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## A Study of The Activities of Public School Superintendent in Minnesota Schools of Night through Twenty-Nine Teachers

Hildore Henry Skille

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A STUDY OF THE ACTIVITIES OF PUBLIC SCHOOL  
SUPERINTENDENTS IN MINNESOTA SCHOOLS OF  
EIGHT THROUGH TWENTY-NINE TEACHERS

A Thesis  
Submitted to the Graduate Faculty  
of the  
University of North Dakota

In Partial Fulfillment of the Requirements  
For the Degree of  
Master of Science in Education

by  
Hildore Henry Skille

August, 1949

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This thesis, offered by Hildore Henry Skille in partial fulfillment of the requirements for the degree of Master of Science in Education in the University of North Dakota, is hereby approved by the Committee of Instruction in charge of this work.

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## CHAPTER 1

## INTRODUCTION

As is popularly known, the superintendent of the smaller public school is a man of many divergent responsibilities. He supervises instruction; he manages the finances; he buys supplies and equipment. He is the one who supports the rest of the faculty when discipline problems arise; he is responsible for the hot lunch program, the transportation of pupils, the health program, the library, and other auxiliary services. If he is fortunate enough to have an office secretary in his school, he must plan to disseminate her services to the greatest good and he may find himself getting relatively little personal help from her after other more urgent of the system's needs are satisfied.

The superintendent should be conscious of the problems that have to do with the educational plant and he does not merely supervise the maintenance of it but he recommends improvements in the form of new additions and better illumination, heating, ventilation, playground facilities, and surroundings.

His community expects much from him, also. He must be an active participant in many community functions. He deals in human relations whichever way he may turn.

The above is an impression that any thinking person, whether or not he is employed in educational work, may have

of the superintendent's status. In other words, duties are ascribed to the superintendent that may be classified under such headings as supervising teachers, keeping records, managing business matters, transportation manager, community educational advisor, supply manager, buyer, substitute teacher, guidance director, theatre manager, advisor to the lovelorn, and consultant to worried mothers.

There is some question about the duties that superintendents in the smaller places should assume and those they should avoid or pass along to others. What does the typical superintendent in the small school do? Is he properly trained for his job? Is he expected to do things which do not justify his time? How much overtime does he work? Is his pay commensurate with his duties? What abilities, aptitudes, and interests should a prospective superintendent have? An active interest in these questions has prompted this study.

#### Purpose of This Study; The Problem

This study was initiated in an effort to secure objective information on what the typical superintendent does in certain small schools; and whether he is doing things that could be accomplished as well by hiring less expensive help. If he must perform certain of these extraneous tasks, is he being properly trained to meet those responsibilities with reasonable efficiency? Is he required to attend to

duties outside of school hours to an unreasonable degree? Does he receive a salary commensurate with the time that he expends for his school system and community and commensurate with the training needed to certificate him? How does the size of school in terms of enrolment affect his activities and income? How much of his time is devoted to teaching classes and supervising study halls? How does the number of years of experience in education and the amount of training contribute to the superintendent's status, professionally and economically? Does the better paid superintendent have more duties to perform? What proportion of these superintendents have office help? Is the average superintendent thinking of leaving the field? Is it attractive to be the head of a school system?

The purpose of this study is to secure information that will throw some light on the activities which affect the life of the superintendent of the smaller public school, and to secure information relating to his status contingent thereto.

#### Sources of Data

The necessary data for this study were obtained by a questionnaire checklist which was sent to superintendents. The questions and the checklists were mimeographed and, with the necessary instructions, filled three sides of letter-size paper. Although it was large, it was answered

by 148 administrators.

#### Method of Conducting the Study

On March 23, 1949, 363 postal cards, with self-addressed and stamped reply cards attached, were sent to the administrators of schools employing from 8 to 29 teachers in grades one through twelve according to the Minnesota Educational Directory for 1948-1949. Each card transmitted the following message:

Dear Superintendent:

I am making a study of the activities of superintendents in the smaller independent school districts in Minnesota. What does the superintendent do? Is he being properly trained for his job? Is he expected to do things which do not justify his time? How much overtime does he put in? What about his pay? What abilities, aptitudes, and interests should a prospective superintendent have? Etc.--all anonymously treated, of course.

May I send you a questionnaire checklist for the week beginning April fourth? It will need to be checked each day for one week and there will be a few questions pertaining to your school and a few pertaining to activities not covered in the above. Only a few minutes will be required each day. A brief summary of the study will be sent

to all who return the forms.

If you are willing to help me, write your name and address on the attached card and drop it in the mail. Thanks a lot!

H. H. Skille, Supt.

Stephen, Minnesota

In reply to the 363 cards, the writer received 201 answers. Subsequently the questionnaire checklists were mailed and 148 of these were returned to the writer in their completed form. In view of the fact that six of the respondents were in systems of more than thirty teachers, two were in systems of less than eight teachers, and one was in a system where his duties were not similar to those of the other superintendents in the study, they were not used in the checklist tabulations. All available data were used in a few tabulations, since the size of the schools could be viewed quite objectively in the table.

The various tables were analyzed, evaluated, and criticized. Comparisons were made among the various sizes of schools (by enrolments) and among the salary groups, as to the activity items checked on the questionnaire checklist, the amount of help the superintendent received in his office and other points of interest in the administrator's routine and status.

### Limitations of This Study

Whenever the questionnaire is used for the purpose of accumulating research data, questions may well arise as to the validity and reliability of the study. A definite effort was made to secure the good will of the respondent by asking for his permission before sending the questionnaire checklist to him. If the form was lengthy, this lengthiness was offset somewhat by making it possible to check the answers rather than to write them out in full on its final two pages. Where questions were asked, brief and objective answers were required. It was objectionable that the questionnaire checklist appeared more difficult to complete than it actually was. Note the number who volunteered to complete the questionnaire, yet did not further respond.

The size of the schools was determined by the number of teachers in the grades one through twelve when selecting the group of superintendents whose activities were to be studied. After the responses were received, the various school sizes were arbitrarily determined by their enrolments. This gave twelve class-intervals of fifty each with a range of 100 to 700 pupils in the checklist tabulation.

Salary Medians were computed by using the class-interval

of 500(dollars) and the formula<sup>1</sup>

$$\text{Mdn equals } l \text{ plus } \left( \frac{\frac{N}{2} - F}{f_m} \right) i$$

When the permission cards were sent out, each respondent received assurance that his information would be handled anonymously. This promise was not violated. The writer's hope was that this would elicit a greater willingness to accept the questionnaire checklist and to respond with accuracy.

#### Definitions

School. This word was occasionally used to mean superintendent.

---

<sup>1</sup>Henry E. Garrett, Statistics in Psychology and Education (New York, Longmans, Green and Company), p. 37.



## CHAPTER 2

### ACCUMULATING VALID INFORMATION

The final form of the questionnaire checklist was an outgrowth of about two months of thinking and searching. It was deemed desirable from the very beginning to set up a list of the tasks that the superintendent performs. In order to develop such a list the writer set up temporary forms upon which he could record such tasks whenever they occurred to him or whenever he did them. In order to facilitate a sensitiveness to such items, a rough classification plan was established. This classification included three categories of administrative activities; those which take place in his office, those which take place outside his office but within the building, and those which take place outside the building. Although no particular significance was attached to the locus of the superintendent's individual activity, this segregated his spheres of action and made possible the focusing of the writer's attention on narrower phases. As these lists grew, they were handed to fellow workers for evaluation, criticism, and additions.

#### The Checklist

The checklist portion of the inquiry form was designed with the following sequence of thought in mind: To find out which tasks the superintendent actually does and then to try to evaluate these as to which should be handled by

him and which should be handled by less expensive help or by specialists. It was hoped that the checklist might elicit objective data on the superintendent's actual load in the smaller school, both qualitatively and quantitatively.

In order to expedite the objectiveness of the inquiry, instructions were set up to request that the listed items be checked daily with the frequency to which they were attended for a period of one school week, April fourth through eighth. This particular week was selected because Minnesota was then relatively free of tournaments, music festivals, dramatic events, and other extraordinary functions which might modify or even disrupt the normal school procedures. Provision was made in the form for recording the activities which were done earlier in the term or would probably be done before the term was over.

By the time the inquiry form was established in its final revision, eighty-five items had been selected for the checklist. Besides the regular checklist, spaces were provided for writing in items which the respondent could not otherwise classify. A total of seventy-three additional activities were written into these spaces.

## Questionnaire and Checklist

## A Study of the Superintendent's Activities

(Read all pages before answering)

## 1. Student enrolment for the current year:

- A. If your school is under the 8-4 plan, indicate enrolment as follows:

Elementary: \_\_\_\_\_ High School: \_\_\_\_\_ Total: \_\_\_\_\_

- B. If your school is under the 6-6 plan, indicate enrolment as follows:

Elementary: \_\_\_\_\_ High School: \_\_\_\_\_ Total: \_\_\_\_\_

- C. If your school is under the 6-3-3 plan, indicate enrolment as follows:

Elementary: \_\_\_\_\_ Jr. H. School: \_\_\_\_\_

Sr. H. School: \_\_\_\_\_

H. S. Total: \_\_\_\_\_ All school

Total: \_\_\_\_\_

## 2. Teacher personnel in system:

- A & B. If your school is under the 8-4 or 6-6 plan, indicate the number of teachers as below (Superintendent to be counted as a high school teacher):

Elementary: \_\_\_\_\_ High School: \_\_\_\_\_ Total: \_\_\_\_\_

- C. If your school is under the 6-3-3 plan, indicate the number of teachers as below (Superintendent to be counted as a senior high school teacher):

Elementary: \_\_\_\_\_ Jr. High: \_\_\_\_\_

Sr. High: \_\_\_\_\_

H. S. Total: \_\_\_\_\_ Total Principals: \_\_\_\_\_

D. All schools please answer the following: How many principals are under your supervision?  
(Principals should have been counted above also.)

Elementary: \_\_\_\_\_ Jr. High: \_\_\_\_\_

Sr. High: \_\_\_\_\_

H. S. Total: \_\_\_\_\_ Total Principals: \_\_\_\_\_

3. Do you have office help? (yes-no) \_\_\_\_\_ How much? Check as below:

Full time: \_\_\_\_\_ 3/4 time: \_\_\_\_\_ 1/2 time: \_\_\_\_\_ 1/4 time: \_\_\_\_\_

4. How many periods of each day do you supervise study halls or teach classes? \_\_\_\_\_

5. Does your work keep you in school during off-hours?

Answer as below. Encircle the most correct frequency for the hours named at left.

(Number of times per week)  
Between 4:00 & 5:00 P.M. :-zero-one-two-three-four-five.

Between 5:00 & 6:00 P.M. :-zero-one-two-three-four-five.

Between 7:00 & 9:00 P.M. :-zero-one-two-three-four-five.

Between 9:00 & 10:00 P.M. :-zero-one-two-three-four-five.

Later than 10:00 P.M. :-zero-one-two-three-four-five.

Before school begins A.M. :-zero-one-two-three-four-five.

Each month I work Saturday mornings:

-zero-one-two-three-four-five.

6. Experience: Number of years as superintendent: \_\_\_\_\_

Total years in education including

those as superintendent: \_\_\_\_\_

7. Training: Bachelor's Degree: \_\_\_\_\_ Master's Degree: \_\_\_\_\_

Write in other: \_\_\_\_\_

8. Salary: Write in your annual salary for 1948-49: \$ \_\_\_\_\_

For 1949-50: \$ \_\_\_\_\_

9. Answer A, B, or C:

A. Are you staying in administration next year? \_\_\_\_\_

B. Are you seriously considering leaving administration next year? \_\_\_\_\_

C. Are you definitely leaving the field next year? \_\_\_\_\_

List reason(s) for above answer: \_\_\_\_\_

#### Checklist

(Your activities for the period April 4th to 8th, inclusive)

Instructions: In order to show the number of times a particular item was attended on a given day, write the figure indicating such number of times in the space to the right of the item. For instance if you answered the telephone six times on Wednesday, the box under Wednesday would be checked as below:

|                    | M | T | W | Th | F |
|--------------------|---|---|---|----|---|
| Answered telephone |   |   | 6 |    |   |

This checklist may be checked at the end of each day or oftener if possible. We recognize that this list of activities may not be complete. Additional spaces are provided for writing in such activities. Note instructions on end of last page.

Activities usually in office but not necessarily so.

| M | T | W | Th | F |
|---|---|---|----|---|
|   |   |   |    |   |

Interviewed salesman

|  |  |  |  |  |
|--|--|--|--|--|
|  |  |  |  |  |
|--|--|--|--|--|

| Activities usually in office<br>but not necessarily so.    | M     | T     | W     | Th    | F     |
|--|-------|-------|-------|-------|-------|
| Interviewed teacher  | _____ | _____ | _____ | _____ | _____ |
| Interviewed student  | _____ | _____ | _____ | _____ | _____ |
| Interviewed other employees                                | _____ | _____ | _____ | _____ | _____ |
| Interviewed citizen, not parent                            | _____ | _____ | _____ | _____ | _____ |
| Interviewed parent   | _____ | _____ | _____ | _____ | _____ |
| Conferred with principal                                   | _____ | _____ | _____ | _____ | _____ |
| Planned lesson for class(es)                               | _____ | _____ | _____ | _____ | _____ |
| Handled correspondence                                     | _____ | _____ | _____ | _____ | _____ |
| Planned curriculum for next<br>year(worked on this)        | _____ | _____ | _____ | _____ | _____ |
| Prepared transcript of credit<br>for student or ex-student | _____ | _____ | _____ | _____ | _____ |
| Worked on general fund accounts                            | _____ | _____ | _____ | _____ | _____ |
| Worked on activity fund accounts                           | _____ | _____ | _____ | _____ | _____ |
| Worked on hot lunch accounts                               | _____ | _____ | _____ | _____ | _____ |
| Worked on transportation<br>accounts                       | _____ | _____ | _____ | _____ | _____ |
| Worked on other accounts                                   | _____ | _____ | _____ | _____ | _____ |
| Worked on state reports                                    | _____ | _____ | _____ | _____ | _____ |
| Ordered supplies, books,<br>equipment                      | _____ | _____ | _____ | _____ | _____ |
| Answered telephone   | _____ | _____ | _____ | _____ | _____ |
| Planned publicity(worked on<br>this)                       | _____ | _____ | _____ | _____ | _____ |
| Prepared address for delivery<br>before student body       | _____ | _____ | _____ | _____ | _____ |
| Checked invoices for correct-<br>ness and/or completeness  | _____ | _____ | _____ | _____ | _____ |

| Activities usually in office<br>but not necessarily so.   | M     | T     | W     | Th    | F     |
|---|-------|-------|-------|-------|-------|
| Handled discipline case                                   | _____ | _____ | _____ | _____ | _____ |
| Wrote up school news for local<br>or other paper          | _____ | _____ | _____ | _____ | _____ |
| Wrote article on educational<br>subject for publication   | _____ | _____ | _____ | _____ | _____ |
| Prepared for board meeting                                | _____ | _____ | _____ | _____ | _____ |
| Met with board, regular meeting<br>or otherwise           | _____ | _____ | _____ | _____ | _____ |
| Executed orders of board                                  | _____ | _____ | _____ | _____ | _____ |
| Prepared talk for out of school<br>delivery               | _____ | _____ | _____ | _____ | _____ |
| Typed copy(include letters<br>written)                    | _____ | _____ | _____ | _____ | _____ |
| Dictated copy(include letters)                            | _____ | _____ | _____ | _____ | _____ |
| Operated duplicating machine                              | _____ | _____ | _____ | _____ | _____ |
| Examined textbooks for future<br>buying                   | _____ | _____ | _____ | _____ | _____ |
| Recorded data about students on<br>permanent record cards | _____ | _____ | _____ | _____ | _____ |
| Prepared bulletins or notices<br>to teachers              | _____ | _____ | _____ | _____ | _____ |
| Studied or checked teacher's<br>weekly reports            | _____ | _____ | _____ | _____ | _____ |
| Studied or worked on teacher's<br>requisitions            | _____ | _____ | _____ | _____ | _____ |
| Conferred with school nurse or<br>doctor                  | _____ | _____ | _____ | _____ | _____ |
| Instructed office help (or<br>assigned the day's duties)  | _____ | _____ | _____ | _____ | _____ |
| Worked on future building plans                           | _____ | _____ | _____ | _____ | _____ |

| Activities usually in office<br>but not necessarily so.              | M     | T     | W     | Th    | F     |
|--|-------|-------|-------|-------|-------|
| Studied professional books or<br>magazines or kindred data           | _____ | _____ | _____ | _____ | _____ |
| Put office in order  | _____ | _____ | _____ | _____ | _____ |
| Worked on the budget (Present<br>or future or on any phase)          | _____ | _____ | _____ | _____ | _____ |
| Studied or referred to state<br>syllabi, bulletins, et al            | _____ | _____ | _____ | _____ | _____ |
| Studied or referred to High<br>School League data (bulletins)        | _____ | _____ | _____ | _____ | _____ |
| Studied legislative matter-<br>wrote to legislators                  | _____ | _____ | _____ | _____ | _____ |
| Studied M.E.A., N.E.A. data<br>or actively participated              | _____ | _____ | _____ | _____ | _____ |
| _____  | _____ | _____ | _____ | _____ | _____ |
| _____  | _____ | _____ | _____ | _____ | _____ |
| _____  | _____ | _____ | _____ | _____ | _____ |
| <u>Activities out of office but<br/>in the buildings; on grounds</u> | _____ | _____ | _____ | _____ | _____ |
| Taught classes other than own  | _____ | _____ | _____ | _____ | _____ |
| Supervised instruction (visited<br>classrooms, et al)                | _____ | _____ | _____ | _____ | _____ |
| Supervised janitorial service  | _____ | _____ | _____ | _____ | _____ |
| Supervised hot lunch service   | _____ | _____ | _____ | _____ | _____ |
| Supervised a study hall  | _____ | _____ | _____ | _____ | _____ |
| Coached athletics or refereed<br>an athletic event                   | _____ | _____ | _____ | _____ | _____ |
| Coached dramatics  | _____ | _____ | _____ | _____ | _____ |
| Coached debate   | _____ | _____ | _____ | _____ | _____ |



| Activities out of office but<br>in the buildings; on grounds | M     | T     | W     | Th    | F     |
|--|-------|-------|-------|-------|-------|
| Operated visual machine                                      | _____ | _____ | _____ | _____ | _____ |
| Held teacher's meeting                                       | _____ | _____ | _____ | _____ | _____ |
| Met with student council or<br>similar student group         | _____ | _____ | _____ | _____ | _____ |
| Directed instrumental music<br>activities                    | _____ | _____ | _____ | _____ | _____ |
| Directed vocal music activities                              | _____ | _____ | _____ | _____ | _____ |
| Checked supply stocks  | _____ | _____ | _____ | _____ | _____ |
| Inspected buildings or parts<br>thereof                      | _____ | _____ | _____ | _____ | _____ |
| Inspected grounds or permanent<br>playground equipment       | _____ | _____ | _____ | _____ | _____ |
| Inspected school equipment                                   | _____ | _____ | _____ | _____ | _____ |
| Administered aptitude tests                                  | _____ | _____ | _____ | _____ | _____ |
| Administered achievement tests                               | _____ | _____ | _____ | _____ | _____ |
| Administered another type of<br>test--not a school subject   | _____ | _____ | _____ | _____ | _____ |
| Addressed student body or part<br>thereof(not own class)     | _____ | _____ | _____ | _____ | _____ |
| Administered first aid to<br>injured person                  | _____ | _____ | _____ | _____ | _____ |
| Helped or advised student(s) on<br>school publication        | _____ | _____ | _____ | _____ | _____ |
| Did work in school library or<br>having to do with library   | _____ | _____ | _____ | _____ | _____ |
| Taught an in-service class of<br>teachers                    | _____ | _____ | _____ | _____ | _____ |
| Examined students eyes, hearing,<br>etc.(screening tests)    | _____ | _____ | _____ | _____ | _____ |
| On noon patrol duty or other<br>hall patrol duty             | _____ | _____ | _____ | _____ | _____ |

| Activities--as a rule out<br>of the building          | M     | T     | W     | Th    | F     |
|---|-------|-------|-------|-------|-------|
| Served on a committee not connected with school work  | _____ | _____ | _____ | _____ | _____ |
| Called on parent about truancy or misconduct of child | _____ | _____ | _____ | _____ | _____ |
| Worked with court or court official in juvenile case  | _____ | _____ | _____ | _____ | _____ |
| Called on parent about general guidance of child      | _____ | _____ | _____ | _____ | _____ |
| Called on a citizen to promote good school relations  | _____ | _____ | _____ | _____ | _____ |
| Attended a schoolmen's meeting                        | _____ | _____ | _____ | _____ | _____ |
| Addressed a community group                           | _____ | _____ | _____ | _____ | _____ |
| _____   | _____ | _____ | _____ | _____ | _____ |
| _____   | _____ | _____ | _____ | _____ | _____ |

And last, but not least: If at the end of the week, you find that you have not performed certain of these duties during this particular week, and as a result the activity (activities) is (are) left unchecked, and in the course of the year you have performed or will surely perform this duty, then mark an "X" in the box for Friday of this activity.

This thing is not perfect. Use the backs of these pages for recording additional activities, comments, and criticisms of this questionnaire. Keep your answers to this form anonymous--mail it in a neighboring town if you like or have a friend do so. There will positively be no check-back. Envelopes will be burned before contents are noted.

### The Additional Activities

The following additional activities were written into the blank spaces provided and are reproduced here exactly as the superintendents recorded them. None of the individual items were repeated more than four times by different superintendents.

1. County teachers' meeting.
2. Took ill pupil home.
3. (Studied)State land.
4. (Studied)New bills.
5. (Studied)Distressed school aid
6. Helped farmers with income tax.
7. Helped outside districts with filling out forms.
8. Took school census,
9. Attended conference.
10. Lined up next year's Minnesota programs for assembly.
11. Lined up group pictures for orders(individual).
12. Noon movies.
13. Assembly program.
14. Filled out this questionnaire(or other questionnaires).
15. Night school dinner and program.
16. Parent-Teachers Association
17. Navy recruiting meeting(senior boys).
18. Worked on points for awards.
19. Red Cross home service.

20. Community club or meeting.
21. Minnesota State High School League Committee meeting.
22. Meeting with parents of band members.
23. Worked on veterans' agriculture program report.
24. Athletic conference meeting.
25. Met with county agent on forming a 4-H group.
26. Conferred with veterans' ag teacher or supervised.
27. Looked for teacher housing.
28. Filling vacancies.
29. Interviewed board members.
30. Released vacancies, teacher positions.
31. Directed group working on a baseball field.
32. Managed ticket sale for senior play.
33. Promoted Centennial celebration and exhibit.
34. Did some filing.
35. Corrected some papers.
36. Called band candidate by telephone.
37. Prepared and sent out bus route map and report to county engineer.
38. Summoned newspaper carriers for a newspaper representative.
39. Interviewed college representative.
40. Furnished information(not related to school affairs) to patrons.
41. Inspected bus routes.

42. Took ill children home.
43. Took pictures and processed them for the annual.
44. Interviewed teacher applicants.
45. Helped arrange for school music concert program.
46. Arranged for spring primary classes.
47. Took student council to visit neighboring school.
48. Took students to music contest.
49. Checked mail.
50. Attended class play rehearsal.
51. State director visitation from state department.
52. Conferred with fellow superintendent to discuss problems.
53. Attended class play matinee.
54. Presided at Lutheran Brotherhood meeting.
55. Attended civic club dinner.
56. Attended American Legion meeting.
57. Telephone call concerning outside sponsored essay contest.
58. Studied implications in connection with a city council election with a group of old council members.
59. Searched for lost child.
60. Settled dispute concerning stolen or lost watch.
61. Met with veterans' agriculture state supervisor.
62. Studied insurance program for school.
63. Attended "open house" at school.

64. Meeting of recreation board.
65. Meeting of fair board.
66. Attended U. S. Chamber of Commerce meeting.
67. Attended Rotary Club meeting.
68. Conferred with mayor and police.
69. Addressed city council about summer band recreation program.
70. Attended Boy Scout district meeting.
71. Attended St. Olaf orchestra concert in our school.
72. Attended conservation meeting.
73. Checked bus driver's reports.

#### The Questionnaire

The study was broadened considerably by the introduction of the questions which appeared on the first page of the inquiry form. Chronologically these questions were assembled later than the checklist portion which was on the second and third pages. The plan whereby the respondent checked the desired responses or wrote in one-word responses shortened the time needed for completing the form.

One typographical error appeared in the final form of part five in the questionnaire. The portion stating, "Each month I work on Saturday morning," and on, was printed twice. The second statement should have read, "Each month I work on Saturday afternoons," etc. It was accordingly impossible to tabulate information about Saturday afternoons. Very possibly an indefinite number of school administrators work at that time and these data were lost.

### Reliability of the Sample

Of the 363 schools originally contacted in this study, 356 had school heads whose duties were such as to make them eligible for analysis in this study. The heads of the seven schools not counted had duties which were more closely associated with those of principals. Hence, slightly over thirty-nine per cent of the total number of eligible schools were participants in the study. This was not strictly a random sample. "The criterion of randomness in a sample is met when every person in the population from which the sample has been drawn has had an equal chance of being chosen."<sup>2</sup> In this study, all were chosen but only thirty-nine per cent responded.

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<sup>2</sup>Ibid., p. 223.

## CHAPTER 3

## WHAT THE SUPERINTENDENTS DID

All superintendents within the scope of this study showed by their responses that they did a large number of different things. The number of times that they performed the various duties indicates that they spent a great deal of time doing them. The superintendents in all the schools of 450 or more pupils, with the exception of one, had full time office help. There was a tendency noted, in that the more the superintendent was loaded down with classes and study halls, the less office help he had. This was partly because the heads of the larger schools taught fewer classes and at the same time had full time office help. Superintendents in the smaller schools worked somewhat longer hours than the others.

## The Superintendents Interviewed Many People

The superintendents conferred with people in the following frequency order: students, teachers, principals, salesmen, miscellaneous employees, citizens in general, and parents. Regardless of the size of their schools or the salaries they received, all superintendents met a large number of people during the week of April fourth through the eighth. Relatively few superintendents reported no interviews in a given category during the period except that there were twenty-five who reported meeting no parent



and twenty-three who reported meeting no citizens in personal conference. Dealing with people was a conspicuous part of their jobs(Tables 1, 2, 3, and 4).

Superintendents held interviews more frequently with their principals than with salesmen but less frequently than with students and teachers. Of course there were potentially more students and teacher interviewees; so one may say that the data indicate that the school heads were actually more closely associated with their principals than with their students and their teachers.

Because of their close personal contact with many different people, the school administrators would apparently be wise if they trained themselves well in salesmanship, psychology, counselling, and guidance since their interviews had the characteristics requiring training in all of these at least(Tables 3 and 4).

#### Lesson Plans

Administrators of the smaller schools in the study prepared more lessons than did those in the larger schools. The data show that teaching was a definite part of the daily schedule of most superintendents in this study(Tables 3 and 4).

#### Correspondence

The handling of correspondence was reported variously by respondents. Those of the schools of 650-699 pupils reported an average frequency of 28 times for this while

Table 1  
 Summary of the Frequencies in Five Categories of Activities  
 Checked by Superintendents During the Week April Four  
 Through Eight, 1949, and Grouped According to School  
 Size by Enrolment and According to the Median  
 Salary of Each Group

| School Enrolments | Median Salary Supt. <sup>a</sup> | Inter-viewed Salesmen | Inter-viewed Teachers | Inter-viewed Students | Inter-viewed Parents | Interviewed Miscellaneous Employees | Number of Schools |
|-------------------|----------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-------------------------------------|-------------------|
| 650-699           | \$4625                           | 19                    | 32                    | 45                    | 10                   | 25                                  | 3                 |
| 600-649           | 5250                             | 24                    | 32                    | 21                    | 5                    | 14                                  | 3                 |
| 550-599           | 4900                             | 15                    | 34                    | 31                    | 5                    | 30                                  | 3                 |
| 500-549           | 5063                             | 50                    | 67                    | 64                    | 19                   | 34                                  | 7                 |
| 450-499           | 4607                             | 66                    | 175                   | 92                    | 35                   | 75                                  | 11                |
| 400-449           | 4500                             | 63                    | 150                   | 90                    | 39                   | 71                                  | 12                |
| 350-399           | 4458                             | 93                    | 75                    | 69                    | 10                   | 52                                  | 13                |
| 300-349           | 4425                             | 108                   | 178                   | 255                   | 32                   | 134                                 | 21                |
| 250-299           | 4234                             | 87                    | 192                   | 220                   | 22                   | 77                                  | 21                |
| 200-249           | 4139                             | 143                   | 188                   | 271                   | 57                   | 117                                 | 32                |
| 150-199           | 4000                             | 55                    | 91                    | 127                   | 24                   | 38                                  | 12                |
| 100-149           | 3800                             | 6                     | 0                     | 14                    | 4                    | 3                                   | 1                 |
| Total             |                                  | 729                   | 1214                  | 1297                  | 262                  | 670                                 | 139               |

<sup>a</sup>Rounded to within one dollar.

Table 2  
 Activities Checked by Superintendents as Not Done During  
 the Week April Four Through Eight, 1949, but Done at  
 Other Times During the School Year

| School Enrol-ments | Median Salary Supt. <sup>a</sup> | Inter-viewed Sales-men | Inter-viewed Teachers | Inter-viewed Students | Inter-viewed Parents | Inter-viewed Other Employees | No. of Schools |
|--------------------|----------------------------------|------------------------|-----------------------|-----------------------|----------------------|------------------------------|----------------|
| 650-699            | \$4625                           |                        |                       |                       |                      |                              | 3              |
| 600-649            | 5250                             |                        |                       |                       | 1                    |                              | 3              |
| 550-599            | 4900                             |                        |                       |                       |                      |                              | 3              |
| 500-549            | 5063                             |                        |                       |                       |                      |                              | 7              |
| 450-499            | 4607                             |                        |                       |                       | 1                    |                              | 11             |
| 400-449            | 4500                             | 1                      |                       |                       | 1                    |                              | 12             |
| 350-399            | 4458                             |                        |                       | 1                     |                      | 1                            | 13             |
| 300-349            | 4425                             |                        | 1                     | 1                     | 5                    | 3                            | 21             |
| 250-299            | 4234                             | 1                      |                       |                       | 5                    | 3                            | 21             |
| 200-249            | 4139                             |                        | 3                     | 1                     | 10                   | 2                            | 32             |
| 150-199            | 4000                             | 1                      | 1                     | 1                     | 2                    | 2                            | 12             |
| 100-149            | 3800                             |                        | 1                     |                       |                      |                              | 1              |
| Total              |                                  | 3                      | 6                     | 4                     | 25                   | 11                           | 139            |

<sup>a</sup>Rounded to the nearest dollar.

those of 200-249 pupils reported an average of 15.8 times. The one respondent in class interval 100-149 indicated 5 times for the week. These were not graduated downward evenly. The superintendents in the 550-599 group averaged 33 times per week that they handled correspondence. The larger schools carried on more correspondence per superintendent than the smaller, as one would expect (Tables 3 and 4).

#### Curriculum Planning

Many superintendents reported that they worked on future curriculum plans during the week of April fourth, with those in the larger schools putting in the most time. An advantage of holding a position in a larger school system may be indicated here, since the superintendents in smaller systems often carried heavy teaching loads and had less office help, and could not spare the time necessary for future planning (Tables 3 and 4).

#### Prepared Student Transcripts

On the average, more transcripts were prepared by the superintendents in the larger schools. This, one would expect since there were more students per superintendent in those schools. Since, however, the larger schools had more office help, one would expect that this work would be assigned to office workers, and that the head of the school would merely inspect and sign the completed form. Forty-six respondents did not prepare transcripts during this week

Table 3

Summary of the Frequencies of the Next Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. <sup>a</sup> | Inter-viewed Citizens | Con-ferred with Prin-cipal | Plan-ned Class Lesson | Hand-led Corres-pond-ence | Worked on Cur-riculum for Next Year | Number of Schools |
|-------------------|----------------------------------|-----------------------|----------------------------|-----------------------|---------------------------|-------------------------------------|-------------------|
| 650-699           | \$4625                           | 14                    | 34                         | 0                     | 85                        | 10                                  | 3                 |
| 600-649           | 5250                             | 1                     | 11                         | 0                     | 39                        | 11                                  | 3                 |
| 550-599           | 4900                             | 35                    | 45                         | 3                     | 98                        | 10                                  | 3                 |
| 500-549           | 5063                             | 29                    | 55                         |                       | 95                        | 17                                  | 7                 |
| 450-499           | 4607                             | 44                    | 80                         | 31                    | 261                       | 23                                  | 11                |
| 400-449           | 4500                             | 28                    | 82                         | 34                    | 213                       | 7                                   | 12                |
| 350-399           | 4458                             | 19                    | 73                         | 56                    | 104                       | 6                                   | 13                |
| 300-349           | 4425                             | 43                    | 114                        | 109                   | 198                       | 23                                  | 21                |
| 250-299           | 4234                             | 33                    | 131                        | 104                   | 217                       | 20                                  | 21                |
| 200-249           | 4139                             | 96                    | 174                        | 161                   | 506                       | 22                                  | 32                |
| 150-199           | 4000                             | 35                    | 62                         | 105                   | 251                       | 20                                  | 12                |
| 100-149           | 3800                             | 4                     | 2                          | 10                    | 5                         | 1                                   | 1                 |
| Total             |                                  | 381                   | 863                        | 613                   | 2072                      | 170                                 | 139               |

<sup>a</sup>Rounded to nearest dollar.

Table 4  
 Activities Checked by Superintendents as Not Done  
 During the Week April Four Through Eight, 1949,  
 but Done at Other Times During the School Year

| School Enrol-ments | Median Salary Supt. <sup>a</sup> | Inter-viewed Cit-izen | Con-Ferred with Prin-cipal | Plan-ned Class Lesson | Hand-led Corres-pond-ence | Worked on Cur-riculum for Next Year | Number of Schools |
|--------------------|----------------------------------|-----------------------|----------------------------|-----------------------|---------------------------|-------------------------------------|-------------------|
| 650-699            | \$4625                           |                       |                            |                       |                           |                                     | 3                 |
| 600-649            | 5250                             | 2                     |                            |                       |                           |                                     | 3                 |
| 550-599            | 4900                             |                       |                            |                       |                           |                                     | 3                 |
| 500-549            | 5063                             |                       |                            |                       |                           | 1                                   | 7                 |
| 450-499            | 4607                             | 2                     |                            | 1                     |                           |                                     | 11                |
| 400-449            | 4500                             | 2                     |                            |                       | 2                         | 5                                   | 12                |
| 350-399            | 4458                             | 1                     |                            |                       |                           | 5                                   | 13                |
| 300-349            | 4425                             | 3                     |                            |                       |                           | 2                                   | 21                |
| 250-299            | 4234                             | 4                     |                            | 1                     |                           | 7                                   | 21                |
| 200-249            | 4139                             | 5                     | 1                          |                       | 1                         | 14                                  | 32                |
| 150-199            | 4000                             | 3                     | 1                          |                       |                           | 3                                   | 12                |
| 100-149            | 3800                             | 1                     |                            |                       |                           | 1                                   | 1                 |
| Total              |                                  | 23                    | 2                          | 2                     | 3                         | 38                                  | 139               |

<sup>a</sup>Rounded to nearest dollar.

but did or would at other times during the year (Tables 5 and 6).

#### Worked on Accounts

The administrators in the study indicated that they had handled the five categories of accounts 1321 times during the week of April fourth. The greatest frequency was reported in the handling of the activity fund accounts with the general fund accounts reported as next in line. The hot lunch, transportation, and other accounts followed in that order. Each superintendent in the study handled some form of account an average of 9.5 times during the week. In the case of the transportation and other accounts, thirty-eight and thirty-four, respectively, reported that they did not handle them during the week but did or would handle them some other time during the year. All respondents gave rather uniform attention to account work. Apparently some training in bookkeeping can be quite useful to a superintendent whether he has to keep the books himself or supervise an office secretary who is doing it. (Tables 5 and 6. See also "Worked on other accounts" Tables 7 and 8).

#### Worked on State Reports

One hundred and forty-three was the total frequency given for the week of April four through eight; forty-five superintendents reported that they had handled or

Table 5

Summary of the Frequencies of the Third Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Prepared Student Transcript | Worked on General Fund Ac- | Worked on Activity Ac- | Worked on Hot Lunch Ac- | Worked on Transportation Ac- | Number of Schools |
|-------------------|---------------------|-----------------------------|----------------------------|------------------------|-------------------------|------------------------------|-------------------|
| 650-699           | \$4625              | 5                           | 7                          | 6                      | 7                       | 5                            | 3                 |
| 600-649           | 5250                | 2                           | 7                          | 9                      | 7                       | 6                            | 3                 |
| 550-599           | 4900                | 4                           | 7                          | 4                      | 3                       | 3                            | 3                 |
| 500-549           | 5063                | 9                           | 23                         | 18                     | 10                      | 7                            | 7                 |
| 450-499           | 4607                | 9                           | 30                         | 22                     | 23                      | 29                           | 11                |
| 400-449           | 4500                | 7                           | 19                         | 46                     | 30                      | 9                            | 12                |
| 350-399           | 4458                | 11                          | 33                         | 35                     | 18                      | 12                           | 13                |
| 300-349           | 4425                | 15                          | 33                         | 33                     | 39                      | 12                           | 21                |
| 250-299           | 4234                | 9                           | 51                         | 68                     | 55                      | 22                           | 21                |
| 200-249           | 4139                | 13                          | 92                         | 97                     | 82                      | 32                           | 32                |
| 150-199           | 4000                | 12                          | 35                         | 59                     | 53                      | 4                            | 12                |
| 100-149           | 3800                | 1                           | 3                          | 7                      | 5                       | 0                            | 1                 |
| Total             |                     | 97                          | 340                        | 404                    | 332                     | 141                          | 139               |



Table 6  
 Activities from the Third Series of Five Checked  
 by Superintendents as Done at Times Other Than  
 the Week April Four Through Eight, 1949

| School<br>Enrol-<br>ments | Median<br>Salary<br>Supt. | Pre-<br>pared<br>Stu-<br>dent<br>Tran-<br>script | Worked<br>on Gen-<br>eral<br>Fund<br>Ac-<br>counts | Worked<br>on<br>Activ-<br>ity<br>Ac-<br>counts | Worked<br>on<br>Hot<br>Lunch<br>Ac-<br>counts | Worked<br>on<br>Trans-<br>portation<br>Ac-<br>counts | Number<br>of<br>Schools |
|---------------------------|---------------------------|--|--|--|---|--|-------------------------|
| 650-699                   | \$4625                    |  |  |  |   |  | 3                       |
| 600-649                   | 5250                      | 1  |  |  | 1   | 1  | 3                       |
| 550-599                   | 4900                      |  |  |  |   |  | 3                       |
| 500-549                   | 5063                      | 1  |  |  | 1   | 1  | 7                       |
| 450-499                   | 4607                      | 3  | 1  | 2  | 2   | 1  | 11                      |
| 400-449                   | 4500                      | 3  | 1  |  |   | 4  | 12                      |
| 350-399                   | 4458                      | 3  | 3  | 2  | 1   | 4  | 13                      |
| 300-349                   | 4425                      | 6  | 3  | 4  | 4   | 3  | 21                      |
| 250-299                   | 4234                      | 9  | 3  | 1  | 2   | 6  | 21                      |
| 200-249                   | 4139                      | 15   | 4  | 2  | 3   | 11   | 32                      |
| 150-199                   | 4000                      | 5  |  |  |   | 6  | 12                      |
| 100-149                   | 3800                      |  |  |  |   | 1  |                         |
| Total                     |                           | 46   | 15   | 11   | 14  | 38   | 139                     |

would handle state reports at some other time. This was not a week when state reports were significant duty (Tables 7 and 8).

#### Ordered Supplies, Books, and Equipment

Ordering of miscellaneous items was given a total frequency of of 330. Since many superintendents order for the next year throughout the spring months, this figure was probably to be expected. Ordering was rather evenly distributed over the various enrolment groups. Fourteen did not order during this particular week (Tables 7 and 8).

#### Checked Invoices for Correctness

Total frequency was 411--another detail of the superintendents' activities rather uniformly distributed over all enrolment groups (Tables 7 and 8).

#### Answered the Telephone

Here is the detail of the superintendents' activities which was attended with the greatest frequency of all. The 139 respondents reported answering the telephone 2942 times in the one week. Granting that many of these calls were for the superintendent himself, many must have been for students and others in the building. Here is an item which was responsible for a great deal of wasted time. If there is no office secretary, maybe some responsible high school girls could be assigned during various periods to receive incoming calls (Tables 7 and 8).

Table 7

Summary of the Frequencies of the Fourth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Worked on Other Ac-counts | Worked on State Reports | Ordered Sup-plies, Books, Equip. | Check-ed In-voices for Cor-rectness | Answer-ed Tele-phones | Number of Schools |
|-------------------|---------------------|---------------------------|-------------------------|----------------------------------|-------------------------------------|-----------------------|-------------------|
| 650-699           | \$4625              | 4                         | 8                       | 12                               | 8                                   | 87                    | 3                 |
| 600-649           | 5250                |                           | 3                       | 3                                | 4                                   | 109                   | 3                 |
| 550-599           | 4900                | 9                         | 2                       | 6                                | 15                                  | 116                   | 3                 |
| 500-549           | 5063                | 5                         | 4                       | 25                               | 50                                  | 213                   | 7                 |
| 450-499           | 4607                | 8                         | 19                      | 28                               | 47                                  | 185                   | 11                |
| 400-449           | 4500                | 4                         | 9                       | 32                               | 29                                  | 330                   | 12                |
| 350-399           | 4458                | 3                         | 3                       | 28                               | 34                                  | 196                   | 13                |
| 300-349           | 4425                | 18                        | 20                      | 46                               | 51                                  | 460                   | 21                |
| 250-299           | 4234                | 19                        | 23                      | 48                               | 51                                  | 432                   | 21                |
| 200-249           | 4139                | 20                        | 29                      | 61                               | 79                                  | 551                   | 32                |
| 150-199           | 4000                | 13                        | 22                      | 39                               | 42                                  | 241                   | 12                |
| 100-149           | 3800                | 1                         | 1                       | 2                                | 1                                   | 22                    | 1                 |
| Total             |                     | 104                       | 143                     | 330                              | 411                                 | 2942                  | 139               |

Table 8

Activities from the Fourth Series of Five Checked by  
Superintendents as Done at Times Other than the Week  
April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Worked on Other Ac-counts | Worked on State Reports | Ordered Sup-plies, Books, Equip. | Check-ed In-voices for Cor-rectness | Answer-ed Tele-phone | Number of Schools |
|--------------------|---------------------|---------------------------|-------------------------|----------------------------------|-------------------------------------|----------------------|-------------------|
| 650-699            | \$4625              |                           |                         |                                  |                                     |                      | 3                 |
| 600-649            | 5250                | 3                         | 1                       | 1                                |                                     |                      | 3                 |
| 550-599            | 4900                |                           |                         |                                  |                                     |                      | 3                 |
| 500-549            | 5063                | 2                         | 3                       | 1                                |                                     |                      | 7                 |
| 450-499            | 4607                | 6                         | 3                       | 1                                |                                     |                      | 11                |
| 400-449            | 4500                | 1                         | 3                       | 3                                |                                     |                      | 12                |
| 350-399            | 4458                | 4                         | 7                       | 1                                | 2                                   |                      | 13                |
| 300-349            | 4425                |                           | 5                       | 2                                | 3                                   |                      | 21                |
| 250-299            | 4234                | 5                         | 8                       | 1                                | 3                                   |                      | 21                |
| 200-249            | 4139                | 10                        | 12                      | 2                                | 5                                   |                      | 32                |
| 150-199            | 4000                | 3                         | 3                       | 2                                | 2                                   |                      | 12                |
| 100-149            | 3800                |                           |                         |                                  |                                     |                      | 1                 |
| Total              |                     | 34                        | 45                      | 14                               | 15                                  |                      | 139               |

### Worked on Publicity

Thirty-eight respondents did not work on publicity during this particular week and others attended to this duty a total of 205 times. Notably the larger the enrolment of the school the more time the school head spent on publicity. More time should, no doubt, be spent on this activity in schools of all sizes (Tables 9 and 10).

### Prepared Address for Student Body

Fifty-eight times during the week of April fourth for the 139 superintendents but sixty-four said they prepared an address for the student body at other times during the year. Frequencies were reported irregularly as far as enrolments were concerned (Tables 9 and 10).

### Handled Discipline Case

Superintendents reported handling discipline cases 273 times during the week of marking the checklist and nineteen reported handling discipline problems during other weeks. Discipline problems can dissipate considerable of administrative time in every size school according to Table 9 and 10.

### Wrote Up School News for Local or Other Paper

Judging from the number of superintendents who missed April fourth through eighth (thirty-nine), there are many who did not make a regular weekly task of writing up of events relating to the local school. Perhaps this duty was

Table 9

Summary of the Frequencies of the Fifth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Planned Publicity or Worked on This | Prepared Address for Student Body | Handled Discipline Case | Wrote up News for School Paper | Wrote Article Subject for Publication | Number of Schools |
|-------------------|---------------------|-------------------------------------|-----------------------------------|-------------------------|--------------------------------|---------------------------------------|-------------------|
| 650-699           | \$4625              | 10                                  | 1                                 | 11                      | 1                              | 1                                     | 3                 |
| 600-649           | 5250                | 7                                   |                                   | 2                       | 4                              | 1                                     | 3                 |
| 550-599           | 4900                | 8                                   | 2                                 | 2                       | 7                              |                                       | 3                 |
| 500-549           | 5063                | 17                                  | 1                                 | 19                      | 13                             |                                       | 7                 |
| 450-499           | 4607                | 22                                  | 7                                 | 16                      | 10                             | 7                                     | 11                |
| 400-449           | 4500                | 16                                  | 5                                 | 15                      | 9                              | 2                                     | 12                |
| 350-399           | 4458                | 16                                  | 1                                 | 24                      | 5                              |                                       | 13                |
| 300-349           | 4425                | 33                                  | 9                                 | 44                      | 13                             |                                       | 21                |
| 250-299           | 4234                | 33                                  | 14                                | 58                      | 16                             | 1                                     | 21                |
| 200-249           | 4139                | 29                                  | 10                                | 53                      | 20                             | 4                                     | 32                |
| 150-199           | 4000                | 13                                  | 7                                 | 26                      | 10                             |                                       | 12                |
| 100-149           | 3800                | 1                                   |                                   | 3                       |                                |                                       | 1                 |
| Total             |                     | 205                                 | 58                                | 273                     | 108                            | 16                                    | 139               |

Table 10

Activities from the Fifth Series of Five Checked by  
Superintendents as Done at Times Other than the Week

April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Planned Public-ity or Worked on This | Pre- pared Address for Student Body | Handled Dis- cipline Case | Wrote up School News Paper | Wrote Article Educ. Subject for Pub- lication | Number of Schools |
|--------------------|---------------------|--------------------------------------|-------------------------------------|---------------------------|----------------------------|---|-------------------|
| 650-699            | \$4625              |                                      |                                     |                           |                            |   | 3                 |
| 600-649            | 5250                | 1                                    | 3                                   | 1                         | 2                          | 1   | 3                 |
| 550-599            | 4900                |                                      | 1                                   | 1                         |                            | 1   | 3                 |
| 500-549            | 5063                |                                      | 5                                   |                           | 1                          | 4   | 7                 |
| 450-499            | 4607                | 2                                    | 7                                   |                           | 4                          | 1   | 11                |
| 400-449            | 4500                | 5                                    | 2                                   | 1                         |                            | 3   | 12                |
| 350-399            | 4458                | 4                                    | 6                                   | 3                         | 5                          | 2   | 13                |
| 300-349            | 4425                | 3                                    | 7                                   | 1                         | 4                          | 5   | 21                |
| 250-299            | 4234                | 6                                    | 9                                   | 2                         | 8                          | 2   | 21                |
| 200-249            | 4139                | 12                                   | 17                                  | 9                         | 9                          | 11  | 32                |
| 150-199            | 4000                | 5                                    | 7                                   | 1                         | 5                          | 2   | 12                |
| 100-149            | 3800                |                                      |                                     |                           | 1                          |   | 1                 |
| Total              |                     | 38                                   | 64                                  | 19                        | 39                         | 32  | 139               |

assigned to others in the system. This is an important phase of public relations if the town or nearby town has a newspaper(Tables 9 and 10).

Wrote Article on an Educational Subject  
for Publication

Only sixteen respondents marked this for the week, but thirty-two claimed to have done this during other portions of the school year. More superintendents should work at the writing of magazine articles(Tables 9 and 10).

Dealt with the Board of Education

Many respondents prepared for a board meeting, met with the board, or executed the orders of the board in the course of the week of April fourth. Many indicated these duties as being dealt with during other weeks. These are fundamental duties of the school head(Tables 11 and 12).

Prepared Talk for Out of School Delivery

This is an opportunity which was marked as being done only forty-one times by the 139 respondents during the week, but was checked by fifty-six superintendents as being done at some other time during the year. The larger schools tended to have the greatest relative frequencies. Superintendents should have sufficient time in their daily schedule so that they can prepare talks for possible future use (Tables 11 and 12).



Table 11

Summary of the Frequencies of the Sixth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Prepared for Board Meeting | Met With Board | Executed Orders of Board | Prepared Talk for Out of School Delivery | Typed Copy | Number of Schools |
|-------------------|---------------------|----------------------------|----------------|--------------------------|--|------------|-------------------|
| 650-699           | \$4625              | 4                          | 5              | 5                        | 3  | 6          | 3                 |
| 600-649           | 5250                | 6                          | 2              | 2                        | 3  | 19         | 3                 |
| 550-599           | 4900                | 11                         | 4              | 11                       |  | 13         | 3                 |
| 500-549           | 5063                | 12                         | 4              | 22                       | 5  | 37         | 7                 |
| 450-499           | 4607                | 21                         | 17             | 21                       | 4  | 120        | 11                |
| 400-449           | 4500                | 18                         | 7              | 19                       | 5  | 82         | 12                |
| 350-399           | 4458                | 27                         | 8              | 7                        | 3  | 52         | 13                |
| 300-349           | 4425                | 32                         | 14             | 44                       | 8  | 102        | 21                |
| 250-299           | 4234                | 34                         | 16             | 25                       | 2  | 206        | 21                |
| 200-249           | 4139                | 43                         | 31             | 40                       | 6  | 344        | 32                |
| 150-199           | 4000                | 23                         | 9              | 24                       | 2  | 185        | 12                |
| 100-149           | 3800                |                            | 2              |                          |  | 4          | 1                 |
| Total             |                     | 231                        | 119            | 220                      | 41                                       | 1170       | 139               |

Table 12

Activities from the Sixth Series of Five Items Checked  
by Superintendents as Done at Times Other Than the  
Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Pre-<br>pared<br>for<br>Board<br>Meet-<br>ing | Met<br>with<br>Board | Exe-<br>cuted<br>Orders<br>of<br>Board | Prepared<br>Talk for<br>Out of<br>School<br>Delivery | Typed<br>Copy | Number<br>of<br>Schools |
|--------------------|---------------------|---|----------------------|--|--|---------------|-------------------------|
| 650-699            | \$4625              |   |                      |  |  |               | 3                       |
| 600-649            | 5250                | 1   | 1                    | 2                                      | 1  | 1             | 3                       |
| 550-599            | 4900                |   |                      |  |  | 1             | 3                       |
| 500-549            | 5063                |   | 1                    |  | 2  | 2             | 7                       |
| 450-499            | 4607                |   | 2                    | 2                                      | 5  | 2             | 11                      |
| 400-449            | 4500                | 3   | 4                    | 4                                      | 4  |               | 12                      |
| 350-399            | 4458                | 1   | 5                    | 6                                      | 4  |               | 13                      |
| 300-349            | 4425                | 2   | 3                    | 2                                      | 7  | 2             | 21                      |
| 250-299            | 4234                | 3   | 4                    | 5                                      | 11   | 2             | 21                      |
| 200-249            | 4139                | 6   | 7                    | 5                                      | 14   | 1             | 32                      |
| 150-199            | 4000                |   | 2                    | 1                                      | 7  |               | 12                      |
| 100-149            | 3800                | 1   |                      |  |  |               | 1                       |
| Total              |                     | 17  | 29                   | 27                                     | 56   | 10            | 139                     |

### Typed Copy

The superintendent should apparently either study typing so that he becomes proficient at it or he should leave it to the office secretary. Undoubtedly knowing how to type well is a very useful skill for a superintendent since chances are strong that his first administrative position will not have a typist in the office, and after he does have one he will still make very good use of his ability when composing original material. At all events, the superintendents marked this activity as having been done a total of 1170 times while only ten said they had not done it during the week of April fourth but at other times (Tables 11 and 12).

### Dictated Copy

Superintendents in the larger schools of the group dictated more copy than those in the smaller schools because of the greater number of office secretaries available to them. Ten superintendents in smaller schools said that they dictated no copy during the one week's period but the entire 139 dictated copy 857 times as a group. More superintendents would dictate copy and fewer should type copy (Tables 13 and 14).

### Operated Duplicating Machine

Operating the duplicating machine is an office secretary's job which the respondents performed on the average

a little over once during the one week's period. Twenty-six said they would do it at other times during the year. It apparently was not a burden to school administrators (Tables 13 and 14).

#### Examined Textbooks for Future Buying

The week of April fourth came during the season when textbook company representatives are quite apt to appear. No doubt many textbooks were examined by respondents in the presence of these bookmen. Hence, the rather uniform distribution of this activity over all the enrolment groups with those in the larger schools examining the most textbooks. This is an activity for teachers to share with the head of the school and no doubt many did in the above group (Tables 13 and 14).

#### Recorded Data on Permanent Record Cards

Not a task for the April fourth through eighth period except if special tests or the like were given, low frequencies were reported for the week but forty-eight respondents said that they would do it some other time. No doubt this was generally delegated to subordinates and was quite properly a job for the office secretary (Tables 13 and 14).

#### Prepared Notices to Teachers

Twenty-seven respondents did not prepare notices (or bulletins) for the staff during this particular week but, by and large, all superintendents prepared 220 during

Table 13

Summary of the Frequencies of the Seventh Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Operat-<br>ed Dup-<br>licat-<br>ing<br>Mach-<br>ine | Examin-<br>ed Text-<br>books<br>for Fut-<br>ure Buy-<br>ing | Record-<br>ed Data<br>on Perm-<br>Record<br>Cards | Pre-<br>pared<br>Noti-<br>ces to Teach-<br>ers | Dictat-<br>ed<br>Copy | Number<br>of<br>Schools |
|-------------------|---------------------|---|---|---|--|-----------------------|-------------------------|
| 650-699           | \$4625              |   | 5   | 1   | 4  | 60                    | 3                       |
| 600-649           | 5250                | 2   | 19  | 1   | 4  | 77                    | 3                       |
| 550-599           | 4900                | 1   | 12  |   | 10   | 73                    | 3                       |
| 500-549           | 5063                | 2   | 28  | 6   | 12   | 170                   | 7                       |
| 450-499           | 4607                | 24  | 28  | 8   | 30   | 118                   | 11                      |
| 400-449           | 4500                | 4   | 10  | 5   | 18   | 106                   | 12                      |
| 350-399           | 4458                | 9   | 14  | 2   | 16   | 67                    | 13                      |
| 300-349           | 4425                | 20  | 31  | 4   | 36   | 49                    | 21                      |
| 250-299           | 4234                | 24  | 37  | 8   | 24   | 63                    | 21                      |
| 200-249           | 4139                | 49  | 60  | 13  | 60   | 67                    | 32                      |
| 150-199           | 4000                | 11  | 29  | 7   | 6  | 5                     | 12                      |
| 100-149           | 3800                | 1   | 1   | 2   |  | 2                     | 1                       |
| Total             |                     | 147   | 274   | 62  | 220  | 857                   | 139                     |

Table 14

Activities from the Seventh Series of Five Items Checked  
by Superintendents as Done at Times Other Than the  
Week April Four Through Eight, 1949

| School<br>Enrol-<br>ments | Median<br>Salary<br>Supt. | Dictat-<br>ed<br>Copy | Operat-<br>ed Dup-<br>licat-<br>ing<br>Mach-<br>ine | Examin-<br>ed Text-<br>books<br>for Fut-<br>ure Buy-<br>ing | Record-<br>ed Data<br>on Perm-<br>nent<br>Record<br>Cards | Pre-<br>pared<br>Notic-<br>es to<br>Teach-<br>ers | Number of<br>Schools |
|---------------------------|---------------------------|-----------------------|---|---|---|---|----------------------|
| 650-699                   | \$4625                    |                       |   |   |   |   | 3                    |
| 600-649                   | 5250                      |                       | 1   | 1   | 1   |   | 3                    |
| 550-599                   | 4900                      |                       |   |   | 1   |   | 3                    |
| 500-549                   | 5063                      |                       |   | 2   | 1   | 1   | 7                    |
| 450-499                   | 4607                      |                       | 2   | 2   | 1   | 1   | 11                   |
| 400-449                   | 4500                      |                       | 2   | 4   | 5   | 1   | 12                   |
| 350-399                   | 4458                      | 1                     | 1   | 2   | 5   | 2   | 13                   |
| 300-349                   | 4425                      | 2                     | 6   | 5   | 5   | 4   | 21                   |
| 250-299                   | 4234                      | 1                     | 4   | 4   | 10  | 7   | 21                   |
| 200-249                   | 4139                      | 5                     | 8   | 6   | 14  | 6   | 32                   |
| 150-199                   | 4000                      | 1                     | 2   | 3   | 5   | 4   | 12                   |
| 100-149                   | 3800                      |                       |   |   |   | 1   | 1                    |
| Total                     |                           | 10                    | 26  | 29  | 48  | 27  | 139                  |

that period. This task was fairly uniformly distributed over the various enrolment groups (Tables 13 and 14).

#### Checked Teachers' Weekly Reports

This activity was fairly uniformly distributed over all of the school sizes with a total frequency of 244 for the one week. Nineteen indicated no attention to this activity during the week. Possibly the approaching Easter vacation week caused some to postpone attending to this until later since many superintendents no doubt left town on Friday after school (Tables 15 and 16).

#### Worked on Teachers' Requisitions

This task was reported as not done by 44 superintendents during the one week. It was attended 181 times during April fourth through eighth by the superintendents as a whole with class intervals 150-199, 450-499 and 500-549 having especially high frequencies (Tables 15 and 16).

#### Conferred with School Nurse or Doctor

Scantily reported by all groups during the one week period and forty respondents said that they did not so confer during the week but at other times in the course of the year (Tables 15 and 16).

#### Assigned Day's Duties to Office Help

Those who have full time or part time office help spent some time on this and again the larger schools showed the higher frequencies (Tables 15 and 16).

Table 15

Summary of the Frequencies of the Eighth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Checked Teachers' Weekly Reports | Worked on Teachers' Requisitions | Conferred with Nurse or Doctor | Assigned Duties to Office Help | Worked on Future Building Plans | Number of Schools |
|-------------------|---------------------|----------------------------------|----------------------------------|--------------------------------|--------------------------------|---------------------------------|-------------------|
| 650-699           | \$4625              | 4                                | 2                                | 1                              | 6                              | 4                               | 3                 |
| 600-649           | 5250                | 4                                | 5                                | 1                              | 15                             | 7                               | 3                 |
| 550-599           | 4900                | 7                                | 1                                | 2                              | 67                             | 4                               | 3                 |
| 500-549           | 5063                | 10                               | 37                               | 7                              | 56                             | 10                              | 7                 |
| 450-499           | 4607                | 11                               | 24                               | 9                              | 61                             | 8                               | 11                |
| 400-449           | 4500                | 8                                | 12                               | 6                              | 52                             | 13                              | 12                |
| 350-399           | 4458                | 24                               | 16                               | 10                             | 33                             | 12                              | 13                |
| 300-349           | 4425                | 41                               | 20                               | 17                             | 95                             | 10                              | 21                |
| 250-299           | 4234                | 59                               | 8                                | 8                              | 45                             | 24                              | 21                |
| 200-249           | 4139                | 56                               | 27                               | 12                             | 69                             | 35                              | 32                |
| 150-199           | 4000                | 18                               | 29                               | 6                              | 5                              | 7                               | 12                |
| 100-149           | 3800                | 2                                |                                  | 3                              | 23                             |                                 | 1                 |
| Total             |                     | 244                              | 181                              | 82                             | 507                            | 134                             | 139               |



Table 16  
 Activities from the Eighth Series of Five Items Checked  
 by Superintendents as Done at Times Other Than the  
 Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Checked Teachers' Weekly Re-ports | Worked on Teachers' Requis-itions | Confer- red with Nurse or Doctor | Assign- ed Day's Duties to Office Help | Worked on Future Build- ing Plans | Number of Schools |
|--------------------|---------------------|-----------------------------------|-----------------------------------|----------------------------------|--|-----------------------------------|-------------------|
| 650-699            | \$4625              |                                   |                                   | 1                                |  | 1                                 | 3                 |
| 600-649            | 5250                |                                   |                                   | 1                                |  |                                   | 3                 |
| 550-599            | 4900                |                                   |                                   | 1                                |  | 1                                 | 3                 |
| 500-549            | 5063                | 1                                 |                                   | 2                                |  | 1                                 | 7                 |
| 450-499            | 4607                | 3                                 | 2                                 | 4                                |  | 3                                 | 11                |
| 400-449            | 4500                | 2                                 | 3                                 | 2                                | 1                                      | 3                                 | 12                |
| 350-399            | 4458                | 3                                 | 4                                 | 5                                | 1                                      | 2                                 | 13                |
| 300-349            | 4425                | 1                                 | 8                                 | 6                                |  | 5                                 | 21                |
| 250-299            | 4234                | 3                                 | 11                                | 6                                | 4                                      | 6                                 | 21                |
| 200-249            | 4139                | 5                                 | 11                                | 9                                | 3                                      | 13                                | 32                |
| 150-199            | 4000                | 1                                 | 5                                 | 3                                | 2                                      | 1                                 | 12                |
| 100-149            | 3800                |                                   |                                   |                                  |  |                                   |                   |
| Total              |                     | 19                                | 44                                | 40                               | 11                                     | 36                                | 139               |

### Worked on Future Building Plans

Response on this indicated that there is considerable thought being given to this item. A relatively low frequency here had somewhat more significance than for many of the other activities. Thirty-six said that they did not work on building plans during this week but would at other times during the year (Tables 15 and 16).

### Planned an All-School Assembly Program

#### or Assisted with This

The low frequency here was determined by the relatively few programs in the process of being planned at this time of year as well as the fact that planning of programs is frequently delegated to subordinates. However, fifty respondents said that they would or did handle this activity some time in the course of the year (Tables 17 and 18).

### Checked Absence Lists for Truancy

This item was checked by all of the enrolment groups somewhat irregularly to the extent of 212 times for the week (Tables 17 and 18).

### Recorded Attendance Data

Checked with diverse frequencies and sparsely as a whole, yet forty-two superintendents said they would do this at other times during the year. This should rarely be a superintendent's duty; only when others on the staff are absent (Tables 17 and 18).

Table 17

Summary of the Frequencies of the Ninth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary of Each Group

| School Enrolments | Median Salary Supt. | Planned All-School Assembly Program | Checked Absence Lists for Truancy | Recorded Attendance Data | Worked on District Reorganization Plans | Studied Professional Literature | Number of Schools |
|-------------------|---------------------|-------------------------------------|-----------------------------------|--------------------------|---|---------------------------------|-------------------|
| 650-599           | \$4625              |                                     | 5                                 | 3                        | 4                                       | 10                              | 3                 |
| 600-649           | 5250                | 1                                   | 1                                 |                          | 1                                       | 6                               | 3                 |
| 550-599           | 4900                | 1                                   | 5                                 |                          | 2                                       | 17                              | 3                 |
| 500-549           | 5063                | 4                                   | 21                                | 5                        | 2                                       | 22                              | 7                 |
| 450-499           | 4607                | 5                                   | 13                                | 1                        | 8                                       | 24                              | 11                |
| 400-449           | 4500                | 6                                   | 15                                | 12                       | 7                                       | 21                              | 12                |
| 350-399           | 4458                | 1                                   | 14                                | 3                        | 4                                       | 24                              | 13                |
| 300-349           | 4425                | 10                                  | 22                                | 1                        | 20                                      | 43                              | 21                |
| 250-299           | 4234                | 4                                   | 24                                | 1                        | 16                                      | 41                              | 21                |
| 200-249           | 4139                | 7                                   | 60                                | 9                        | 32                                      | 56                              | 32                |
| 150-199           | 4000                | 9                                   | 31                                | 30                       | 4                                       | 32                              | 12                |
| 100-149           | 3800                | 5                                   | 1                                 | 1                        | 2                                       | 1                               | 1                 |
| Total             |                     | 53                                  | 212                               | 66                       | 102                                     | 298                             | 139               |

Table 18

Activities from the Ninth Series of Five Items Checked  
by Superintendents as Done at Times Other Than the  
Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Planned All-School Assem- bly Program | Checked Ab- sence Lists for Truancy | Record- ed Attend- ance Data | Worked on Dis- trict Reorg- anization Plans | Stu- died Profes- sional Lit- erature | Number of Schools |
|--------------------|---------------------|---------------------------------------|-------------------------------------|------------------------------|---|---------------------------------------|-------------------|
| 650-699            | \$4625              |                                       |                                     |                              |   |                                       | 3                 |
| 600-649            | 5250                | 1                                     | 1                                   | 1                            | 1   |                                       | 3                 |
| 550-599            | 4900                | 1                                     | 1                                   | 1                            | 1   |                                       | 3                 |
| 500-549            | 5063                | 1                                     | 1                                   | 3                            | 3   |                                       | 7                 |
| 450-499            | 4607                | 4                                     | 1                                   | 4                            | 6   | 1                                     | 11                |
| 400-449            | 4500                | 2                                     | 2                                   | 1                            | 4   | 2                                     | 12                |
| 350-399            | 4458                | 6                                     | 3                                   | 3                            | 6   | 1                                     | 13                |
| 300-349            | 4425                | 6                                     | 3                                   | 4                            | 5   | 2                                     | 21                |
| 250-299            | 4234                | 7                                     | 6                                   | 9                            | 11  | 3                                     | 21                |
| 200-249            | 4139                | 16                                    | 8                                   | 13                           | 15  | 7                                     | 32                |
| 150-199            | 4000                | 5                                     | 1                                   | 3                            | 4   | 5                                     | 12                |
| 100-149            | 3800                |                                       |                                     |                              |   |                                       | 1                 |
| Total              |                     | 50                                    | 27                                  | 42                           | 56  | 21                                    | 139               |

### Worked on District Reorganization Plans

This is a duty which has more recently been given a special impetus by action of the Minnesota Legislature. All enrolment groups showed irregular frequencies of responses to a total of 102 and fifty-six superintendents did not work on this during the week of April fourth but did or would at other times during the year (Tables 17 and 18).

### Studied Professional Literature

A rather uniform response was given for this throughout the several enrolment groups. A frequency of 298 was given to this item for the one week by the superintendents as a whole with twenty-one who claimed that they did not study professional literature during this week but did or would during other portions of the year. Heads of the larger schools studied slightly more than the smaller (Tables 17 and 18).

### Put Office in Order

This turned out to be a rather popular item with a total frequency of 440 for the week. It was difficult to detect that office secretaries were of much help in placing the offices in order (Tables 19 and 20).

### Worked on Budget, Present or Future

Budget work was a bit off season in this week of April with a rather uniform and light response of 119. Forty-five superintendents checked this item as being done at some other time during the year (Tables 19 and 20).

Table 19  
 Summary of the Frequencies of the Tenth Series of Five  
 Activities Checked by Superintendents During the  
 Week April Four Through Eight, 1949, and  
 Grouped According to School Size by  
 Enrolment and According to the  
 Median Salary in Each Group

| School Enrol-ments | Median Salary Supt. | Put Office in Order | Worked on Budget Present or Future | Studied State Syllabi and Bul-letins | Studied High School League Bul-letins | Stud-ied Legis-lative Mat-ters | Number of Schools |
|--------------------|---------------------|---------------------|------------------------------------|--------------------------------------|---------------------------------------|--------------------------------|-------------------|
| 650-699            | \$4625              |                     | 2                                  | 2                                    | 3                                     | 4                              | 3                 |
| 600-649            | 5250                | 7                   | 2                                  | 4                                    | 3                                     | 2                              | 3                 |
| 550-599            | 4900                | 17                  | 8                                  | 1                                    | 4                                     | 9                              | 3                 |
| 500-549            | 5063                | 24                  | 12                                 | 14                                   | 14                                    | 22                             | 7                 |
| 450-499            | 4607                | 20                  | 17                                 | 21                                   | 24                                    | 17                             | 11                |
| 400-449            | 4500                | 28                  | 7                                  | 8                                    | 9                                     | 14                             | 12                |
| 350-399            | 4458                | 40                  | 11                                 | 10                                   | 11                                    | 24                             | 13                |
| 300-349            | 4425                | 80                  | 18                                 | 25                                   | 23                                    | 23                             | 21                |
| 250-299            | 4234                | 71                  | 11                                 | 18                                   | 21                                    | 23                             | 21                |
| 200-249            | 4139                | 99                  | 21                                 | 40                                   | 28                                    | 53                             | 32                |
| 150-199            | 4000                | 53                  | 9                                  | 17                                   | 10                                    | 18                             | 12                |
| 100-149            | 3800                | 1                   | 1                                  | 1                                    | 2                                     | 1                              | 1                 |
| Total              |                     | 440                 | 119                                | 161                                  | 152                                   | 210                            | 139               |

Table 20  
 Activities From the Tenth Series of Five Items Checked  
 by Superintendents as Done at Times Other Than  
 the Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Put Office in Order | Worked on Budget Present or Future | Studied State Syllabi and Bul-letins | Studied High School League Bul-letins | Stud-ied Legis-lative Mat-ters | Number of Schools |
|--------------------|---------------------|---------------------|------------------------------------|--------------------------------------|---------------------------------------|--------------------------------|-------------------|
| 650-699            | \$4625              |                     |                                    |                                      |                                       |                                | 3                 |
| 600-649            | 5250                |                     | 2                                  | 1                                    | 2                                     | 1                              | 3                 |
| 550-599            | 4900                |                     |                                    |                                      |                                       |                                | 3                 |
| 500-549            | 5063                |                     | 1                                  | 3                                    | 1                                     |                                | 7                 |
| 450-499            | 4607                | 1                   | 2                                  |                                      |                                       | 2                              | 11                |
| 400-449            | 4500                | 1                   | 4                                  | 4                                    | 4                                     | 3                              | 12                |
| 350-399            | 4458                | 1                   | 4                                  | 4                                    | 2                                     | 2                              | 13                |
| 300-349            | 4425                |                     | 7                                  | 5                                    | 7                                     | 3                              | 21                |
| 250-299            | 4234                | 1                   | 9                                  | 10                                   | 6                                     | 4                              | 21                |
| 200-249            | 4139                | 1                   | 13                                 | 6                                    | 9                                     | 3                              | 32                |
| 150-199            | 4000                | 1                   | 3                                  | 5                                    | 3                                     | 1                              | 12                |
| 100-149            | 3800                |                     |                                    |                                      |                                       |                                | 1                 |
| Total              |                     | 6                   | 45                                 | 38                                   | 34                                    | 19                             | 139               |

Studied State Syllabi and Bulletins; High  
School League Bulletins; and Legis-  
lative Matters

Superintendents were more concerned with legislative matters than with state department data and high school league data. This manifested itself on both Table 19 and Table 20. Respondents were about equally interested in the state department data and the high school league data although this interest was based more on the superintendent's personal concern and current school problems than on the class-interval of school enrolment on which his system fell. Whatever the cause there was considerable similarity in the frequencies for the various school sizes in these two items (Tables 19 and 20).

Taught Classes Other Than Own

One is inclined to notice the relationship which existed between the frequencies and the number of schools in each class interval on Table 22 where the superintendents who did not handle the item during the week in April indicated their responses. The frequencies on Table 21 are quite irregular in the corresponding column. When superintendents substituted for teachers they apparently did so for more than one day in many cases (Tables 21 and 22).



Table 21

Summary of the Frequencies of the Eleventh Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Taught Classes Other Than Own | Super-vised Instruction | Super-vised Jani-torial Service | Super-vised Hot Lunch Service | Super-vised Study of Hall | Number of Schools |
|-------------------|---------------------|-------------------------------|-------------------------|---------------------------------|-------------------------------|---------------------------|-------------------|
| 650-699           | \$4625              |                               | 18                      | 11                              | 5                             | 1                         | 3                 |
| 600-649           | 5250                | 7                             | 16                      | 7                               | 4                             | 5                         | 3                 |
| 550-599           | 4900                |                               | 20                      | 11                              | 12                            | 4                         | 3                 |
| 500-549           | 5063                | 6                             | 45                      | 32                              | 14                            | 1                         | 7                 |
| 450-499           | 4607                | 12                            | 34                      | 40                              | 33                            | 10                        | 11                |
| 400-449           | 4500                | 7                             | 39                      | 24                              | 24                            | 11                        | 12                |
| 350-399           | 4458                | 9                             | 35                      | 33                              | 26                            | 29                        | 13                |
| 300-349           | 4425                | 23                            | 80                      | 65                              | 68                            | 58                        | 21                |
| 250-299           | 4234                | 10                            | 76                      | 53                              | 67                            | 45                        | 21                |
| 200-249           | 4139                | 14                            | 118                     | 69                              | 78                            | 130                       | 32                |
| 150-199           | 4000                | 15                            | 44                      | 42                              | 26                            | 42                        | 12                |
| 100-149           | 3800                |                               | 3                       | 6                               | 5                             | 7                         | 1                 |
| Total             |                     | 103                           | 528                     | 393                             | 362                           | 349                       | 139               |

Table 22  
 Activities from the Eleventh Series of Five Items  
 Checked by Superintendents as Done at Times  
 Other Than the Week April Four Through  
 Eight, 1949

| School Enrol-ments | Median Salary Supt. | Taught Classes Other Than Own | Super-vised Instruc-tion | Super-vised Jani-torial Service | Super-vised Hot Lunch Service | Super-vised Study Hall | Number of Schools |
|--------------------|---------------------|-------------------------------|--------------------------|---------------------------------|-------------------------------|------------------------|-------------------|
| 650-699            | \$4625              |                               |                          |                                 |                               |                        | 3                 |
| 600-649            | 5250                | 1                             |                          |                                 |                               | 2                      | 3                 |
| 550-599            | 4900                | 1                             |                          |                                 |                               | 1                      | 3                 |
| 500-549            | 5063                | 2                             |                          |                                 |                               | 1                      | 7                 |
| 450-499            | 4607                | 4                             | 2                        |                                 |                               | 2                      | 11                |
| 400-449            | 4500                | 4                             |                          | 3                               | 1                             | 4                      | 12                |
| 350-399            | 4458                | 4                             | 1                        | 1                               | 2                             | 3                      | 13                |
| 300-349            | 4425                | 6                             | 2                        | 3                               | 6                             | 3                      | 21                |
| 250-299            | 4234                | 8                             | 3                        | 5                               | 3                             | 5                      | 21                |
| 200-249            | 4139                | 10                            | 2                        | 4                               | 3                             | 7                      | 32                |
| 150-199            | 4000                | 2                             | 3                        | 2                               | 1                             |                        | 12                |
| 100-149            | 3800                | 1                             |                          |                                 |                               |                        | 1                 |
| Total              |                     | 43                            | 13                       | 18                              | 16                            | 28                     | 139               |

### Supervised Instruction, Janitorial, and Hot Lunch

Superintendents in the larger schools of the 139 spent more time in supervising instruction than did those in schools of less than 450 pupils. In the smaller schools, the school head supervised the hot lunch program slightly more than did those in the larger schools. Heads of the larger schools supervised janitorial services slightly more than those in the smaller. Superintendents in the larger schools were more consistent in their supervision of all three categories. All superintendents supervised instruction more times than janitorial in the case of the latter two. These were all important responsibilities of the superintendent (Tables 21 and 22).

### Supervised Study Hall

Respondents in the larger schools of the 139 reporting, supervised study halls fewer times than those in the smaller schools. During the week of April fourth, the respondents supervised study halls 348 times with twenty-eight not handling this duty during that week (Tables 21 and 22).

### Coached or Refereed Various Activities

Respondents in the larger schools did no coaching of athletics or dramatics during the week of April fourth. No superintendent coached debate during the same week. Twenty-three said they would or did coach an athletic

activity during the year. Only six reported similarly on each of the other two activities (Tables 23 and 24).

#### Operated Visual Aid Machine

Superintendents in the larger schools operated visual aid machines relatively seldom and sixty-five frequencies were reported for the week in April in the total column. However, forty-four superintendents indicated that they did not operate such a machine during the week but would or did at other times during the year (Tables 23 and 24).

#### Held Teachers' Meeting

This function was held seventy times by the respondents as a whole with fifty-one reporting that they had no meeting during the week of April fourth but at other times in the course of the year (Tables 23 and 24).

#### Met with Student Council

Another activity where a high frequency is not expected but where there was definite evidence of action was this one. Not all of the schools would be found to have student councils (Tables 25 and 26).

#### Worked with Instrumental and Vocal Music

Scattered responses indicated that not very many school heads carried on music work (Tables 25 and 26).

#### Checked Supply Stocks

A routine matter, the respondents reported as having been done 139 times and rather uniformly in all sizes of schools. Thirty-five missed the week in April (Tables 25 and 26).

Table 23

Summary of the Frequencies of the Twelfth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Coached or Refereed Athletic Event | Coached Dra- matics | Coached Debate | Operat- ed Vis- ual Aid Machine | Held Teach- ers Meeting | Number of Schools |
|-------------------|---------------------|------------------------------------|---------------------|----------------|---------------------------------|-------------------------|-------------------|
| 650-699           | \$4625              |                                    |                     |                |                                 | 2                       | 3                 |
| 600-649           | 5250                |                                    |                     |                | 2                               | 2                       | 3                 |
| 550-599           | 4900                |                                    |                     |                |                                 |                         | 3                 |
| 500-549           | 5063                |                                    |                     |                | 1                               | 3                       | 7                 |
| 450-499           | 4607                |                                    |                     |                | 14                              | 8                       | 11                |
| 400-449           | 4500                |                                    | 2                   |                | 2                               | 9                       | 12                |
| 350-399           | 4458                | 4                                  | 1                   |                | 3                               | 8                       | 13                |
| 300-349           | 4425                | 7                                  | 1                   |                | 9                               | 13                      | 21                |
| 250-299           | 4234                | 13                                 | 12                  |                | 10                              | 4                       | 21                |
| 200-249           | 4139                | 1                                  | 7                   |                | 17                              | 14                      | 32                |
| 150-199           | 4000                | 11                                 | 12                  |                | 6                               | 6                       | 12                |
| 100-149           | 3800                |                                    |                     |                | 1                               | 1                       | 1                 |
| Total             |                     | 36                                 | 35                  |                | 65                              | 70                      | 139               |

Table 24

Activities From the Twelfth Series of Five Items Checked  
by Superintendents as Done at Times Other Than the  
Week April Four Through Eight, 1949

| School<br>Enrol-<br>ments | Median<br>Salary<br>Supt. | Coached<br>or<br>Refereed<br>Athletic<br>Event | Coach-<br>ed Dra-<br>matics | Coach-<br>ed De-<br>bate | Operat-<br>ed Vis-<br>ual Aid<br>Machine | Held<br>Teach-<br>ers<br>Meeting | Number<br>of<br>Schools |
|---------------------------|---------------------------|--|-----------------------------|--------------------------|--|----------------------------------|-------------------------|
| 650-699                   | \$4625                    |  |                             |                          |  | 1                                | 3                       |
| 600-649                   | 5250                      | 2  |                             |                          |  | 1                                | 3                       |
| 550-599                   |                           |  |                             |                          | 1  | 1                                | 3                       |
| 500-549                   | 5063                      | 1  |                             |                          | 4  | 3                                | 7                       |
| 450-499                   | 4607                      |  | 1                           | 1                        | 3  | 2                                | 11                      |
| 400-449                   | 4500                      |  |                             |                          | 2  | 1                                | 12                      |
| 350-399                   | 4458                      | 2  | 1                           | 1                        | 4  | 4                                | 13                      |
| 300-349                   | 4425                      | 3  | 1                           |                          | 8  | 7                                | 21                      |
| 250-299                   | 4234                      | 3  | 2                           | 1                        | 9  | 12                               | 21                      |
| 200-249                   | 4139                      | 9  | 1                           | 2                        | 11                                       | 15                               | 32                      |
| 150-199                   | 4000                      | 2  |                             | 1                        | 2  | 4                                | 12                      |
| 100-149                   | 3800                      | 1  |                             |                          |  |                                  | 1                       |
| Total                     |                           | 23   | 6                           | 6                        | 44                                       | 51                               | 139                     |

Table 25

Summary of the Frequencies of the Thirteenth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Met With Student Council | Worked With Instrumental Music | Worked With Vocal Music | Checked Supply Stocks | Inspected Building or Parts of Thereof | Number of Schools |
|-------------------|---------------------|--------------------------|--------------------------------|-------------------------|-----------------------|--|-------------------|
| 650-699           | \$4625              | 1                        |                                |                         | 3                     | 3                                      | 3                 |
| 600-649           | 5250                |                          |                                |                         | 2                     | 7                                      | 3                 |
| 550-599           | 4900                |                          |                                |                         | 3                     | 23                                     | 3                 |
| 500-549           | 5063                | 1                        | 2                              |                         | 8                     | 15                                     | 7                 |
| 450-499           | 4607                | 2                        | 2                              | 3                       | 16                    | 35                                     | 11                |
| 400-449           | 4500                | 7                        |                                |                         | 5                     | 35                                     | 12                |
| 350-399           | 4458                | 4                        | 3                              | 8                       | 8                     | 22                                     | 13                |
| 300-349           | 4425                | 5                        | 7                              |                         | 18                    | 55                                     | 21                |
| 250-299           | 4234                | 10                       | 6                              | 2                       | 21                    | 54                                     | 21                |
| 200-249           | 4139                | 15                       | 14                             | 14                      | 39                    | 51                                     | 32                |
| 150-199           | 4000                | 11                       | 1                              | 3                       | 15                    | 30                                     | 12                |
| 100-149           | 3800                | 1                        |                                |                         | 1                     | 1                                      | 1                 |
| Total             |                     | 57                       | 35                             | 30                      | 139                   | 331                                    | 139               |

Table 26  
 Activities From the Thirteenth Series of Five Items  
 Checked by Superintendents as Done at Times Other  
 Than the Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Met With Student Council | Worked With Instru-mental Music | Worked With Vocal Music | Check- ed Supply Stocks | Inspect- ed Building or Parts thereof | Number of Schools |
|--------------------|---------------------|--------------------------|---------------------------------|-------------------------|-------------------------|---------------------------------------|-------------------|
| 650-699            | \$4625              |                          |                                 |                         | 1                       | 1                                     | 3                 |
| 600-649            | 5250                | 3                        |                                 | 1                       | 1                       |                                       | 3                 |
| 550-599            | 4900                | 1                        |                                 |                         |                         |                                       | 3                 |
| 500-549            | 5063                | 1                        | 1                               | 1                       | 1                       |                                       | 7                 |
| 450-499            | 4607                | 6                        |                                 |                         | 1                       |                                       | 11                |
| 400-449            | 4500                | 4                        | 1                               | 1                       | 5                       | 1                                     | 12                |
| 350-399            | 4458                | 4                        | 1                               | 1                       | 2                       | 3                                     | 13                |
| 300-349            | 4425                | 3                        |                                 | 1                       | 7                       | 4                                     | 21                |
| 250-299            | 4234                | 4                        |                                 | 1                       | 6                       | 2                                     | 21                |
| 200-249            | 4139                | 10                       |                                 | 2                       | 9                       | 9                                     | 32                |
| 150-199            | 4000                | 3                        |                                 |                         | 2                       | 1                                     | 12                |
| 100-149            | 3800                |                          |                                 |                         |                         |                                       | 1                 |
| Total              |                     | 39                       | 3.                              | 8                       | 35                      | 21                                    | 139               |



Inspected Building or Parts Thereof

An administrative function reported as done 331 times during the week in April and missed by twenty-one school heads during the same week. The school enrolment groups reported this in various frequencies ranging from once per week to almost eight for each superintendent (Tables 25 and 26).

Inspected Grounds and School Equipment

The inspection factor brought 183 and 175 frequencies in the two categories for the week in April. Thirty-six and forty-four, respectively, said they missed April four through eight but did or would do them at other times in the year. These functions were definite items among the superintendents' duties (Tables 27 and 28).

Administered Tests

The superintendents of the larger schools reported that they gave aptitude, achievement and other tests very few times during the week of April fourth. Those in the smaller schools reported rather low frequencies during this week also. This task of testing was apparently delegated to subordinates quite generally, but many reported that they would handle this at other times during the year (Tables 27 and 28).

Table 27  
 Summary of the Frequencies of the Fourteenth Series of  
 Five Activities Checked by Superintendents During  
 the Week April Four Through Eight, 1949, and  
 Grouped According to School Size by  
 Enrolment and According to the  
 Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Inspect-<br>ed<br>Grounds<br>or Play-<br>Equip-<br>ment | Inspect-<br>ed<br>School<br>Equip-<br>ment | Admin-<br>istered<br>Apti-<br>tude<br>Tests | Admin-<br>istered<br>Achieve-<br>ment<br>Tests | Gave<br>an-<br>other<br>Test<br>Not<br>School<br>Subjects | Number<br>of<br>Schools |
|-------------------|---------------------|---|--|---|--|---|-------------------------|
| 650-699           | \$4625              | 2   | 2  |   |  |   | 3                       |
| 600-649           | 5250                | 8   | 2  |   |  | 1   | 3                       |
| 550-599           | 4900                | 10  | 8  |   |  |   | 3                       |
| 500-549           | 5063                | 15  | 10   |   |  |   | 7                       |
| 450-499           | 4607                | 16  | 18   | 2   | 2  | 2   | 11                      |
| 400-449           | 4500                | 19  | 15   | 1   | 1  | 1   | 12                      |
| 350-399           | 4458                | 11  | 7  | 2   |  |   | 13                      |
| 300-349           | 4425                | 31  | 24   | 4   |  | 5   | 21                      |
| 250-299           | 4234                | 30  | 40   | 3   | 2  | 1   | 21                      |
| 200-249           | 4139                | 30  | 30   | 18  | 5  | 3   | 32                      |
| 150-199           | 4000                | 11  | 19   |   | 2  | 1   | 12                      |
| 100-149           | 3800                |   |  |   |  | 2   | 1                       |
| Total             |                     | 183   | 175  | 30  | 12   | 16  | 139                     |

Table 28  
 Activities From the Fourteenth Series of Five Items  
 Checked by Superintendents as Done at Times Other  
 Than the Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Inspect-<br>ed<br>Grounds<br>or Play-<br>Equip-<br>ment | Inspect-<br>ed<br>School<br>Equip-<br>ment | Admin-<br>istered<br>Apti-<br>tude<br>Tests | Admin-<br>istered<br>Achieve-<br>ment<br>Tests | Gave<br>An-<br>other<br>Test<br>Not<br>School<br>Subjects | Number<br>of<br>Schools |
|--------------------|---------------------|---|--|---|--|---|-------------------------|
| 650-699            | \$4625              |   |  |   | 1  | 1   | 3                       |
| 600-649            | 5250                | 1   | 2  | 2   | 2  | 1   | 3                       |
| 550-599            | 4900                |   |  | 1   | 1  | 1   | 3                       |
| 500-549            | 5063                |   |  | 1   |  | 3   | 3                       |
| 450-499            | 4607                | 2   | 2  | 2   | 1  |   | 11                      |
| 400-449            | 4500                | 2   | 5  | 4   | 5  | 1   | 12                      |
| 350-399            | 4458                | 3   | 5  | 5   | 7  | 4   | 13                      |
| 300-349            | 4425                | 6   | 7  | 7   | 7  | 4   | 21                      |
| 250-299            | 4234                | 6   | 7  | 8   | 9  | 7   | 21                      |
| 200-249            | 4139                | 11  | 10   | 16  | 15   | 15  | 32                      |
| 150-199            | 4000                | 4   | 5  | 9   | 8  | 5   | 12                      |
| 100-149            | 3800                | 1   | 1  |   | 1  |   | 1                       |
| Total              |                     | 36  | 44   | 54  | 56   | 42  | 139                     |

### Addressed Student Body

No doubt every school administrator in all sizes of schools (including those not in this study) did address the student body at least once in the course of the year. The group in this reported a frequency of ninety-nine for the week of April fourth while fifty-three superintendents said they missed that week (Tables 29 and 30).

### Administered First Aid to Injured Person

The group as a whole administered first aid eighty-three times in the course of the week in April. This is a special item which any member of the school staff may have to do in any emergency (Tables 29 and 30).

### Advised Students about School Publications

This was done 144 times by the superintendents in the study and was done more times by those in the smaller schools as Table 29 shows. Thirty-eight superintendents, mostly in the smaller group also, said they missed the week in April but did or would do this at other times during the year (Table 30).

### Did Library Work

A low-frequency item in terms of the number of times done during the week in April although thirty indicated that they would do this at other times during the year (Tables 29 and 30).

Table 29

Summary of the Frequencies of the Fifteenth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949 and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Address- ed Student Body | Admin- istered First Aid to Injured Person | Advised Students on School Publi- cation | Did Lib- rary Work | Taught an In- service Class of Teachers | Number of Schools |
|-------------------|---------------------|--------------------------|--|--|--------------------|---|-------------------|
| 650-699           | \$4625              | 3                        |  | 1  |                    |   | 3                 |
| 600-649           | 5250                | 1                        | 3  | 1  |                    |   | 3                 |
| 550-599           | 4900                |                          | 1  | 1  | 1                  |   | 3                 |
| 500-549           | 5063                | 8                        | 4  | 5  | 3                  |   | 7                 |
| 450-499           | 4607                | 14                       | 7  | 10                                       | 3                  |   | 11                |
| 400-449           | 4500                | 8                        | 11   | 9  | 2                  | 2                                       | 12                |
| 350-399           | 4458                | 5                        | 4  | 7  | 1                  |   | 13                |
| 300-349           | 4425                | 16                       | 11   | 21                                       | 13                 | 1                                       | 21                |
| 250-299           | 4234                | 18                       | 14   | 26                                       | 7                  |   | 21                |
| 200-249           | 4139                | 18                       | 14   | 41                                       | 3                  | 1                                       | 32                |
| 150-199           | 4000                | 8                        | 13   | 22                                       | 11                 |   | 12                |
| 100-149           | 3800                |                          | 1  |  |                    |   | 1                 |
| Total             |                     | 99                       | 83   | 144                                      | 44                 | 4                                       | 139               |

Table 30  
 Activities From the Fifteenth Series of Five Items  
 Checked by Superintendents as Done at Times Other  
 Than the Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Address- ed Student Body | Admin- istered First Aid to Injured Person | Advised Students on School Publi- cation | Did Lib- rary Work | Taught an In- service Class of Teachers | Number of Schools |
|--------------------|---------------------|--------------------------|--|--|--------------------|---|-------------------|
| 650-699            | \$4625              |                          |  |  |                    |   | 3                 |
| 600-649            | 5250                | 2                        |  | 1  | 1                  | 1                                       | 3                 |
| 550-599            | 4900                | 1                        |  | 1  | 1                  | 1                                       | 3                 |
| 500-549            | 5063                |                          | 1  | 2  | 2                  | 3                                       | 7                 |
| 450-499            | 4607                | 5                        | 2  | 2  | 3                  | 2                                       | 11                |
| 400-449            | 4500                | 3                        | 4  | 3  | 2                  | 1                                       | 12                |
| 350-399            | 4458                | 8                        | 3  | 6  | 3                  | 3                                       | 13                |
| 300-349            | 4425                | 6                        | 6  | 5  | 4                  | 3                                       | 21                |
| 250-299            | 4234                | 10                       | 9  | 9  | 4                  | 2                                       | 21                |
| 200-249            | 4139                | 14                       | 10   | 8  | 9                  | 5                                       | 32                |
| 150-199            | 4000                | 3                        | 3  | 2  | 1                  | 4                                       | 12                |
| 100-149            | 3800                | 1                        |  | 1  |                    |   | 1                 |
| Total              |                     | 53                       | 38   | 40                                       | 30                 | 25                                      | 139               |

### Served on Non-School Committee

This was a popular side-line for many school heads in all groups. There was a little correlation between the school size and number of times this item was handled during the week in April. The number of times a superintendent was called on to serve on a non-school committee apparently depended on himself and demands of his community. A frequency of 124 was reported by the schools as a whole with thirty-six respondents reporting non-activity during the week in April, but did or would participate at other times in the term (Tables 31 and 32).

### Activities Related to Pupil Guidance

In the three categories having to do with pupil guidance (Tables 31 and 32), we note that superintendents have reported rather small frequencies for the week of April fourth through eighth, while a considerable number reported they would take care of or did take care of such matters at other times in the school term. Insignificant as these activities may seem on the tables, they can not be minimized in terms of their importance. They may be onerous burdens to the administrator. In the first place, they are fraught with complexity and often with considerable emotion. Then too, the differences between right and wrong are often small and the responsibility is always great. The pupil represents the ultimate in the superintendent's responsibility and his problems must be regarded with the seriousness they deserve.

Table 31

Summary of the Frequencies of the Sixteenth Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Served on a Non-School Committee | Called on a Parent About Child's Misconduct | Worked With Court on Juvenile Case | Called on Parent About Guidance of Child | Called on Citizen to Promote Good School Relations | Number of Schools |
|-------------------|---------------------|----------------------------------|---|------------------------------------|--|--|-------------------|
| 650-699           | \$4625              | 1                                | 1   | 1                                  | 2  | 1  | 3                 |
| 600-649           | 5250                | 9                                | 1   | 1                                  | 1  | 3  | 3                 |
| 550-599           | 4900                | 4                                |   |                                    | 1  | 4  | 3                 |
| 500-549           | 5063                | 12                               | 9   | 3                                  | 6  | 12   | 7                 |
| 450-499           | 4607                | 8                                | 3   | 4                                  | 7  | 5  | 11                |
| 400-449           | 4500                | 14                               | 3   | 3                                  | 1  | 11   | 12                |
| 350-399           | 4458                | 14                               | 3   | 1                                  | 1  | 3  | 13                |
| 300-349           | 4425                | 14                               | 12  | 4                                  | 7  | 9  | 21                |
| 250-299           | 4234                | 11                               | 6   | 3                                  | 2  | 14   | 21                |
| 200-249           | 4139                | 22                               | 8   | 4                                  | 8  | 17   | 32                |
| 150-199           | 4000                | 15                               | 2   |                                    | 1  | 4  | 12                |
| 100-149           | 3800                |                                  |   |                                    |  |  | 1                 |
| Total             |                     | 124                              | 50  | 24                                 | 37                                       | 83   | 139               |



Table 32

Activities From the Sixteenth Series of Five Items  
Checked by Superintendents as Done at Times Other  
Than the Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Served on a Non-School Com- mittee | Called on Parent About Child's Mis- conduct | Worked With Court on Juven- ile Case | Called on Parent About Guidance of Child | Called on Citizen to Promote Good School Relations | Number of Schools |
|--------------------|---------------------|------------------------------------|---|--------------------------------------|--|--|-------------------|
| 650-699            | \$4625              |                                    |   |                                      |  |  | 3                 |
| 600-649            | 5250                |                                    | 2   | 2                                    | 1  | 1  | 3                 |
| 550-599            | 4900                |                                    | 1   | 1                                    | 1  |  | 3                 |
| 500-549            | 5063                | 1                                  | 2   | 2                                    |  | 1  | 7                 |
| 450-499            | 4607                | 4                                  | 7   | 3                                    | 5  | 3  | 11                |
| 400-449            | 4500                | 5                                  | 2   | 4                                    | 3  | 3  | 12                |
| 350-399            | 4458                | 3                                  | 3   | 4                                    | 5  | 4  | 13                |
| 300-349            | 4425                | 4                                  | 6   | 7                                    | 6  | 8  | 21                |
| 250-299            | 4234                | 8                                  | 8   | 6                                    | 10                                       | 8  | 21                |
| 200-249            | 4139                | 8                                  | 15  | 5                                    | 14                                       | 10   | 32                |
| 150-199            | 4000                | 2                                  | 6   | 3                                    | 6  | 4  | 12                |
| 100-149            | 3800                | 1                                  | 1   | 1                                    | 1  | 1  | 1                 |
| Total              |                     | 36                                 | 53  | 38                                   | 52                                       | 43   | 139               |

### Called on Citizen to Promote Good School Relations

An important activity which could use most of any superintendent's spare time is promoting good school relations. Irregularly reported to the total of eighty-three frequencies by the respondents as a whole, and forty-three superintendents indicating that they did or would handle this some other time; one can only wish that more time could be spent doing this type of work (Tables 31 and 32).

### Studied M.E.A. or N.E.A. Data or Took Part

This activity was variously reported by the different school sizes to a total of 122 frequencies. Twenty-three superintendents reported this as not being handled during the week in April, but did or would handle it at other times in the year. A superintendent should be well informed as regards his associations' activities (Tables 33 and 34).

### Examined Students' Vision, Hearing, etc.

#### (Screening Tests)

Reported lightly by the smaller schools in the study was this activity. It was not reported by the larger schools at all. These are duties which should fall to the school nurse or perhaps the county nurse whenever possible. However, these officials do not always have the time to examine all individuals in a school, so the screening operation is often done by teachers or other school officials. It is

doubtful if this should be done by the superintendents of the school but rather by teachers handling smaller groups (Tables 33 and 34).

#### Patrolled Halls

A duty reported rather uniformly by the middle and smaller schools in the study was patrolling halls. Probably a duty which should be delegated to subordinates except in the very small systems where teacher power is lacking. This was attended 170 times during the week of April fourth through eighth by all who reported, there being twenty-eight superintendents who did not do this during the indicated week but did or would do so at other times during the year (Tables 33 and 34).

#### Attended a Schoolmen's Meeting

It can be quite well assumed that every superintendent attended a schoolmen's meeting sometime in the course of the school year. The respondents reported attending sixty-one during the week of April fourth. Sixty-six indicated that they did or would attend such meetings in the course of the year. The administrators of the upper middle group of class intervals reported the higher frequencies during the week in April (Tables 33 and 34).

### Addressed a Community Group

A rather low frequency was reported by the superintendents for the one week, but sixty-seven said that they did or would address a community group in the course of the year. This is an activity which the superintendent should seek to do regardless of the size of the school he administers (Tables 33 and 34).

Table 33

Summary of the Frequencies of the Final Series of Five Activities Checked by Superintendents During the Week April Four Through Eight, 1949, and Grouped According to School Size by Enrolment and According to the Median Salary in Each Group

| School Enrolments | Median Salary Supt. | Studied M.E.A. N.E.A. Data or Took Part | Examined Student's Eyes, Ears, Etc. | On Noon Patrol or Other Hall Patrol Duty | Attend- ed a School- men's Meeting | Ad- dressed a Com- munity Group | Number of Schools |
|-------------------|---------------------|---|-------------------------------------|--|------------------------------------|---------------------------------|-------------------|
| 650-699           | \$4625              | 4                                       |                                     |  |                                    | 1                               | 3                 |
| 600-649           | 5250                | 1                                       |                                     | 1  | 1                                  | 3                               | 3                 |
| 550-599           | 4900                | 3                                       |                                     |  |                                    |                                 | 3                 |
| 500-549           | 5063                | 5                                       |                                     | 1  | 5                                  | 2                               | 7                 |
| 450-499           | 4607                | 21                                      | 2                                   | 16                                       | 9                                  | 2                               | 11                |
| 400-449           | 4500                | 12                                      | 1                                   | 14                                       | 6                                  | 7                               | 12                |
| 350-399           | 4458                | 9                                       |                                     | 3  | 9                                  | 2                               | 13                |
| 300-349           | 4425                | 9                                       | 1                                   | 36                                       | 9                                  | 4                               | 21                |
| 250-299           | 4234                | 28                                      | 1                                   | 35                                       | 8                                  | 2                               | 21                |
| 200-249           | 4139                | 21                                      | 2                                   | 44                                       | 11                                 | 6                               | 32                |
| 150-199           | 4000                | 8                                       | 1                                   | 15                                       | 3                                  |                                 | 12                |
| 100-149           | 3800                | 1                                       |                                     | 5  |                                    |                                 | 1                 |
| Total             |                     | 122                                     | 8                                   | 170                                      | 61                                 | 29                              | 139               |

Table 34  
 Activities From the Final Series of Five Items Checked  
 by Superintendents as Done at Times Other Than the  
 Week April Four Through Eight, 1949

| School Enrol-ments | Median Salary Supt. | Studied M.E.A. N.E.A. Data or Took Part | Exam-ined Stu-dents' Eyes, Ears, Etc. | On Noon Patrol or Other Hall Patrol Duty | Attend-ed a School-men's Meeting | Address-ed a Com-unity Group | Number of Schools |
|--------------------|---------------------|---|---------------------------------------|--|----------------------------------|------------------------------|-------------------|
| 650-699            | \$4625              |   |                                       |  | 2                                | 2                            | 3                 |
| 600-649            | 5250                | 1                                       |                                       | 2  | 2                                | 1                            | 3                 |
| 550-599            | 4900                |   |                                       | 1  | 1                                | 1                            | 3                 |
| 500-549            | 5063                | 1                                       | 2                                     |  | 3                                | 4                            | 7                 |
| 450-499            | 4607                | 3                                       | 1                                     | 4  | 4                                | 7                            | 11                |
| 400-499            | 4500                | 2                                       | 2                                     | 1  | 6                                | 5                            | 12                |
| 350-399            | 4458                | 2                                       | 2                                     | 2  | 4                                | 4                            | 13                |
| 300-349            | 4425                | 4                                       | 4                                     | 3  | 8                                | 10                           | 21                |
| 250-299            | 4234                | 3                                       | 5                                     | 4  | 10                               | 9                            | 21                |
| 200-249            | 4139                | 5                                       | 7                                     | 8  | 18                               | 15                           | 32                |
| 150-199            | 4000                | 2                                       | 6                                     | 3  | 8                                | 9                            | 12                |
| 100-149            | 3800                |   |                                       |  |                                  |                              | 1                 |
| Total              |                     | 23                                      | 29                                    | 28                                       | 66                               | 67                           | 139               |

### Summary of Chapter 3

In addition to the items of the checklist, the superintendents wrote in seventy-three others which they deemed worthy of indicating separately (Pages 18 to 21). The items in the checklist varied greatly in importance. Some minor ones were reported with great frequency. Some important activities were not reported with great frequency, but with considerable uniformity. Some of the activities required more time to do. Some were fundamental to a superintendent's job regardless of whether reported in greater or lesser numbers.

The answering of the telephone was the most highly attended item with a total frequency of 2942 and was attended by every superintendent in the study during the week of April four through eight. The coaching of debate was the only activity which rated no response whatsoever for the same week, but six school heads said they did or would do it during the school term.

To an experienced superintendent, the activities as ranked furnish a picture which he may compare with his own status and evaluate accordingly. To the man planning on going into administration, the ranking shows what the superintendents did, quantitatively and qualitatively, although the quantitative phase must be evaluated separately for the reasons mentioned in the first paragraph in this summary (Table 35).

Table 25

The Activities Listed According to Rank, Their Total Frequencies for the Period of April Four Through Eight, and the Number of Superintendents Who Did Not Handle the Activity that Week but Did or Would Handle it at Other Times During the Year

| Rank | Activity   | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|--|--|---|
| 1.   | Answered telephone                                   | 2942   | 0   |
| 2.   | Handled correspondence                               | 2072   | 3   |
| 3.   | Interviewed students                                 | 1297   | 4   |
| 4.   | Interviewed teachers                                 | 1214   | 6   |
| 5.   | Typed copy(include letters written)                  | 1170   | 10  |
| 6.   | Conferred with principal                             | 863  | 2   |
| 7.   | Dictated copy(include letters)                       | 857  | 10  |
| 8.   | Interviewed Salesmen                                 | 729  | 3   |
| 9.   | Interviewed miscellaneous employees                  | 670  | 11  |
| 10.  | Planned lesson(s) for class(es)                      | 613  | 2   |
| 11.  | Supervised instruction                               | 528  | 13  |
| 12.  | Instructed office help(or assigned day's duties)     | 507  | 11  |
| 13.  | Put office in order                                  | 440  | 6   |
| 14.  | Checked invoices for correctness and/or completeness | 411  | 15  |



Table 35 (continued)

| Rank | Activity   | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|--|--|---|
| 15.  | Worked on activity fund accounts                           | 404  | 11  |
| 16.  | Supervised janitorial service                              | 393  | 18  |
| 17.  | Interviewed citizen, not parent                            | 381  | 23  |
| 18.  | Supervised hot lunch service                               | 362  | 16  |
| 19.  | Supervised a study hall                                    | 349  | 28  |
| 20.  | Worked on general fund accounts                            | 340  | 15  |
| 21.  | Worked on hot lunch accounts                               | 332  | 14  |
| 22.  | Inspected building or parts thereof                        | 331  | 21  |
| 23.  | Ordered supplies, books, equipment                         | 330  | 14  |
| 24.  | Studied professional books or<br>magazines or kindred data | 298  | 21  |
| 25.  | Examined textbooks for future<br>buying                    | 274  | 29  |
| 26.  | Handled discipline case                                    | 273  | 19  |
| 27.  | Interviewed parent   | 262  | 4   |
| 28.  | Studied or checked teachers'<br>weekly reports             | 244  | 19  |
| 29.  | Prepared for board meeting                                 | 231  | 17  |
| 30.  | Executed orders of board                                   | 220  | 27  |
| 31.  | Prepared bulletins or orders<br>to teachers                | 220  | 27  |
| 32.  | Checked absence lists for truancy                          | 212  | 27  |

Table 35 (continued)

| Rank | Activity   | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|--|--|---|
| 33.  | Studied legislative matter or wrote legislators        | 210  | 19  |
| 34.  | Planned publicity or worked on this                    | 205  | 38  |
| 35.  | Inspected grounds or permanent playground equipment    | 183  | 36  |
| 36.  | Studied or worked on teachers' requisitions            | 181  | 44  |
| 37.  | Inspected school equipment                             | 175  | 44  |
| 38.  | On noon patrol or other hall duty                      | 170  | 28  |
| 39.  | Planned or worked on curriculum for next year          | 170  | 38  |
| 40.  | Studied or referred to state syllabi, bulletins, et al | 161  | 38  |
| 41.  | Studied or referred to High School League data         | 152  | 34  |
| 42.  | Operated duplicating machine                           | 147  | 26  |
| 43.  | Helped or advised students on school publication       | 144  | 40  |
| 44.  | Worked on state reports                                | 143  | 45  |
| 45.  | Worked on transportation accounts                      | 141  | 38  |
| 46.  | Checked supply stocks                                  | 139  | 35  |
| 47.  | Worked on future building plans                        | 134  | 36  |
| 48.  | Served on committee not connected with school work     | 124  | 36  |

Table 35 (continued)

| Rank | Activity   | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|--|--|---|
| 49.  | Studied M.E.A., N.E.A. data or actively participated     | 122  | 23  |
| 50.  | Worked on budget (present or future)                     | 119  | 45  |
| 51.  | Met with board, regular meeting or otherwise             | 119  | 29  |
| 52.  | Wrote up news for local or other newspaper               | 108  | 39  |
| 53.  | Worked on miscellaneous accounts                         | 104  | 34  |
| 54.  | Taught classes other than own                            | 103  | 43  |
| 55.  | Worked on district reorganization plans                  | 102  | 56  |
| 56.  | Addressed student body or part thereof (not own class)   | 99   | 53  |
| 57.  | Prepared transcript of credits for student or ex-student | 97   | 46  |
| 58.  | Administered first aid to injured person                 | 83   | 38  |
| 59.  | Called on citizen to promote good school relations       | 83   | 43  |
| 60.  | Conferred with school nurse or doctor                    | 82   | 40  |
| 61.  | Held teachers' meeting                                   | 70   | 51  |
| 62.  | Gathered and recorded attendance data                    | 66   | 42  |

Table 35 (continued)

| Rank | Activity  | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|---|--|---|
| 63.  | Operated visual aid machine                             | 65   | 44  |
| 64.  | Recorded data about students on permanent record cards  | 62   | 48  |
| 65.  | Attended a schoolmen's meeting                          | 61   | 66  |
| 66.  | Prepared address for delivery before student body       | 58   | 64  |
| 67.  | Met with student council or similar student group       | 57   | 39  |
| 68.  | Planned an all-school assembly program or assisted      | 53   | 50  |
| 69.  | Called on parent about truancy or misconduct of child   | 50   | 53  |
| 70.  | Did work in school library or having to do with library | 44   | 30  |
| 71.  | Prepared talk for out of school delivery                | 41   | 56  |
| 72.  | Called on parent about general guidance of child        | 37   | 52  |
| 73.  | Coached athletics or refereed an athletic event         | 36   | 23  |
| 74.  | Coached Dramatics                                       | 35   | 6   |
| 75.  | Directed instrumental music activities                  | 35   | 3   |
| 76.  | Directed vocal music activities                         | 30   | 8   |
| 77.  | Administered aptitude tests                             | 30   | 54  |

Table 35 (continued)

| Rank | Activity  | Fre-<br>quency<br>April<br>Four<br>to<br>Eight | Number<br>of<br>Superin-<br>tendents<br>Missing<br>Week |
|------|---|--|---|
| 78.  | Addressed a community group   | 29   | 67  |
| 79.  | Worked with court or court official<br>on juvenile case                 | 24   | 38  |
| 80.  | Wrote an article on an educational<br>subject for publication           | 16   | 32  |
| 81.  | Administered a type of test, not<br>aptitude, achievement or in subject | 16   | 42  |
| 82.  | Administered achievement tests  | 12   | 56  |
| 83.  | Examined students' vision, hearing,<br>etc. (Screening tests)           | 8  | 29  |
| 84.  | Taught an in-service class of<br>teachers                               | 4  | 25  |
| 85.  | Coached debate  | 0  | 6   |

## CHAPTER 4

## THE STATUS OF THE SUPERINTENDENTS

The data in this chapter deals with the status of superintendents in the smaller Minnesota schools. Since the data pertaining to the superintendents of a few out-size schools were available, these were included in this portion of the study for the sake of comparison. Schools having enrolments of 100 to 700 pupils represent the range of those with eight to twenty-nine teachers.

## Salaries, 1948-1949

On the whole the larger schools paid the higher salaries, but there was a wide difference between the lowest and highest salaries in most of the class-intervals of enrolment (Table 36). In the case of the schools having 300-349 pupils enrolled, the salaries ranged from the second lowest to the second highest class-intervals in the salary distribution. Many class-intervals of enrolment had salaries which spread across four class-intervals of salaries.

Likewise Table 36 shows that from the standpoint of the annual payments to the superintendents, salaries of \$4500 to \$4899 were paid to the administrators of schools in systems of 200 to 699 pupils. Again, salaries of \$4900 to \$5299 were paid in schools having pupil enrolments ranging from 300 to 899. There were other noteworthy comparisons

Table 36  
 Summary of the Superintendents' Salaries<sup>a</sup>  
 and School Enrolments in All Grades  
 145 Schools in the Study

| School<br>Enrol-<br>ment | Salary          |                 |                 |                 |                 |                 |                 |                 | To-<br>tal |
|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
|                          | \$2900-<br>3299 | \$3300-<br>3699 | \$3700-<br>4099 | \$4100-<br>4499 | \$4500-<br>4899 | \$4900-<br>5299 | \$5300-<br>5699 | \$5700-<br>6099 |            |
| 850-899                  |                 |                 |                 |                 |                 | 1               |                 |                 | 1          |
| 800-849                  |                 |                 |                 |                 |                 | 2               |                 |                 | 2          |
| 750-799                  |                 |                 |                 | 1               |                 |                 |                 |                 | 1          |
| 700-749                  |                 |                 |                 |                 |                 | 2               |                 |                 | 2          |
| 650-699                  |                 |                 | 1               |                 | 2               |                 |                 |                 | 3          |
| 600-649                  |                 |                 |                 |                 | 1               |                 | 1               | 1               | 3          |
| 550-599                  |                 |                 |                 |                 | 1               | 1               |                 |                 | 2          |
| 500-549                  |                 |                 | 1               |                 | 2               | 4               |                 |                 | 7          |
| 450-499                  |                 |                 |                 | 4               | 7               |                 |                 |                 | 11         |
| 400-449                  |                 |                 | 1               | 5               | 6               |                 |                 |                 | 12         |
| 350-399                  |                 |                 | 4               | 3               | 2               | 4               |                 |                 | 13         |
| 300-349                  |                 | 1               | 6               | 5               | 6               | 1               | 1               |                 | 20         |
| 250-299                  |                 | 1               | 9               | 8               | 3               |                 |                 |                 | 21         |
| 200-249                  |                 | 3               | 17              | 9               | 3               |                 |                 |                 | 32         |
| 150-199                  | 1               | 1               | 7               | 3               |                 |                 |                 |                 | 12         |
| 100-149                  |                 | 1               | 2               |                 |                 |                 |                 |                 | 3          |
| Total                    | 1               | 7               | 48              | 38              | 33              | 15              | 2               | 1               | 145        |

<sup>a</sup>Salaries for the term 1948-1949

to be seen in the table.

One must grant that the amount of work differs markedly from school system to school system and that the cost of living varies likewise, yet it does seem that some standardization is in order. As matters stand, a man who is trying to advance himself in this field will do well to seek a larger school system, but he will need to watch the salary offered him. If he does not do this, he may undersell himself as well as force other competent candidates for the position into other fields.

#### Salaries, 1949-1950

At the time the returns for this study were received, many superintendents did not know what their 1949-1950 salaries would be. There were only 119 respondents participating in the reporting of data for Table 37. Salaries went up to the extent that the class-interval pertaining to salaries of \$2900 to \$3299 could be removed from the table but they did not go up so high that it was necessary to add a new class-interval on the opposite side. The data reported in this table show the same characteristics as those reported in the preceding one.

#### Degrees Held by Superintendents

None of the superintendents held doctor's degrees. More than twice as many superintendents reported master's degrees than bachelors' degrees. All the superintendents



Table 37  
 Summary of the Superintendents' Salaries  
 and School Enrolments in All Grades<sup>a</sup>  
 119 Schools Reporting

| School<br>Enrol-<br>ments | Salary          |                 |                 |                 |                 |                 |                 | To-<br>tal |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------|
|                           | \$3300-<br>3699 | \$3700-<br>4099 | \$4100-<br>4499 | \$4500-<br>4899 | \$4900-<br>5299 | \$5300-<br>5699 | \$5700-<br>6099 |            |
| 850-899                   |                 |                 |                 |                 | 1               |                 |                 | 1          |
| 800-849                   |                 |                 |                 |                 |                 | 2               |                 | 2          |
| 750-799                   |                 |                 |                 | 1               |                 |                 |                 | 1          |
| 700-749                   |                 |                 |                 |                 |                 | 1               | 1               | 2          |
| 650-699                   |                 |                 | 1               | 1               | 1               |                 |                 | 3          |
| 600-649                   |                 |                 |                 |                 | 1               | 1               | 1               | 3          |
| 550-599                   |                 |                 |                 |                 |                 | 1               |                 | 1          |
| 500-549                   |                 |                 |                 | 1               | 3               | 1               |                 | 5          |
| 450-499                   |                 |                 |                 | 7               | 4               |                 |                 | 11         |
| 400-449                   |                 |                 |                 | 5               | 3               |                 |                 | 8          |
| 350-399                   |                 |                 | 3               | 6               | 3               | 1               |                 | 13         |
| 300-349                   |                 |                 | 5               | 7               |                 |                 | 1               | 13         |
| 250-299                   |                 | 2               | 6               | 10              |                 |                 |                 | 18         |
| 200-249                   | 1               | 6               | 15              | 5               | 1               |                 |                 | 28         |
| 150-199                   |                 | 2               | 3               | 4               |                 |                 |                 | 9          |
| 100-149                   |                 |                 | 1               |                 |                 |                 |                 | 1          |
| Total                     | 1               | 10              | 34              | 47              | 17              | 7               | 3               | 119        |

<sup>a</sup>Enrolments as of 1948-1949; Salaries as of 1949-1950.

in schools of 500 to 649 pupils had masters' degrees (Table 38). Minnesota certification requirements are stressing that superintendents should acquire advanced degrees.

#### Superintendents' Plans

Of the 140 reporting, 124 were staying in administration next year, thirteen were considering leaving next year or were uncertain, and three were definitely leaving. Those who were considering leaving are in schools with less than 450 pupils enrolled (Table 39). Some of the reasons they gave for considering leaving or leaving outright were:

1. "Considering leaving teaching altogether.  
Too much grief. There must be an easier way to make living."
2. "...Will stay if nothing else develops.  
Thinking of a business connection."
3. "My father is urging me to take over his business."
4. "More permanent position. Establish a home and business."
5. "Too d--- many foolish people running our schools."
6. "Attitude of some pupils, some teachers, and some parents is such that I can hardly take it any more."

Table 38  
 Summary of the Degrees Held by Superintendents  
 and the Size of Schools by Enrolments  
 138 Schools Reporting

| School Enrolments | Bachelor's Degree | Master's Degree | Doctor's Degree | Totals |
|-------------------|-------------------|-----------------|-----------------|--------|
| 650-699           | 2                 | 1               |                 | 3      |
| 600-649           |                   | 3               |                 | 3      |
| 550-599           |                   | 3               |                 | 3      |
| 500-549           |                   | 7               |                 | 7      |
| 450-499           | 1                 | 10              |                 | 11     |
| 400-449           | 1                 | 10              |                 | 11     |
| 350-399           | 5                 | 8               |                 | 13     |
| 300-349           | 6                 | 15              |                 | 21     |
| 250-299           | 9                 | 12              |                 | 21     |
| 200-249           | 12                | 20              |                 | 32     |
| 150-199           | 6                 | 6               |                 | 12     |
| 100-149           | 1                 |                 |                 | 1      |
| Total             | 43                | 95              |                 | 138    |

7. "Duties too strenuous--long hours, etc."
8. "Politics."
9. "Workhorse retired to pasture."
10. "No future economically, bad for children, pressure increasing, poor tenure, no economic tie with anyone, never settled, no home town"

Table 39

Summary of Superintendents' Attitudes Toward Their Administrative Positions as Indicated by Their Plans in Regard to Returning for the Next Year and the Size by Enrolment of the Schools They Serve

140 Schools Reporting

| School Enrolments | Staying in Administration Next Year | Seriously Considering Leaving Next Year or Uncertain | Definitely Leaving Next Year | Total |
|-------------------|-------------------------------------|--|------------------------------|-------|
| 650-699           | 3                                   |  |                              | 3     |
| 600-649           | 3                                   |  |                              | 3     |
| 550-599           | 3                                   |  |                              | 3     |
| 500-599           | 6                                   |  | 1                            | 7     |
| 450-499           | 11                                  |  |                              | 11    |
| 400-449           | 9                                   | 3  |                              | 12    |
| 350-399           | 12                                  | 1  |                              | 13    |
| 300-349           | 19                                  | 2  |                              | 21    |
| 250-299           | 17                                  | 4  |                              | 21    |
| 200-249           | 28                                  | 2  | 2                            | 32    |
| 150-199           | 12                                  | 1  |                              | 13    |
| 100-149           | 1                                   |  |                              | 1     |
| Total             | 124                                 | 13   | 3                            | 140   |

for children, increasingly difficult without added remuneration, etc., etc."

Most of the superintendents who were returning next year merely answered the question "yes". Some added a

comment such as the following:

1. "Must stick to it now because of pension.  
Also, interest and qualifications."
2. "I'm trained in this field of work. Don't  
feel qualified to tackle private business.  
Have considered it. No capital either."
3. "Cannot find anything that looks any better."
4. "I enjoy my work here."
5. "I like the work and feel that I can still  
serve a few more years, gainfully."
6. "Too much politics, uncertainty, and too  
short tenure."
7. "May leave in future though depending on  
salary and conditions."
8. "This is my business. I must work to live."
9. "Too much pressure--no leisure, no tenure."
10. "Better pay. Good place to work." (Said about  
his own job.)
11. "Enjoy school administration work."
12. "Stick while salaries are fair."
13. "I'm prepared for this work--I expect to stay  
in it."
14. "This is a rat race when superintendent has  
to be nearly a full time teacher, too."
15. "Load of work is getting too heavy." (Is returning  
next year)

16. "Have been out of field twice and came back each time. Will probably stay."
17. "Superintendent of Schools--You are a slave to your job!!"
18. "I haven't any desire to do anything else."
19. "Want to try it one more year."
20. "Very good community. Board is the best any superintendent could ask for. Students are nice to work with."
21. "Like the work."
22. "I like it."
23. "Good job. Good pay."
24. "Preparation and training are for this field of service and I intend to stick with it."
25. "Hard to find a place to live, to buy, or to rent."
26. "I enjoy the work and intend to stay in the field as long as I am able."

Those in the first part of the above list were from the larger schools; those in the latter part were in the smaller schools of the study.

#### Office Help Compared to Size of Schools

All schools with the exception of one in the enrolment groups larger than 450 reported full time office help. Schools having less than 450 pupils reported that they had

office help in varying degrees. Forty had no office help at all. Thirty-two had help ranging from less than one-fourth time to three-fourths time. Forty-one had full-time office help. The distributions for the schools having less than 500 students formed a rather interesting pattern on the table (Table 40). This was caused by the wide range of school enrolments that employed one-fourth time office help.

An important factor in making the superintendent's life difficult in many of the schools with less than 450 pupils enrolled was the lack of office help. It would seem that any school having 150 or more students could well use at least half-time office help. The board of one school having an enrolment of less than 150 pupils employed a full time office secretary and probably would not have done so had it not considered her worth having.

#### Office Help and the Superintendents'

##### Academic Responsibilities

Considerable discrepancy is shown by this table. One superintendent taught classes or supervised study halls six periods a day and had one-fourth time office help. The returns likewise revealed that one superintendent in a school of 300 to 349 pupils had no direct academic responsibilities and had two office secretaries. Six superintendents had five periods of class or study hall duty; four had

Table 40  
 Summary of Superintendents' Office Secretarial  
 Help and School Enrolments in All Grades  
 146 Schools in the Study

| School<br>Enrol-<br>ment | No<br>Office<br>Help | Less than<br>One-fourth<br>Time | One-<br>fourth<br>Time | One-<br>half<br>Time | Three-<br>fourths<br>Time | Full<br>Time | Total |
|--------------------------|----------------------|---------------------------------|------------------------|----------------------|---------------------------|--------------|-------|
| 550- up                  |                      |                                 |                        |                      |                           | 15           | 15    |
| 500-549                  |                      |                                 |                        |                      |                           | 7            | 7     |
| 450-499                  |                      |                                 | 1                      |                      |                           | 10           | 11    |
| 400-449                  | 1                    |                                 | 1                      | 3                    |                           | 7            | 12    |
| 350-399                  | 1                    | 1                               | 1                      | 1                    |                           | 9            | 13    |
| 300-349                  | 4                    | 1                               | 1                      | 1                    | 2                         | 11           | 20    |
| 250-299                  | 4                    | 4                               | 3                      | 2                    | 1                         | 7            | 21    |
| 200-249                  | 17                   | 1                               | 6                      | 2                    |                           | 6            | 32    |
| 150-199                  | 11                   |                                 | 1                      |                      |                           |              | 12    |
| 100-149                  | 2                    |                                 |                        |                      |                           | 1            | 3     |
| Total                    | 40                   | 7                               | 14                     | 9                    | 3                         | 73           | 146   |

no office help at all, and two had full time help. One must bear in mind that the larger schools had full time office help and their administrators taught fewer classes. Many superintendents of the smaller schools should have more office help or less academic duties--And some should have relief with respect to both (Table 41).



Table 41

Summary of Superintendents' Office Secretarial Help  
and the Number of Periods that Superintendents  
Teach Classes or Supervise Study Halls  
135 Schools Reporting

| Number<br>of<br>Periods | No<br>Office<br>Help | Less Than<br>One-fourth<br>Time | One-<br>fourth<br>Time | One-<br>half<br>Time | Three-<br>fourths<br>Time | Full<br>Time | Total |
|-------------------------|----------------------|---------------------------------|------------------------|----------------------|---------------------------|--------------|-------|
| 6                       |                      |                                 | 1                      |                      |                           |              | 1     |
| 5                       | 4                    |                                 |                        |                      |                           | 2            | 6     |
| 4                       | 9                    | 1                               | 3                      | 2                    |                           | 5            | 20    |
| 3                       | 9                    | 2                               | 5                      |                      |                           | 10           | 26    |
| 2                       | 12                   | 1                               | 3                      | 5                    | 3                         | 14           | 38    |
| 1                       | 3                    | 2                               | 2                      | 1                    |                           | 14           | 22    |
| 0                       | 2                    |                                 | 1                      |                      |                           | 19           | 22    |
| Total                   | 39                   | 6                               | 15                     | 8                    | 3                         | 64           | 135   |

Amount of Office Help Compared to the  
Superintendents' Salaries

A superintendent seeking a position which pays more money should look for a school which has an office secretary among its employees. Conversely, if a man is seeking his first superintendency and settles for a position in the lower salary brackets it will probably help him greatly to be an efficient typist. Perhaps typing should be a required course in the administrator's professional training.

At all events, seventy-five of the 147 superintendents reported that they did not have full time office help and these were mainly in the middle and lower salary brackets (Table 42).

#### Academic Responsibilities Compared to Enrolments

If the school system was more than 500 pupils enrolled the chances were strong that the superintendent did not have to teach at all. In the various enrolment groups having less than 500 pupils, he taught classes or supervised study halls during from zero to six periods each day. The enrolment size class-interval of 300 to 349 pupils covered the entire range of periods per day possible (Table 43).

#### Academic Responsibilities Compared to Salaries

Superintendents in the higher salary brackets reported that they taught fewer classes per day than those in the lower. There was a broad spread in the middle salary groups. For instance, superintendents earning \$4100 to \$4699 handled up to four periods of academic work a day. Most superintendents handled two classes or study halls a day, but many handled three, one, and four in that order of frequency. As many handled no classes as one (Table 44).

#### Superintendents' Salaries and Years of Experience

A general rise in salaries was indicated by the mass of frequencies up to 24 years of experience and then the salaries tended to decline, but various salary groups were

Table 42

Summary of Superintendents' Office Secretarial  
 Help and the Superintendents' Salaries  
 147 Schools in the Study

| Superin-<br>tendents'<br>Salaries | No<br>Office<br>Help | Less Than<br>One-fourth<br>Time | One-<br>fourth<br>Time | One-<br>half<br>Time | Three-<br>fourths<br>Time | Full<br>Time | Total |
|-----------------------------------|----------------------|---------------------------------|------------------------|----------------------|---------------------------|--------------|-------|
| \$5700-5899                       |                      |                                 |                        |                      |                           | 1            | 1     |
| 5500-5699                         |                      |                                 |                        |                      |                           |              | 0     |
| 5300-5499                         |                      |                                 |                        |                      |                           | 2            | 2     |
| 5100-5299                         |                      |                                 |                        |                      |                           | 3            | 3     |
| 4900-5099                         |                      | 1                               |                        | 1                    |                           | 10           | 12    |
| 4700-4899                         | 1                    |                                 |                        |                      |                           | 8            | 9     |
| 4500-4699                         | 3                    | 1                               | 2                      | 3                    | 1                         | 14           | 24    |
| 4300-4499                         | 6                    |                                 | 2                      |                      |                           | 5            | 13    |
| 4100-4299                         | 7                    | 1                               | 3                      | 4                    | 1                         | 10           | 26    |
| 3900-4099                         | 12                   | 2                               | 6                      | 1                    | 1                         | 13           | 35    |
| 3700-3899                         | 7                    | 1                               | 2                      | 1                    |                           | 3            | 14    |
| 3500-3699                         | 3                    |                                 |                        |                      |                           | 1            | 4     |
| 3300-3499                         | 1                    |                                 |                        |                      |                           | 2            | 3     |
| 3100-3299                         | 1                    |                                 |                        |                      |                           |              | 1     |
| Total                             | 41                   | 6                               | 15                     | 10                   | 3                         | 72           | 147   |

Table 43  
 Number of Periods the Superintendents' Teach  
 or Supervise Study Halls in Schools of  
 the Various Sizes by Enrolment  
 142 Schools Reporting

| School<br>Enrol-<br>ments | Number of Periods Per Day |     |     |       |      |      |     | Total |
|---------------------------|---------------------------|-----|-----|-------|------|------|-----|-------|
|                           | None                      | One | Two | Three | Four | Five | Six |       |
| 850-899                   | 1                         |     |     |       |      |      |     | 1     |
| 800-849                   | 2                         |     |     |       |      |      |     | 2     |
| 750-799                   |                           | 1   |     |       |      |      |     | 1     |
| 700-749                   | 2                         |     |     |       |      |      |     | 2     |
| 650-699                   |                           | 2   |     |       |      |      |     | 2     |
| 600-649                   | 2                         |     | 1   |       |      |      |     | 3     |
| 550-599                   | 3                         |     |     |       |      |      |     | 3     |
| 500-549                   | 7                         |     |     |       |      |      |     | 7     |
| 450-499                   | 4                         | 5   | 2   |       |      |      |     | 11    |
| 400-449                   | 1                         | 3   | 4   | 2     |      |      |     | 10    |
| 350-399                   |                           | 5   | 5   | 2     | 1    |      |     | 13    |
| 300-349                   | 1                         | 4   | 7   | 5     | 1    | 1    | 1   | 20    |
| 250-299                   |                           | 2   | 7   | 6     | 4    | 1    |     | 20    |
| 200-249                   | 3                         | 1   | 11  | 7     | 8    | 2    |     | 32    |
| 150-199                   |                           |     | 2   | 5     | 3    | 2    |     | 12    |
| 100-149                   |                           |     |     | 1     | 1    | 1    |     | 3     |
| Total                     | 26                        | 23  | 39  | 28    | 18   | 7    | 1   | 142   |

Table 44

Summary of the Number of Periods that Superintendents  
Teach Classes or Supervise Study Halls and the  
Superintendents' Annual Salaries as  
Reported by 134 Schools

| Superin-<br>tendents'<br>Salaries | Number of Periods Per Day |     |     |       |      |      |     | Total |
|-----------------------------------|---------------------------|-----|-----|-------|------|------|-----|-------|
|                                   | None                      | One | Two | Three | Four | Five | Six |       |
| \$5700-5899                       | 1                         |     |     |       |      |      |     | 1     |
| 5500-5699                         |                           |     |     |       |      |      |     | 0     |
| 5300-5499                         | 1                         |     | 1   |       |      |      |     | 2     |
| 5100-5299                         | 2                         |     |     |       |      |      |     | 2     |
| 4900-5099                         | 4                         | 2   | 2   |       |      |      |     | 8     |
| 4700-4899                         | 3                         | 5   | 1   |       |      |      |     | 9     |
| 4500-4699                         | 8                         | 7   | 5   | 2     | 1    |      |     | 23    |
| 4300-4499                         | 1                         | 2   | 3   | 5     | 2    |      |     | 13    |
| 4100-4299                         |                           | 4   | 14  | 3     | 1    |      |     | 22    |
| 3900-4099                         | 1                         | 2   | 6   | 10    | 11   | 2    | 1   | 33    |
| 3700-3899                         |                           |     | 4   | 3     | 4    | 3    |     | 14    |
| 3500-3699                         |                           |     |     | 2     |      | 1    |     | 3     |
| 3300-3499                         |                           |     | 1   | 1     | 1    |      |     | 3     |
| 3100-3299                         |                           |     |     |       | 1    |      |     | 1     |
| Total                             | 21                        | 22  | 37  | 26    | 21   | 6    | 1   | 134   |

characterized by broad ranges of experience. Respondents earning \$3900 to \$4099 per year reported years of experience from four and up. The lowest paid superintendent in the study had between 12.0 and 15.9 years of experience; the highest paid superintendent had between 16.0 and 19.9. Experience became unimportant after ten or fifteen years and everybody seemed to be pretty much dependent on the personal factor after that (Table 45).

#### School Size by Enrolment and Years Experience

The experience of the superintendents varied greatly in each of the enrolment groups but they seemed to need eight years in order to enter a school of 300 pupils. In schools of 450 or more pupils, superintendents had, with only four exceptions, sixteen years of experience or more. Many with much experience were still in relatively small schools. Apparently there is not enough room at the top of the ladder for all in administration (Table 46).

#### Superintendents and Overtime

The superintendents in the study worked overtime in varying degrees. Although an element of error was introduced in the tabulations because many superintendents failed to follow instructions, the data were complete enough to give a picture of their status in this respect. Most respondents worked before school began in the morning and between four and five o'clock after school. At the times

Table 45

Summary of the Superintendents' Salaries for the  
Years 1948-1949 and the Years of Experience  
that the Superintendents Have Had in  
Education

137 Superintendents in the Study

| Superin-<br>tendents'<br>Salaries | Years of Experience in Education |             |              |               |               |               |               |               | Total |
|-----------------------------------|----------------------------------|-------------|--------------|---------------|---------------|---------------|---------------|---------------|-------|
|                                   | 0.0-<br>3.9                      | 4.0-<br>7.9 | 8.0-<br>11.9 | 12.0-<br>15.9 | 16.0-<br>19.9 | 20.0-<br>23.9 | 24.0-<br>27.9 | 28 or<br>more |       |
| \$5700-5899                       |                                  |             |              |               | 1             |               |               |               | 1     |
| 5500-5699                         |                                  |             |              |               |               |               |               |               |       |
| 5300-5499                         |                                  |             | 1            |               |               | 1             |               |               | 2     |
| 5100-5299                         |                                  |             |              |               |               | 1             | 1             |               | 2     |
| 4900-5099                         |                                  |             |              | 1             | 4             | 1             | 1             | 1             | 8     |
| 4700-4899                         |                                  |             | 1            | 2             | 2             | 2             | 2             |               | 9     |
| 4500-5699                         |                                  |             | 2            | 1             | 7             | 7             | 4             | 3             | 24    |
| 4300-4499                         |                                  | 1           | 1            | 2             | 4             | 3             | 2             |               | 13    |
| 4100-4299                         |                                  | 1           | 4            | 7             | 8             | 4             |               | 1             | 25    |
| 3900-4099                         |                                  | 3           | 6            | 11            | 3             | 4             | 2             | 4             | 33    |
| 3700-3899                         |                                  | 5           | 2            | 2             | 2             |               |               | 3             | 14    |
| 3500-3699                         | 1                                |             |              | 1             |               |               | 1             |               | 3     |
| 3300-3499                         |                                  |             | 1            |               |               |               |               | 1             | 2     |
| 3100-3299                         |                                  |             |              | 1             |               |               |               |               | 1     |
| Total                             | 1                                | 10          | 18           | 28            | 31            | 23            | 13            | 13            | 137   |

Table 46

Summary of the Superintendents' Years of Experience  
in Education and School Enrolments in All Grades  
145 Schools Reporting

| School Enrolments | Years of Experience in Educational Service |         |          |           |           |           |           |              | Total |
|-------------------|--|---------|----------|-----------|-----------|-----------|-----------|--------------|-------|
|                   | 0.0-3.9                                    | 4.0-7.9 | 8.0-11.9 | 12.0-15.9 | 16.0-19.9 | 20.0-23.9 | 24.0-27.9 | 28.0 or More |       |
| 850-899           |  |         |          |           |           |           |           | 1            | 1     |
| 800-849           |  |         |          |           |           | 2         |           |              | 2     |
| 750-799           |  |         |          |           | 1         |           |           |              | 1     |
| 700-749           |  |         |          |           | 1         |           | 1         |              | 2     |
| 650-699           |  |         |          |           |           |           | 2         | 1            | 3     |
| 600-649           |  |         | 1        |           | 1         | 1         |           |              | 3     |
| 550-599           |  |         | 1        |           | 1         | 1         |           |              | 3     |
| 500-549           |  |         |          | 1         | 3         | 1         | 2         |              | 7     |
| 450-499           |  |         |          | 1         | 3         | 4         | 1         | 1            | 10    |
| 400-449           |  |         | 2        | 1         | 5         | 2         |           | 2            | 12    |
| 350-399           |  |         | 1        | 2         | 1         | 4         | 2         | 3            | 13    |
| 300-349           |  |         | 2        | 5         | 5         | 5         | 3         |              | 20    |
| 250-299           |  | 2       | 3        | 6         | 5         | 2         | 2         | 1            | 21    |
| 200-249           | 1  | 4       | 7        | 9         | 3         | 3         | 1         | 4            | 32    |
| 150-199           |  | 4       | 1        | 3         | 3         | 1         |           |              | 12    |
| 100-149           | 1  |         |          |           | 1         |           |           | 1            | 3     |
| Total             | 2  | 10      | 18       | 28        | 33        | 26        | 14        | 14           | 145   |



to be checked moved later into the evening, the frequencies correspondingly moved closer to zero days per week. A slight lag in this movement was indicated by the middle and smaller size schools. If one regards overtime as beginning at five P.M., it was evident that many school heads were working later than normal hours. For instance, a large number of superintendents were working up to three times per week between the hours of seven and ten P.M. and 44 reported that they were working one or two times per week after ten P.M. (Tables 47 to 53 inclusive).

#### Saturday Mornings

The number of times that the superintendents worked on Saturday mornings was widely distributed with relatively few working as rarely as zero or one time per month. Fifty reported that they worked every Saturday morning and many worked two or three times per month at that time (Table 54).

Table 47

Summary of the Number of Days Each Week Estimated by Superintendents That They Are at Work Before School Begins in the Morning and School Size by Enrolments  
139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Response <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|--------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                          |       |
| 650-699           | 1                       |     |     | 1     | 1    |      |                          | 3     |
| 600-649           |                         |     |     |       |      | 3    |                          | 3     |
| 550-599           |                         |     |     |       |      | 1    | 2                        | 3     |
| 500-549           | 1                       |     |     |       |      | 5    | 1                        | 7     |
| 450-499           |                         | 1   |     |       |      | 9    | 1                        | 11    |
| 400-449           |                         | 1   | 1   | 1     |      | 8    | 1                        | 12    |
| 350-399           |                         | 1   |     |       |      | 11   | 1                        | 13    |
| 300-349           | 1                       |     | 1   | 1     | 1    | 13   | 4                        | 21    |
| 250-299           |                         | 2   | 1   |       | 2    | 14   | 2                        | 21    |
| 200-249           |                         | 1   | 1   |       | 1    | 19   | 10                       | 32    |
| 150-199           |                         |     |     |       | 1    | 9    | 2                        | 12    |
| 100-149           | 1                       |     |     |       |      |      |                          | 1     |
| Total             | 4                       | 6   | 4   | 3     | 6    | 92   | 24                       | 139   |

<sup>a</sup>"No Response" was included here because there was reason to suppose that some respondents had neglected to encircle the zero in the series of possible responses. The instructions requested that the zeros be encircled to show zero number of days.

Table 48

Summary of the Number of Days Each Week Estimated by Superintendents that They Are at Work Between the Hours of Four and Five P.M. and the School Size by Enrolment. 139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Re-<br>sponse <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|-------------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                               |       |
| 650-699           |                         |     |     | 1     | 2    |      |                               | 3     |
| 600-649           |                         |     |     |       |      | 3    |                               | 3     |
| 550-599           |                         |     |     |       |      | 3    | 3                             |       |
| 500-549           |                         |     |     | 1     | 1    | 5    |                               | 7     |
| 450-499           |                         | 1   |     |       |      | 9    | 1                             | 11    |
| 400-449           |                         |     |     |       | 2    | 9    | 1                             | 12    |
| 350-399           |                         | 1   | 1   |       | 1    | 7    | 3                             | 13    |
| 300-349           |                         | 1   | 1   | 2     |      | 16   | 1                             | 21    |
| 250-299           |                         |     | 1   | 3     | 3    | 11   | 3                             | 21    |
| 200-249           |                         | 1   | 3   | 1     | 2    | 21   | 4                             | 32    |
| 150-199           |                         |     |     |       | 3    | 8    | 1                             | 12    |
| 100-149           |                         | 1   |     |       |      |      |                               | 1     |
| Total             |                         | 5   | 6   | 8     | 14   | 92   | 14                            | 139   |

<sup>a</sup>See footnote below preceding table.

Table 49

Summary of the Number of Days Each Week Estimated by Superintendents That They Are at Work Between the Hours of Five and Six P.M. and the School Size by Enrolment. 139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Response <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|--------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                          |       |
| 650-699           | 1                       |     | 1   | 1     |      |      |                          | 3     |
| 600-649           |                         |     |     |       | 1    | 1    | 1                        | 3     |
| 550-599           |                         |     | 1   |       |      |      | 2                        | 3     |
| 500-549           |                         | 2   | 2   | 1     | 1    | 1    |                          | 7     |
| 450-499           | 1                       | 1   | 2   | 3     | 2    |      | 2                        | 11    |
| 400-449           | 1                       |     | 1   | 3     | 1    | 4    | 2                        | 12    |
| 350-399           | 1                       | 1   |     | 1     | 3    | 5    | 2                        | 13    |
| 300-349           | 3                       | 2   | 3   | 2     | 2    | 7    | 2                        | 21    |
| 250-299           | 2                       | 2   | 3   | 4     | 2    | 7    | 1                        | 21    |
| 200-249           | 4                       | 3   | 2   | 10    | 5    | 3    | 5                        | 32    |
| 150-199           | 1                       | 1   | 2   | 1     | 3    | 2    | 2                        | 12    |
| 100-149           |                         |     |     |       |      |      | 1                        | 1     |
| Total             | 14                      | 12  | 17  | 26    | 20   | 30   | 20                       | 139   |

<sup>a</sup>See note below Table 47.

Table 50

Summary of the Number of Days Each Week Estimated by Superintendents That They Are at Work Between the Hours of Seven and Nine P.M. and the School Size by Enrolment. 139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Response <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|--------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                          |       |
| 650-699           | 2                       | 1   |     |       |      |      |                          | 3     |
| 600-649           |                         | 1   | 1   |       |      |      | 1                        | 3     |
| 550-599           |                         |     | 1   |       |      |      | 2                        | 3     |
| 500-549           |                         | 1   | 4   | 1     |      |      | 1                        | 7     |
| 450-499           |                         | 2   | 6   | 3     |      |      |                          | 11    |
| 400-449           | 1                       | 1   | 5   | 2     | 1    |      | 2                        | 12    |
| 350-399           |                         | 1   | 3   | 2     | 1    |      | 6                        | 13    |
| 300-349           | 2                       | 4   | 3   | 5     | 1    |      | 6                        | 21    |
| 250-299           | 1                       | 4   | 7   | 3     |      | 1    | 5                        | 21    |
| 200-249           | 3                       | 4   | 9   | 6     | 1    |      | 9                        | 32    |
| 150-199           |                         | 5   | 3   | 3     |      |      | 1                        | 12    |
| 100-149           |                         |     | 1   |       |      |      |                          | 1     |
| Total             | 9                       | 24  | 43  | 25    | 4    | 1    | 33                       | 139   |

<sup>a</sup>See note below Table 47.

Table 51

Summary of the Number of Days Per Week Estimated by Superintendents That They Are at Work Between the Hours of Nine and Ten P.M. and the School Size by Enrolment. 139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Response <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|--------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                          |       |
| 650-699           | 2                       | 1   |     |       |      |      |                          | 3     |
| 600-649           |                         | 1   |     |       |      |      | 2                        | 3     |
| 550-599           |                         | 1   |     |       |      |      | 2                        | 3     |
| 500-549           |                         | 2   | 3   | 1     |      |      | 1                        | 7     |
| 450-499           |                         | 3   | 4   | 1     |      |      | 3                        | 11    |
| 400-449           | 1                       | 3   | 2   | 2     | 1    |      | 3                        | 12    |
| 350-399           |                         | 1   | 3   | 2     | 1    |      | 6                        | 13    |
| 300-349           | 1                       | 4   | 4   | 4     |      |      | 8                        | 21    |
| 250-299           | 2                       | 3   | 7   |       |      |      | 9                        | 21    |
| 200-249           | 4                       | 5   | 8   | 2     |      |      | 13                       | 32    |
| 150-199           | 1                       | 5   | 2   |       |      |      | 4                        | 12    |
| 100-149           | 1                       |     |     |       |      |      |                          | 1     |
| Total             | 12                      | 29  | 33  | 12    | 2    | 0    | 51                       | 139   |

<sup>a</sup>See note below Table 47

Table 52

Summary of the Number of Days Per Week Estimated by Superintendents That They Are at Work After the Hour of Ten P.M. and the School Size by Enrolment  
139 Schools in the Study

| School Enrolments | Number of Days Per Week |     |     |       |      |      | No Response <sup>a</sup> | Total |
|-------------------|-------------------------|-----|-----|-------|------|------|--------------------------|-------|
|                   | Zero                    | One | Two | Three | Four | Five |                          |       |
| 650-699           | 3                       |     |     |       |      |      |                          | 3     |
| 600-649           |                         | 1   |     |       |      |      | 2                        | 3     |
| 550-599           | 1                       |     |     |       |      |      | 2                        | 3     |
| 500-549           | 1                       | 2   |     |       |      |      | 4                        | 7     |
| 450-499           | 1                       | 6   | 1   |       |      |      | 3                        | 11    |
| 400-449           | 2                       | 3   | 1   |       | 1    |      | 5                        | 12    |
| 350-399           | 2                       |     | 4   |       |      |      | 7                        | 13    |
| 300-349           | 4                       | 5   | 3   | 1     |      |      | 8                        | 21    |
| 250-299           | 4                       | 5   | 1   |       |      |      | 11                       | 21    |
| 200-249           | 7                       | 6   | 3   |       |      |      | 16                       | 32    |
| 150-199           | 3                       | 3   |     |       |      | 1    | 5                        | 12    |
| 100-149           | 1                       |     |     |       |      |      |                          | 1     |
| Total             | 29                      | 31  | 13  | 1     | 1    | 1    | 63                       | 139   |

<sup>a</sup>See note below Table 47.

Table 53

Summary of the Total Number of Times Each Week That  
Superintendents Estimated That They Were at Work  
During Different Hours of the Day

| Hours<br>of the<br>Day      | Number of Days Per Week |     |     |       |      |      | No<br>Response |
|-----------------------------|-------------------------|-----|-----|-------|------|------|----------------|
|                             | Zero                    | One | Two | Three | Four | Five |                |
| Before<br>School<br>in A.M. | 4                       | 6   | 4   | 3     | 6    | 92   | 24             |
| From<br>4 to 5<br>P.M.      |                         | 5   | 6   | 8     | 14   | 92   | 14             |
| From<br>5 to 6<br>P.M.      | 14                      | 12  | 17  | 26    | 20   | 30   | 20             |
| From<br>7 to 9<br>P.M.      | 9                       | 24  | 43  | 25    | 4    | 1    | 33             |
| From<br>9 to 10<br>P.M.     | 12                      | 29  | 33  | 12    | 2    | 0    | 51             |
| After<br>10 P.M.            | 29                      | 31  | 13  | 1     | 1    | 1    | 63             |



Table 54

Summary of the Number of Times Per Month Estimated by  
Superintendents That They Are at Work on Saturday  
Mornings and the School Size by Enrolment  
139 Schools in the Study

| School<br>Enrol-<br>ments | Number of Saturdays Per Month |     |     |       |      | No<br>Re-<br>sponse <sup>a</sup> | Total |
|---------------------------|-------------------------------|-----|-----|-------|------|----------------------------------|-------|
|                           | Zero                          | One | Two | Three | Four |                                  |       |
| 650-699                   | 1                             | 1   |     | 1     |      |                                  | 3     |
| 600-649                   |                               |     | 1   | 1     | 1    |                                  | 3     |
| 550-599                   |                               |     |     |       | 2    | 1                                | 3     |
| 500-549                   |                               |     | 1   | 3     | 3    |                                  | 7     |
| 450-499                   |                               | 1   | 1   | 3     | 6    |                                  | 11    |
| 400-449                   |                               | 1   | 1   | 4     | 5    | 1                                | 12    |
| 350-399                   | 1                             |     | 5   | 4     | 3    |                                  | 13    |
| 300-349                   | 2                             |     | 4   | 5     | 7    | 3                                | 21    |
| 250-299                   | 1                             | 3   | 6   | 6     | 4    | 1                                | 21    |
| 200-249                   |                               | 1   | 5   | 8     | 12   | 6                                | 32    |
| 150-199                   |                               |     | 1   | 4     | 7    |                                  | 12    |
| 100-149                   |                               |     | 1   |       |      |                                  | 1     |
| Total                     | 5                             | 7   | 26  | 39    | 50   | 12                               | 139   |

<sup>a</sup>See note below Table 47.

#### Summary of Chapter 4

1. The superintendents of the larger school systems tended to have larger salaries but there were broad variations for each size group

2. Superintendents who reported that they had salaries of \$3900 or more, likewise reported that they had more full time office help than no office help. Those who were paid less were apt to have no office help.

3. Administrators in the middle and lower salary brackets taught more classes per day but there were broad discrepancies.

4. Years of experience in education ceased to be a factor which counted in promoting higher salaries after twenty-four. Actually the mass of frequencies tended to drop into the lower salary class-intervals after this point was reached.

5. School heads in the schools of 400 or more pupils generally had masters' degrees and in the schools as a whole, more than twice as many had the higher degree.

6. Most of the superintendents in the study were planning on staying in administration.

7. All schools of 450 or more pupils, with the exception of one, had full time office help. The schools smaller than that had varying degrees of office help ranging from none to full time with much irregularity.

8. Superintendents who reported that they taught fewer classes, tended to have more office help, partly, but not entirely, because those in the larger schools taught fewer classes and had full time help.

9. The administrators of the smaller schools taught more classes than those in the larger schools but there was wide variation.

10. The superintendents of the schools having 500 or fewer pupils had wide ranges of years of experience in education. Those schools of 300 or more pupils had had at least eight years.

11. The respondents reported that they worked overtime a great deal both in the evenings and on Saturdays.

## CHAPTER 5

## SUMMARY AND CONCLUSIONS

The data for this study were obtained by means of a questionnaire and checklist which was sent directly to the superintendents of the smaller Minnesota schools who consented to complete it. The purpose of the study was to get information relating to what the superintendents did and what their status was during the school year, 1948-1949. The following general statements are justified:

1. The respondents indicated that the superintendents did a great many different tasks, many of which belonged in the field of school administration and some of which did not.
2. The superintendents should prepare themselves well in all aspects of professional training because the data showed that they advised and supervised both pupils and adults and performed other duties which required such preparation.
3. Superintendents should prepare themselves well in the fields which school administration is contingent upon. The data brought out that some of these fields were public speaking, journalism, bookkeeping, guidance and counseling, public relations, office management,

business management, and even typing.

4. Superintendents should prepare themselves well in all respects because the data showed that promotions and salaries were largely dependent on the personal factor.

5. Superintendents seeking personal advancement in the profession should aim to become employed in a system of 450 or more pupils because the data showed that schools of this size or larger generally had full time office help, paid higher salaries, and required that the superintendent teach fewer classes than did the smaller schools.

These superintendents should procure masters' degrees. The data showed that the greatest dissatisfaction among superintendents was in the systems of less than 450 pupils.

6. School districts should be organized into larger units so that their administrators could have duties more closely associated with their professional training. The data showed that many superintendents performed tasks that could better be assigned to lower paid personnel (i.e., typing) or to specialists (i.e., teaching). Larger school units and

greater financial strength would make feasible a better organization of school systems. Reorganization of the smaller units into larger ones would effect both.

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