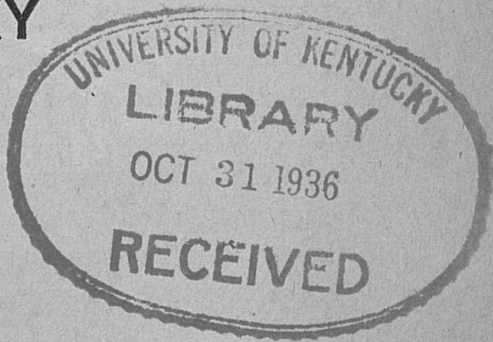


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● Commonwealth of Kentucky ●
EDUCATIONAL BULLETIN

**THE STATUS OF THE
COUNTY SUPERINTENDENT OF
SCHOOLS
IN KENTUCKY**



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Lexington, Kentucky

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H. W. PETERS

Superintendent Public Instruction

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FOREWORD

After a rather hurried examination of the contents of the master's thesis, prepared by Mr. James W. Depp, it occurred to me that it contained facts which would be of interest to school administrators of the State. I have, therefore, asked that it be published as an official bulletin of this Department. As the title indicates, information concerning the status of county superintendents of this State has been collected and recorded. I think both the author and Dr. Bert R. Smith, under whose direction this was prepared, are to be complimented in securing this type of information. They have kindly consented to have it published as an official bulletin of this Department. I am presenting it for your information.

H. W. PETERS,

Superintendent Public Instruction.

The Status
of the County Superintendent of
Schools
in Kentucky

By
JAMES W. DEPP

A THESIS
SUBMITTED IN PARTIAL FULFILLMENT
OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS

WESTERN KENTUCKY STATE TEACHERS COLLEGE

August, 1936

Approved:

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PREFACE

This study was made in an attempt to show the professional, social, and economic status of the county superintendent of schools in Kentucky.

For the suggestion of my subject I am indebted to Dr. Bert R. Smith, of the Education Department, Western Kentucky State Teachers College, who has also ably supervised the study from beginning to end.

I wish to express my sincere gratitude to the county superintendents of Kentucky for the splendid cooperation they have given by supplying the desired information.

Grateful acknowledgments are due Harry W. Peters, State Superintendent of Public Instruction, and Anna Bertram, President of Superintendents Section of the Kentucky Education Association for their help in securing the necessary information, and to Dr. Louis B. Salomon of the English Department, Western Kentucky State Teachers College, for his criticism of the manuscript.

CHAPTER I

Introduction

The problem of the county superintendent is large and important. No county official has greater responsibilities nor greater opportunities of rendering service than does the county superintendent. Every state has such officials who, in the eyes of millions of boys and girls, are all they can hope for in effective leadership throughout their elementary and high school careers. So important are the duties of the county superintendent that it is needless, in any county, to plan a rural school system to reach above and beyond the ideals and objectives of the county superintendent.

The superintendent, to be professional, should be highly trained, having enough academic and professional scholarship to merit the respect of every teacher, patron, and pupil. He should understand the technical problems of administration and supervision, as well as the all important job of financing. Many counties do not have enough money for schools. On the other hand many counties do not get value received for every dollar spent for rural education.

It is the purpose of this study to present some of the leading facts concerning the present status of the county superintendents of schools in Kentucky, and also to compare the status of the county superintendent with that of the city superintendent as found by R. E. Stevenson's study of 1934. The same method of procedure is used in this study as was used in the study of the city superintendents in order that a reliable and worth while comparison could be made between the two groups of educational leaders.

The following topics are treated briefly in this first chapter:

1. Reason for the study
2. Statement of problem
3. Scope of study
4. Source of data
5. Method of treatment
6. Review of similar studies

Reason for the study.—The county superintendents of schools in Kentucky are a group of leaders about whom there is very little available information. This study, "The Status of the County Superintendents of Schools in Kentucky", was prompted by the fact that the writer, now employed as superintendent of one of the counties studied, is concerned with the interest of the profession as a whole and has a profound interest in the advancement of the educational system of Kentucky. The subject was suggested by Dr. Bert R. Smith of the Education Department as a comparative study of the city superintendents.

Statement of problem.—The problem divides itself into four natural and logical divisions, namely:

1. To determine the status of the Kentucky county school superintendents with reference to professional training, educational experience, and tenure.

2. To determine the facts regarding the financial and economic status of Kentucky county school superintendents.

3. To determine the social and professional status as shown by the activities in which the superintendents engage.

4. To determine the status of Kentucky county superintendents with reference to powers and duties.

Scope of the study.—This study has included a discussion of the status of every county superintendent in the State of Kentucky. A check list was received from every county superintendent in the State of Kentucky. This is a much higher percentage of returns than is usually received from similar check lists. For example, Robert E. Stevenson in his 1934 study of the status of the city superintendents of schools in Kentucky¹ received 61 replies from 63 questionnaires, or a percentage of 96.8; and the Research Committee of the Kentucky Education Association² in its 1928-1929 study of the county superintendents received only 70 replies from 120 questionnaires, or a percentage of 58.3.

Source of data.—The data used in this study have been obtained by means of a check list mailed directly to the superintendent. This check list is an adaptation of the one used by Stevenson in making the study of the city superintendents in 1934, which was an adaptation of the check list used by the Department of Superintendence of the National Education Association in making their 1933 survey of the status of the superintendent for the entire United States.³

Check lists, accompanied by a letter from H. W. Peters; State Superintendent, Miss Anna Bertram, president of the superintendence section of the Kentucky Education Association, and Dr. Bert R. Smith, my major professor, heartily endorsing the study, were sent to each superintendent. A reply from every superintendent was received in time for use in this study.

Method of treatment.—The data obtained from the superintendents have been treated comparatively and statistically. The status of the county superintendent is compared with the status of the city superintendent as found by Stevenson's study of the city superintendent in 1934.⁴ Comparison is also made between the findings of this study and the findings of the Research Committee of the Kentucky Education Association on County School Administration in Kentucky.⁵

¹ Stevenson, R. E., *The Status of the City Superintendent of Schools in Kentucky*, Western State Teachers College Master's Thesis (Bowling Green, Ky., 1934).

² Research Committee of the Kentucky Education Association for 1928-1929, *County School Administration in Kentucky*.

³ National Education Association, Department of Superintendence, *Educational Leadership, Eleventh Yearbook* (Washington, D. C., 1933). Chapter VI.

⁴ R. E. Stevenson, *op cit.*

⁵ Research Committee of the Kentucky Education Association, *op. cit.*

A Review of similar studies.—Outlined below is a summary of a similar study. There have been many studies similar to this; however, this is the only accessible study of this nature where the percentage of replies has been 100.

Stevenson's Study:⁶

Problem.—The problem is fourfold:

1. To determine the status of Kentucky city school superintendents with reference to professional training, educational experience, and tenure.
2. To determine the facts regarding the financial compensation and economic status of Kentucky city school superintendents.
3. To determine the social and professional status as shown by the activities in which the superintendents engage.
4. To determine the status of the city superintendent with reference to powers and duties.

Scope of study.—This study was originally planned to include a discussion of the status of the superintendent of schools in the sixty-three cities of the first four classes in Kentucky. As the superintendents in two cities failed to return their check lists, it was limited to sixty-one cities.

Source of data.—The information was obtained directly from the superintendents by means of a check list.

Method of treatment.—The method of treatment was comparative and statistical.

Findings and conclusion:

1. The city superintendent of schools in Kentucky is usually a man from 27 to 72 years of age. The median is 42.2 years.
2. The city superintendent as a rule is married. The median number of children is 2.5.
3. Eighty-three per cent of the superintendents report that they are high school graduates. Since the remaining seventeen per cent report that they are college or university graduates, it is assumed that they have four years of high school.
4. Sixty superintendents, or 98.3 per cent have the bachelor's or a higher degree. One reports no degree. Twelve superintendents, or 19.7 per cent, report the bachelor's as their highest degree.
5. Ninety-five per cent of the superintendents report graduate study.
6. Ninety-five per cent of those reporting graduate study give education as their major study.
7. Seventy-one per cent have attended college or university summer school within the last five years.
8. The total educational experience is from six to fifty years. The median is 22.7.

⁶ *Op. cit.*

9. Fifty-four per cent of the superintendents have experience as high school teachers, and 55.7 per cent have experience as elementary teachers. The median number of years as high school teacher is 3.4 and as elementary teacher, 3.8.
10. Seventy-eight per cent have experience as high school principals, and 18 per cent have experience as elementary school principals. The median number of years as high school principal is 4.5 and as elementary principal, .75.
11. The tenure is from 2 to 37 years, median 12.25.
12. The superintendents entered the superintendency from the high school principalship in 70.5 per cent of the cases.
13. Forty-one per cent of the superintendents accepted their superintendency in cities under 2,500 in population.
14. The range in years of service in the present position is from less than one to 29, median 8.8.
15. The median length of the superintendent's contract is 2.6 years.
16. The range in salaries is from \$1,500 to \$5,000; median, \$2,850.
17. Thirty-three superintendents, or 27.9 per cent, have supplementary incomes, median, \$325.
18. The median amount saved is \$650.
19. Fifty per cent of the superintendents own their own homes or are buying homes.
20. All the superintendents belong to one or more professional organizations, and 95 per cent belong to one or more civic organizations.
21. The most important characteristic of the superintendent's work is educational leadership.

Report of Research Committee of the Kentucky Education Association, 1928-1929:

Problem.—This study is divided into two parts. The first part deals exclusively with the personnel of the county superintendency in ten counties of the State. The purpose of the study is to reveal the present status of the county superintendent of schools in Kentucky with reference to age, economic, social, and professional ability.

Source of data.—The data for this study were gathered by means of a questionnaire sent to every superintendent, of which seventy were returned. Information dealing with the remaining was secured by the examination of State records and reports.

Method of treatment.—The method of treatment is statistical.

Findings and conclusions:

1. The 120 county superintendents in the State consist of 103 men and 17 women.
2. Of the men, 100 are married and three are single.

3. Of the seventeen women, ten are single and seven are married.
4. The ages of the superintendents reporting show a range from 25 to 70; median, 42.5.
5. The total educational experience of the group ranges from two to forty years. The median years of total educational experience is 12.80.
6. Thirteen superintendents report experience as instructors in college and normal schools.
7. The range of years in service as county superintendent is from one to twenty-four. Thirty, or 43.48 per cent of the group are serving their first terms.
8. Twenty-one superintendents have college degrees and four have master's degrees.
9. The average number of hours of educational courses taken by superintendents reporting is 17.5.
10. The median salary of the county superintendent in 1928 was \$2,032.52.
11. Of the sixty-two superintendents reporting their occupation previous to appointment, twenty-seven were teachers with no administration or supervisory experience, eleven were high school principals, and eleven were not even employed in the field of education when elected.
12. There are six professional organizations of which superintendents are members.
13. The three outstanding civic organizations to which superintendents belong are Chamber of Commerce, Kiwanis Club, and Rotary Club. Twenty-five of the twenty-eight superintendents reporting belong to one or more of these three organizations.

The Survey of the Rural Superintendent of Schools:

Problem.—The purpose of this study is to determine the status of the rural superintendent of schools (in the United States) with reference to (a) educational preparation; (b) age, experience, and tenure; (c) economic status; (d) cultural and professional status; (e) authorities and duties.

Source of data.—An inquiry was sent to all persons listed as county superintendents in the Educational Directory of the Federal Office of Education. This list includes parish, township, and rural superintendents as well as county superintendents. Of the 3,620 blanks distributed, 1,199, or 33.1 per cent were answered in time to be included in the final tabulations.

Method of treatment.—The method of treatment of the information is comparative and statistical.

Findings and conclusions:

1. The median number of teachers is 110 for those reporting on the size of their school system.

2. Ninety per cent of the rural superintendents have graduated from high school.
3. Forty-seven per cent of the superintendents report less than four years undergraduate college training.
4. Forty-seven per cent of the superintendents had their training in teachers colleges.
5. Twenty-eight per cent of the superintendents have had no graduate college training.
6. Sixty-eight per cent report education as the field of major graduate study.
7. Forty per cent of the rural superintendents hold no academic degree. Forty-two per cent have the baccalaureate degree; seventeen per cent, the master's.
8. The median age of the total group is 44 years.
9. The median amount of educational experience for the entire group is nineteen years.
10. Thirty-six per cent of the superintendents were high school principals before entering the first superintendency.
11. The median tenure is six years.
12. Thirty-nine per cent hold written contracts.
13. The median salary is \$2,469.
14. The median sum saved in 1930-1931 is \$544.
15. Fifty-one per cent own their own homes.
16. The median number of dependents for each superintendent is two.
17. The median number of children living for the entire group is two.
18. The median number of newspapers read is three.
19. The median number of professional magazines read is three.
20. In general the rural superintendent executes those matters which he initiates.

CHAPTER II

The Professional Training of the County Superintendent of Schools in Kentucky

The success of the county superintendent, in a large measure, will be determined by his professional training and experience.

The superintendent is at the center of all school operations, and as he is, so will be his schools. This being true, the office ought to receive more recognition than it has ever had. No official position in any county is more powerful for good or bad than that of the county superintendent; because it reaches directly or indirectly every home and hearthstone in the county. He should be a man with professional fitness and competency. It will be the purpose of this chapter to treat the facts regarding the professional training of the county superintendents of schools in Kentucky.

High school training.—The superintendents were asked to state whether or not they were high school graduates. One hundred nine superintendents, or 90.8 per cent, report that they are high school graduates. Nine superintendents, or 7.5 per cent, report that they are not high school graduates; however, eight of these nine superintendents, or 88.8 per cent, report that they are college graduates, two having a master's degree and six a bachelor's degree; therefore it is assumed that they have done four years of high school work or its equivalent. Two superintendents, or 1.6 per cent, do not answer this question, but one of them reports a master's degree; therefore it is assumed that he has done four years of high school work or its equivalent. Only one superintendent who reported as not a high school graduate and one who failed to answer the question report less than four years of college work.

Sixty-six superintendents, or 60.5 per cent, of those reporting that they are high school graduates, attended high schools in rural communities, that is, communities of less than 2,500 in population. Twenty-three superintendents, or 21.1 per cent, report that they attended high schools in cities from 2,500 to 5,000 in population. Eleven superintendents, or 10.09 per cent, report that they attended high schools in cities from 5,000 to 10,000 in population. Eight superintendents, or 7.3 per cent, report that they attended high school in cities from 10,000 to 50,000 in population. Only one superintendent did his high school work in a city over 50,000 in population.

Undergraduate college training.—College graduation is an essential step in the preparation of the superintendent. No board would consider employing a superintendent with less training than a college degree even though there are a few superintendents now holding office who are not college graduates. One hundred fifteen, or

95.8 per cent of the superintendents report four or more years of undergraduate training. Two of the superintendents, or 1.6 per cent, report three years of undergraduate training. Three superintendents, or 2.5 per cent, report two years of undergraduate training. One of the latter, however, must have the equivalent of four years undergraduate work as he reports a bachelor's degree.

Sixty-seven of the superintendents, or 55.8 per cent, received the major part of their college training in a teachers college. Twenty of the superintendents, or 16.6 per cent, report that they received the major portion of their training in a university. Two of the superintendents, or 1.6 per cent, report that they received the most of their training in the following type schools: Junior college, agricultural college, normal school, and special school. Eighteen of the superintendents, or 15 per cent, report that they received the major portion of their undergraduate training in a liberal arts college.

Graduate training.—A mark of progressiveness on the part of a superintendent is the amount of graduate training. The value assigned the work is shown by the fact that more of the superintendents are earning graduate credit each year. Sixteen Kentucky county superintendents, or 13.3 per cent, reported as having the master's degree. Six of the superintendents that reported the bachelor's degree as the highest degree held reported over 28 hours of graduate study. Seventy superintendents, or 58.3 per cent, have some graduate training. Most of the graduate training is of a professional nature.

TABLE I

Highest Academic Degree Held by Kentucky County Superintendents in the Various Size Counties According to Number of Teachers Employed

| Degree Held | 50-74 Teachers | 75-99 Teachers | 100-149 Teachers | 150-199 Teachers | Over 200 Teachers |
|-------------|----------------|----------------|------------------|------------------|-------------------|
| | No. % | No. % | No. % | No. % | No. % |
| None | 1- 2.3 | 1- 2.9 | 2- 8.7 | 1- 5.6 | 1-100 |
| Bachelor's | 33-76.8 | 33-94.2 | 17-73.9 | 15-83.3 | |
| Master's | 9-20.9 | 1- 2.9 | 4-17.4 | 2-11.1 | |
| Totals | 43-100 | 35-100 | 23-100 | 18-100 | 1-100 |

The superintendents were asked to report their highest academic degrees. Six superintendents, or 5 per cent, report no degree. Ninety-eight superintendents, or 78.3 per cent, report the bachelor's degree as the highest degree held. Sixteen superintendents, or 13.3 per cent, report the master's degree as the highest degree held.

Major subject in undergraduate work.—The fact that education ranks first in the undergraduate subjects seems to prove that the superintendent chooses early his desired position and works to that end, thus bringing better qualified men into the profession. The superintendents were asked to give their undergraduate and graduate major subjects. One superintendent failed to check his undergraduate major, this left 119 reporting. Fifty-five superintendents,

TABLE II
The Rank of Undergraduate and Graduate Major Subjects According to Frequency of Mention by Kentucky County Superintendents

| Undergraduate Major Subject | Rank | No. | Graduate Major Subject | Rank | No. |
|-----------------------------|------|-----|------------------------|------|-----|
| Education | 1 | 55 | Education | 1 | |
| History | 2 | 13 | Economics | 2 | 3 |
| Social Science | 3 | 11 | Social Science | 3 | 2 |
| English | 4 | 8 | English | 4 | 1 |
| Mathematics | 5 | 7 | Agriculture | 4 | 1 |
| Agriculture | 5 | 6 | Language | 4 | 1 |
| Chemistry | 5 | 6 | Natural Science | 4 | 1 |
| Economics | 6 | 3 | | | |
| Commerce | 7 | 2 | | | |
| Natural Science | 7 | 2 | | | |
| Sociology | 11 | 1 | | | |
| Language | 12 | 1 | | | |

or 46.4 per cent of those reporting, gave education as their major in undergraduate work. Thirteen superintendents, or 10.9 per cent, report history as their major. Eleven superintendents, or 9.2 per cent, report social science as their major.

Major subjects in graduate work.—Forty-six superintendents, or 83.6 per cent, report education for their graduate major. Three superintendents, or 5.4 per cent, report economics as their graduate major. Two superintendents, or 3.6 per cent, report social science as their major. One superintendent each, or 1.8 per cent, reported English, agriculture, language, and natural science for their majors. Fifty-five superintendents, or 45.8 per cent, report some graduate work done. It can readily be seen that a majority of the graduate work has been of a professional nature.

Recency of summer school attendance.—There is no better way for the superintendent to keep professionally fit than by attending summer school. Seventeen superintendents, or 14.1 per cent, attended summer school in 1935. Twenty-seven superintendents, or 22.5 per cent, attended summer school in 1934.

The training of Kentucky county superintendents compared with the training of Kentucky city superintendents.—Stevenson¹ found in his study of the city superintendents of schools in Kentucky that every superintendent with the exception of one, or 1.6 per cent, has the bachelor's degree. Only twelve city superintendents, or 19.7 per cent, reported the bachelor's as their highest degree. Forty-six city superintendents, or 75.4 per cent of the total number, report the master's degree. Two city superintendents, or 3.3 per cent, report the doctor's degree.

Six of the county superintendents, or 78.3 per cent, report no degree. Ninety-eight superintendents, or 5 per cent, report the bachelor's degree as their highest. Sixteen superintendents, or 13.3 per cent, report the master's as their highest degree. No county superintendent reported a doctor's degree.

The present training of Kentucky county superintendents compared with the training of Kentucky county superintendents in 1928.—The study by the Research Committee of the Kentucky Education

¹R. E. Stevenson, *op. cit.*, p. 17.

Association, 1928, found one superintendent with less than four years high school. Sixteen superintendents, or 17.4 per cent, had four years of high school but less than two years beyond. Fifty-five superintendents, or 58.7 per cent, had less than four years beyond high school. Twenty-one superintendents, or 22.8 per cent, had bachelor's degrees. Four superintendents, or 4.4 per cent, had master's degrees.² The number of bachelor's degrees has increased from 21 in 1928 to 98 in 1936. The number of master's degrees has increased from 4 to 16.

The training of Kentucky county superintendents compared with that of county superintendents from the entire country.—Comparing the figures found for the Kentucky county superintendents with figures reported in the 1933 survey for the United States as a whole, we find that more of the Kentucky superintendents have bachelor's degrees, while more of the United States superintendents have master's degrees. Ninety per cent of the United States superintendents have graduated from high school³ as compared to 90.8 per cent for Kentucky with all but two of those reporting as not high school graduates in Kentucky having four years of college work. Forty-two per cent of the United States superintendents reported the bachelor's degree⁴ as compared with 78.3 per cent for Kentucky. Seventeen per cent of the United States superintendents reported the master's degree as the highest degree held⁵ as compared with 13.3 for Kentucky.

CHAPTER SUMMARY

1. One hundred nine superintendents, or 90.8 per cent, are high school graduates. Only two superintendents, or 1.6 per cent, report less than four years of college work.
2. Sixty-six superintendents, or 60.5 per cent, attended high school in rural communities.
3. One hundred fifteen, or 95.8 per cent, of the superintendents report four or more years of undergraduate training.
4. Ninety-eight superintendents, or 78.3 per cent, report the bachelor's as the highest degree held.
5. Sixteen superintendents, or 13.3 per cent, report the master's as the highest degree held.
6. More of the superintendents attended teachers colleges than any other type of school, with the university ranking second.
7. Fifty-five superintendents, or 46.4 per cent, reported education as their major in undergraduate work. History ranked second with 10.9 per cent.
8. Forty-six superintendents, or 83.6 per cent, report education for their graduate major. Economics ranked second with three superintendents, or 5.4 per cent, reporting.
9. The number of superintendents attending summer school ranges from thirteen in 1930 to twenty-seven in 1934.
10. The training of the Kentucky city superintendents is superior to the Kentucky county superintendents.
11. The training of the Kentucky county superintendents has increased materially since 1928.
12. The percentage of Kentucky superintendents possessing the bachelor's degree is higher than that for the country as a whole; the same is true for high school graduation. The percentage of Kentucky superintendents possessing the master's degree is less than that for the country as a whole.

² Research Committee of Kentucky Education Association, *op. cit.*, p. 18.

³ Department of Superintendence, *op. cit.*, p. 192.

⁴ *Ibid.*, p. 196.

⁵ *Ibid.*, p. 197.

CHAPTER III

Educational Experience, Contractual Status, and Tenure of Kentucky County Superintendents

It was shown by the preceding chapter that educational qualifications of the county superintendents have advanced remarkably within the last few years, and it is reasonable to expect a continuous advance in the future. However, professional training alone is not sufficient for efficient administration; it must be supplemented by experience. Experience and training are the criteria for measuring professional leadership.

No superintendent would want to attempt an educational program without the security of a contract. This contract should be of long enough duration to permit the superintendent to perfect his organization, which cannot be done in one year.

The tenure in office of the superintendent is of as much importance as his contractual status. Frequent changes in the superintendency are sure to retard the progress of the schools. His tenure should be of sufficient length to enable him to advance his program of improvement.

TABLE III
Total Educational Experience of County Superintendents in Kentucky

| Years | Number | Per Cent |
|---------|--------|----------|
| 48-50 | 1 | .8 |
| 45-47 | 1 | .8 |
| 42-44 | | |
| 39-41 | 2 | 1.7 |
| 36-38 | 3 | 2.6 |
| 33-35 | | |
| 30-32 | 6 | 5 |
| 27-29 | 5 | 4.3 |
| 24-26 | 6 | 5 |
| 21-23 | 8 | 6 |
| 18-20 | 10 | 8.4 |
| 15-17 | 13 | 10.9 |
| 12-14 | 16 | 13.4 |
| 9-11 | 22 | 18.4 |
| 6-8 | 22 | 18.4 |
| 3-5 | 5 | 4.3 |
| Total | 120 | 100 |
| Median | 13.4 | |
| Average | 16.4 | |

Total number of years in school work.—Apparently the total educational experience of the county superintendent is short; however, this is perhaps due to the fact that younger superintendents, with adequate training, who have trained specifically for the task, are being employed. The range in years of total educational experience

is wide, ranging from five years to fifty years. Five superintendents, or 4.3 per cent, report five years as their total educational experience. One superintendent, or .8 per cent, reports fifty years as his total educational experience. The average number of years in educational work is 16.4, and the median number of years, 13.4.

TABLE IV

Experience of County Superintendents as Elementary Teachers and Principals

| Years | Experience as Elementary Teacher | | Experience as Elementary Principal | |
|---------|----------------------------------|------|------------------------------------|------|
| | No. | % | No. | % |
| 11-12 | 17 | 14 | 2 | 1.5 |
| 9-10 | 6 | 5 | 2 | 1.5 |
| 7-8 | 5 | 4 | 2 | 1.5 |
| 5-6 | 16 | 14 | 6 | 5 |
| 3-4 | 25 | 20.7 | 12 | 10 |
| 1-2 | 26 | 21.6 | 16 | 14 |
| 0 | 25 | 20.7 | 80 | 66.5 |
| Total | 120 | 100 | 120 | 100 |
| Median | 3.36 | | .75 | |
| Average | 4.6 | | 1.3 | |

Experience as elementary school teacher and principal.—To be an efficient superintendent one should start from the bottom and work to the top in educational experience. There is no better way of learning the fundamentals of school administration than by performing the tasks of an elementary school teacher succeeded by an elementary principalship and thence to the secondary level. The range in years

TABLE V

Experience of County Superintendents as High School Teachers and Principals

| Years | Experience as High School Teacher | | Experience as High School Principal | |
|--|-----------------------------------|-------|-------------------------------------|-------|
| | No. | % | No. | % |
| 22-24 | | | 1 | .8 |
| 19-21 | | | | |
| 16-18 | | | 2 | 1.7 |
| 13-15 | | | 4 | 3.3 |
| 10-12 | 2 | 1.7 | 8 | 6.7 |
| 7-9 | 2 | 1.7 | 7 | 5.8 |
| 4-6 | 11 | 9.2 | 24 | 20 |
| 1-3 | 38 | 31.6 | 27 | 22.5 |
| 0 | 67 | 55.8 | 47 | 39.2 |
| Total | 120 | 100 | 120 | 100 |
| Median number of years as high school teacher | | | | 1.6 |
| Average number of years as high school teacher | | | | 2 |
| Median number of years as high school principal | | | | 1.8 |
| Average number of years as high school principal | | | | 2.1 |

as an elementary teacher is from zero to twelve. Twenty-five superintendents, or 20.7 per cent, report no experience as elementary teachers. Seventeen superintendents, or fourteen per cent, report twelve years' experience as elementary teachers. The median number of years is 3.36.

The range in years as an elementary principal is from zero to twelve. Eighty superintendents, or 66.5 per cent, have had no experience as elementary principals. Two superintendents, or 1.5 per cent, report two years' experience as elementary principals. Ninety-five superintendents, or 71.3 per cent, have had experience as elementary teachers, and forty superintendents, or 33.5 per cent, have had experience as elementary principals.

Experience as high school teacher and principal.—It is very desirable that the county superintendent have experience both as a high school teacher and as high school principal. It is while serving in this capacity that the superintendent will learn to solve many of the administrative problems with which he will be confronted.

Sixty-seven county superintendents, or 55.8 per cent, have had no experience as high school teachers. The range in years of experience is from zero to twelve. Two superintendents, or 1.7 per cent, report twelve years' experience as high school teachers. Fifty-three superintendents, or 44.8 per cent, have had experience as high school teachers. The median number of years as high school teacher is 1.6, and the median number of years as high school principal is 1.8.

The range in experience as high school principal is from zero to 24. One superintendent, or .8 per cent, has had twenty-four years' experience as high school principal. Twenty-seven superintendents, or 22.5 per cent, have had from one to three years' experience. Forty-seven superintendents, or 39.2 per cent, have had no experience as high school principals.

Years of experience in the county superintendency.—The fact that many young superintendents are being hired to take the place of many older men with less training makes the median number of years experience in the county superintendency seem rather low. The range in years of service as county superintendent is from 1 to 30 years. Twenty-two superintendents, or 20 per cent, report one year of service. One superintendent, or .9 per cent, reports 30 years' service. The median number years' experience is 5.2. Ten superintendents, or 8.3 per cent, did not tell the number of years of service they had rendered as county superintendents.

Other educational experience.—The county superintendents of Kentucky have had little educational experience in positions other than those already mentioned. Nine superintendents, or 7.5 per cent, have been city superintendents. One superintendent, or .8 per cent, reported miscellaneous experience not listed on the check list. It has been shown that the major part of the county superintendent's educational experience has been as elementary and high school teachers.

Position held prior to first superintendency.—More superintendents were high school principals prior to their first superintendency

TABLE VI

Positions Held by County Superintendents Prior to Their First Superintendency

| Position | Number | Per Cent |
|---------------------------------|--------|----------|
| High school principal | 65 | 54.1 |
| High school teacher | 19 | 15.6 |
| Elementary principal | 14 | 11.5 |
| Elementary teacher | 14 | 11.5 |
| College student | 2 | 1.5 |
| City superintendent | 3 | 2.5 |
| Assistant high school principal | 1 | 1.5 |
| Assistant superintendent | 1 | 1.5 |
| College teacher | 1 | 1.5 |
| Total | 120 | 100 |

than any other position. Sixty-five superintendents, or 54.1 per cent, entered the superintendency from this field. Next in importance is the high school teacher. Nineteen superintendents, or 15.6 per cent, held the position of high school teacher prior to their first superintendency. Fourteen superintendents, or 11.5 per cent, entered their first superintendency as elementary principals, and the same number as elementary teachers. Three superintendents, or 2.5 per cent, were city superintendents prior to their appointment as county superintendents. Two superintendents, or 1.5 per cent, were college students; one was assistant high school principal; one was assistant county superintendent; and one was a college teacher, prior to appointment to their first superintendencies.

TABLE VII

Continuous Tenure of Kentucky County Superintendents in Present Position

| Years | Number | Per Cent |
|--------------|--------|----------|
| 28-30 | 2 | 1.4 |
| 25-27 | 2 | 1.4 |
| 22-24 | 2 | 1.4 |
| 19-21 | 1 | .8 |
| 16-18 | 4 | 3.3 |
| 13-15 | 6 | 5 |
| 10-12 | 13 | 10.8 |
| 7-9 | 7 | 5.9 |
| 4-6 | 22 | 18.3 |
| 1-3 | 52 | 43.3 |
| Not answered | 10 | 8.4 |
| Total | 120 | 100 |
| Median | 4.4 | |
| Average | 5.8 | |

Years of service in present position.—The large number of superintendents appearing in the lower quartile of this group is probably due to new certification requirements. A tenure of considerable length is desirable as it enables the superintendent to become familiar with his set-up, thereby presenting a more efficient school program. The tenure of the county superintendent seems to be fairly stable at the present; however, I think it safe to predict a more stable tenure

in the near future. The range in years of service in the present position is from less than one to thirty. Fifty-two superintendents, or 43.3 per cent, have been in their present position from one to three years. Two superintendents, or 1.4 per cent, have been in their present position for thirty years. Ten superintendents did not answer this question. The median number of years in the present position is 4.4, and the average is 5.8.

TABLE VIII
Length of Contract in Present Position

| Years | Number | Per Cent |
|-------|--------|----------|
| 4 | 99 | 82.5 |
| 3 | 3 | 2.5 |
| 2 | 14 | 11.7 |
| 1 | 4 | 3.3 |

Contractual status.—The security of tenure for at least four years will enable the superintendent to devote his entire time to discharging his duties, as it will eliminate the necessity of being re-appointed each year. Every county superintendent in the State holds a written contract. Ninety-nine superintendents, or 82.5 per cent, have written contracts for four years. Three superintendents, or 2.5 per cent, have written contracts for three years. Fourteen superintendents, or 11.7 per cent, have contracts for two years. Four superintendents, or 3.3 per cent, have contracts for only one year. The tendency is to employ for either two or four years. It is possible that some of the superintendents appointed for fewer than four years were appointed to fill unexpired terms.

Educational experience, contractual status, and tenure of Kentucky county superintendents compared with those of Kentucky city superintendents.—The total educational experience of the county superintendents ranges from five to fifty years. The median number of years in educational work is 13.4, and the average is 15.9 years. The total educational experience of the Kentucky city superintendents ranges from six to fifty years. The median number of years in educational work is 22.7, and the average number of years is 23.7.¹

Every county superintendent in the State has a written contract. Only 50.8 per cent of the Kentucky city superintendents hold written contracts. Ninety-nine county superintendents, or 82.5 per cent, have contracts for four years; while the percentage of city superintendents holding four-year contracts is 36. Four county superintendents, or 3.3 per cent, are employed for a period of one year; while 37.7 per cent of the Kentucky city superintendents are employed for one year.²

Twenty-five superintendents, or 20.7 per cent, report no experience as elementary teachers, and 80 superintendents, or 66.5 per cent, report no experience as elementary principals. The range in years of experience both as elementary teacher and principal ranges from

¹ R. E. Stevenson, *op. cit.*, p. 25.

² *Ibid.*, p. 34.

no experience to twelve years. Seventeen superintendents, or 14 per cent, have had twelve years' experience as elementary teachers, while two superintendents, or 1.5 per cent, have had twelve years' experience as elementary school principals. The median number of years' experience as elementary teacher is 3.3, and the average is 4.3. The median number of years as an elementary principal is 1.8, and the average is 2.1. This includes the superintendents who have had no experience, which makes the average rather low. Twenty-seven city superintendents, or 44.2 per cent, have had no experience as elementary teachers, and fifty or 81.9 per cent, have had no experience as elementary principals. The median number of years as elementary teacher is 3.8, and the average is 3.7. The median number of years as elementary principal is 4.³

The median number of years in the present position for the county superintendent is 4.4, while that for the city superintendent is 8.8 years.⁴

The experience, tenure, and contractual status of Kentucky county superintendents compared with those of the county superintendents from the entire country.—The median amount of educational experience for the entire group of rural superintendents is nineteen years. Fourteen per cent have had less than ten years. Four per cent have had forty or more years in educational work. For the county superintendent in Kentucky the range in years of total educational experience is from five to fifty years. The median number of years for the entire group is 13.4. Forty per cent have less than twelve years, and 3.2 per cent have had forty or more years in educational work.⁵

Forty-three per cent of the rural superintendents in the entire country have been in their present positions less than five years. Six per cent have served in the present office for twenty years or more. The median is five years.⁶ The median number of years of continuous tenure for the Kentucky superintendents is 4.4. Fifty-two per cent have been in their present positions less than five years. Two Kentucky county superintendents, or 1.4 per cent, have been in their present positions thirty years.

Every county superintendent in the State of Kentucky holds a written contract. Thirty-nine per cent of the superintendents from the entire country have written contracts.⁷ No county superintendent in Kentucky has a written contract for an indefinite period, while two per cent of the county superintendents from the entire country have contracts for indefinite periods. Ninety-five per cent of the Kentucky county superintendents are employed for three and four years, as compared to fifty-nine per cent from the whole country.⁸

³ R. E. Stevenson, *op. cit.*, pp. 26-28.

⁴ *Ibid.*, p. 33.

⁵ Department of Superintendence, *op. cit.*, p. 197.

⁶ *Ibid.*, p. 205.

⁷ *Ibid.*, p. 200.

⁸ *Ibid.*, p. 205.

CHAPTER SUMMARY

1. The total educational experience of the Kentucky county superintendents is from five to fifty years. The median number of years in educational work is 13.4.

2. Ninety-five superintendents, or 71.3 per cent, have had experience as elementary school teachers. The median number of years as elementary teacher is 3.3.

3. Forty superintendents, or 33.3 per cent, have had experience as elementary school principals. The median number of years is 3.1.

4. Fifty-three superintendents, or 44.6 per cent, have had experience as high school teachers. The median number of years as high school teacher is 1.6.

5. Seventy-three superintendents, or 60.8 per cent, have had experience as high school principals. The median number of years as a high school principal is 1.8.

6. The range in years of service as county superintendent is from one to thirty years. The median number of years as superintendent is 5.2.

7. Nine county superintendents, or 7.5 per cent, have been city superintendents.

8. Sixty-five superintendents, or 54.1 per cent, entered the superintendency as high school principals.

9. Nineteen superintendents, or 15.6 per cent, held the position of high school teacher prior to their first county superintendency.

10. The range in the years of service in the present position is from one to thirty. Ten superintendents failed to answer this question. The median number of years in the present position is 4.4.

11. Every county superintendent in Kentucky holds a written contract. Ninety-nine superintendents, or 82.5 per cent, have written contracts for four years. No superintendent has a contract for an indefinite period. The median number of years for which the superintendents are elected is 3.4.

12. The total educational experience of the county superintendents in Kentucky is less than the total educational experience of the Kentucky city superintendents. The median number of years in educational work for the county superintendent is 13.4, and for the Kentucky city superintendent it is 22.7.

13. The median number of years of educational experience for the county superintendents from the whole country is nineteen, while for Kentucky it is 13.4 years.

14. The Kentucky county superintendents have a median tenure of 4.4 years, while for the country as a whole the median tenure is five years. The median tenure of Kentucky city superintendents is 8.8 years.

CHAPTER IV

The Economic and Social Status of the Kentucky County Superintendent

The purpose of this chapter is to summarize the facts regarding the economic and social status of the county superintendents of schools in Kentucky. The financial reward offered the county superintendent seems to be sufficient to enable him to maintain a standard of living on a par with his friends in the community in which he resides; however, the financial rewards offered in many other callings are greater than those received by the superintendents of schools, even though the men are not as well trained or as capable as the superintendents. This fact seems to prove that the superintendents consider the psychic income a large measure of their reward for services rendered. The factors to be considered in the social status of the superintendent are very much dependent on his economic status; therefore both topics are treated together in this chapter.

TABLE IX
Salaries of Kentucky County Superintendents

| Salary Group | 1934-1935 | | 1935-1936 | |
|---------------|---------------|------------|---------------|------------|
| | Number | Per Cent | Number | Per Cent |
| \$4200-4299 | 1 | .8 | 1 | .8 |
| 4100-4199 | | | | |
| 4000-4099 | | | | |
| 3900-3999 | 1 | .8 | 1 | .8 |
| 3800-3899 | | | | |
| 3700-3799 | | | | |
| 3600-3699 | | | 3 | 2.6 |
| 3500-3599 | | | | |
| 3400-3499 | | | | |
| 3300-3399 | | | | |
| 3200-3299 | 1 | .8 | | |
| 3100-3199 | | | | |
| 3000-3099 | 10 | 8.3 | 8 | 6.7 |
| 2900-2999 | | | | |
| 2800-2899 | 2 | 1.6 | | |
| 2700-2799 | 1 | .8 | 4 | 3.4 |
| 2600-2699 | | | | |
| 2500-2599 | 4 | 3.4 | 4 | 3.4 |
| 2400-2499 | 8 | 6.7 | 14 | 11.6 |
| 2300-2399 | 1 | .8 | 2 | 1.6 |
| 2200-2299 | 5 | 4.1 | 3 | 2.5 |
| 2100-2199 | 9 | 7.5 | 10 | 8.3 |
| 2000-2099 | 11 | 9.1 | 9 | 7.5 |
| 1900-1999 | | | | |
| 1800-1899 | 18 | 15 | 22 | 18.3 |
| 1700-1799 | 3 | 2.6 | 4 | 3.4 |
| 1600-1699 | 9 | 7.5 | 7 | 5.8 |
| 1500-1599 | 19 | 15.8 | 15 | 12.5 |
| 1400-1499 | | | | |
| 1300-1399 | 4 | 3.4 | 2 | 1.6 |
| 1200-1299 | 10 | 8.4 | 10 | 8.4 |
| 1100-1199 | | | | |
| 1000-1099 | 3 | 2.6 | 1 | .8 |
| Total | 120 | 100 | 120 | 100 |
| Median | \$1866 | | \$1895 | |

The salary of the county superintendent of schools.—The range in salaries for both years is from \$1,000 to \$4,200. The median salary for 1935-36 is \$1,895 and for 1934-35 it is \$1,866. One superintendent, or .8 per cent, reports a salary of \$4,200, and one reports a salary of \$1,000 a year. The amount earned by superintendents in addition to their regular salary ranges from \$75.00 to \$2,500 a year. The median amount earned in addition to their regular salary is \$356 a year. Forty-one superintendents, or 34.1 per cent, report an income in addition to their regular salary.

TABLE X
Amounts Saved by the Kentucky County Superintendents in 1934-1935

| Amount | Number | Per Cent |
|-----------|--------|----------|
| 3000-3499 | 1 | .8 |
| 2500-2999 | 2 | 1.7 |
| 2000-2499 | 3 | 2.5 |
| 1500-1999 | 2 | 1.7 |
| 1000-1499 | 16 | 13.3 |
| 500-999 | 32 | 26.7 |
| 0-499 | 64 | 53.3 |
| Total | 120 | 100 |

Amount saved in 1934-1935.—One hundred twenty superintendents, or 100 per cent, report that they saved certain sums in 1934-1935. The range in amounts saved is from \$50 to \$3,000. One superintendent, or .8 per cent, saved \$3,000, while 64 superintendents, or 53.3 per cent, saved less than \$500. The median amount saved was \$219 and the average amount saved was \$517.

Home ownership.—The fact that a comparatively large number of the superintendents either own or are buying their homes indicates a rather long tenure. No one would be willing to buy a home if he did not think that he was permanently located. Fifty-nine superintendents, or 49.2 per cent, own their homes. Nineteen superintendents, or 15.8 per cent, are buying their homes. Forty-two superintendents, or 35 per cent, are renting their homes.

The family of the county superintendent of schools.—The majority of the county superintendents are married. The number of children ranges from one to six. The median number of children is 1.9.

Fifty-four of the superintendents, or 45 per cent, have no living children. Thirty superintendents, or 25 per cent, have only one child. Five superintendents, or 4.2 per cent, have five children. One superintendent, or .8 per cent, has six children. The median number of children is 1.9, and the average is two.

Thirty-seven superintendents, or 30.9 per cent, have no persons totally dependent on them. One superintendent, or .8 per cent, has seven persons totally dependent on him for support, and twenty-seven superintendents, or 22.5 per cent, have one person totally dependent on them. The range is from one to seven. The median for this group is 2.2.

TABLE XI
Age of County Superintendents in Kentucky

| Years | Number | Per Cent |
|---------|--------|----------|
| 72-74 | 1 | .8 |
| 69-71 | 1 | .8 |
| 66-68 | 3 | 2.5 |
| 63-65 | 1 | .8 |
| 60-62 | 3 | 2.5 |
| 57-59 | 3 | 2.5 |
| 54-56 | 4 | 3.3 |
| 51-53 | 4 | 3.3 |
| 48-50 | 4 | 3.3 |
| 45-47 | 11 | 9.2 |
| 42-44 | 10 | 8.3 |
| 39-41 | 8 | 6.7 |
| 36-38 | 11 | 9.2 |
| 33-35 | 26 | 21.7 |
| 30-32 | 22 | 18.4 |
| 27-29 | 7 | 5.9 |
| 24-26 | 1 | .8 |
| Total | 120 | 100 |
| Median | 36.7 | |
| Average | 39.2 | |

The age of the county superintendent of schools.—The fact that the median age of the county superintendent decreased from 42.5 years in 1928 to 36.7 years at the present time is evidence that the young man is being recognized in education as well as in other professions. The ages of the county superintendents range from 26 to 72 years. Only 16.5 per cent of the superintendents are above 50 years of age. Eight superintendents, or 6.7 per cent, are below thirty years of age. The median age of the county superintendent of schools in Kentucky is 36.7 years, and the average is 39.2 years.

TABLE XII
Percentage of County Superintendents Reading Certain Professional Magazines and the Ranks According to Frequency of Mention

| Title | Rank | Per Cent |
|-------------------------------|------|----------|
| K. E. A. Journal | 1 | 40.8 |
| American School Board Journal | 2 | 37.5 |
| School Management | 3 | 32.5 |
| N. E. A. Journal | 4 | 26.6 |
| Nation's Schools | 5 | 25 |
| School Executive | 6 | 7.5 |
| School Life | 7 | 2.5 |
| Elementary School Journal | 8 | .8 |

Professional magazines read.—The county superintendents as a group are loyal to their State education association. They keep themselves professionally fit by reading a variety of professional magazines. They report a total of thirty different professional magazines read regularly. The eight most frequently read magazines and the percentage of the superintendents reading each magazine are given in Table XII.

TABLE XIII
Percentage of County Superintendents Reading Certain Popular Magazines and the Rank of These Magazines According to Frequency of Mention

| Title | Rank | Per Cent |
|-----------------------|------|----------|
| American | 1 | 33.3 |
| Collier's | 2 | 24.2 |
| Readers Digest | 3.5 | 23.3 |
| Saturday Evening Post | 3.5 | 23.3 |
| Literary Digest | 5 | 15.8 |
| Time | 6 | 16 |
| McCall's | 7 | 10.8 |
| National Geographic | 8.5 | 9 |
| Current Events | 8.5 | 9 |
| Harpers | 10.5 | 7.5 |
| Patnnder | 10.5 | 7.5 |
| Atlantic Monthly | 12 | 5.8 |

Popular magazines read.—The superintendents were asked to report the number of popular magazines read regularly. The variety given is evidence that the superintendents read widely. They report a total of forty-five different popular magazines read regularly. The twelve most frequently read magazines and the percentage of the superintendents reading each magazine are given in Table XIII.

TABLE XIV
Civic Organizations to Which County Superintendents Belong

| Civic Association | Number | Per Cent |
|--|--------|----------|
| Service Club (i. e., Lions, Rotary, Kiwanis, etc.) | 38 | 32.6 |
| Chamber of Commerce | 17 | 15.5 |
| City Club | 9 | 7.8 |
| Board of Trade | 2 | 1.6 |
| None | 51 | 42.5 |

Membership in civic organization.—Sixty-nine superintendents, or 57.5 per cent, belong to civic organizations of some kind. Thirty-eight superintendents, or 32.6 per cent, belong to service clubs. Seventeen superintendents, or 15.5 per cent, belong to the Chamber of Commerce. Fifty-one superintendents, or 42.5 per cent, do not belong to any civic organization.

TABLE XV
Professional Organizations of Which the County Superintendents are Members

| Name of Organization | Number | Per Cent |
|---|--------|----------|
| State Education Association | 118 | 98.3 |
| Department of Superintendents, K. E. A. | 101 | 83.3 |
| National Education Association | 31 | 25.6 |
| Local Administrative Club | 26 | 21.6 |
| Department of Superintendents, N. E. A. | 24 | 20 |

Membership in professional organizations.—Every county superintendent in the State of Kentucky is a member of one or more professional organizations. One hundred eighteen, or 98.3 per cent, are

members of the State education association. Thirty-one, or 25.6 per cent, are members of the National Education Association.

Attendance at educational meetings.—There is no better way of becoming acquainted with other school systems or of gaining new ideas than by attending professional meetings. One hundred eighteen superintendents, or 98.3 per cent, attended the Kentucky Education Association in 1935. Three superintendents, or 2.5 per cent, attended their last educational meeting in 1934. Five superintendents, or 16.6 per cent, have attended meetings outside the State.

Part of expenses paid by school board.—School boards seem to realize the importance of the superintendent's attendance at educational meetings, as is shown by the fact that the majority of boards pay a part or all the expenses for attendance at these meetings. Thirty superintendents, or 25 per cent, report that none of their expenses are paid by their school board on business trips for the school system. Forty superintendents, or 33.3 per cent, report part paid by the board, and forty-two superintendents, or 35 per cent, report all expenses paid by the school board. Eight superintendents, or 6.6 per cent, do not answer this question.

Thirty-three superintendents, or 27.5 per cent, report all their expenses paid to State education association meetings. Twenty-seven superintendents, or 22.5 per cent, report that part of their expenses are paid by the board, and fifty-six superintendents, or 46.6 per cent, report all expenses paid by the board. Four superintendents, or 3.3 per cent, do not answer this question.

The economic and social status of the Kentucky county and city superintendents compared.—The county superintendents' salaries range from \$1,000 to \$4,250, with a median of \$1,967 a year. The range in the salary of the city superintendents is from \$1,500 to \$5,000, with a median of \$2,032 a year.¹

The ages of the county superintendents range from 26 to 72, with a median age of 36.7 years. The ages of the city superintendents range from 27 to 72 with a median age of 42.2 years.²

Thirty-five per cent of the county superintendents have their expenses paid to educational meetings, while 30.3 per cent of the city superintendents have their expenses paid to educational meetings.³

Over 98 per cent of the county superintendents are members of the Kentucky Education Association; 95 per cent of the city superintendents are members.⁴ The county superintendents report a 25.6 per cent membership in the National Education Association as compared with 59 per cent for the city.⁵

Both the county and city superintendents report some sort of service club as their preference. The percentage of county superintendents belonging to a service club is 32.6, and the percentage of city superintendents is 88.5.⁶ The percentage of county superintend-

¹ R. E. Stevenson, *op. cit.*, p. 44.

² R. E. Stevenson, *op. cit.*, p. 47.

³ *Ibid.*, p. 52.

⁴ *Ibid.*, p. 49.

⁵ *Ibid.*, p. 49.

⁶ *Ibid.*, p. 50.

ents belonging to no club is 42.5, and the percentage of the city superintendents is 4.9.⁷

The economic and social status of Kentucky county superintendents compared with that of the county superintendents for the entire country.—The median salary in 1931-1932 for the superintendents from the entire country was \$2,469.⁸ The median salary for Kentucky county superintendents is \$1,967.

Sixty per cent of the country's superintendents have no income in addition to their regular salaries⁹ as compared to 65.9 per cent for Kentucky.

Fifty-one per cent of the superintendents from the whole country own their homes, 17 per cent are buying, and 32 per cent are renting.¹⁰ Forty-nine per cent of Kentucky superintendents own their homes, 15.8 per cent are buying, and 35 per cent are renting their homes.

The median amount saved by Kentucky superintendents in 1934-1935 was \$219 as compared to \$544 for the country as a whole in 1931-1932.¹¹

The median number of children for Kentucky county superintendents is 1.9, while that for the entire group is 2. Twenty-two per cent of the entire group of superintendents have no living children¹² as compared to 45 per cent for Kentucky.

The most popular magazine for both Kentucky superintendents and the country as a whole is American. Thirty-one per cent of the Kentucky superintendents read it as compared to 49 per cent from the entire country.¹³

The percentage of superintendents reading professional magazines is greater for the entire group than for Kentucky. The State school journal ranked highest in both cases.

Thirty-two per cent of Kentucky superintendents belong to service clubs as compared to 37 per cent from the entire group.¹⁴ Forty-two per cent of the Kentucky superintendents do not belong to a civic association as compared to 21 per cent for the entire group.¹⁵

The percentage of Kentucky superintendents belonging to the State education association is 98.3 as compared to 95 per cent from the country as a whole.¹⁶

The percentage of Kentucky superintendents reporting all expenses paid to State conventions is 35 as compared to 49 per cent for the entire country.¹⁷

CHAPTER SUMMARY

1. The median salary of the Kentucky county superintendent is \$1,895. The range in salaries is from \$1,000 to \$4,250.

⁷ *Ibid.*, p. 50.

⁸ Department of Superintendence, *op. cit.*, p. 205.

⁹ *Ibid.*, p. 205.

¹⁰ *Ibid.*, p. 207.

¹¹ *Ibid.*, p. 207.

¹² *Ibid.*, p. 207.

¹³ Department of Superintendence, *op. cit.*, p. 211.

¹⁴ *Ibid.*, p. 211.

¹⁵ *Ibid.*, p. 211.

¹⁶ *Ibid.*, p. 213.

¹⁷ *Ibid.*, p. 215.

2. Forty-one superintendents, or 34.1 per cent, report an income in addition to their regular salary. The median amount is \$356 a year. The range is from \$75 to \$2,500 a year.

3. The range in amounts saved by Kentucky county superintendents in 1934-1935 is from \$50 to \$3,000. The median amount is \$219.

4. Forty-nine per cent of the superintendents own their homes, 15.8 per cent are buying, and 35 per cent are renting their homes.

5. The number of children ranges from 1 to 6, the median is 2.

6. The median age of the county superintendent is 36.7 years.

7. All the county superintendents read one or more professional magazines. The highest percentage for any one magazine is 57.5.

8. The choice of civic organization by the superintendents is some form of service club. Fifty-one superintendents do not belong to a civic organization.

9. Ninety-eight per cent of the superintendents belong to the state education association.

10. One hundred eighteen superintendents are members of the Kentucky Education Association, and 112 reported as attending the meeting in 1935.

11. The salaries paid the city superintendents are larger than those paid the county superintendents.

12. The salaries paid county superintendents for the country as a whole are greater than salaries paid the Kentucky county superintendents.

CHAPTER V

Powers and Duties

The functions of school administration as used in the check list¹ really mean the duties of the superintendent. It is the purpose of this chapter to summarize the duties of school administration performed most frequently by county superintendents.

The superintendents were asked to check whether they initiated, executed, or approved the certain administrative duties named in the check list. The following definitions were given these terms by Douglass.²

1. **Initiate** includes: (1) to nominate; (2) to recommend; (3) to take the first step or make the first official move.
2. **Execute** means the actual doing of the thing, such as making the contract with the teacher, acting as agent for the county in the purchase of land, etc.
3. **Approve** means: (1) the responsibility of deciding beforehand whether or not the particular thing should be done; (2) passing on routine matters such as bills; (3) the right of review; (4) settlement of questions on appeal.

Table XVI shows the duties most frequently reported by county superintendents, and their rank according to frequency of mention by the county superintendents.

1. *Appointment of attendance officer.*—Since the superintendent is responsible for the organization and administration of his educational program, it is fitting and proper that he should initiate the appointment and transfer of his subordinates. The power of appointment of attendance officer ranks first in power to initiate. It has a ranking of 17.5 among powers to execute, and a ranking of 23.3 among powers to approve.

2. *Appointment of principals.*—The appointment of principals has a ranking of 3 among powers to initiate, 19 among powers to execute, and 17 among powers to approve.

3. *Appointment of teachers.*—The appointment of teachers has a ranking of 31 among powers to initiate, 16 among powers to execute, and 28 among powers to approve.

4. *Determining new policies.*—This duty of the school superintendent has a ranking of 4 among powers to initiate, 15 among powers to execute, and 26 among powers to approve.

5. *Transfer of teachers, principals, and assistant superintendents.*—This duty has a ranking of 5 among powers to initiate, 9 among powers to execute, and 23.3 among powers to approve.

6. *Preparation of budget.*—This is among the most important

¹ See Appendix.

² Bennett C. Douglass, *The Status of the Superintendent, Part I*, p. 123.

TABLE XVI

Ranking of Functions of School Administration as Determined by Percentages of Cases in Which Superintendents Exercise Power to Initiate, Execute, or Approve

| Function | Per Cent Who Initiate | Rank | Per Cent Who Execute | Rank | Per Cent Who Approve | Rank |
|---|-----------------------|------|----------------------|------|----------------------|------|
| 1. Appointment of | | | | | | |
| a. Assistant superintendents | 35 | 22.5 | 35.8 | 3.5 | 10 | 31 |
| b. Business manager | 20 | 32 | 3.3 | 31 | 6.7 | 32 |
| c. Sec. of board | 82.5 | 2 | 10.8 | 23.3 | 14.2 | 27 |
| d. Principals | 75 | 3 | 15 | 19 | 22.5 | 17 |
| e. Teachers | 23.3 | 31 | 18.3 | 16 | 13.4 | 28 |
| f. Janitors | 57.7 | 10 | 10.8 | 23.3 | 20 | 19.5 |
| g. Clerks | 59.1 | 8.5 | 10.8 | 23.3 | 12.5 | 30 |
| h. Attendance officer | 82.3 | 1 | 15.8 | 17.5 | 16.7 | 23.3 |
| i. Health, recreational, and social workers | 30.8 | 24.5 | 1.6 | 32 | 18.3 | 21 |
| 2. Transfer of | | | | | | |
| a. Teachers, principals, and assistant superintendents | 69.1 | 5 | 24.1 | 9 | 16.7 | 23.3 |
| b. Health, recreational, and social workers | 26.6 | 28.5 | 5.8 | 30 | 16.7 | 23.3 |
| c. All other employees | 53.3 | 12.5 | 13.8 | 20.5 | 17.5 | 22 |
| 3. Preparation of budget | 66.6 | 6 | 41.6 | 1 | 13.3 | 29 |
| 4. Attendance | | | | | | |
| a. Taking census | 40.8 | 18 | 13.3 | 20.5 | 46.6 | 2 |
| b. Enforcing compulsory attendance laws | 40 | 19.5 | 12.5 | 22 | 50.8 | 1 |
| 5. Buildings and grounds | | | | | | |
| a. Purchase and sale | 56.6 | 11 | 30.8 | 11 | 23.3 | 14.5 |
| b. Preparation of plans for construction | 60 | 7 | 24 | 10 | 27.5 | 11.5 |
| c. Supervision of construction | 40 | 19.5 | 30 | 12 | 35 | 6 |
| d. Rent | 41.6 | 17 | 26.6 | 7.5 | 20 | 19.5 |
| e. Maintenance repairs | 53.3 | 12.5 | 34.1 | 5 | 25.8 | 13 |
| 6. Curricula, Determination of | | | | | | |
| a. Subjects to be included | 39 | 21 | 26.6 | 7.5 | 34.1 | 7 |
| b. Content of subjects | 35 | 22.5 | 15.8 | 17.5 | 30.8 | 8.5 |
| 7. Making rules and regulations governing routine matters | 65.8 | 8.5 | 33.3 | 6 | 21.6 | 18 |
| 8. Determining new policies | 74.1 | 4 | 19.2 | 15 | 15.8 | 26 |
| 9. Selection of | | | | | | |
| a. Textbooks | 27.5 | 27 | 20.8 | 14 | 23.3 | 14.5 |
| b. Instructional supplies | 50.8 | 15 | 35.8 | 3.5 | 27.5 | 11.5 |
| c. Other supplies | 46.7 | 16 | 38.3 | 2 | 22.7 | 16 |
| 10. Direction and supervision: | | | | | | |
| a. Medical inspection | 51.6 | 14 | 6.7 | 27.3 | 30.8 | 8.5 |
| b. Classroom instruction | 30.8 | 24.5 | 22.5 | 13 | 45.8 | 3 |
| c. Civic center activities | 26.6 | 28.5 | 8.3 | 26 | 38.3 | 4 |
| d. Continuation schools | 23.8 | 26 | 6.7 | 27.3 | 28.3 | 10 |
| e. Evening schools | 25 | 30 | 6.7 | 27.3 | 35.8 | 5 |

duties of the superintendent. It has a ranking of 6 among powers to initiate, 1 among powers to execute, and 29 among powers to approve.

7. *Preparation of plans for construction of new buildings.*— Since the quality of instruction depends to a great extent upon the type and construction of buildings, the superintendent should initiate plans for their construction. Among powers to initiate this duty ranks 7. It has a ranking of 10 among powers to execute, and 11.5 among powers to approve.

8. *Appointment of clerks.*—This duty has a ranking of 8.5 among powers to initiate, 23.3 among powers to execute, and 30 among powers to approve.

9. *The direction and supervision of civic activities.*—This authority has a ranking of 28.5 among powers to initiate, 26 among powers to execute, and 4 among powers to approve, as listed by Kentucky county superintendents.

10. *Appointment of janitors.*—This duty has a ranking of 10 among powers to initiate, 23.3 among powers to execute, and 19.5 among powers to approve.

11. *Purchase and sale of buildings and grounds.*—This authority ranks 11 among powers to initiate, 11 among powers to execute, and 14.5 among powers to approve.

12. *Transfer of all other employees.*—This power ranks 12.5 among powers to initiate, 20.5 among powers to execute, and 22 among powers to approve.

13. *Selection of instructional supplies.*—The selection of instructional supplies is a matter that should be supervised very closely. This duty ranks 15 among powers to initiate, 3.5 among powers to execute, and 11.5 among powers to approve.

14. *Taking census.*—This is a new duty and is placed by legislation upon the attendance officer. This duty has a ranking of 18 among powers to initiate, 20.5 among powers to execute, and 2 among powers to approve.

15. *Direction and supervision of classroom instruction.*—This is one of the most important duties of the superintendent. Much can be done in this field if care is exercised. This duty has a ranking of 24.5 for initiation, 13 for execution, and 3 for approval, among the functions of county superintendents.

16. *Making rules governing routine matters.*—This duty has a ranking of 8.5 among powers to initiate, 6 among powers to execute, and 18 among powers to approve, as listed by the superintendents.

17. *Appointment of assistant superintendent.*—This duty has a ranking of 22.5 among powers to initiate, 3.5 among powers to execute, and 31 among powers to approve.

18. *Appointment of business manager.*—The appointment of business manager has a ranking of 32 among powers to initiate, 31 among powers to execute, and 32 among powers to approve.

19. *Appointment of secretary of board.*—This duty has a ranking of 2 among powers to initiate, 23.3 among powers to execute, and 27 among powers to approve.

20. *Enforcing compulsory attendance laws.*—This duty of school administration has a ranking of 19.5 among powers to initiate, 22 among powers to execute, and 1 among powers to approve, as recorded by Kentucky county superintendents.

The ranks and percentages of the remaining thirty-two duties of school administration, as checked by the county superintendents, may readily be ascertained from Table XVI.

It is the purpose of Table XVII to make a comparison between the ranks of the various duties which Kentucky county superintendents ranked first with reference to power to initiate, execute, and approve and the ranks of these same duties as reported by Kentucky city superintendents in 1934.

TABLE XVII

The Ten Initiatory Functions Which Kentucky County Superintendents Ranked First, and the Ranks Assigned These Same Functions by Kentucky City Superintendents and United States Superintendents

| Function | Rank of Superintendents | | |
|---|-------------------------|-------------------|----------------------------|
| | County | City ³ | United States ⁴ |
| Appointment of attendance officer | 1 | 9 | 18 |
| Appointment of principals | 2 | 1.5 | 9 |
| Appointment of teachers | 3 | 1.5 | 7 |
| Determining new policies | 4 | 3 | 1 |
| Transfer of teachers, principals, and assistant superintendents | 5 | 11 | 13 |
| Preparation of budget | 6 | 6.5 | 12 |
| Preparation of plans for construction | 7 | 22 | 17 |
| Appointment of clerks | 8.5 | 15.5 | 20 |
| Making rules and regulations governing routine matters | 8.5 | 8 | 2 |
| Appointment of janitors | 10 | 11 | 25 |

³ R. E. Stevenson, *op. cit.*, p. 68.

⁴ Department of Superintendence, *op. cit.*, p. 218

TABLE XVIII

The Ten Functions Which Kentucky County Superintendents Execute Compared With Ranks Assigned These Same Functions by Kentucky City Superintendents in 1934 and the United States County Superintendents in 1933

| Function | Rank of Superintendents | | |
|---|-------------------------|-------------------|----------------------------|
| | County | City ⁵ | United States ⁶ |
| Preparation of budget | 1 | 9 | 11 |
| Selection of other supplies | 2 | 7 | 8 |
| Selection of instructional supplies | 3 | 2 | 5 |
| Maintenance of buildings | 4 | 10.5 | 16 |
| Making rules and regulations governing routine matters | 5 | 1 | 2.5 |
| Purchase and sale of buildings and grounds | 6 | | 29 |
| Supervision of construction of buildings and grounds | 7 | 23.5 | 27 |
| Renting of buildings | 8 | 26.5 | 27 |
| Determination of subjects to be included in curricula | 9.5 | 4 | 1 |
| Transfer of teachers, principals, and assistant superintendents | 9.5 | 5.5 | 12 |

⁵ R. E. Stevenson, *op. cit.*, p. 69.

⁶ Department of Superintendence, *op. cit.*, p. 220

TABLE XIX
The Ten Functions Which Kentucky County Superintendents Approve Compared
With Ranks Assigned These Same Functions by Kentucky City
Superintendents in 1934 and the United States County
Superintendents in 1933

| Function | Rank of Superintendents | | |
|--|-------------------------|-------------------|----------------------------|
| | County | City ⁷ | United States ⁸ |
| Direction of civic center activities | 1 | 13 | 18 |
| Enforcing compulsory attendance laws | 2 | 21 | 6 |
| Taking census | 3 | 14.5 | 7 |
| Direction and supervision of classroom instruction | 4 | 1 | 1 |
| Direction and supervision of evening schools | 5 | 30.5 | 28 |
| Supervision of construction of new buildings | 6 | 11 | 19 |
| Determination of subjects to be included in curricula | 7 | 5.5 | 8 |
| Content of subjects to be taught | 8.5 | 2 | 3 |
| Direction of medical inspection | 8.5 | 3 | 15 |
| Direction of continuation schools | 10 | 21 | 34 |

⁷ R. E. Stevenson, *op. cit.*, p. 70.

⁸ Department of Superintendence, *op. cit.*, p. 221.

CHAPTER SUMMARY

1. In the many duties of school administration the superintendent exercises the power to initiate more frequently than he does the power to execute or to approve.
2. The superintendent is responsible for the development of the educational program in the county over which he presides.
3. Most of the superintendents are responsible for appointing their subordinates.
4. The superintendent is largely responsible for the preparation of the budget. This is as it should be, since the superintendents are responsible for the administration of schools.
5. The appointment of attendance officer ranks first among the initiative powers of the Kentucky county superintendents.
6. The determining of new policies is an initiative power of the superintendent.
7. The ranking of the initiative, executive, and approval powers on the same phase of school administration has a very wide range as rated by the city and county superintendents.
8. The power of transfer of employees rests largely with the superintendent; however, many reported that little of this was done.
9. The census problem is left largely with the attendance officer.
10. The superintendent is usually secretary of the board of education.
11. The appointment of a secretary of the board as an initiative function ranks 47.5.
12. The initiative powers of the county superintendent and the city superintendent have a closer correlation than do the executive powers of the same two groups.
13. The rankings given the ten functions by the three groups of superintendents show a wide range.
14. The superintendent has the power to initiate and approve many of the duties of educational administration.
15. The conclusion that one reaches after a study of the powers and duties of the county superintendent is that the most competent person available should be placed in this position.

CHAPTER VI

Findings and Conclusions

1. One hundred eight of the county superintendents in Kentucky are men.
2. Seven of the twelve women superintendents are married.
3. One hundred two of the men are married.
4. The county superintendent is usually a man from 26 to 72 years of age. The median age is 36.7 years.
5. One hundred nine superintendents, or 90.8 per cent, are high school graduates. Only two superintendents, or 1.6 per cent, report less than four years of college work.
6. Sixty-six superintendents, or 60.5 per cent, attended high school in rural communities.
7. One hundred fifteen, or 95.8 per cent, of the superintendents report four or more years of undergraduate training.
8. Ninety-eight superintendents, or 78.3 per cent, report the bachelor's as the highest degree held.
9. Sixteen superintendents, or 13.3 per cent, report the master's as the highest degree held.
10. More of the superintendents attended teachers colleges than any other type of school, with the university ranking second.
11. Fifty-five superintendents, or 46.4 per cent, reported education as their major in undergraduate work. History ranked second with 10.9 per cent.
12. Forty-six superintendents, or 83.6 per cent, report education for their graduate major. Economics ranked second with three superintendents, or 5.4 per cent, reporting.
13. The number of superintendents attending summer school ranges from thirteen in 1930 to twenty-seven in 1936.
14. The training of the Kentucky city superintendents is superior to that of the Kentucky county superintendents.
15. The training of the Kentucky county superintendents has increased materially since 1928.
16. The percentage of Kentucky superintendents possessing the bachelor's degree is higher than that for the country as a whole; the same is true for high school graduation. The percentage of Kentucky superintendents possessing the master's degree is less than that for the country as a whole.
17. The total educational experience of the Kentucky county superintendent is from five to fifty years. The median number of years in educational work is 13.4.

18. Ninety-five superintendents, or 71.3 per cent, have had experience as elementary school teachers. The median number of years as elementary teacher is 3.3.

19. Forty superintendents, or 33.5 per cent, have had experience as elementary school principals. The median number of years is 3.1.

20. Fifty-three superintendents, or 44.8 per cent, have had experience as high school teachers. The median number of years as high school teacher is 1.6.

21. Seventy-three superintendents, or 60.8 per cent, have had experience as high school principals. The median number of years as high school principal is 1.8.

22. The range in years of service as county superintendent is from one to thirty years. The median number of years as superintendent is 5.2.

23. Nine county superintendents, or 7.5 per cent, have been city superintendents.

24. Sixty-five superintendents, or 54.1 per cent, entered the superintendency as high school principals.

25. Nineteen superintendents, or 15.6 per cent, held the position of high school teacher prior to their first county superintendency.

26. The range in years of service in the present position is from one to thirty. Ten superintendents failed to answer this question. The median number of years in the present position is 4.4.

27. Every county superintendent in Kentucky holds a written contract. Ninety-nine superintendents, or 82.5 per cent, have written contracts for four years. No superintendent has a contract for an indefinite period. The median number of years for which the superintendents are elected is 3.4.

28. The median number of years of educational experience for the county superintendents from the whole country is nineteen, while for Kentucky it is 13.4 years.

29. The Kentucky county superintendents have a median tenure of 4.4 years, while for the country as a whole the median tenure is five years. The median tenure of Kentucky city superintendents is 8.8 years.

30. The median salary of the Kentucky county superintendent is \$1,895. The range in salaries is from \$1,000 to \$4,250.

31. Forty-one superintendents, or 34.1 per cent, report an income in addition to their regular salary. The median amount is \$356 a year. The range is from \$75 to \$2,500 a year.

32. The range in amounts saved by Kentucky county superintendents in 1934-1935 is from \$50 to \$3,000. The median amount is \$219 a year.

33. Forty-nine per cent of the superintendents own their homes, 15.8 per cent are buying, and 35 per cent are renting their homes.

34. The number of children ranges from 1 to 6; the median number is 2.

35. The median age of the county superintendent is 36.7 years.

36. All the county superintendents read one or more professional magazines. The highest percentage for any one magazine is 57.5.

37. The choice civic organization of the superintendents is some form of service club. Fifty-one superintendents do not belong to a civic organization.

38. Ninety-eight per cent of the superintendents belong to the State education association.

39. One hundred eighteen superintendents are members of the Kentucky Education Association, and all reported as attending the meeting in 1935.

40. The salaries paid the city superintendents are larger than those paid the county superintendents.

41. The salaries paid county superintendents for the country as a whole are greater than salaries paid the Kentucky county superintendent.

42. The ten duties which the superintendents report most frequently with reference to power to initiate, execute, and approve are listed below:

TEN DUTIES WHICH SUPERINTENDENTS MOST FREQUENTLY INITIATE

1. Appointment of attendance officer
2. Appointment of principals
3. Appointment of teachers
4. Determining new policies
5. Transfer of teachers, principals, and assistant superintendents
6. Preparation of budget
7. Preparation of plans for construction
8. Appointment of clerks
9. Making rules and regulations governing routine matters
10. Appointment of janitors

TEN DUTIES WHICH SUPERINTENDENTS MOST FREQUENTLY EXECUTE

1. Preparation of budget
2. Selection of other supplies
3. Selection of instructional supplies
4. Maintenance of buildings
5. Making rules and regulations governing routine matters
6. Purchase and sale of buildings and grounds

7. Supervision of construction of buildings and grounds
8. Renting of buildings
9. Determination of subjects to be included in curriculum
10. Transfer of teachers, principals, and assistant superintendents

TEN DUTIES WHICH SUPERINTENDENTS MOST FREQUENTLY APPROVE

1. Direction of civic center activities
2. Enforcing compulsory attendance laws
3. Taking census
4. Direction and supervision of classroom instruction
5. Direction and supervision of evening schools
6. Supervision of construction of new buildings
7. Determination of subjects to be included in curricula
8. Content of subjects to be taught
9. Direction of medical inspection
10. Direction of continuation schools

43. After a study of the county superintendent's powers and duties one reaches the conclusion that all the educational activities of the county should center in the office of the county superintendent, and the superintendent should be held responsible for the development of his educational program.

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4. Research Committee of the Kentucky Education Association for 1928-1929, County School Administration in Kentucky (Louisville, Kentucky, 1929).
5. Stevenson, R. E., The Status of the City Superintendent of Schools in Kentucky, Master's Thesis, Western Kentucky State Teachers College, Bowling Green, Kentucky, 1934.

APPENDIX

The Status of the County Superintendent of Schools in Kentucky

To insure that the answers will have no personal identity during the tabulations, this stub will be detached upon receipt of the questionnaire.

Name of Person Replying..... County.....

Dear Mr.....

Please fill out this bank at your earliest convenience and return it in the enclosed envelope. This material is being gathered for a Western Kentucky State Teachers College Master's Thesis. The study is under the immediate direction of Dr. Bert R. Smith and has the backing and approval of the State Department of Education. Full and careful replies will help to make this survey a valuable contribution to education in Kentucky. **THE INFORMATION GIVEN BY YOU WILL BE HELD IN STRICT CONFIDENCE.**

(Any county superintendent wishing a summary of this study may have it by writing to Dr. Bert R. Smith, Western Kentucky State Teachers College, Bowling Green, Kentucky, after August, 1936.)

GENERAL DIRECTIONS: This inquiry blank has been constructed so that many of your answers can be indicated by a check mark. Written answers have been called for as infrequently as possible. These attempts to reduce your task make the blank appear long and complicated. This is not the case, however. Thirty minutes is a liberal maximum time allowance in filling in the data called for.

Read each question carefully and critically. All items are important.

- | | |
|---|--|
| <p>1. The number of pupils enrolled in your school system: (.....)</p> <p>2. The number of teachers under your direction: (.....)</p> <p>PART I. PREPARATION</p> <p>1. Indicate with a check mark whether or not you are a high school graduate: (a).....No (b).....Yes</p> <p>2. If a high school graduate, check the item which best describes the community in which your high school was located: (a).....Rural (Under 2,500) (b).....City (2,500 to 5,000) (c).....City (5,000 to 10,000) (d).....City (10,000 to 50,000) (e).....City (Over 50,000)</p> <p>3. Check below the item which best describes the highest level of your undergraduate college work: (a).....No college work (b).....Less than 1 year (c).....1 Year, but less than 2 (d).....2 Years, but less than 3 (e).....3 Years, but less than 4</p> | <p>(f).....4 Years or more</p> <p>4. Indicate below with a check the highest academic degree which you hold: (a).....None (b).....Bachelor's (c).....Master's (d).....Doctor's (e).....Not listed above, the following degree:</p> <p>5. Check below the type of college in which you took the major portion of your undergraduate training: (a).....No college training (b).....Junior college (c).....Normal school (d).....Teachers college (e).....University (f).....Liberal Arts College (g).....Agricultural College (h).....Special school with following name:</p> <p>6. My major study in undergraduate work was:</p> |
|---|--|

7. My major study on graduate level was:
8. Indicate the number of semester hours of graduate credit which you have earned, including summer school work in 1935. (.....)
9. Indicate by a check mark the latest year that you attended college or university summer school:
 - (a).....Before 1930
 - (b).....1930
 - (c).....1931
 - (d).....1932
 - (e).....1933
 - (f).....1934
 - (g).....1935

PART II. EXPERIENCE

1. Check below the item which best describes your work last year (1934-1935)
 - (a).....Same position and same system as at present
 - (b).....Not employed in school work
 - (c).....Held another education position as follows:
Position
 - City
 - State
2. Indicate the total number of years in school work exclusive of present year (1935-1936) (.....)
3. Distribute the total given in Question 2 under the following types of positions. (Be sure your total checks with Question 2)
 - (a) Years as an elementary school (graded or rural) teacher: (.....)
 - (b) Years as a secondary school teacher: (.....)
 - (c) Years as elementary school principal: (.....)
 - (d) Years as secondary school principal: (.....)
 - (e) Years as city or town superintendent: (.....)
 - (f) Years as city district deputy or assistant superintendent: (.....)
 - (g) Years as county superintendent: (.....)
 - (h) Years in state school administration: (.....)
 - (i) Miscellaneous experience not listed above: (.....)
4. Indicate the school position or work in which you were engaged prior to your first county superintendency:
 - (a).....High school principal

- (b).....High school teacher
- (c).....Elementary school principal
- (d).....Elementary school teacher
- (e).....College student
- (f).....Not listed above, the following employment:

PART III. CONTRACTUAL STATUS

1. Indicate below whether or not you hold a written contract in your present position:
 - (a).....No
 - (b).....Yes
2. Indicate below the period for which you were appointed or elected to present position:
 - (a).....Indefinite period
 - (b).....Years (write in number)
3. Indicate below the number of years you have held your present position, include the present school year (1935-1936):
 - (a).....Less than 1 year
 - (b).....Years (write in number)
4. Give your annual salary for 1935-1936: (\$.....)
5. Give the approximate annual value of the appurtenances and services connected with your present position: (Include use of automobile, free rent, etc.)
6. Give your 1934-1935 salary: (\$.....)
7. What amount of income did you receive in 1934-1935 in addition to your regular salary?
 - (a).....No additional income
 - (b) (\$.....) Write in amount
8. If you made the following trips in 1934-1935, indicate under each type of trip the item which best describes the expenses paid by your Board:
 - (a) Business trips for your school system:
 - (1).....Nothing paid by Board
 - (2).....Part paid by Board
 - (3).....All expenses paid
 - (b) State education association meetings:
 - (1).....Nothing paid by Board
 - (2).....Part paid by Board
 - (3).....All expenses paid by Board

PART IV. PERSONAL DATA

1. Your age to your nearest birthday: (.....)
2. Married or single: (.....)
3. The number of your children who are living (.....)

4. The number of adults and children totally dependent on you for support: (.....)
5. The number of other persons partly dependent on you for support: (.....)
6. Check below the item which indicates whether you own or rent your home:
 - (a).....Own my home
 - (b).....Buying a home
 - (c).....Renting
7. What sum did you save in 1934-1935? (Include bank deposits, insurance, bonds, and investments.) (\$.....)
8. Indicate below the number of daily and weekly newspapers you take or read regularly:
 - (a).....None
 - (b).....One
 - (c).....Two
 - (d).....Three
 - (e).....Four or more
9. Write below the names of the professional magazines which you take or read regularly:
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
 - (f)
10. Write below the names of the popular magazines which you take or read regularly:
 - (a)
 - (b)
 - (c)
 - (d)
 - (e)
 - (f)
11. Indicate the civic associations, of which you are a member:
 - (a).....Not a member of any
 - (b).....Chamber of Commerce
 - (c).....Board of Trade
 - (d).....Grange
 - (e).....City Club
 - (f).....Service Club (i. e., Rotary, Lions, Kiwanis, etc.)
 - (g).....Not listed above, the following:
12. Check below the professional organizations of which you are a member:
 - (a).....None
 - (b).....Local administrative club
 - (c).....State education association
 - (d).....Superintendent's section of state education association
 - (e).....N. E. A.
 - (f).....Department of Superintendence of N. E. A.
 - (g).....Not listed above with following names:
13. Indicate below the item which best represents the year when you attended the latest educational convention outside of your state:
 - (a).....Have attended no educational convention
 - (b).....1930
 - (c).....1931
 - (d).....1932
 - (e).....1933
 - (f).....1934
 - (g).....1935
14. Indicate below the item which best represents the year when you attended the latest educational convention inside of your state:
 - (a).....Have attended no educational convention inside of my state
 - (b).....1931
 - (c).....1932
 - (d).....1933
 - (e).....1934
 - (f).....1935

PART V. AUTHORITIES EXERCISED BY THE SUPERINTENDENT OF SCHOOLS

Read each function listed below and check the column or columns which represent the responsibilities which you actually have in these activities.

DEFINITIONS: The following definitions explain the meaning of the terms used:

Initiate includes: (1) to nominate; (2) to recommend; (3) to take the first step or make the first official move.

Execute means the actual doing of the thing, such as making the contract with the teacher, acting as agent for the city in the purchase of land, etc.

Approve means: (1) the responsibility of deciding beforehand whether or not the particular thing shall be done; (2) passing on routine matters such as bills; (3) the right of review; (4) settlement of question on appeal.

WHAT AUTHORITIES DO YOU EXERCISE PERSONALLY IN THE FUNCTIONS OF SCHOOL ADMINISTRATION LISTED BELOW?

(Check X under the proper head or heads)

| FUNCTIONS OF SCHOOL ADMINISTRATION | INITIATE | EXECUTE | APPROVE |
|--|----------|---------|---------|
| 1. Appointment of: | | | |
| a. Assistant Superintendent | | | |
| b. Business Manager | | | |
| c. Principals | | | |
| d. Teachers | | | |
| e. Secretary of Board | | | |
| f. Janitors | | | |
| g. Clerks | | | |
| h. Attendance Officer | | | |
| i. Health, recreational, and social workers | | | |
| 2. Transfer of: | | | |
| a. Teachers, principals, and assistant superintendents | | | |
| b. Health, recreational and social workers | | | |
| c. All other employees | | | |
| 3. Preparation of Budget | | | |
| 4. Attendance: | | | |
| a. Taking census | | | |
| b. Enforcing compulsory attendance laws | | | |
| 5. Buildings and grounds: | | | |
| a. Purchase and sale | | | |
| b. Preparation of plans for construction | | | |
| c. Supervision of construction | | | |
| d. Rent | | | |
| e. Maintenance-repairs | | | |
| 6. Curricula, Determination of: | | | |
| a. Subjects to be included | | | |
| b. Content of subjects | | | |

FUNC.

ROVE

| FUNCTIONS OF SCHOOL ADMINISTRATION | INITIATE | EXECUTE | APPROVE |
|--|----------|---------|---------|
| 7. Making rules and regulations govern- ing routine matters | | | |
| 8. Determining new policies | | | |
| 9. Selection of: a. Textbooks | | | |
| b. Instructional supplies | | | |
| c. Other supplies | | | |
| 10. Direction and supervision: a. Medical inspection | | | |
| b. Classroom instruction | | | |
| c. Civic center activities | | | |
| d. Continuation schools | | | |
| e. Evening schools | | | |

