**
Median	**$1645**	**$1400**	**$1600**	**$2000**	**$1600**	**$1500**	**$1600**	**$2200**	**$2000**	**$3025**

TABLE 42.—MAXIMUM SALARIES FOR CITIES 2,500 TO 5,000 IN POPULATION 1924-1925

Amount of maximum salary	Number of cities reporting maximum indicated for									
	Kindergarten teachers	Elementary teachers	Junior high school teachers	Senior high school teachers	Special class teachers	School nurses	Teaching elementary principals	Supervising elementary principals	Junior high school principals	High school principals
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*
$800– 899	.....	1	.....	.....	.....	1	.....	.....	.....	.....
900– 999	1	10[1]	2	.....	.....	.....	.....	.....	.....	.....
1000–1099	1	17	3	.....	1	.....	2	.....	.....	.....
1100–1199	3	22[4]	4	.....	.....	.....	2	.....	1	.....
1200–1299	8	39[1]	9[1]	3[1]	.....	1	3	.....	.....	.....
1300–1399	7	26[4]	7	10	1	2	10	.....	1	1
1400–1499	5	19[1]	11	16[1]	.....	.....	4	.....	2	.....
1500–1599	11[2]	28[3]	10[1]	20[2]	2	1	6	1	1	1
1600–1699	7	23[2]	6	15	4	1	3	1	1	.....
1700–1799	3	5	8[2]	19[1]	3[1]	1	4[2]	1	.....	.....
1800–1899	5	12[2]	8[1]	19[2]	2	5	9[1]	3	1	2
1900–1999	3	8[2]	1*	11[3]	.....	.....	2	1	2	2
2000–2099	2	7	3	23[6]	2	1	4[1]	1	3	6
2100–2199	.....	1	.....	7[1]	1	1	1	1	1*	7
2200–2299	2[1]	2[1]	2[1]	7[2]	.....	.....	.....	.....	1	5
2300–2399	1*	2[1]	.....	.....	.....	.....	.....	.....	.....	2
2400–2499	.....	.....	2[2]	7[2]	1*	.....	.....	.....	.....	9
2500–2599	1*	1*	1	10[2]	1	.....	4[2]	1	.....	10
2600–2699	.....	.....	.....	1	.....	.....	1*	2	1	1
2700–2799	.....	.....	.....	1	.....	.....	.....	1	.....	7
2800–2899	.....	.....	.....	1	.....	.....	.....	.....	1*	2
2900–2999	.....	.....	.....	1	.....	.....	.....	.....	.....	.....
3000–3099	.....	1*	1*	2[2]	1*	.....	.....	.....	.....	5
3100–3199	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3200–3299	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3300 and over	.....	.....	1*	3[2]	.....	.....	.....	1	.....	4
Total	**60**	**224**	**79**	**176**	**19**	**14**	**55**	**14**	**16**	**64**
Median	**$1500**	**$1300**	**$1500**	**$1800**	**$1700**	**$1750**	**$1620**	**$1950**	**$1910**	**$2400**

* Supermaximum. [1] One of this number represents supermaximum. [2] Two of this number represents supermaxima. [3] Three of this number represent supermaxima. [4] Four of this number represent supermaxima. [5] Five of this number represent supermaxima. [6] Six of this number represent supermaxima.

Salary Schedule Provisions for Number of Annual Increases

Table 43 shows the number of annual increases provided for in city salary schedules in 1924-1925. The prevailing number of increments ranges from 6 to 8.

TABLE 43.—NUMBER OF ANNUAL INCREASES PROVIDED FOR IN CITY SALARY SCHEDULES, 1924-1925

Position	Size of city	Number of increases[1]											Total number of cities	Median number increases
		5 or less	6	7	8	9	10	11	12	13	14	15 or more		
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*	*14*	*15*
Kindergarten teachers	Over 100,000	3	4	2	11	2	8	...	3	...	...	...	33	8
	30,000 to 100,000	6	5	6	19	5	4	2	3	...	...	1	51	8
	10,000 to 30,000	9	9	3	17	7	2	3	3	...	...	...	53	8
	5,000 to 10,000	19	7	3	12	...	3	...	2	...	...	...	46	6
	2,500 to 5,000	15	5	5	14	...	1	...	1	...	...	...	41	7
	All cities	52	30	19	73	14	18	5	12	...	...	1	224	8
Elementary teachers	Over 100,000	3	5	5	14	2	10	...	2	...	...	...	41	8
	30,000 to 100,000	15	10	10	30	8	7	2	3	...	...	1	86	8
	10,000 to 30,000	56	21	12	28	14	5	2	4	4	1	1	148	6
	5,000 to 10,000	61	22	10	26	8	7	...	1	...	...	...	135	6
	2,500 to 5,000	79	26	13	35	2	6	...	3	1	...	...	165	6
	All cities	214	84	50	133	34	35	4	13	5	1	2	575	6
Special class teachers	Over 100,000	1	4	1	9	2	5	1	1	...	...	1	25	8
	30,000 to 100,000	5	2	4	16	2	2	1	2	...	1	1	36	8
	10,000 to 30,000	7	2	4	15	3	2	...	...	2	...	...	35	8
	5,000 to 10,000	4	2	2	4	...	1	...	...	...	...	...	13	7
	2,500 to 5,000	6	2	1	3	...	...	...	...	...	...	...	12	5–6
	All cities	23	12	12	47	7	10	2	3	2	1	2	121	8
Junior high school teachers	Over 100,000	...	1	3	7	2	3	1	1	...	1	...	19	8
	30,000 to 100,000	4	3	5	13	4	7	2	1	1	...	1	41	8
	10,000 to 30,000	19	4	2	8	4	1	1	...	...	1	2	42	6
	5,000 to 10,000	16	9	1	15	1	2	1	1	1	1	2	50	6–7
	2,500 to 5,000	34	9	5	8	3	1	...	2	...	1	...	63	5 or less
	All cities	73	26	16	51	14	14	5	5	2	4	5	215	7
Senior high school teachers	Over 100,000	3	1	2	12	1	8	...	3	2	2	3	37	9
	30,000 to 100,000	8	3	9	24	8	11	1	1	3	2	1	71	8
	10,000 to 30,000	38	17	9	29	6	14	3	1	2	1	1	121	7
	5,000 to 10,000	49	11	4	22	2	5	3	2	1	1	2	102	6
	2,500 to 5,000	54	12	10	25	1	1	1	...	...	2	...	106	5 or less
	All cities	152	44	34	112	18	39	8	7	8	8	7	437	7
School nurses	Over 100,000	8	2	...	3	...	...	...	1	...	...	...	14	5 or less
	30,000 to 100,000	11	1	...	7	2	1	...	1	...	...	...	23	6
	10,000 to 30,000	5	1	1	4	2	1	...	...	...	...	...	14	7–8
	5,000 to 10,000	9	1	...	3	1	...	...	...	...	...	...	14	5 or less
	2,500 to 5,000	2	1	...	3	...	...	...	...	...	...	...	6	7
	All cities	35	6	1	20	5	2	...	2	...	...	...	71	6
Teaching elementary principals	Over 100,000	3	...	1	...	...	...	...	...	...	...	...	4	5 or less
	30,000 to 100,000	2	1	1	4	1	2	...	...	...	...	...	11	8
	10,000 to 30,000	6	3	...	4	...	...	...	...	...	...	...	13	6
	5,000 to 10,000	9	3	3	5	...	...	...	...	...	...	...	20	6
	2,500 to 5,000	6	1	...	4	...	1	...	...	...	1	...	13	6
	All cities	26	8	5	17	1	3	...	...	...	1	...	61	6
Supervising elementary principals	Over 100,000	...	1	2	4	2	2	2	...	...	...	...	13	8
	30,000 to 100,000	3	5	2	10	1	3	...	...	1	...	...	25	8+
	10,000 to 30,000	6	2	...	7	...	1	...	...	...	...	...	16	7
	5,000 to 10,000	5	2	...	2	...	2	...	...	...	...	...	11	6
	2,500 to 5,000	4	1	...	3	...	...	...	...	...	...	...	8	5–6
	All cities	18	11	4	26	3	8	2	...	1	...	...	73	8
Junior high school principals	Over 100,000	25	4	2	1	...	...	...	...	...	2	1	35	5 or less
	30,000 to 100,000	3	2	1	5	...	3	...	...	...	...	...	14	8
	10,000 to 30,000	2	1	...	1	1	1	...	...	...	...	...	6	7
	5,000 to 10,000	3	...	1	2	...	1	...	...	...	...	...	7	7
	2,500 to 5,000	5	1	...	...	...	...	...	...	1	...	...	7	5 or less
	All cities	38	8	4	9	1	5	...	...	1	2	1	69	5 or less
Senior high school principals	Over 100,000	10	1	1	5	1	1	...	...	1	...	...	20	5–6
	30,000 to 100,000	5	3	...	10	...	4	1	...	...	...	...	23	8
	10,000 to 30,000	3	3	2	11	1	1	...	...	...	...	...	21	8
	5,000 to 10,000	15	1	2	4	...	1	...	...	...	...	...	23	5 or less
	2,500 to 5,000	14	3	1	6	...	2	...	...	...	...	...	26	5 or less
	All cities	47	11	6	36	2	9	1	...	1	...	...	113	6

[1] When increases have been given for both men and women, the highest number of increases has been tabulated in each case; in some instances the highest number of increases has been for men, in other instances the highest number of increases has been for women.

Use of the "Single Salary Schedule"

By "Single Salary Schedule" is meant: a schedule which pays the same salary to teachers with equal training and experience regardless of whether they teach in elementary, junior or senior high school, and which pays larger salaries to teachers in similar positions who possess larger amounts of academic and professional training.

A partial list of cities with single salary schedules is given on an accompanying page. There was included in this list only those cities able to submit a printed or mimeographed schedule which met the requirements set up in the preceding paragraph. Cities reporting single schedules, but not submitting copies were not included.

SINGLE SALARY SCHEDULE IN MINNEAPOLIS, MINNESOTA

Salary Schedule for Teachers in Class One [1]

Years in Minneapolis	Outside Experience		
	2 Years	Yearly increases for outside experience	8 Years
1	$1200	6 (yrs) x $50	$1500
2	1300	6 (yrs) x 50	1600
3	1400	6 (yrs) x 50	1700
4	1500	6 (yrs) x 50	1800
5	1600	6 (yrs) x 50	1900
6	1700	6 (yrs) x 50	2000
7	1800	4 (yrs) x 50	2000
8	1900	2 (yrs) x 50	2000
9	2000	.....	2000

Salary Schedule for Teachers in Class Two [2]

Years in Minneapolis	Outside Experience		
	2 Years	Yearly increases for outside experience	8 Years
1	$1500	6 (yrs) x $50	$1800
2	1600	6 (yrs) x 50	1900
3	1700	6 (yrs) x 50	2000
4	1800	6 (yrs) x 50	2100
5	1900	6 (yrs) x 50	2200
6	2000	6 (yrs) x 50	2300
7	2100	6 (yrs) x 50	2400
8	2200	6 (yrs) x 50	2500
9	2300	4 (yrs) x 50	2500
10	2400	2 (yrs) x 50	2500
11	2500	.....	2500

[1] Class One requires two years of training beyond high school.
[2] Class Two requires four years of training beyond high school.

Examples of Recently Adopted Salary Schedules

Among the cities which have recently revised their salary schedules are: Minneapolis, Minnesota; Jersey City, New Jersey; St. Louis, Missouri; and Washington, D. C. The minimum and maximum salaries, as well as the amount of the annual increment provided for each class of teachers and administrators, are shown in the following schedules.

SALARY SCHEDULE IN JERSEY CITY, N. J.—EFFECTIVE SEPTEMBER 1924

Population 297,864

Classification	Minimum salary	Annual increment	Maximum salary
1	2	3	4
Kindergarten teachers	$1400	$100	$2800
Elementary teachers	1400	100	2800
Junior high school teachers	.....	100	3200
$400 extra compensation.			
High school teachers	2200[1]	200	3800
Elementary principals:			
Primary departments and primary schools	2800	200	4000
Grammar schools	3500[1]	200	5000
Elementary vice-principals	[2]	100	3200
Junior high school principals	.....	200	6000
$600 extra compensation.			
Junior high school vice-principals	.....	100	3600
$400 extra compensation.			
High school principals	5000	500	7000
High school vice-principals	3500	200	5000
Head of high school commercial departpartment	3500	200	5000
Director of high school industrial work	3500	200	5200
Supervisors:			
General supervisor, primary	3500	200	5000
General supervisor, grammar	3500	200	5000
General supervisor, intermediate grades	3500	200	5000
Director of manual training and domestic science	3500	200	5000
Supervisor of drawing	3500	200	5000
Supervisor of physical training	3500	200	5000
Director of vocal music	3500	200	5000
Special:			
Ungraded classes (delinquent)	.....	100	3400
$600 extra compensation.			
Ungraded classes (1) mentally defective, (2) blind, and (3) deaf	.....	100	3100
$300 extra compensation upon completion of special course.			
Vocational counselor	2500	200	4000

[1] Minimum salaries are subject to allowance for experience.
[2] Teachers appointed vice-principals receive $100 above their salaries as grade teachers.
NOTE: All teachers who have taught thirty years or more in the public schools of Jersey City will receive a double increment beginning September 1, 1924, and each year thereafter until their maxima are reached.

SALARY SCHEDULE IN ST. LOUIS, MISSOURI—EFFECTIVE DECEMBER 22, 1924

(This Salary Schedule increased by more than twenty-five per cent the maximum salaries paid teachers of experience and of efficient service in St. Louis)

Classification	Schedule of Salaries								
	First year	Second year	Third year	Fourth year	Fifth year	Sixth year	Seventh year	Eighth year	Ninth year
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*
High Schools:									
Principal	$4200	$4400	$4600	$4800	$5000	$5250	$5500	$5750	$6000
Assistant Principal	3200	3400	3600	3800	4000	4250	4500	4750	5000
Teachers:									
Head Assistant	2800	2900	3000	3100	3200	3400	3600	3800	4000
First Assistant	2400	2500	2600	2750	2900				
Second Assistant	2100	2200	2300	2400	2500				
Third Assistant	1600	1700	1800	1900	2000				
Intermediate Schools:									
Principal	3700	3900	4100	4300	4500	4750	5000	5250	5500
Assistant Principal	2800	2950	3100	3250	3400	3600	3800	4000	
Teachers:									
Head Assistant	2300	2400	2500	2600	2750	2900	3050	3200	
First Assistant	1900	2000	2100	2200					
Second Assistant	1400	1500	1600	1700	1800				
Elementary Schools:									
Principals									
A Class (18 or more rooms)	3200	3400	3600	3800	4000	4250	4500	4750	5000
B Class (14 to 17 rooms)	2800	2950	3100	3250	3400	3600	3800	4000	
C Class (10 to 13 rooms)	2400	2500	2600	2700	2800	2900	3000		
D Class (6 to 9 rooms)	1800	1900	2000	2100	2250	2400	2550	2700	
E Class (1 to 5 rooms)	1800	1900	2000	2100	2250	2400	2550	2700	
Grade and Kindergarten Teachers:									
Head Assistant	1800	1900	2000	2100	2250	2400	2550	2700	
First Assistant	1600	1700	1800	1900	2000				
Second Assistant	1200	1300	1400	1500	1600	1700	1800		
Administrative and Supervisory Officers:									
Assistant Superintendents	6000	6500	7000	7500	8000				
Assistant to the Superintendent	5000	5250	5500	5750	6000				
District Superintendent (Elementary Schools)	5000	5250	5500	5750	6000				
12 Supervisors[1] and Chief Attendance Officer.	3200	3400	3600	3800	4000	4250	4500	4750	5000
Directors of Divisions of Tests and Measurements and Vocational Counseling.	3700	3900	4100	4300	4500	4750	5000	5250	5500
Director of Division of Hygiene	4200	4400	4600	4800	5000	5250	5500	5750	6000

[1] These include supervisors of: Drawing and manual arts, music, penmanship, physical education, primary grades, kindergarten, special schools, English, commercial subjects, social sciences, foreign languages, and physical and biological sciences.

This Salary Schedule carries out the principle of equal pay for equal service regardless of sex. It also applies equally to colored teachers and principals.

Partial List of Cities Having Single Salary Schedules

Cities over 100,000 in population

Colorado:
Denver

Iowa:
Des Moines

Minnesota:
Minneapolis

Ohio:
Youngstown

Texas:
San Antonio

Washington:
Spokane

Cities 30,000 to 100,000 in population

California:
Berkeley
San Diego

Colorado:
Colorado Springs

Illinois:
Decatur
Rockford

Indiana:
Hammond

Iowa:
Cedar Rapids
Sioux City

Michigan:
Flint
Highland Park
Jackson
Kalamazoo
Lansing
Saginaw

Minnesota:
Duluth

Nebraska:
Lincoln

Oklahoma:
Oklahoma City

North Carolina:
Wilmington

Ohio:
Lakewood

Pennsylvania:
Harrisburg
Norristown

Utah:
Ogden

Virginia:
Roanoke

West Virginia:
Huntington

Wisconsin:
Green Bay
La Crosse
Madison
Oshkosh

Cities 10,000 to 30,000 in population

Arkansas:
Little Rock

California:
San Bernardino

Illinois:
Elgin
Urbana

Indiana:
Peru
Richmond

SALARY SCHEDULE IN WASHINGTON, D. C.—EFFECTIVE JULY 1, 1924

(This schedule was provided for in an Act passed by Congress at its last session and approved by President Coolidge on June 4, 1924)

Classification	Minimum salary	Annual increase	Period of years for which annual increase is granted	Maximum salary
1	*2*	*3*	*4*	*5*
Class I.—Kindergarten and Elementary Teachers:				
Group A	$1400	$100	8	$2200
Group B	2300	100	3	2600
Class II.—Junior High School Teachers:				
Elementary School Qualifications—				
Group A	1600	100	8	2400
Group B	2500	100	3	2800
High School Qualifications—				
Group C	1800	100	10	2800
Group D	2900	100	3	3200
Class III.—Senior High and Normal School Teachers:				
Group A	1800	100	10	2800
Group B	2900	100	3	3200
Class IV.—School Librarians:				
Group A	1400	100	8	2200
Group B	2300	100	3	2600
Class V.—Teaching Principals, 4–7 Rooms	2300	100	3	2600
Class VI.—Teaching Principals, 8–15 Rooms	2500	100	3	2800
Class VII.—Administrative Principals with 16 Rooms or more and Principals of Vocational and Americanization Schools	2900	100	3	3200
Class VIII.—Principals of Junior High Schools	3500	100	5	4000
Class IX.—Principals of Senior High School and Normal Schools	4000	100	5	4500
Class X.—Directors of Special Subjects and Departments of High Schools	3200	100	3	3500
Class XI.—Heads of Departments and Ass't Principals	3200	100	5	3700
Class XII.—Supervising Principals	4000	100	5	4500
Board of Examiners, White Schools:				
Chief Examiner	4000	100	5	4500
Assistant Superintendents	4200	100	5	4700
First Ass't Superintendents	5000	200	5	6000
Superintendent of Schools	8000	1000	2	10000

In Washington, teachers serve on tenure after one year of satisfactory probationary service. Teachers may be credited with outside experience and placed on the fifth year of the elementary school schedule and on the sixth year of the high school schedule and normal school schedule.

Teachers on tenure automatically advance one hundred dollars per year until the maximum salary for Group A is reached. Group B salary schedule is provided for those teachers whose superior teaching, advanced study, and higher professional equipment justify for them higher compensation than the teachers in Group A receive. Promotions from the Group A schedule to the Group B schedule will be made on the basis of such evidence as the Board of Education may determine.

Partial List of Cities Having Single Salary Schedules—*(Continued)*

Kansas:
Atchinson
Coffeyville
Lawrence
Salina

Michigan:
Ann Arbor

Minnesota:
Rochester
St. Cloud
Virginia

Nebraska:
Grand Island

New Jersey:
Asbury Park

New York:
Gloversville

North Carolina:
Durham

Oklahoma:
Okmulgee

South Dakota:
Aberdeen

West Virginia:
Parkersburg

Wisconsin:
Beloit
Fond du lac

Cities 5,000 to 10,000 in population

Arizona:
Bisbee

Connecticut:
Watertown

Iowa:
Newton

Kansas:
Junction City

Massachusetts:
Stoneham

Michigan:
Muskegon Heights
Royal Oak
Ypsilanti

Missouri:
Hannibal

Montana:
Livingston

Nebraska:
Fremont

New York:
Medina

North Carolina:
Kinston

North Dakota:
Jamestown

Ohio:
East Palestine
Mt. Vernon

Oregon:
Pendleton

South Dakota:
Mitchell

Vermont:
Springfield

Virginia:
Bristol
Winchester

Cities 2,500 to 5,000 in population

Arizona:
Winslow

Colorado:
Rocky Ford

Connecticut:
Darien

Michigan:
Ferndale

Minnesota:
Crosby
Gilbert
International Falls

Missouri:
Clayton
Monett

Ohio:
Euclid
Oberlin

Washington:
Renton

Wisconsin:
Ripon

Special Features of 1924-1925 Salary Schedules

Special features of a salary schedule are often important in promoting good-will and maximum of effort on the part of the teaching corps.

To determine how widely city salary schedules provide for: (1) Direct financial reward for additional professional training in service, (2) leaves of absence for study and professional improvement, (3) equal pay for men and women, (4) relief from regular classes to take part in special professional work, and (5) continuance of salaries at the regular rate during attendance at institute, six questions were asked in the Salary Inquiry sent to all city superintendents of schools. Superintendents were asked to answer "yes" or "no." Their answers are summarized in Tables 44 to 49.

1. Has your school board adopted a definite plan whereby teachers receive direct financial reward ("bonus," salary increase, etc.) upon the completion of some designated amount of additional training in a college or university?

Replies from 1384 cities are summarized in Table 44.

2. Has your school board a definite plan whereby teachers may be granted leave of

TABLE 44.—NUMBER OF CITIES WITH DEFINITE PLAN OF FINANCIAL REWARD FOR COMPLETION OF ADDITIONAL PROFESSIONAL TRAINING

Having definite plan of reward for additional professional training	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	26	48	78	50	104	39	78	22	108	20	394	28
No	28	52	78	50	166	61	280	78	438	80	990	72
Total	54	100	156	100	270	100	358	100	546	100	1384	100

TABLE 45.—NUMBER OF CITIES WHERE SCHOOL BOARDS HAVE ADOPTED A DEFINITE PLAN WHEREBY TEACHERS MAY BE GRANTED LEAVE OF ABSENCE FOR STUDY AND PROFESSIONAL IMPROVEMENT.

Having definite plan for leave of absence	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	26	47	30	19	27	10	20	6	26	5	129	9
Yes without pay	11	20	13	8	4	2	1	.....	3	.....	32	2
No	18	33	113	73	238	88	337	94	522	95	1228	89
Total	55	100	156	100	269	100	358	100	551	100	1389	100

TABLE 46.—NUMBER OF CITIES WHERE MEN AND WOMEN OF EQUAL TRAINING AND EXPERIENCE AND PERFORMING SIMILAR SERVICE RECEIVE THE SAME SALARIES.

Paying equal salary for equal training and service	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	45	82	74	47	94	35	147	41	259	47	619	44
Yes with qualifications[1]	1	2	7	5	3	1	7	2	6	1	24	2
No	9	16	76	48	170	64	201	57	288	52	744	54
Total	55	100	157	100	267	100	355	100	553	100	1387	100

[1] These cities report equal pay for equal training and service only in either elementary schools or high schools but not in both, some add that theoretically men and women receive equal pay, but practically they do not.

absence for study and professional improvement?

Replies from 1389 cities are summarized in Table 45.

3. In your school system, do men and women of equal training and experience, and performing similar service, receive the same salaries?

Replies from 1387 cities are summarized in Table 46.

4. Is there any statute or rule affecting your school system which requires that the salaries of men and of women, of equal training and experience, and performing similar service, be the same or different?

Replies from 1371 cities are summarized in Table 47.

5. Are teachers sometimes relieved of their classes during regular school hours (without loss of salary and with regular substitute teachers provided) so that they may take part in the professional work, such as the revision of courses of study, etc.?

Replies from 1373 cities are summarized in Table 48.

6. Do teachers' salaries continue at the regular rate during attendance at institutes?

Replies from 1324 cities are summarized in Table 49.

TABLE 47.—NUMBER OF CITIES WHERE STATE STATUTE OR LOCAL RULE REQUIRES THAT SALARIES OF MEN AND WOMEN OF EQUAL TRAINING AND EXPERIENCE AND PERFORMING SIMILAR SERVICE SHALL BE THE SAME OR DIFFERENT.

Having statute or rule relative to salaries of men and women	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities, 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	27	52	39	25	43	16	39	11	67	12	215	16
No	25	48	116	75	223	84	320	89	472	88	1156	84
Total	52	100	155	100	266	100	359	100	539	100	1371	100

TABLE 48.—NUMBER OF CITIES WHERE TEACHERS ARE SOMETIMES RELIEVED OF THEIR CLASSES DURING REGULAR SCHOOL HOURS SO THAT THEY MAY TAKE PART IN OTHER PROFESSIONAL WORK.

Permitting teachers to be sometimes relieved of regular classes	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	33	62	69	44	100	37	132	37	165	30	499	36
No	20	38	87	56	167	63	221	63	379	70	874	64
Total	53	100	156	100	267	100	353	100	544	100	1373	100

TABLE 49.—NUMBER OF CITIES WHERE TEACHERS' SALARIES CONTINUE AT THE REGULAR RATE DURING ATTENDANCE AT INSTITUTES

Teachers paid for institute attendance	Cities over 100,000 in population		Cities 30,000 to 100,000 in population		Cities 10,000 to 30,000 in population		Cities 5,000 to 10,000 in population		Cities 2,500 to 5,000 in population		Total	
	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent	Number	Per cent
1	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*	*10*	*11*	*12*	*13*
Yes	39	89	121	83	203	80	282	82	440	82	1085	82
No	5	11	25	17	52	20	62	18	95	18	239	18
Total	44*	100	146*	100	255*	100	344*	100	535*	100	1324	100

* In addition to these, seven cities over 100,000 in population reported that they held no teachers' institutes; nine cities between 30,000 to 100,000 in population reported no institutes; 5, with a population of 10,000 to 30,000; 11, with a population 5000 to 10,000; and 11, with a population of 2,500 to 5,000 reported that they held no institutes.

Cities Replying to Salary Inquiry

The cities which replied to the salary inquiry in time for their data to be included in the tabulations are listed below according to population groups.

56 Cities Over 100,000 Population

Alabama:
Birmingham.
California:
Los Angeles,
Oakland,
San Francisco.
Colorado:
Denver.
Connecticut:
Bridgeport,
New Haven.
Delaware:
Wilmington.
Illinois:
Chicago.
Indiana:
Indianapolis.
Iowa:
Des Moines.
Kansas:
Kansas City.
Kentucky:
Louisville.
Louisiana:
New Orleans.
Massachusetts:
Fall River,
Lowell,
Springfield,
Worcester.
Michigan:
Detroit,
Grand Rapids.
Minnesota:
Minneapolis,
St. Paul.
Missouri:
Kansas City,
St. Louis.
Nebraska:
Omaha.
New Jersey:
Camden,
Jersey City,
Newark,
Paterson,
Trenton.
New York:
Albany,
Buffalo,
New York City,
Rochester.
Ohio:
Akron,
Cincinnati,
Cleveland,
Dayton,
Toledo,
Youngstown.
Oregon:
Portland.
Pennsylvania:
Philadelphia,
Pittsburgh,
Reading,
Scranton.
Rhode Island:
Providence.
Tennessee:
Nashville.
Texas:
Fort Worth,
Houston,
San Antonio.
Utah:
Salt Lake City.
Virginia:
Norfolk,
Richmond.
Washington:
Seattle,
Spokane.
Wisconsin:
Milwaukee.

158 Cities With Population of 30,000 to 100,000

Alabama:
Mobile,
Montgomery.
Arkansas:
Little Rock.
California:
Berkeley,
Fresno,
Long Beach,
Pasadena,
Sacramento,
San Diego,
San Jose,
Stockton.
Colorado:
Colorado Springs,
Pueblo.
Connecticut:
Meriden,
New Britain,
Stamford.
Florida:
Pensacola.
Georgia:
Augusta,
Columbus,
Savannah.
Illinois:
Aurora,
Cicero,
Danville,
Decatur,
Evanston,
Joliet,
Moline,
Oak Park,
Peoria,
Quincy,
Rockford,
Rock Island,
Springfield.
Indiana:
East Chicago,
Evansville,
Fort Wayne,
Gary,
Hammond,
Kokomo,
Muncie,
South Bend,
Terre Haute.
Iowa:
Cedar Rapids,
Council Bluffs,
Davenport,
Dubuque,
Sioux City,
Waterloo.
Kansas:
Topeka,
Wichita.
Kentucky:
Covington.
Maine:
Lewiston,
Portland.
Massachusetts:
Brockton,
Brookline,
Chelsea,
Chicopee,
Everett,
Fitchburg,
Haverhill,
Holyoke,
Lawrence,
Lynn,
Malden,
Medford,
Newton,
Pittsfield,
Salem,
Somerville,
Waltham.
Michigan:
Battle Creek,
Flint,
Hamtramck,
Highland Park,
Jackson,
Kalamazoo,
Lansing,
Pontiac,
Saginaw.
Minnesota:
Duluth.
Missouri:
St. Joseph.
Montana:
Butte.
Nebraska:
Lincoln.
New Hampshire:
Manchester.
New Jersey:
Atlantic City,
Bayonne,
East Orange,
Elizabeth,
New Brunswick,
Orange,
Passaic,
Perth Amboy,
West Hoboken.
New York:
Amsterdam,
Binghamton,
Elmira,
Jamestown,
Mount Vernon,
Newburgh,
New Rochelle,
Poughkeepsie,
Schenectady,
Troy,
Utica,
Watertown.
North Carolina:
Wilmington,
Winston-Salem.
Ohio:
Canton,
Hamilton,
Lakewood,
Lima,
Lorain,
Portsmouth,
Springfield.
Oklahoma:
Muskogee,
Oklahoma City,
Tulsa.
Pennsylvania:
Allentown,
Altoona,
Bethlehem,
Erie,
Harrisburg,
Hazleton,
McKeesport,
New Castle,
Norristown,
Wilkes-Barre,
Williamsport,
York.
Rhode Island:
Newport,
Pawtucket,
Woonsocket.
South Carolina:
Charleston,
Columbia.
Tennessee:
Chattanooga,
Knoxville.
Texas:
Beaumont,
El Paso,
Galveston,
Waco,
Wichita Falls.
Utah:
Ogden.
Virginia:
Lynchburg,
Petersburg,
Portsmouth,
Roanoke.
Washington:
Tacoma.
West Virginia:
Charleston,
Huntington,
Wheeling.
Wisconsin:
Green Bay,
Kenosha,
LaCrosse,
Madison,
Oshkosh,
Racine,
Sheboygan,
Superior.

281 Cities With Population 10,000 to 30,000

Alabama:
Anniston,
Bessemer,
Gadsden.
Arizona:
Phoenix,
Tucson.
Arkansas:
Fort Smith.
California:
Bakersfield,
Glendale,
Richmond,
Riverside,
San Bernardino,
Santa Ana,
Santa Barbara,
Santa Monica,
Vallejo.
Colorado:
Boulder,
Greeley,
Trinidad.
Connecticut:
Ansonia,
Danbury,
East Hartford,
Enfield,
Middletown,
Milford,
Naugatuck,
New London,
Stonington,
Stratford,
Torrington,
Wallingford,
Willimantic.
Georgia:
Albany,
Lagrange,
Rome.
Illinois:
Alton,
Blue Island,
Canton,
Champaign,
Chicago Heights,
Elgin,
Forest Park,
Freeport,
Galesburg,
Granite City,
Herrin,
Jacksonville,
Kewanee,
LaSalle,
Murphysboro,
Ottawa,
Pekin,
Streator,
Urbana,
Waukegan.
Indiana:
Crawfordsville,
Elwood,
Frankfort,
Huntington,
Logansport,
Mishawaka,
Peru,
Richmond,
Whiting.
Iowa:
Burlington,
Fort Dodge,
Iowa City,
Keokuk,
Mason City,
Muscatine,
Ottumwa.
Kansas:
Atchison,
Arkansas City,
Chanute,
Coffeyville,
Emporia,
Fort Scott,
Hutchinson,
Independence,
Lawrence,
Leavenworth,
Parsons,
Salina.
Kentucky:
Owensboro.
Louisiana:
Alexandria,
Lake Charles.
Maine:
Augusta,
Bath.
Massachusetts:
Adams,
Amesbury,
Arlington,
Belmont,
Beverly,
Braintree,
Clinton,
Danvers,
Gardner,
Greenfield,
Leominster,
Marlboro,
Melrose,
Methuen,
Newburyport,
North Adams,
Northbridge,
Norwood,
Revere,
Saugus,
Watertown,
West Springfield,
Weymouth,
Winchester,
Winthrop.
Michigan:
Ann Arbor,
Calumet,
Escanaba,
Ironwood,
Marquette,
Sault Ste. Marie,
Traverse City.
Minnesota:
Austin,
Faribault,
Mankato,
Rochester,
St. Cloud,
Virginia,
Winona.
Mississippi:
Laurel,
Meridian,
Vicksburg.
Missouri:
Cape Girardeau,
Carthage,
Jefferson City,
Joplin,
Moberly,
Sedalia.
Montana:
Anaconda,
Billings,
Great Falls,
Missoula.
Nebraska:
Grand Island,
Hastings.
New Hampshire:
Berlin,
Keene.
New Jersey:
Asbury Park,
Belleville,
Bloomfield,
Bridgeton,
Clifton,
Englewood,
Garfield,
Gloucester,
Hackensack,
Long Branch,
Montclair,
North Bergen,
Phillipsburg,
Plainfield,
Rahway,
Summit,
Town of Union,
Weehawken,
West New York.
New York:
Beacon,
Gloversville,
Herkimer,
Hornell,
Hudson,
Ilion,
Ithaca,
Lockport,
North Tonawanda,
Ogdensburg,
Olean,
Oneida,
Oneonta,
Plattsburg,
Port Jervis,
Rome.
North Carolina:
Asheville,
Durham,
Greensboro,
Rocky Mount,
Salisbury.
North Dakota:
Grand Forks.
Ohio:
Barberton,
Bucyrus,
Chillicothe,
Coshocton,
Findlay,
Fremont,
Kenmore,
Mansfield,
Marietta,
Martins Ferry,
Massillon,
Middletown,
Norwood,
Salem,
Sandusky,
Steubenville,
Tiffin.
Oklahoma:
Ardmore,
Okmulgee,
Sapulpa,
Shawnee.
Oregon:
Astoria,
Eugene,
Salem.
Pennsylvania:
Beaver Falls,
Bristol,
Canonsburg,
Carbondale,
Carlisle,
Carrick,
Dickson City,
Donora,
Dubois,
Farrell,
Greensburg,
Homestead,
Jeannette,
Lebanon,
McKees Rocks,
Mahanoy City,
Meadville,
Monessen,
Nanticoke,
New Kensington,
North Braddock,
Oil City,
Olyphant,
Plymouth,
Pottstown,
Punxsutawney,
Shamokin,
Sharon,
Steelton,
Sunbury,
Swissvale,
Tamaqua,
Warren,
Washington,
Wilkinsburg.
Woodlawn.
Rhode Island:
Central Falls,
Cranston,
Cumberland,
Warwick.
South Dakota:
Aberdeen,
Sioux Falls.
Texas:
Denison,
Marshall,
Palestine,
Ranger,
Sherman,
Texarkana.
Vermont:
Burlington,
Rutland.
Virginia:
Alexandria,
Charlottesville,
Danville.
Washington:
Bellingham,
Everett,
Hoquiam,
Vancouver,
Walla Walla,
Yakima.
West Virginia:
Bluefield,
Fairmont,
Morgantown,
Moundsville,
Parkersburg.
Wisconsin:
Appleton,
Beloit,
Fond du Lac,
Marinette,
Stevens Point,
Wausau,
West Allis.
Wyoming:
Casper,
Cheyenne.

365 Cities With Population 5,000 to 10,000

Alabama:
Albany,
Fairfield.
Arizona:
Bisbee,
Douglas,
Globe,
Morenci.
Arkansas:
Paragould,
Van Buren.
California:
Brawley,
Modesto,
Monrovia,
Monterey,
Ontario,
Palo Alto,
Redlands,
San Luis Obispo.

San Rafael,
Santa Clara,
Santa Rosa,
South Pasadena,
Visalia,
Whittier.

Colorado:
Grand Junction,
Longmont,
Loveland.

Connecticut:
Branford,
Killingly,
Plymouth,
Rockville,
Seymour,
Southington,
Watertown,
Winsted,
Windsor.

Florida:
Orlando,
Palatka.

Georgia:
Americus,
Griffin,
Marietta.

Idaho:
Caldwell,
Coeur d'Alene,
Idaho Falls,
Lewiston.

Illinois:
Beardstown,
Belvidere,
Charleston,
Clinton,
Dixon,
Duquoin,
East Moline,
Harvey,
Lawrenceville,
Macomb,
Marion,
Monmouth,
Mount Carmel,
Pontiac,
Springvalley,
Staunton,
Taylorville,
Wilmette,
Winnetka,
Woodstock,
Zion.

Indiana:
Bicknell,
Goshen,
Kendallville,
Lebanon,
Linton,
Mount Vernon,
Princeton,
Rushville,
Shelbyville,
Valparaiso,
Wabash.

Iowa:
Cedar Rapids,
Centerville,
Chariton,
Fairfield,
Grinnell,
Newton,
Perry.

Kansas:
Dodge City,
Junction City,
Manhattan,
Newton,
Ottawa,
Pratt,
Wellington,
Winfield.

Kentucky:
Bowling Green,
Fort Thomas,
Maysville.

Maine:
Belfast,
Calais,
Gardiner,
Houlton,
Presque Isle,
Rumford,
Saco,
Westbrook.

Maryland:
Frostburg.

Massachusetts:
Abington,
Agawam,
Amherst,
Andover,
Athol,
Bridgewater,
Canton,
Concord,
Dartmouth,
Easton,
Franklin,
Grafton,
Ipswich,
Marblehead,
Maynard,
Millbury,
Milton,
Montague,
North Andover,
North Attleboro,
Orange,
Palmer,
Rockland,
South Hadley,
Spencer,
Stoneham,
Swampscott,
Uxbridge,
Walpole,
Wellesley,
Westboro,
Whitman,
Winchendon.

Michigan:
Albion,
Alma,
Bessemer,
Cadillac,
Charlotte,
Coldwater,
Dowagiac,
Hancock,
Hastings,
Ionia,
Iron Mountain,
Manistee,
Manistique,
Midland,
Mount Clemens,
Munising,
Muskegon Heights,
Negaunee,
Niles,
Petoskey,
River Rouge,
Royal Oak,
Sturgis,
Three Rivers,
Ypsilanti.

Minnesota:
Albert Lea,
Brainerd,
Cloquet,
Fergus Falls,
Moorhead,
New Ulm,
Red Wing,
South St. Paul,
Stillwater,
Willmar.

Mississippi:
McComb,
Pascagoula,
Yazoo City.

Missouri:
Clinton,
Hannibal,
Maplewood,
Marshall,
Mexico,
Nevada,
Poplar Bluff,
St. Charles,
University,
Webb City,
Webster Groves.

Montana:
Livingston.

Nebraska:
Beatrice,
Columbus,
Fremont,
Norfolk.

New Jersey:
Boundbrook,
Burlington,
Cliffside Park,
Dover,
East Rutherford,
Fort Lee,
Guttenberg,
Haddonfield,
North Plainfield,
Nutley,
Ridgefield Park,
Ridgewood,
Roselle,
Roselle Park,
Rutherford,
Salem,
Secaucus,
Somerville,
South Amboy,
South River,
Vineland,
Wallington.

New Mexico:
Raton,
Santa Fe.

New York:
Canandaigua,
Depew,
Glen Cove,
Hastings upon Hudson,
Haverstraw,
Hempstead,
Johnson City,
Lancaster,
Massena,
Mechanicsville,
Medina,
North Tarrytown,
Norwich,
Walden.

North Carolina:
Elizabeth City,
Greenville,
Kinston,
Lexington,
Statesville.

North Dakota:
Bismarck,
Devils Lake,
Jamestown.

Ohio:
Bellefontaine,
Bellevue,
Circleville,
Conneaut,
Defiance,
Dover,
East Palestine,
Fostoria,
Galion,
Greenville,
Jackson,
Kent,
Logan,
Mount Vernon,
Nelsonville,
Ravenna,
St. Bernard,
Shelby,
Struthers,
Urbana,
Wapakoneta,
Wilmington,
Xenia.

Oklahoma:
Ada,
Blackwell,
Miami,
Ponca City,
Vinita.

Oregon:
Baker,
Bend,
Medford,
Oregon City,
Pendleton.

Pennsylvania:
Ashland,
Avalon,
Bellevue,
Bloomsburg,
Clearfield,
Coraopolis,
Danville,
Darby,
Dormont,
Forest City,
Franklin,
Glassport,
Greenville,
Hanover,
Huntingdon,
Indiana,
Jersey Shore,
Juniata,
Kane,
Kittanning,
Knoxville,
Latrobe,
Lewistown,
Lock Haven,
Millvale,
Milton,
Minersville,
Mount Pleasant,
Munhall,
Nanty Glo,
New Brighton,
Northampton,
Palmerton,
Parsons,
Pitcairn,
Rankin,
Rochester,
Scottdale,
Tarentum,
Titusville,
Tyrone,
Waynesboro,
West Pittston.

Rhode Island:
Burrillville,
Coventry.

South Carolina:
Union.

South Dakota:
Huron,
Lead,
Mitchell,
Watertown.

Tennessee:
Cleveland,
Murfreesboro.

Texas:
Belton,
Bonham,
Cisco,
Eastland,
Gainesville,
McKinney,
Navasota,
Orange,
San Benito,
Taylor,
Terrell,
Weatherford,
Yoakum.

Vermont:
Bennington,
Brattleboro,
Montpelier,
Morristown,
St. Albans,
Springfield.

Virginia:
Bristol,
Clifton Forge,
Hampton,
Harrisonburg,
Suffolk,
Winchester.

Washington:
Anacortes,
Bremerton,
Olympia,
Wenatchee.

West Virginia:
Grafton,
Keyser.

Wisconsin:
Antigo,
Chippewa Falls,
Menasha,
Menomonie,
Merrill,
Neenah,
Rhinelander,
South Milwaukee,
Stoughton,
Watertown,
Wauwatosa,
Wisconsin Rapids.

Wyoming:
Laramie,
Sheridan.

589 Cities With Population of 2,500 to 5,000

Alabama:
Florala,
Jasper,
Tuscumbia.

Arizona:
Glendale,
Jerome,
Mesa,
Winslow,
Yuma.

Arkansas:
Arkadelphia,
Conway,
De Queen,
Malvern,
Newport,
Prescott,
Stuttgart.

California:
Burbank,
Coalinga,
Coronado,
Dinuba,
Gilroy,
Hayward,
Huntington Park,
Inglewood,
Lodi,
Madera,
Merced,
Mill Valley,
Orange,
Oxnard,
Piedmont,
Pittsburg,
Red Bluff,
Santa Paula,
Selma,
So. San Francisco,
Turlock,
Watts.

Colorado:
Alamosa,
Brighton,
Canon City,
Delta,
Florence,
Fort Morgan,
La Junta,
Lamar,
Rocky Ford,
Salida.

Connecticut:
Bethel,
Darien,
East Haven,
East Windsor,
Jewett City,
Litchfield,
Mansfield,
New Canaan,
New Milford,
Ridgefield,
Simsbury,
Suffield.

Delaware:
Dover.

Florida:
De Land,
Lake City,
Quincy.

Georgia:
Barnesville,
Buford,
Douglas,
Manchester,
Pelham,
Thomaston,
Winder.

Idaho:
Blackfoot,
Kellogg,
Moscow,
St. Anthony,
Standpoint.

Illinois:
Auburn,
Batavia,
Carterville,
Des Plaines,
Downers Grove,
Dundee,
Elmhurst,
Galena,
Galva,
Geneseo,
Georgetown,
Gillespie,
Glencoe,
Harvard,
Havana,
Highland,
Hinsdale,
Jerseyville,
Lake Forest,
Lyons,
Madison,
Marseilles,
Mound City,
Mounds,
Mount Olive,
Naperville,
Oglesby,
Paxton,
Princeton,
Robinson,
Rochelle,
Rock Falls,
Silvis,
Venice,
Watseka,
West Chicago,
Westville.

Indiana:
Alexandria,
Boonville,
Dunkirk,
Franklin,
Gas City,
Greencastle,
Greenfield,
Huntingburg,
Jasper,
Lawrenceburg,
Martinsville,
Mitchell,
Monticello,
Montpelier,
Nappanee,
Noblesville,
North Vernon,
Tell City,
Tipton,
Union City,
West LaFayette,
Winchester.

Iowa:
Carroll,
Clarion,
Cresco,
Decorah,
Eagle Grove,
Eldora,
Glenwood,
Hampton,
Independence,
Indianola,
Iowa Falls,
Le Mars,
Maquoketa,
New Hampton,
Osage,
Sac City,
Spencer,
Storm Lake,
Tama,
Valley Junction.

Kansas:
Abilene,
Anthony,
Augusta,
Baxter Springs,
Beloit,
Caney,
Cherryvale,
Eureka,
Galena,
Girard,
Hiawatha,
Holton,
Horton,
Humboldt,
Larned,
Lyons,
McPherson,
Marysville,
Osawatomie,
Paola.

Kentucky:
Catlettsburg,
Corbin,
Georgetown,
Jenkins,
Ludlow,
Morganfield,
Russellville,
Shelbyville,
Somerset.

Louisiana:
De Ridder,
Jeanerette,
Mansfield,
Plaquemine,
Rayne,
Slidell.

Maine:
Bar Harbor,
Camden,
Farmington,
Fort Fairfield,
Jay,
Kennebunk,
Mexico,
Milo,
Norway,
Paris,
Wilton,
Winslow.

Maryland:
Brunswick,
Chestertown,
Havre de Grace.

Massachusetts:
Acushnet,
Ayer,
Barre,
Blackstone,
Dalton,
Deerfield,
East Bridgewater,
Foxboro,
Groveland,
Hadley,
Hardwick,
Hatfield,
Hopedale,
Kingston,
Lee,
Lenox,
Longmeadow,
Oxford,
Rockport,
Seekonk,
Warren,
West Bridgewater,
Westford,
Wilbraham,
Wilmington,
Wrentham.

Michigan:
Allegan,
Big Rapids,
Birmingham,
Boyne City,
Buchanan,
Durand,
Ecorse,
Fenton,
Ferndale,
Gladstone,
Grand Ledge,
Greenville,
Howell,
Iron River,
Norway,
Onaway,
Otsego,
Rochester,
St. Clair,
St. Louis.

Minnesota:
Alexandria,
Anoka,
Aurora,
Blue Earth,
Columbia Heights,
Crosby,
Detroit,
Ely,
Fairmont,
Gilbert,
Grand Rapids,
Hopkins,
Hutchinson,
Internat'l Falls,
Lake City,
Luverne,
Montevideo,
Northfield,
St. James,
St. Peter,
Staples,
Thief River Falls,
Two Harbors,
West St. Paul,
Worthington.

Mississippi:
Amory,
Bay Saint Louis,
Canton,
Columbia,
Grenada,
New Albany.

Missouri:
Bonne Terre,
Boonville,
Clayton,
Eldon,
Fredericktown,
Higginsville,
Lexington,
Macon,
Monett,
Richmond,
Sikeston,
Washington,
West Plains.

Montana:
Deer Lodge,
Dillon,
Glendive,
Red Lodge,
Whitefish.

Nebraska:
Alliance,
Gering,
Holdredge,
McCook,
Plattsmouth,
Superior,
Wymore.

Nevada:
Tonopah.

New Hampshire:
Conway,
Exeter,
Littleton,
Newmarket,
Newport.

New Jersey:
Bordentown,
Butler,
Cape May,
Carlstadt,
Dunellen,
Fairview,
Franklin,
Freehold,
Glen Ridge,
Haddon Heights,
Haledon,
Highland Park,
Hightstown,
Lambertville,
Merchantville,
Metuchen,
Milltown,
Pitman,
Prospect Park,
Rockaway,
Verona.

New Mexico:
Deming,
East Las Vegas,
Gallup.

New York:
Albion,
Amityville,
Avon,
Babylon,
Baldwinsville,
Brockport,
Bronxville,
Canton,
Carthage,
Chatham,
Dannemora,
Dansville,
Dobbs Ferry,
East Aurora,
East Rochester,
Elmira Heights,
Falconer,
Frankfort,
Goshen,
Gouverneur,
Gowanda,
Granville,
Greenport,
Hamburg,
Highland Falls,
Irvington,
Lawrence,
Mineola,
Mount Kisco,
Mount Morris,
Owego,
Patchogue,
Penn Yan,
Pleasantville,
Scotia,
Southampton,
Tupper Lake,
Union,
Walton,
Waterloo.

North Carolina:
Belmont,
Canton,
Hamlet,
Hendersonville,
Laurinburg,
Morehead City,
Shelby,
Tarboro,

North Dakota:
Valley City,
Williston.

Ohio:
Bedford,
Berea,
Bryan,
Celina,
Clyde,
Crestline,
Elmwood Place,
Euclid,
Fairport,
Geneva,
Lebanon,
Lisbon,
Lockland,
Marysville,
Maumee,
Miamisburg,
Mingo Junction,
Montpelier,
New Boston,
Oberlin,
Pomeroy,
Reading,
Shadyside,
Wadsworth,
Willard,
Willoughby.

Oklahoma:
Altus,
Alva,
Cleveland,
Clinton,
Frederick,
Hobart,
Mangum,
Newkirk,
Nowata,
Pauls Valley,
Perry,
Purcell,
Sand Springs,
Stillwater,
Walters,
Wynona.

Oregon:
Albany,
Ashland,
Dallas,
Grants Pass,
Hood River,
Klamath Falls,
Newberg,
Roseburg.

Pennsylvania:
Aliquippa,
Ambler,
Apollo,
Aspinwall,
Athens,
Avoca,
Bellefonte,
Bellwood,
Birdsboro,
Blairsville,
Brownsville,
Catasauqua,
Clifton Heights,
Coplay,
Coudersport,
Curwensville,
Dale,
E. Mau. Chunk,
East Stroudsburg,
Elizabeth,
Elizabethtown,
Ellsworth,
Emporium,
Ephrata,
Galeton,
Gettysburg,
Grove City,
Hamburg,
Ingram,
Jenkintown,
Lansdowne,
Lewisburg,
Lititz,
McAdoo,
Mauch Chunk,
Mechanicsburg,
Mount Union,
Narberth,
Nazareth,
New Philadelphia,
North East,
Oakmont,
Parnassus,
Perkasie,
Polk,
Portage,
Port Carbon,
Sewickley,
Souderton,
South Brownsville,
South Fork,
S. W. Greensburg,
Spring City,
Springdale,
Waynesburg,
West Reading,
West York,
Wyoming.

Rhode Island:
Barrington,
North Kingstown,
Portsmouth,
Scituate,
Tiverton.

South Carolina:
Laurens,
Summerville.

South Dakota:
Mobridge,
Pierre,
Redfield,

Tennessee:
Alcoa,
Franklin,
Harriman,
Pulaski,
Springfield,
Tracy City.

Texas:
Bay City,
Clarksville,
Comanche,
Commerce,
Cooper,
De Leon,
Electra,
Gonzales,
Gorman,
Honey Grove,
Jacksonville,
Kaufman,
Kingsville,
Mercedes,
Mission,
Pittsburg,
Quanah,
San Marcos,
Seguin,
Sour Lake,
Stamford,
Stephenville,
Sweetwater,
Teague,
Texas City,
Uvalde.

Utah:
Eureka,
Murray,
Nephi,
Park City.

Vermont:
Fair Haven,
Hardwick,
Middlebury,
Proctor,
Richford,
West Rutland.

Virginia:
Bedford,
Big Stone Gap,
Norton.

Washington:
Auburn,
Charleston,
Chehalis,
Pasco,
Renton,
Roslyn,
Sedro Woolley.

West Virginia:
Benwood,
Buckhannon,
Hinton,
Piedmont,
Salem.

Wisconsin:
Berlin,
Burlington,
Clintonville,
Hartford,
Hudson,
Lake Geneva,
Mayville,
Mineral Point,
New London,
Oconomowoc,
Oconto,
Platteville,
Plymouth,
Port Washington,
Reedsburg,
Richland Center,
Ripon,
Shawano,
Shorewood,
Sparta,
Sturgeon Bay,
Tomah,
Tomahawk,
Viroqua,
Washburn,
Waupaca,
Waupun.

Wyoming:
Greybull.

WHAT DO you mean by a good teacher? If answers to this question could be obtained, their variety would no doubt be very great. . . . We should certainly find frequent mention of *personality, scholarship, method, discipline, leadership,* and *cooperation.* Even *voice, good looks,* and *sense of humor* would be abundantly represented; while those who look to the pupil rather than to the teacher for the real measure of teaching would name a multitude of desirable knowledges, skills, activities, ideals, appreciations, and attitudes which good teaching should develop.

It is probable, however, that no one would include in his list an item having to do with the number of pupils a teacher can successfully instruct. We are content to list the qualities which condition good teaching without inquiring how many pupils can be effectively influenced by these qualities. We estimate the results of teaching without taking account of the number of pupils who exhibit these results. Is it too much to say that if one teacher can teach twenty-five pupils while another can teach fifty equally well, the latter is worth twice as much as the former? And if he is worth more, should he not be better paid?—*Editorial, Journal of Educational Research, January, 1923; p. 59.*

Form Used in Collecting Data

On pages 68 to 70 are reproduced three pages of the Salary Inquiry used in collecting the data on which this report is based.

NATIONAL EDUCATION ASSOCIATION

1201 SIXTEENTH STREET
WASHINGTON, D. C.

October 1, 1924.

Salary Inquiry, School Year 1924-25

To Superintendents of Schools:

This inquiry is undertaken at the request of a number of city school superintendents. It will result in a comprehensive survey of the salary situation for 1924–25, and will make available data comparable to that issued by the National Education Association two years ago in "Teachers' Salaries and Salary Trends in 1923."

A preliminary summary of the results of the inquiry will be sent to those replying. Special tabulations to meet the needs of individual cities will be available at the cost of preparation.

A prompt reply will make it possible to supply city schools with facts on salaries for 1924–25 for use during the present school year.

Sincerely yours,

JOHN K. NORTON,
Director, Research Division.

IMPORTANT

Return one copy of this inquiry to Research Division, National Education Association, 1201 Sixteenth Street, N. W., Washington, D. C., by October 22, 1924. The extra copy of the inquiry may be retained for your files.

Name of City_____ State_____

Name of Officer Reporting

Position of Officer Reporting

[1]

PART I.—SALARIES PAID, 1924-25

DIRECTIONS: Fill in data requested at foot of page 1, NOW.
Read notes at foot of this page before filling out this section.
In answering this inquiry give figures ONLY for individuals employed for FULL TIME.
If you have a printed or mimeographed SALARY SCHEDULE and other pamphlets dealing with any of the subjects covered in this inquiry, please INCLUDE COPIES WITH REPLY.

Salary Groups All salaries should be in terms of yearly salary	Give the number of teachers whose salaries fall in each of the salary groups indicated below — CLASSROOM TEACHERS					Give the number of employees whose salaries fall in each of the salary groups indicated below — OTHER SCHOOL EMPLOYEES				Salary Groups All salaries should be in terms of yearly salary	Give the number of principals whose salaries fall in each of the salary groups indicated below — BUILDING PRINCIPALS				
	Kindergarten teachers. See note (a) below	Elementary teachers grades 1, 2, 3, 4, 5 and 6 and where separate junior high schools are not maintained grades 7 and 8 also (b)	Special class teachers (c)	Junior high school teachers grades 7 and 8, or 7, 8 and 9, when maintained as a separate school organization (d)	High school teachers. Grades 10, 11 and 12, where junior or high school is otherwise maintained grades 9, 10, 11 and 12	School nurses	School janitors (e)	Schools clerks in principals' offices (f)	Clerks in offices of administrative and supervisory officers (g)		Teaching elementary principals (those doing some regular classroom teaching) (h)	Supervising elementary principals (those giving full time to administration and supervision)	Junior high school principals	Assistant or vice-principals, deans, etc. (i)	High school principals
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Below $600										Below $1200					
600- 699										1200-1299					
700- 799										1300-1399					
800- 899										1400-1499					
900- 999										1500-1599					
1000-1099										1600-1699					
1100-1199										1700-1799					
1200-1299										1800-1899					
1300-1399										1900-1999					
1400-1499										2000-2099					
1500-1599										2100-2199					
1600-1699										2200-2299					
1700-1799										2300-2399					
1800-1899										2400-2499					
1900-1999										2500-2599					
2000-2099										2600-2699					
2100-2199										2700-2799					
2200-2299										2800-2899					
2300-2399										2900-2999					
2400-2499										3000-3099					
2500-2599										3100-3199					
2600-2699										3200-3299					
2700-2799										3400-3599					
2800-2899										3600-3799					
2900-2999										3800-3999					
3000-3099										4000-4199					
3100-3199										4200-4399					
3200-3299										4400-4599					
3300-3399										4600-4799					
3400-3499										4800-4999					
3500-3599										5000-5499					
3600-3699										5500-5999					
3700-3799										6000-6999					
3800 and over										7000 and over					
Totals										Totals					

Notes (a) In column 2 include regular and kindergarten teachers in full charge of a kindergarten room. If kindergarten teachers teach a section of the first grade in addition to the kindergarten class include them in this column.
(b) In column 3, in addition to regular elementary classroom teachers include elementary teachers rated as assistant or vice-principals who devote more than half time to classroom teaching. (Also see note (h) below.)
(c) In column 4 include teachers of ungraded rooms, open air classes, sub-normal groups, cardiac classes and other special or atypical groups in charge of a single teacher.
(d) In column 5 in addition to regular high school teachers include those rated as heads of departments, etc., who devote more than half time to teaching. (See note (i) below.)
(e) In column 8 include only regular, full-time janitors employed on the annual or school year basis. Also see question 10 on page 4 of this form.
(f) In column 9 include only regular, full-time clerks assigned to principals' offices for clerical duties.
(g) In column 10 include only regular, full-time stenographers, typists, clerks, etc., employed in these offices.
(h) In column 12 in addition to regular teaching elementary principals, include elementary assistant or vice-principals who devote half time or more to administrative or supervisory duties.
(i) In column 15 include only assistant or vice-principals, deans, etc., who devote more than half time to administrative duties.

PART I. SALARIES PAID, 1924-25—Continued

Salaries of other Administrative and Supervisory Officers, 1924-25

DIRECTIONS: Do not include any individual in this list who has been included in the tabulation on page 2. Do not include any official more than once.

Read notes a, b, and c, on this page, carefully before filling out this section.

When this tabulation is completed it should give a complete picture of the salaries paid all administrative and supervisory officers (Directors, Assistant Directors, Supervisors, Ass't Supervisors, etc.) connected with the central office.

What is the annual salary of the superintendent of schools?.....

What is the annual salary of the secretary to the superintendent?.....

OFFICERS (See note a, below)	Number employed (See note b, below)	SALARIES PAID OFFICERS (See note c, below)							
1	2	3	4	5	6	7	8	9	10
1. ASSOCIATE, ASST. OR DEPUTY SUPERINTENDENTS									
2. BUSINESS MANAGERS									
3. SECRETARY OF BOARD OF EDUCATION									
4. SUPERINTENDENT OF BUILDINGS AND GROUNDS									
5. CHIEF ATTENDANCE OFFICER									
6. ATTENDANCE OFFICERS									
DIRECTORS, ASSISTANT DIRECTORS OR SUPERVISORS OF:									
7. RESEARCH, TESTS AND MEASUREMENTS									
8. VOCATIONAL EDUCATION									
9. PHYSICAL EDUCATION									
10. HEALTH									
11. CONTINUATION SCHOOLS									
12. EVENING SCHOOLS									
13. AMERICANIZATION CLASSES									
14. ART									
15. MUSIC									
16. PENMANSHIP									
17. MANUAL TRAINING OR INDUSTRIAL ARTS									
18. HOME ECONOMICS									
19. KINDERGARTEN									
20. PRIMARY GRADES									
21. INTERMEDIATE AND GRAMMAR GRADES									
22. JUNIOR HIGH SCHOOL									
23. SENIOR HIGH SCHOOL									
24.									
25.									
26.									

Notes (a) If any administrative or supervisory officers employed in your system are not listed in column 1, please write the proper titles in the spaces provided beginning with number "24," and give salaries as requested.

(b) In column 2 indicate the total number of officers employed under the general designation indicated in column 1.

(c) In columns 3 to 10 list separately a salary for each of the persons included in figure given in column 2. For example if column 2 indicates that 5 Associate or Assistant Superintendents are employed, five separate salaries should be indicated in columns 3 to 7 inclusive. Or if there are 4 Directors or Assistant Directors employed who are responsible for research, tests and measurements, four salaries should be given in columns 3 to 6 inclusive on line "7."

PART II. SALARY SCHEDULES AND SALARY SCHEDULE FEATURES, 1924-25.

(See notes below)

SALARY SCHEDULE PROVISIONS		CLASSROOM TEACHERS					OTHER SCHOOL EMPLOYEES				BUILDING PRINCIPALS (See note 3 below)			
		Regular kindergarten teachers (See note (a) page 2)	Elementary teachers grades 1, 2, 3, 4, 5, 6 and 7 and 8 also where separate junior high schools are not maintained grades 7 and 8 also	Special class teachers (See note (c) page 2)	Junior high school teachers. Grades 7 and 8 or 7, 8 and 9 when maintained as a separate school organization	High school teachers Grades 10, 11, 12 where junior high schools are maintained, otherwise grades 9, 10, 11 and 12	School nurses	School janitors	School clerks in principals' office	Clerks in offices of administrative and supervisory officers	Teaching elementary principals, (those doing some regular classroom teaching)	Supervising elementary principals (those giving full time to administration and supervision)	Junior high school principals	High school principals
1		2	3	4	5	6	7	8	9	10	11	12	13	14
MINIMUM SALARY	Men													
	Women													
ANNUAL INCREASES	Men													
	Women													
NUMBER OF INCREASES	Men													
	Women													
MAXIMUM SALARY	Men													
	Women													
SUPER MAXIMUM	Men													
	Women													

Notes (1) In filling out this form leave spaces blank if no definite salary schedule has been set for a particular group, such as that included in columns 4, or columns 7 to 10.

(2) Please attach a copy of salary schedule now in effect to aid in interpreting the data given in this tabulation.

(3) Where the minimum salary, maximum salary, etc., of principals vary with the size of their schools, please include this information in detail.

Selected Bibliography of Current Thought on Teachers' Salaries

Teachers and school executives may obtain current salary information by addressing the Division of Research, National Education Association, 1201 Sixteenth Street Northwest, Washington, D. C. See page 2 of this Bulletin under Special Salary Service.

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AFTER THE determination of the ability of the community to pay according to schedule, the next items to be considered are those which relate to the teacher. A good schedule will be based upon the preparation which a teacher has made for her work; upon the amount of training she has taken after entering service; and finally, upon the length of service she has rendered.—*Thomas W. Gosling. A Salary Schedule for Teachers in a City of Forty Thousand, American School Board Journal, October, 1924, p. 37.*

A NATION which lets incapables teach it, while the capable men and women only feed, clothe, or amuse it, is committing intellectual suicide.—*Edward L. Thorndike.*

NO CONQUEROR can make the multitude different from what it is; no statesman can carry the world's affairs beyond the ideas and capacities of the generation of adults with which he deals; but teachers—I use the word in the wisest sense—can do more than either conqueror or statesman; they can *create a new vision* and liberate the latent powers of our kind.—*H. G. Wells.*

IT IS IMPERATIVE today that standards of training and ability be raised; that more and better students be secured for the teacher-training schools, and that the best service possible be obtained from the present teaching staff. The task of so administering salary schedules at this time that these desirable changes may be effected is one of the most difficult and, at the same time, most important problems facing school superintendents.—*Edward S. Evenden.*