

HANDBOOK OF INFORMATION FOR THE
OFFICE OF AN
OKLAHOMA COUNTY SUPERINTENDENT

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OKLAHOMA COUNTY SUPERINTENDENT

By

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CHAPTER I

INTRODUCTION

The office of County Superintendent of Schools in Oklahoma began in 1887 in old Greer County, then under the supervision of the State of Texas. The county judge had charge of the office. As the counties of the Oklahoma Territory were formed and government was set up, provision was made for the office of county superintendent. Our constitutional convention at statehood made a similiar provision providing that an office of county superintendent of schools should be included in the offices of each county.

Since statehood, there has existed a need for some form of published information, a book or bulletin, for county superintendents of the state to use for general information and as a guide to the many duties pertaining to the office.

For several years the office force of the county superintendent's office consisted only of the superintendent. Later deputies were added, first in the larger counties and then in all counties. Additional help of supervisors was added in Oklahoma, Tulsa, Osage, Seminole, and Kay Counties.

Efficiency in office and in field work increased and the qualifications of those elected to the office were raised.

In recent years, efficiency in the office of county superintendent, rather than increasing as other elements, has been at a standstill. With new laws passed by each legislature, which complicate office procedure, we go so far as to say

that possibly the office has not held on even terms in efficiency.

Sufficient and effective courses for training county superintendents for the work of their office have not been successfully offered in our colleges before 1937.

There has been advancement in preparation of county superintendents in material sent out from the State Department of Education. This, however, has been limited.

There is a distinct need for more uniformity of operation in these offices. The new county superintendent needs a guide book of procedure to help him when he goes into office. He needs a calendar of events to follow the first year. He needs information on delegation of duties to his office force.

Since no book, handbook, or definite information has been compiled and published on this subject, it will be my purpose to work out the needed information in a usable form in the "Handbook of Information for the Office of an Oklahoma County Superintendent."

STATEMENT OF PROBLEM

There are seventy-seven county superintendents in the state of Oklahoma. State laws governing these officials are about the same and their general duties, assigned to them from the State Department of Education, are practically the same.

The duties and procedure of the county superintendent when he goes into office in the past have been to work out his own method of handling the various functions of the office. Much time is lost in learning what may be problems of the office of an Oklahoma County Superintendent. Much time is also lost in finding out what points should be stressed and what points could be easily passed over.

Duties of the city superintendent or principal have been more or less worked out with many volumes devoted to their specific work. The teacher or principal has the superintendent to look to for advice but the county superintendent when he first goes into the office has a job new to him. He has his office and the county school system to discover. He naturally falls in line as the various duties come to him during his first few months. He can not go to the next town for advice when problems come up, as a new city superintendent may do, but must work out his own problems in the best way that he can.

The duties of the office of an Oklahoma County Superintendent may be classified and worked out so as to be of value to

both the inexperienced and the experienced county superintendents.

This may be done by giving the experiences of those who have served as county superintendents, by criticism from the state rural school department, and by personal investigation.

METHODS OF RESEARCH

The problem of defining the duties of the office of the county superintendent were brought more definitely to light when an agitation was brought out by the Sixteenth Oklahoma Legislature on "Why a supervisor in the office of county superintendent?" The question was also asked "What are the duties of the county superintendent that he needs a supervisor?"

To answer these questions, a study was made, which showed that in almost every county superintendent's office some part of the work was being done differently than in any other superintendent's office.

There have been few books written on this subject and it has been a process of gathering material and selecting from it what was best to use.

The methods of research on this work have been by personal investigation, by questionnaire, and from group judgment. An outline was made of the things that most Oklahoma County Superintendents do. This was done by several county superintendents making an extensive list of their duties. From these lists the most important work was selected.

Another method of research was to have superintendents, who have been outstandingly successful in some work, prepare a paper for that particular field.

PURPOSE OF THE STUDY IS

1. To help new county superintendents with their beginning work.
2. To prepare a bulletin or booklet to be studied by Oklahoma County Superintendents and other persons interested in the work of a county superintendent.
3. To ascertain the best methods of managing the office of an Oklahoma County Superintendent.
4. To outline the work of a supervisor in connection with the office.
5. To promote a more uniform system of county superintendents work in the state.

CHAPTER II

ADMINISTRATIVE DUTIES

An inquiry into the situation, "Why have a rural school supervisor in counties of Oklahoma?" with the additional question, "What are the duties of the county superintendent?" asked by members of the Sixteenth Oklahoma Legislature, as previously stated, caused the writer to become interested in an answer to these questions.

On preliminary investigation it was found that the duties of an Oklahoma County Superintendent varied to a great extent. Procedure in the various offices studied was entirely different.

In order to determine the work of an Oklahoma County Superintendent an extensive check list of duties was prepared. This list was worked over by several county superintendents and revised. After this revision mimeographed copies of the outline were made up with spaces at the end of each chapter for additional items or criticisms. Thirty-six of these outlines were criticized by county superintendents, former county superintendents, heads of training school departments in Oklahoma colleges, members of the State Department of Education, deans of schools and college professors of schools of education working in rural school sections.

Answers to inquiry of additional duties and the criticisms from those school people were studied very carefully. Many additions were made to the original outline

as a result of additional items or criticisms sent back to the writer. From this completed outline most of the duties set out by statute were eliminated. Duties of minor importance were also eliminated.

This work has been broken up into seven chapters. Some of the work overlaps since one phase of the work might be administrative and another clerical. The various duties have been classed, as nearly as possible, in their proper place.

Administration is, of course, the biggest problem in the office of an Oklahoma County Superintendent. This work is handled by the superintendent himself. His success or failure during his two, or more years in the office is measured, to a great extent, by his administrative work. Certain duties will be delegated to the deputy superintendent in the office and to the supervisor in the field. A part of the administrative work is selecting the proper persons for these places and outlining their work. To be able to fill these offices most efficiently a county superintendent should refrain from making pre-election promises.

The selection of a deputy, supervisor, and truant officer will be among the first duties of the new superintendent. While he usually has his assistants selected before assuming office it is often wise to retain the person in charge of the office, the deputy superintendent, for a few weeks in order that the incoming officer may have assistance in locating records and other materials. It is even better if the new superintendent and his deputy may come into the office

ten days or two weeks before the outgoing officer retires. This practice is nothing more than common courtesy and should be practiced in all cases regardless of any conditions that may have existed during the election. Selection of the supervisor and truant officer may be delayed until some time before starting school, since these officers usually do not work during the summer months.

The budget for the office of county superintendent is a part of the county budget. Blanks will be furnished each officer about the first of July for the purpose of making an estimate of funds needed for the coming year. This budget will have information on collections for the past year and anticipated revenue for the coming year.

Alert county superintendents will study the general school laws and any new laws passed by the preceeding legislature in order to know what appropriations he may legally ask to have approved in his budget. The most important item, of course, will be salaries of officers and deputies. These, in most cases, are set out by statutes and are easily determined.

Funds for purchasing record books, printed blanks, stationary, and other office supplies must be included in the budget. A survey of what is on hand should be made previous to making the budget since an itemized estimate is a necessary part of the budget. The amount for traveling expense is set up by law¹ according to the population of

1 Harlow's Session Laws 1937, Article 21.

the county. Expense of bonds, furniture and fixtures, postage, telephone, and telegraph are important items and should not be overlooked.

Proper preparation of the budget is really one of the administrative problems. The success of the office for the ensuing year will depend largely on the proper appropriation made for this department of government. A properly financed office is one of the greatest assets for a successful year.

There has been a tendency on the part of some superintendents to cut down on expenses because of an inferior feeling to the other county officers or as an economy measure. The office of county superintendents in Oklahoma have, during the past four years, grown to be one of the most important of the county offices. This office is used almost daily by either federal or state governmental officials as a means of getting information or of reaching the people of the rural districts. Officers should ask and contend for the funds needed for operating the office in an efficient manner.

Purchasing supplies for the office is a duty of the new county superintendent. The superintendent of experience knows what supplies are on hand and the amount needed for the coming year. It has been found to be a good policy to purchase supplies instead of permitting salesmen to sell them. Care must be exercised to purchase necessary items first. If sufficient funds are available then items may be purchased that will help in broadening the field of efficiency. The purchase of furniture and fixtures, of

course, will have been anticipated before the budget was made. Proper filing cabinets are important pieces of fixtures. This is the item out of the furniture and fixtures account that should be taken care of first. Many offices visited during the survey had insufficient filing cabinets to insure the safe and proper keeping of records and correspondence.

Administrators must have the ability to make proper adjustments between board members, board members and teachers, teachers and parents, parents and school boards, and teachers and principals. School districts of Oklahoma are a government within themselves. They have the poorest organized, least supervised, and the most insufficient governmental set-up that exists. Any dispute that comes up among the members of the governing board usually comes directly to the office of the superintendent for adjustment. The proper working out of these problems is in his hands.

School boards and teachers many times do not agree on points of management or discipline. This trouble necessarily goes to the superintendent since it is impossible for a board to dismiss a teacher without working in conjunction with the superintendent. Difficulties between parents and teachers concerning grades or discipline, when not settled by the board, go the superintendent for adjustment. Parents and school boards may not agree on the employment of a teacher or on other points. Appeals in these cases always go to the county superintendent.

Failure of pupils in the eighth grade usually causes

friction. The county superintendent is the person always on the defensive side of this question. The best rule to go by on this point is to promote from the eighth grade only pupils who are recommended by their teachers and who pass either the state tests or the eighth grade examination. The usual cause of failure in the eighth grade of rural districts is overpromotion in lower grades. There grades are low, teachers should be cautioned that over-promotion will cause trouble later in the child's work.

Teacher employment, under the present school laws of the state, has almost been removed from the duties of the county superintendent. The board may contract whomever they may see proper to employ, the nepotism law excluded. The only thing left for a county superintendent to do is to approve the contract when the proper teaching credentials have been presented for registration in the office. A superintendent may refuse to approve a contract on proper filing of evidence against the teacher on immorality.

Many county superintendents are able to control the employment of teachers in the county through the proper cooperation with boards. This holds good particularly on qualifications. The county superintendent may set up the minimum certificate that a teacher may hold before being considered for a position in the county.

Where new teachers are employed, the county superintendent should always be consulted before employment is made, just as a board of education of a city school consults their

superintendent before employing a teacher.

Independent districts of a county usually work directly with the State Department of Education on reports and matters pertaining to their schools. The county superintendent, however, is considered the official representative of the State Department of Education. When high school inspectors from the State Department of Education go into a county they go to the office of the county superintendent and usually work out of that office while in the county. While it is not a specified duty of the county superintendent to go with the representative of the state department on these inspection trips it is a duty of the office. The superintendents can be of value to both the inspector and the local school on such visits.

Transportation in the past fifteen years has grown to be one of the important functions of our schools. During the past three or four years added duties of zoning the rural and small town school districts has been taken over by the transportation division of the State Department of Education. It is necessary that the county superintendent work with the state department and the dependent and independent schools in this matter. He knows the county better than any other person and can be of great value to the transportation division of the state department when its representative comes to the county for allocation of territory or inspection of busses and bus routes.

Increased qualifications for teachers through extension work has a place in the administrative duties of the superintendent. He is interested from several points of view. First he is interested in his teachers becoming better qualified for their work. He is interested also from the point of service to the teachers and schools conducting the extension work. These classes help the teachers to become better acquainted and to learn what other teachers are doing. The State Department of Education has emphasized the need of better qualified teachers in their graduated schedule of salaries published in "Rules and Regulations of the Oklahoma School Finance Bill."²

Extension service may accommodate not only teachers but many others interested in better qualifying themselves. A study of those taking the work reveals that county agents and many persons in the business world avail themselves of this opportunity for advancement.

Through professional books, bulletins and magazines the alert superintendent is able to direct teachers in research work that will lead to professional growth. This work may be handled very nicely with the extension classes.

ANNEXATION OF TERRITORY

Changing conditions in school districts such as changing roads, building bridges, adding bus routes, consolidation of

² State Board of Education Bulletin 145, p. 17.

schools, and the shifting of families to new locations make the annexations of territory from one school district to another necessary. The matter of deciding annexation cases rests with the superintendent. Procedure for annexation of territory³ is carried in the school laws of Oklahoma but since there are so many angles involved, including new supreme court decisions and attorney general opinions, it is necessary to discuss this point as an administrative duty.

Annexation in most cases is discretionary with the county superintendent. Thus proper procedure requires an investigation on his part. In case of independent districts⁴ joining, or one independent district annexing to the other, the law is very specific on the duties of the county superintendent.

When petitions have been presented to the county superintendent, if he is to pass on the petition intelligently, he must, as previously stated, investigate the situation to determine whether the annexation is to the best interests of those concerned. There are situations where the annexation of territory might be to the best interest of those few living in the part of the district to be cut off but would operate as a definite injustice to those remaining in the district. These points will usually come out at the hearing which must be called before action can be taken.

3 Oklahoma School Laws, 1935, Sections 24, 108 and 161.

4 Session Laws, 1933, Chapter 13.

Notices of this hearing must be posted in the district or districts affected twenty days before the hearing. After the superintendent makes his decision any district affected may make an appeal to the county commissioners by serving notice on the county superintendent of such appeal within ten days after the posting of the information or alteration order. The superintendent usually is called on to prepare the papers of appeal.

Since the county superintendent is really acting as a judge in this matter it is his implied duty to inform all parties of their lawful rights of appeal and help with the preparation of appeal papers. New county superintendents should study this point of school law very diligently. There are several important supreme court decisions that clarify the wording of the law.

A good administrator will make every effort to get an understanding between the parties involved in annexation cases or disputes. If points of contention can be worked out to the satisfaction of all concerned the hearing will only be a matter of formality.

Annual elections are usually a big event in the average dependent school district. Where schools are running smoothly the election is only a formality. If there is a question concerning the teacher, the levy to be voted, the number of months of school, or a new building the full voting strength of the district is usually out. Many times the entire voting population of the school district goes to vote.

This is not true of any other voting population that we have. Our last national elections averaged about 52% of legal voters voting.

The place of the county superintendent on election day is in his office. Unless something very much out of the ordinary happens he will let the local government, the voters of the district, elect board members. The superintendent will prepare his letter to the board with specific instructions and advice and a general letter to the voters in which suggestions will be made to lead them in the right direction in their governmental matters. This letter will also contain matters of general school information. Following is a suggested annual letter to school boards and patrons.

INSTRUCTIONS TO SCHOOL BOARDS ON ANNUAL SCHOOL MEETING,
MARCH 30, 1937

(These instructions need not be read at Meeting)

from

COUNTY SUPERINTENDENT'S OFFICE ELMER PETREE, SUPT.

Presiding Officer: The director by virtue of his office presides at all meetings. If he is absent, choose a temporary presiding officer.

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ORDER OF BUSINESS FOR ANNUAL MEETING

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1. Meeting called to order by the director or chairman.
2. Reading of State Superintendent's Annual Letter by clerk or someone designated by him.
3. Reading of county superintendent's annual letter.
4. Reading of clerk's report and financial statement.
5. Approving of report.
6. Determining length of school term and time for new term to begin. Discussing equipment.
7. Reading financial estimate for coming year.
8. Nominating school board members.
9. Balloting on school board clerk and excess levy. Polls stay open until 4:00 p.m. in common school districts.
10. Miscellaneous business.
11. Closing of polls at 4:00 p.m.
12. Administering Oath of Office to clerk by director.
13. Preparing clerk's report and certificate of election to be sent to the county superintendent.
14. Adjournment.

The district clerk will make out and send in the annual report after all warrants are written at the end of the year. This office will be glad to help the clerk with the annual report if he will bring necessary information to the office.

ANNUAL LETTER TO BE READ IN OPEN MEETING

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ANNUAL SCHOOL SUPERINTENDENT'S LETTER

To District Officers and School
Patrons of Osage County

By

Elmer Petree, County Superintendent, Osage County

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Annual School Meeting Held March 30, 1937
at place designated.

To School Officials, Teachers, Patrons and All Friends
of Education in Osage County:

On this, the 30th day of March, 1937 set apart by law for the consideration of school matters, I desire to submit to you this letter, trusting that it will be of assistance to you in consideration of the educational welfare in your district. I trust that as far as possible you will follow the suggestions contained herein.

Pupils doing the best work in school are those coming from families where the parents are interested enough to go to school meetings, insist on having a good teacher, and cooperate with the teacher and school board.

The State Superintendent's letter covers many points. I shall try not to repeat his good work.

PURPOSE OF MEETING: You have met for the purpose of making plans for your school for the coming year. Much of the success will depend on your actions today. The child is the individual who must be considered.

ELECTION OF CLERK: At this meeting a clerk is to be elected to have charge of your books and keep the records of the board. Some capable person should be elected to this position.

SCHOOL TERM: Your children are entitled to a nine months term of school. This should be voted. September 6th, the first Monday in September will be the usual starting date for next year's term.

ADDITIONAL LEVY: A ten mill levy should be voted. This with the five mills that may be allocated by the excise board should insure a nine months school term. The amount of primary and secondary aid received by your school depends on a bill to be passed by the Sixteenth Oklahoma Legislature now in session.

QUALIFIED TEACHERS: Much of the success of your school depends on your teacher. In the first place you must select a qualified teacher. A first grade certificate should be the minimum in this county. If changes are made I should like to consult with you. Osage County teachers should be used as far as possible if capable and qualified.

VOTE BY BALLOT: Ballots are provided for you to hold your election. These should be used and a record of those voting kept in case there is a contest of any kind.

TRANSFER OF PUPILS: During the past year there has been much trouble concerning transfer of pupils. The law requires that these transfers be made before May 15th. Patrons and school officers should see that transfers are made on time. Application blanks for transfer may be obtained from the county superintendent's office.

BUILDING FUND: You will notice that the State Superintendent says in his letter that a building fund may be voted provided proper notice is given.

HEALTH PROGRAM: This office in the past two years has made an attempt to furnish inoculation for diphtheria and typhoid fever to all schools of the county through the County and State Health Departments. This work will be completed this spring. We want to take this means of thanking those who helped in this program.

MEETINGS: Officers must carry on all meetings in a business like manner. If there is a contest of either the election of an officer or on the levy all records and ballots should be preserved.

CONCLUSION: In conclusion, permit me to say that I wish to thank the school board and patrons for their hearty cooperation during the past year. It has been by far the most harmonious of my four in the office. We have had a good school year. I thank you again and will try to make the coming year the best that Osage County Schools have enjoyed.

Sincerely yours,

Elmer Petree
County Superintendent

EP:vk

The annual letter of the State Superintendent, or at least a copy, comes to the county superintendent's office in time for him to study and determine points to emphasize that apply particularly to each community.

Contested or illegal elections are not a matter for the county superintendent to settle. These go directly to the district court.

Newly elected officers will need information regarding their duties. Some information will come to them from other members of the board, but the county superintendent will advise them and give necessary information. They should be provided with new copies of the Oklahoma School Law.

The administrative ability of the county superintendent is tested when he is called upon to select a school board member when an appointment is necessary because of a vacancy caused by resignation, removal from the district, removal of an officer for cause, for failure to elect, or for failure to qualify after election or appointment. He has been given the duty to select the new member with no restrictions other than that the person appointed be a qualified elector. A person is selected and appointed to serve for the unexpired term of the elected or appointed member who disqualifies.

The duty of selection may be left to the two remaining board members by the county superintendent when there is no trouble or factions in the community. If there is a contention among the board or factions in the community the superintendent will have to rely on his resources to find

the proper man for the place. Usually a good man or woman can be selected who is agreeable to the majority of the patrons.

A very satisfactory way to handle the appointment, when there is trouble in the district, is to hold an election and let the patrons of the district decide by voting who they want the county superintendent to appoint. This is the democratic way to handle it. Another plan is to have each group turn in the names of three or more candidates who would be satisfactory to them. Usually the name of some patron will appear on both lists suggesting to the county superintendent a person who will be satisfactory to both sides and who can work with all concerned.

Two of the most disagreeable duties a superintendent has to perform are those of removing a school board member for nonperformance of duty or for cause, and to work with a school board in the removal of a teacher. The removal of school board members at times becomes necessary. Charges may be filed by other members of the same board or by patrons of the district. When the charges are found sufficient they must be acted upon. Nevertheless, if transactions can be delayed, many times the charges will be withdrawn, unless there is actual evidence against the member. If the charges are true, usually the board member will resign rather than be faced by the accusers, tried, and removed. School board members are removed from office by the superintendent for matters of omission rather than commission of duties. When a crime is committed by a board member, charges are filed

in the district court and do not go to the office of superintendent.

Removal of a teacher seldom occurs. If school boards work with the superintendent in the employing of new teachers, giving him a chance to investigate the teachers before employment, there would be very little occasion for removal. A school board that does not cooperate with the superintendent in the employment of a teacher should be required to retain her unless the circumstances are very unusual. Teachers may be removed for incompetency, cruelty, negligence, or immorality,⁵ or for failure to display the flag.

Superintendents have no trouble getting the cooperation of school boards at budget making time. This is the time when the superintendent is able to prove himself with school boards. They realize that present budgets are very difficult to make and still more difficult for the average dependent school board member to understand. Every budget should be checked by the superintendent before it is presented to the excise board for its approval. Primary aid, homestead exemptions, and the late decision on surpluses are matters that the ordinary school board member knows very little about.

Supplies for school boards should be purchased in ample time to enable the clerk to get his book in order for the new year. These supplies, for the most part, consist of the clerk's record book, warrants, and claim blanks. It is immaterial where the clerk's book is purchased, but it should

5 Oklahoma School Law, Section 53.

contain an accurate map of the district, place for minutes of regular, special, and annual meetings, and ledger sheets that conform to the budget and ledger account books of the county treasurer. The superintendent should see that all boards are supplied with sufficient books and that they are kept in the proper manner.

Warrant books for both general fund and primary and secondary aid are supplied clerks of the boards. The best plan now in use is to have these warrants printed on different colored paper so that they may be more easily distinguished from one another. Claim blanks are to be furnished each clerk. Specific instructions should be given that he use them for all money paid out. These claims are for the protection of the clerk and other members.

School boards have difficulty in meeting and working with the county excise board. This board, in the average county, meets regularly only when working as an equalization board. Since this is the situation, the county superintendent must be the contact man for the rural districts. It is important that the excise board members know about conditions of the schools. They allocate the fifteen mills to the county, cities, and school districts, and unless the school's side of the question is taken care of by someone the allocation may go against schools of the county. Some excise boards of Oklahoma have taken almost the entire five mills which schools are entitled to, for the county and city allocations.

Excise boards must approve school budgets. The superintendent is again the contact person. The excise board would much rather work with the superintendent than to have each board come to their meetings. Usually he is called on to prepare the papers and accounts for the transfer of funds within the budget when boards want to transfer from one account to another at the end of the year.

Supplemental estimates usually are taken care of by the superintendent working with school boards, the treasurer, and the excise board.

Protesting school and other budgets in Oklahoma has grown in the past few years to be a racket. Every year from one to as high as seven or eight protests are made against the general appropriations or sinking funds of county, city, and school budgets. These protests must be studied and the budget defended before the state court of tax review. It is necessary for the superintendent to work with the county attorney and the auditor, if one is employed, in protesting actual and necessary appropriations which are set up.

All county officers have a limited amount of business with the office of county superintendent. Those in charge of the treasurer's and clerk's offices work more with the county superintendent than other officers. The county attorney is the legal advisor and necessarily must work with the superintendent. It is important to keep on friendly and workable terms with those in charge of these offices. They may be a great help or a hindrance to the success of the work.

SCHOOL LEGISLATION NECESSARY

If Oklahoma schools keep pace with other institutions of the state progressive legislation must be enacted and proper financial support from the state secured. Our schools are financed with a greater per cent of ad valorem tax than any other form of government, outside of the general fund county government. Most of our cities and towns are financed by operation of utilities. Our road program is financed mainly through car license revenue and gasoline tax. The ad valorem avenue of finance has been very unstable during the past few years, which makes it necessary for schools to look elsewhere for funds.

Laws detrimental to the office of county superintendent were passed by the Fourteenth Legislature. The office was almost eliminated. It is necessary that the successful superintendent work with and assist in a legislative program that will keep his office and our schools abreast of the times. Schools will be able to maintain their proper place with other forms of government when administrators and other school people contend for the proper laws governing taxation and for the proper financial aid from the state.

Buildings of the school districts have been deteriorating rapidly during the past seven years. The amount of money available for school purposes has been limited, and of necessity used for the general funds. Some school districts have profited by WPA and PWA projects

being approved and worked out for them. Many buildings, however, are in bad condition.

The superintendent will have to work with school boards on plans for new buildings to be erected where necessary. The tendency now is to annex small districts that are adjacent to larger schools and transport the children to the larger unit. There are, however, many of the smaller schools that will continue school indefinitely under present arrangements. Boards will need advice on the types of buildings, the proper procedure to pursue, purchase of site, bond election or building fund levy, the securing of plans, selling the bonds, and making contracts.

The best information available will come through the State Department of Education, Division of School House Planning, Capitol Building, Oklahoma City, Oklahoma. Frank Williams is in charge of this department. School boards or superintendents interested in a school building program should check closely Oklahoma School Laws⁶ on this subject.

6 Ibid. Article 13.

TRANSFER OF PUPILS

An increase in the number of our eighth grade graduates has made the problem of transferring pupils to high school much more difficult. In primary aid school districts the transfer problem is badly complicated. The present law has been made indefinite with attorney general opinions attempting to make it more workable. Secondary aid schools have been able to get the transfer law covering their transfers simplified.

The first step in making transfers is the filing, with the county superintendent, of an application for transfer⁷ by the parent or guardian for the child or children who desire to be transferred. These applications are to be filed on or before the fifteenth day of May. Notice of application for transfer⁸ for a child or children to be transferred must be sent to the clerks of both the sending and receiving districts by the county superintendent not later than the twentieth day of May. The notice of application for transfer also carries the information that a hearing will be held in the office of the county superintendent at 10:00 a.m. on the first day of June where members of the board of either district affected, or any person or persons residing in the districts affected by such transfer may appear and give information in favor or against such transfer.

7 Oklahoma Uniform School Accounting, Form 34R1.

8 Ibid. Form 34R2.

The county superintendent must decide which transfers should or should not be made when proper application is filed in his office on time. Transfers must be made when the grades are not taught in the home district. Protests against the transfers in the case of grade children, where the grades are taught in the home district, cause the most trouble.

The rule usually adopted by county superintendents on the transfer of grade pupils is that when school boards protest the transfer asked for, the transfer is not made unless there is some good reason. If children are cut off from a school by a river or it is impracticable for them to get to the home school transfers asked for are usually made. If application is made on a minor point or in order that the child might be furnished transportation the rule is to turn it down. Members of either board may appeal from the decision of the county superintendent⁹ to the commissioners within ten days after receiving the notice of action taken.

Within five days after the hearing on applications the boards affected must be notified of the action taken. This notice of transfer of pupils¹⁰ goes to both school boards affected. A file of this notice should be kept in the office since other records are necessary.

9 Oklahoma Session Laws, 1933 Chapter 13.

10 Oklahoma Uniform School Accounting Form 33R3.

Statement of pupils transferred¹¹ must be prepared for the county clerk for figuring transfer per capita costs when the levy for the budgets are figured. The treasurer must also have a copy of statement of pupils transferred in order that he may legally pay transfers on attendance statement of superintendents or principals that children have attended school. The auditor or person who makes the budgets must have access to this information when building the budgets.

Attendance report of pupils transferred¹² is to be prepared by each superintendent or principal of districts receiving transferred pupils. These are prepared in quadruplicate if the local officer cares to have a copy for his files. The other three copies are sent, one copy each to the county superintendent, county treasurer, and the clerk of the board from which the transfer was made.

11 Oklahoma Uniform Accounting, Form 34R2.

12 Oklahoma Uniform Accounting, Form 33R2.

RURAL SCHOOL LIBRARIES

A. L. Crable, State Superintendent of Public Instruction, has this year emphasized the necessity of good libraries in rural schools of Oklahoma. Superintendents of Oklahoma in a special called meeting, July 12, 1937, held at Northeastern State Teachers College with representatives of the Rural School Department of the State Department of Education, decided to make this study one point of supervisory work for the coming year.

School libraries in some schools are filled with reference books that contain materials far beyond the reach of the average grade child. Other school libraries do not have books at all. Books that are needed most in the rural school, according to information from county superintendents and an investigation by the writer, are small books of the reading level of children up to the sixth grade. Provision for these books should be made before reference books of any kind are purchased.

James Staten, county superintendent of Nowata County, worked out a good plan last year. He has all books of the school he is visiting arranged on a table in their proper classification. A check is then made as to the number of books according to the state list. If this check shows that the library is lacking in any classification the school board is contacted by the superintendent and teacher and the books purchased as soon as possible.

Maude Colbaugh, county superintendent of Washington County, has been very successful with library work. Washington County is small, so all schools are easily accessible to the court house. Libraries, consisting of books that belong to the districts, have been set up and each school district uses these books as a traveling library. Books are purchased by the school boards for the school as usual. After the home school has completed reading these books they are turned into the county superintendent's office and may be checked out by other schools. The books remain the property of the district that purchased them and are only loaned through the exchange plan.

Another plan used in Washington County to stimulate reading, is the reading corner, equipped with orange crate furniture or many times better furniture. Children are eager to finish their regular work and be permitted to go to the reading corner.

Books from which teachers may make their selections may be assembled in the office of county superintendent at a very low cost. Book companies, that want their books displayed, usually are glad to send samples for inspection. By this method and in extreme cases by purchasing, Osage County has collected a library of nearly five hundred volumes.

Teacher growth is one of the objectives of a good county superintendent's office. This advancement may be

brought about by maintaining in the office of the county superintendent, a good library of professional books and magazines. This library may serve two purposes; (1) provide the teachers with professional reading material; and (2) supply information concerning books and magazines which the teachers may wish to purchase.

LIBRARY
AGRICULTURE
OCT 26 1937

COUNTY GRADUATION EXERCISES

Graduation exercises for eighth grade students from dependent schools of the county have been very successful in many counties in recent years. Dewey Beeson, County Superintendent of Kiowa County, has had a unique but satisfactory graduation. The usual program is held with awards being made, but the diplomas are not given out. The students names are read and they are recognized, but the diploma is presented at the home school.

Out door graduation exercises held at night have been suggested since the crowd is usually large, and most county seat towns have facilities for outside lighting.

Noble County has conducted county graduation exercises for eighth grade graduates since 1907, according to Guy H. Lambert, County Superintendent. His explanation of the program follows:

NOBLE COUNTY EIGHTH GRADE GRADUATION

By

(Guy H. Lambert, Superintendent)

Dating back as early as 1907 (I was in that class) Noble County has held a regular county wide eighth grade graduation. It is an event to which our rural pupils look forward with pleasure.

For a number of years the valedictorian and salutatorian have been features of this event. In years past, these two persons were selected on the basis of grades in the regular county examination. More recently they have been selected on results from the accrediting tests.

Last year the students in every dependent district were required to take these tests in grades five, six, seven, and eight, and the results from these tests were

used in the selection of valedictorian and salutatorian.

In case of doubt as to which one should be selected for each of these places the highest four or five are called in and given a new test. In the past there has been no difficulty.

Eighth grade pupils in Noble County consider this an honor and do not hesitate to assume the responsibility of delivering the address.

The date of this event is set several months in advance. The Perry High School Superintendent has always been glad to cooperate with us and arrange a date which will not conflict with his events.

An entire day is taken for the occasion, with graduation in the forenoon and the class picture and entertainment in the afternoon.

It takes some planning to arrange for the graduates marching in and out. Seating space which is reserved for the graduates is platted, numbering the location of each pupil's seat in a certain row. This number, row, and seat number is given to each pupil as they assemble in some designated place to arrange for the march. About four teachers are chosen to work with the assistant county superintendent in organizing the graduates. Four teachers are selected to hand out programs and a like number to serve as ushers. Teachers volunteer to help on this occasion.

Diplomas are presented by the county superintendent. He reads the list of graduates and a group of teachers assisting the assistant county superintendent deliver the diplomas to pupils who stand as their names are announced. This part does not take over five minutes.

We try to recognize any pupils with outstanding accomplishments on our program. This year we selected a graduate, who was an excellent violinist, to have a place on the program.

Letters were sent each graduating student announcing the exercises, the date, the hour, and the place of meeting. This letter also asked the graduates to invite friends.

Mimeographed programs of events of the day were furnished. Names of each graduating student were printed on the program, with other information on events.

SEPARATE SCHOOLS IN OKLAHOMA

County superintendents administer and supervise all separate schools of the county except those located in independent districts. The employing of proper teachers alone is quite a task. In many of the counties at least part of the separate schools are for the white children of the district.

Supplies must be purchased and delivered to these schools. If transportation is required the county superintendent must arrange and care for it. He must also plan for teachers' meetings and provide for their proper supervision. The erection of new buildings require the county superintendent to work with the commissioners. Other duties of the superintendent are to dissolve districts or create new ones.

E. V. Dawson, county superintendent of Muskogee County, has twenty-one separate schools and employes twenty-seven teachers. He has the following to say about separate schools of his county:

SEPARATE SCHOOLS

By

(E.V. Dawson)

Our state constitution provides that "Separate schools for white and colored children with like accommodations shall be provided by the legislature and impartially maintained." The legislature provides that "The county separate school in each district is hereby declared to be that school in said school district of the race having the fewest number of children in said school district. Provided that the county superintendent of public instruction of each county shall have authority to designate what school or schools in each school district shall be the separate school and which

class of children, whether white or colored, shall have the privilege of attending such separate school or schools in said school district."

The majority school of the district is supported by local tax levies. The local district may levy not to exceed fifteen mills for maintenance of operation of the school. In addition the local district may issue bonds for providing school sites and buildings.

The separate school, or minority school, is supported by a county wide levy. The county may levy not to exceed two mills for the support of separate schools. The policy in practically all of the counties in the state is to provide the separate school buildings and maintain the schools from this levy.

In counties having few separate schools, it is possible to provide schools "with like accommodations" for both races, and to have them impartially maintained. In approximately fifteen counties of the state the two mills levy on the county valuation does not produce sufficient money to maintain the separate schools during a standard term. In such counties it is necessary to secure secondary aid from the state in order to have a full term of school.

In Muskogee County there are six white minority schools, employing six white teachers. The operation of these schools has been very satisfactory to those patronizing them. The teachers are employed by the county superintendent, and competent and well qualified teachers, with few exceptions, have been secured each year. Since 1933 no teacher has been employed in these schools with less than two years college work.

The percentage of attendance is better than a great many white majority schools where the teachers are employed by the school board. In these schools the tenure of the teacher is longer than in majority schools. The shortest term of teacher tenure has been two years and the longest term has been twelve years. Each year, the county superintendent makes a survey as to the popularity of the teacher, and gives the patrons an opportunity to register complaints, or give approval of the teachers services.

There are fifteen colored separate schools employing twenty-one colored teachers. And no teacher is considered for employment unless he or she has had at least two years of college work. Of the twenty-one teachers employed in 1936-37, there were seven who had bachelor's degrees. The tenure of the colored teachers is not as long as that

of the white teachers, and the percentage of attendance is not as great. The longest time any colored teacher has been employed is five years, and the shortest is one year.

In 1936 there were two teachers employed who had not had any experience. The average years of experience of those employed for this year is six and one-third, and the average age is thirty-six. Of the twenty-one employed, four are men and seventeen are women. Each of the men employed is married and living with his wife. Of the seventeen women employed there are six widows, six living with their husbands, and five single. The oldest is a man 54, the youngest is a woman 24.

The salaries are based upon the state schedule for secondary aid according to House Bill 6, (1937), and the term is as long as can be maintained by state aid.

The separate schools in independent districts are under the control of the local school board and the local superintendent. In apportioning the funds derived from the county levy, the various superintendents meet and set up their budget for the year, all using the same salary schedule and the same maintenance per teacher.

DELEGATED ADMINISTRATIVE DUTIES

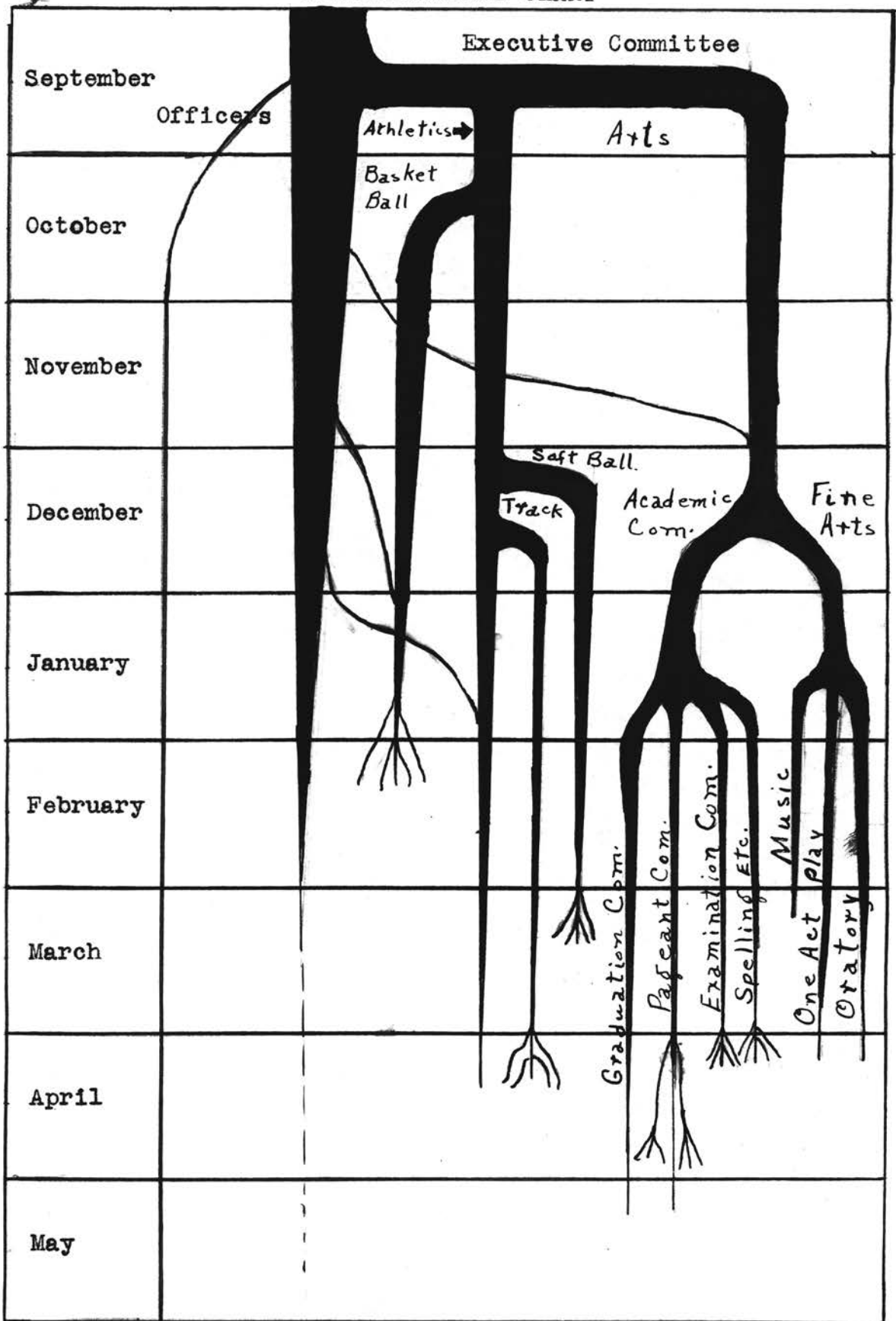
Dewey Beeson, county superintendent of Kiowa County made a study of the delegated duties he was able to give teachers of his county. The group, including all teachers and officers in the county, make up the inverted tree or roots of the large tree. It can be seen that either branch out from the trunk.

The first month of school the executive committee is appointed or elected. This committee carries the load until active participation in contests begins. The committee then will branch out, each group taking over the work of their activity.

It will be noticed that the lines run almost as a tree branch with the main trunk of the tree representing the large group of teachers who seldom take part, however, a line will break from the tree and go to the working committees about each month. This represents some active person who missed on the committees who has an idea or is enthusiastic for some particular event.

Delegation of duties with proper administrative supervision is strongly recommended for activity programs.

ADMINISTRATIVE CHART



CHAPTER III

SUPERVISION

Supervision has not been a great factor in the rural school from the standpoint of a rural supervisor. Only a few of the Oklahoma Counties have been able to provide funds for this officer. During the Sixteenth Oklahoma Legislature definite and exhaustive effort, by the State Department of Education and several county superintendents, was made to provide a supervisor for each county in the state. Sufficient support could not be secured for the bill and it failed to pass. Supervision must be carried on in the rural schools the same as in our larger teaching units. The county superintendent in counties where the supervisor is not a part of his force must take care of this added duty. He has very little time for this important activity, therefore, his supervision is limited, especially in the large counties.

Where the county superintendent is both administrator and supervisor it is necessary that more administrative duties be transferred to the deputy county superintendent who in reality is the stenographer and office girl. The best plan to pursue in this case is to have definite days for the county superintendent to be in the office, in order that school boards who have business which must be transacted with the county superintendent, may feel sure he will be in his office and not inspecting schools when they go there.

The supervisory outline was prepared for the work with a supervisor in the county. Since the superintendent will do as much of this work as possible the outline is given the same as if there were a supervisor in each county.

Supervision work, starts in the summer preceeding the beginning of the school year, or to go farther under an ideal setup the work should never stop. Supervisors could well work through the summer months securing new ideas and preparing work for the fall months. If the superintendent is the supervisor he will not be able to make all this preparation.

The supervisor should have a meeting with all new or beginning teachers of the county before the first day of school. This can be arranged in connection with the pre-school teacher's meeting, usually held on Friday or Saturday before school starts on Monday. Some definite information may be given teachers at this meeting, but the most important thing that will come out of such a meeting will be the acquaintance of the supervisors with the beginning teachers. This acquaintance should make the inexperienced teacher feel more free to ask for help and advice when it is needed.

The daily routine for the first day of school is difficult for the beginning teacher. The supervisor at this first meeting should offer suggestions that may make the first day of school move more smoothly. Plans for the program and what is to be expected from the standpoint of the supervisor may also be discussed at this first meeting. If the county

has a suggestive schedule worked out this should be discussed with the new teachers.

Teachers and school boards many times need help in the purchasing of supplies. The supervisor should be able to help them in the purchase of books, instructional supplies, and other school materials. The supervisor must be well informed on books and where they may be purchased. Keeping the proper books before teachers is one of the best ways to properly supervise. This may be done by maintaining a good library in the office and by displays at teachers' meetings.

Each superintendent should have a definite program to work out during the year. The reading program has been stressed more than any other during the past several years. This was brought about by the discovery that the children were not able to read properly. Reading can very well be the program for the year and is all that should be attempted in one year where there is no supervisor. A program on safety can be carried out effectively. Safety may be worked out as a project study with the children contributing material for the unit.

Not only reading may be used for the definite program for the year, but arithmetic, spelling, English, or other subjects may be used also. The health program is another important subject. This subject is treated more fully in a later chapter.

Visiting and inspecting schools is closely connected with supervision in the Oklahoma rural communities.

Visiting schools is not supervising, but if any supervision goes on in the seventy-five to one hundred and forty schools of the various counties it will have to be done at the same time the testing and inspection programs are being carried out. Three visits are the maximum number made to each of the rural schools during one year, in most counties. The supervisor should spend the first two months on strictly supervisory work, helping the teachers with schedules, reports, discipline problems, and the methods of teaching.

State accrediting tests are given to each school child in the fifth, sixth, seventh, and eighth grades of the dependent schools of the county that do not have a high school. These tests with others such as the Tracy, Standard Achievement, or other standard tests give the supervisor a fair chance of comparison of the work done. State tests are usually given from November until May with those for the second semester beginning about the first of February. Under the present setup in Oklahoma it is necessary for the supervisor, in addition to the regular supervisory duties, to give state tests, check the teacher's records on attendance, inspect buildings as to fire hazards, needed repairs, and general and sanitary condition.

An alert supervisor will be the ruling factor in teachers meetings of the county. She will know which teachers will make the best contribution if placed on a program. She will also do a good piece of supervision in selecting teachers

who will be helped by making a preparation for contributions to a group or county teachers' meetings.

In group teachers' meetings the supervisor has a much better chance to assist teachers in making appearances and presentations. The groups consist of only a few teachers and usually the program is made up of a very few numbers other than those of teacher participation. Supervisors should take the work of group meetings in hand and make the programs, with the approval of the superintendent. This of course does not hold good in the county meetings where the regular officers cooperate with the superintendent in preparation of the program. The supervisor should have at least fifteen minutes on group meeting programs to explain points of the years program, or any special matter that is being emphasized.

Supervisors should prepare themselves and be able to give information on contests or festivals that may be given in the county. Valuable assistance may be rendered by them in county examinations, graduation exercises, and other programs where the rural people gather.

Dr. N. Conger, Dean of the School of Education, Oklahoma Agricultural and Mechanical College, Stillwater, Oklahoma states, "The principal duties of the supervisor are to inspire, lead, and provide materials." These are the requirements of an efficient supervisor stated in a concise way. The supervisor must be a leader. The effective work that she does will depend on the inspiration she is able

to impart to the teachers. Her ability to recognize helpful materials, and collect samples or information where the materials may be obtained definitely stamps her as a successful or unsuccessful supervisor.

CHAPTER IV

CLERICAL WORK AND RECORDS

To the deputy superintendent falls the clerical work of the office of an Oklahoma county superintendent. She will also have many other duties to perform. The extent of these duties depends on the number employed in the office. If the personnel of the office includes a supervisor and truant or attendance officer her duties will be materially lessened. The supervisor usually takes over most of the field or school visitation duties thus giving the superintendent more time for administration. The work of an attendance officer would operate in the same manner.

The deputy county superintendent will have specified duties to perform which are more definite for her than duties for any other officer. In the case of additional help being employed the superintendent is the officer who will shift duties, delegating less work of an administrative nature to the deputy superintendent. General duties of the deputy county superintendent, who takes care of the stenographic work, filing, and the general office work are stated in this chapter.

A competent deputy should be able to handle shorthand with reasonable speed and to type accurately. The answering of correspondence is a small matter if the dictation can be handled rapidly. If the deputy is accurate with both shorthand and typing there is very little reason for the

superintendent to take time to read all correspondence. Important correspondence should always be read by the sender before signing.

The deputy will receive and file or properly dispose of all papers that come to the office from other avenues than through the mail. If the superintendent has to be out of the office most of the time on field work the deputy may take care of unimportant or routine correspondence.

The proper filing of documents and papers is taken care of by the deputy. The federal government accepts records of this office on the age of children taken from enumeration records on file. Proper filing is a very important part of the deputy's work. This subject has been covered more fully by Birney Herrin, deputy county superintendent of Creek County, in a discussion of that point at the end of this chapter.

Clerical and record work of the deputy is very closely connected with the administrative affairs of the office. The deputy prepares and mails or files all papers of the office under the direction of the superintendent. Any number of these duties could be enumerated, but the above explanation seems sufficient.

The deputy should keep up with the supply of printed forms and inform the superintendent when a new supply is needed. She may handle small purchases without consulting the superintendent.

Making necessary reports to the State Department of Education is a duty that an efficient deputy soon learns to handle. These reports are growing as the state takes over more duties in the county. The statistical and financial reports take more time than others but give more information. These are accurate reports on the number of children and information on finances. The personnel report has grown to be one of importance since it gives the State Department of Education a check on teacher qualifications needed in allocation of primary and secondary aid.

State and county apportionments are based on the enumeration reports and must be accurate if apportionments are just. This report is also a permanent file in the office and is used by many agencies to determine the age of children when it is questioned.

Primary aid, secondary aid, isolation, and homestead exemption reports have grown out of regulations required by the State Board of Education in the distribution of state funds to school districts of the state. These reports call for information on teacher qualifications, experience, financial conditions of the districts, location of the schools, and other information necessary for the appropriation of state funds under their rules and regulations.

The office of county superintendent of schools must be kept open to the public six days of the week. The deputy must meet school boards, patrons, and teachers and render them the service due them and take care of their desires as far as

possible. There are cases where the deputy will not care to take the initiative and make decisions, but it is her duty to be as courteous as becomes a public official and make arrangements for the patron to meet and transact necessary business with the superintendent. Many times it is better for the party calling not to see the superintendent. In this case the deputy should take care of the matter in hand. The motto of a good deputy is "Courtesy and Service."

Deputies should prepare and keep up to date accurate lists of school board members and teachers. Some counties prepare a directory that carries these lists with other school information. Tax payers of the county are entitled to these lists free of charge, but if this list is mailed out of the county or given to commercial representatives a charge for making up the lists and keeping them up to date is justified. The usual price for these lists ranges from 50¢ to \$1.00 each.

Distribution of free text books furnished by the state or county consumes much time. This can not be designated as the duty of the deputy since the entire office force will work on the distribution or collection at some time during the year. Keeping an accurate record of the books and where they are is distinctly the duty of the deputy. She should, at all times, be able to tell the superintendent where the books are located. Proper blanks should be made up in duplicate for the purpose of keeping accurate records on books handled.

Many times when in need of a speaker or entertainer, schools and other organizations appeal to the office of county superintendent. Lonnie Vandever, county superintendent of Washita County, has worked out a fine idea of service along this line. The deputy in his office has compiled a list of all persons who speak, sing, dance, or entertain in any other way, who are willing to be used in rural schools or on other programs. Often this relieves the superintendent of preparing talks for such events.

The deputy may be a builder of interest or an inspiration to teachers by making and showing graphs of the relative standing of districts with respect to attendance, length of term, promptness of teachers in turning in reports, salaries, or any number of activities. These graphs may be displayed in the office or on bulletin boards.

The work of holding the eighth grade examinations is partly administrative but largely clerical. After the questions have been ordered and received from the State Department, places for holding, and persons for conducting the examination, must be selected. This duty is usually performed by the superintendent. All members of the office force assist in sending out instructions and in distributing and collecting the papers, with the supervisor and the deputy doing the grading. This work must be completed as rapidly as possible since the grades have to be sent to the State Department of Education, interpreted and returned before the

student knows whether or not he has passed.

Permanent records of the office will be in charge of the deputy. These records include teacher's certificate file, record of district boundaries, apportionment records, records of state tests and eighth grade examinations, transfer records, reports turned in from the school districts, and many other records for filing. The enumeration reports may be classed as records since they are a record of the ages and residence of children of school age.

Apportionment of school funds to the various school districts of the county, independent districts included, is particular work. State money from the state school land fund and beer tax goes to the district through the treasurer's office by apportionment of the superintendent. Primary and secondary aid and transfer fees require the same operation. The county apportionment is also made through the office of county superintendent.

Each dependent district and each independent district other than districts in which a city of the first class is located should be sent a prepared package of election supplies at least fifteen days before the date of election, the last Tuesday in March, in order that the clerk may have time to post notices at least ten days before the election. This packet should contain election notices, district clerk's blank report to annual meeting, clerk's report of annual meeting, resolution of excess levy, self addressed return envelope, and district clerk's report of warrants issued

during the fiscal year. Ballots should be included in each packet in a sufficient number to insure that all wishing to vote may have a ballot. These ballots should have stubs or the clerk of the meeting should take the name of each voter as ballots are given out.

Other forms that may be included in the packet are letters from the State Superintendent and county superintendent, teachers' contract blanks, teachers' application blanks, and blank forms for notice of vacancy in district board.

THE COUNTY SUPERINTENDENT'S FILING SYSTEM

By
(Birney Herrin)

Birney D. Herrin, deputy county superintendent of Creek County, has made an extensive study of the filing systems in the office of county superintendents. His research work covered six superintendent's offices in the state. Results of his observation and research are included in this thesis.

A practical and efficient filing system is needed in the office of the county superintendent. A quick, accurate procedure is necessary to find the data desired. For this purpose, suitable filing cabinets and devices are needed, proper classification of data must be made, all material must be filed to date, and a cross reference and index of the material must be kept up-to-date.

Devices for Filing. The most suitable filing cabinet for the active file is the combination lock, vertical, steel cabinet of four drawers, each $10\frac{1}{2}$ "x $14\frac{1}{2}$ "x25". The drawers should be equipped with heavy cardboard partitions between the groups of material, with a metal device in which to insert the name of the group of material, cellophane covered, contained in that portion of the drawer. Each division of the group of material filed will be listed in alphabetical order in manila folders, labeled, and placed alternating right and left. To file permanently at the end of the fiscal year, the material should be indexed in the respective groups, and bound into volumes. The latter will be fastened together with three staples, covered with a heavy cardboard back, and labeled with the contents of the volume and the year. Each volume should be stored upright on shelves, in a vault, easily accessible for ready reference. For blanks, a cabinet file of about 100 drawers, each 3"x $10\frac{1}{2}$ "x16" and labeled, is desirable. Accumulative reports should be filed in ledger volumes, with a removable back by means of a thumb slide set device. Finally, a bound volume is especially desirable for the recording of teachers' credentials. File for permanency, durability of material, and speed to obtain the needed data.

Classification of Material. Since about 30,000

pages of material will be considered in a county of 40,000 population during the fiscal year, it becomes necessary that the data be classified into groups for ready reference. The principal groups are as follows:

Apportionments; State land, gross production, beverage, county, income, sales, primary and secondary aid.

Bulletins; Office, state, federal, free, circulars, old.

Buildings in numerical order.

Claims; This month, copies, assignments.

College correspondence.

Compulsory attendance; Children, parents, attendance officer, county attorney.

County superintendent's office; Budget, board list, teacher list, transfer funds, supplies needed.

County offices; Commissioners, clerk, court clerk, attorney, assessor, excise board, welfare board, treasurer.

County contests; Rules and regulations, state association, basketball, baseball, track, fine arts and academic.

Education association; Programs, reports, meetings, finances.

American Legion; Americanization, school awards, orations.

Libraries; Invoices.

Separate schools; Encumbrance record, transportation, teacher's list, applications.

State Department; Bulletins, circulars, legal, application for high school accrediting, model school accrediting, certificates, primary and secondary aid, seminar, textbooks, names of important state officials.

Reports; Apportionments, annual statistical for Part I and Part II, enumeration, personnel, transfer, teacher's monthly, school board, clerk, isolation, transportation, homestead exemption.

Transfers; Patrons' applications, notice of application, pupils transferred, notice of non-transferred, appeals, commissioners' decisions, notice to parents, attendance report, pupils who moved.

There are certain accumulative reports which must be kept together. They are teachers' annual reports, annual statistical, enumeration, personnel, primary and secondary aid, isolation, accrediting, tax levies, valuation, eighth grade graduates, excise board resolutions, separate school resolutions, funds from teachers' examinations and cash building funds.

Economy helps can be devised by means of a summary book which contains tax levies, various resolutions of levies, mills voted, valuation of school districts, insurance, amount of primary and secondary aid received, the number of transferred pupils, enrollment by districts, average daily attendance, date of opening and closing of schools, and time of reports which are needed from teachers and boards. A pending file is necessary to show when all material for certain reports is complete from all districts. Again a suggestive file is desirable for certain reports to indicate where improvements should be made and to list items for the office bulletin to the schools and to newspapers.

Cross-Reference Needed. All material should be indexed and certain items should have cross-reference where they may be classified under two or more groups. For example, the personnel report should be classified under reports. However, cross-reference should be made where an official might think to look for this report. These places will include teachers, schools, State Department, accrediting, primary aid, and personnel reports.

CHAPTER V

HEALTH EDUCATION

Health Education may not be classed as a part of the school program but seventy-five per cent of the health program in a county is with school children and children who will be in school within the next year. The state and most counties have health educational programs.

The state is divided into twelve health districts for the purpose of administration. Dr. C. M. Pierce, Commissioner of Health, is at the head of the organization. He is located in the Capitol building at Oklahoma City. The Commissioner has his regular corps of professional men and women and office force. In addition to this group, located at Oklahoma City, there are five supervisors of nurses who work over the state.

The state, divided into twelve health units, has at least one state health nurse in each district. The larger districts have two nurses. Other branches of the state health program consist of one cooperative group, located in the northeastern part of the state, consisting of five counties, and one with four counties, located in the northwestern part of the state. One medical director, one supervising nurse, one nurse for each county, one full time sanitarian, and one clerk are employed in each cooperative group. Nine counties of the state have adopted the health unit plan. A special physician, nurse,

sanitarian, and clerk are employed in the county health unit plan. The Federal Government and State Indian Department cooperate in both plans.

Primary purposes of county health units are, as set up in the bulletin, "The County Health Unit,"¹ control of communicable diseases, sanitation of milk and water supplies, proper disposal of sewage and excretions, school hygiene programs, and public health education. General objectives may be classed as educating individuals and families to protect their health, correlating health and social programs, and educating the community to develop adequate public health facilities.

The office of county superintendent can cooperate with both the county and State Health Departments in health programs. All counties have health officers. Their duties and finance vary, but the superintendent should cooperate with the county health unit or department, particularly on inoculations. Arrangements should be made with the county and State Health Departments to inoculate all children in the county for typhoid, diphtheria, and smallpox. This could very well be a program extending over two years, with those in charge working on each separate inoculation at different times.

County health officers usually know the county and will

1 County Health Unit Bulletin from State Department of Health, Capitol building, Oklahoma City.

take care of their part of the territory without assistance. When representatives from the State Health Department come into the county the superintendent must cooperate by making schedules, arranging for the school or community to furnish help, and going with and assisting them.

Accurate records should be kept of all inoculations. The superintendent may obtain these records from the nurse in charge and in turn have a copy sent to the school to be recorded there. There is a place on the back of the register sheet for teachers to record this information which should be kept up to date.

The county and State Department of Health, working in connection with the crippled children's clinics, are able to do much good with the crippled children of the county. Other work includes testing of eyes and recommending needed glasses, removal of tonsils, and tuberculin tests. Usually the county will be able to take care of the eyes and tonsils. The State Department of Health has a fully equipped trailer laboratory where they may go into the county and give tuberculin tests and follow up with x-rays of the chest. Many times necessary operations may be arranged when the patient or patient's family are not able to pay for the necessary operation.

The Sixteenth Oklahoma Legislature passed Senate Bill No. 178² which permits the employment of physicians, dentists, and nurses by the school district board or board of education

2 Harlow's Session Laws 1937, p. 169.

of any school district or districts.

This bill was originally advocated by the large cities in order that they be empowered to hire doctors and nurses. On the suggestion that several small districts might be interested in cooperatively doing the same thing the bill was changed to include any district.

Nurses or physicians may actually be employed under the bill. Dependent schools to properly operate under the provisions of the bill would have to go together and each school district set up in its budget the pro rata part of the expense.

County superintendents and supervisors have the duty of checking the sanitary conditions that surround the school and school buildings. There is very little excuse for unsanitary toilets for schools. The WPA in every county, working under a large appropriation for sanitation, has been able to construct sanitary toilets for schools at a very small cost to the district. The water supply can be easily checked. At the beginning of each school year, and any other time the water supply has had a chance to become contaminated, the supply should be tested. This can be done by sending a sample to the State Department of Health, Division of Sanitary Engineering, Oklahoma City, Oklahoma. They ask for certain information, sample of which will be furnished on request.

Storm caves are seldom used and may become very unsanitary. One of the worst situations that exists is

water standing in these caves. This not only creates unsanitary conditions but renders the cave unusable. As a part of the health program of every school the storm cave should be kept clean and free from water.

The general condition of the school grounds should be checked by the person inspecting the school. If there are mud puddles on the grounds or bar ditches at the side of the road they should be drained. Water should not be permitted to stand in toilet pits or in old cans or buckets that may be in the junk pile. In the building, lunches should have clean and proper storage protected against flies. Hot lunch kitchens, serving rooms, and cloak rooms must be kept clean and in a sanitary condition.

Malaria control has been taken care of, to a great extent, by the federal sanitary project. In places bothered with this disease the State Sanitary Engineer should be called on to supervise drainage and treatment of the malaria infected places.

Pre-school clinics are doing much to prepare the beginning child for school. The child is given a complete examination at these clinics and may be inoculated for either diphtheria or smallpox. The typhoid inoculation is impracticable at this time because of the requirement of three shots. Other points that may come in for testing are bad tonsils, adenoids, defective hearing, and defective sight.

The superintendent and supervisor may be able to do

much in correcting improper seating or improper lighting. These are two very important items to check. There have been many children who have had to wear glasses because of facing a light or because of cross lighting in the school room. The child's desk is his home nine months of the year. He should be properly seated in order to grow straight and be healthy.

The hot lunch hour provides an excellent time to teach manners, proper eating, proper nutrition, and normal growth. Morning inspection for skin and communicable diseases, for teeth and general cleanliness is five minutes well spent. Other health lessons may be taught at this period.

CHAPTER VI

SCHOOL PUBLICITY

School publicity is a matter of discussion. Floyd Coates, county superintendent of Kay County, says, "Too much publicity is worse than none at all." He is correct, unless the publicity is of the right kind. Publicity that will lead to a great amount of competition between individuals will tear down more than it will build up.

Publicity, as the writer treats it in this chapter, means newspaper publicity such as newsletters, special school stories, special stories on school work or school events, bulletin publications, and other mimeographed or printed matter sent out for information and news.

Newsletters for newspapers of the county have become popular with some superintendents. These newsletters may be of inestimable value generally to the schools of a county. Announcements may be made to patrons, teachers, and children through the newsletter with only the cost of preparation and mailing to the papers. It has been determined that school boards and teachers watch the newsletters that go out to the newspapers for announcements or school information.

Announcements and information relative to the beginning of school, contest events, enumeration of children, examinations, changes in school laws, primary and secondary aid, transfer of children to high school, track and field meets,

closing exercises, and any number of other items may be carried in the newsletter. As soon as the public learns that any event of special mention relative to the schools will be in the newsletter, all are anxious to get the paper which publishes it.

The newsletter, if properly handled, is the best form of publicity to be had. There are a few points that have to be adhered to before success can be expected. First, the newspapers must be sold on the idea. The best way to do this is to talk with the editor and get his permission or promise to try the newsletter for at least a month. Second, the proper preparation of school articles. Fourteen rules for news writing are carried at the end of this chapter. Third, the material must be prepared and to the newspaper on time. On time, to the newspaper editor means ahead of rush news stories and advertising. If the paper carrying the newsletter is to be published Thursday, the material should be in the newspaper office Tuesday.

News is not easily gathered in one or two hours. You should have a file or note book to make and keep news item notes on so you would be ready. Monday is the usual newsletter writing day. If special stories happen after that date they may go out later. The deputy and supervisor should contribute to the news writing. Another important matter is the release date. If there is a daily paper in the county the weekly papers do not like to have the news two or three days after it has been carried in the daily

paper. The best system that the writer has found is to send the news to the weekly papers as soon as completed and to the daily paper the evening before it would come out on the same date as the weekly papers.

The best way to sell the newspaper man on the idea of using the newsletter each week is to sell your teaching force on the idea first. Let a few of them go to the newspaper and ask for copies with the newsletter or ask that it be carried. Newspaper men always want local school and community news. This could be worked to help with the newsletter publicity.

Special school stories do much to educate the general public on what is going on in our schools and we might say to our schools. A proper publicity man sending stories to the weekly newspapers of the county during the Sixteenth Legislature, giving the school's side on our finance bill, would have done more good than all the lobbying. The same thing can happen to the smaller school.

If a school does something that merits publicity, it is the school administrator's duty, whether a superintendent or one room teacher, to see that proper recognition is given. Special stories may merit better recognition than a place in the newsletter. If so, more consideration should be given them. The writer recalls that the completion of the school finance bill by the Sixteenth Legislature, with State Board of Education rulings were of sufficient importance to make the first page of every paper in the

county. The information on homestead exemptions was another good school story.

Special event school stories such as teachers' meetings, county school board meetings, special points in supervisory work, contests, track and field meets, graduation and closing events, and special work of teachers should be written and given publicity. Other stories connected with school work are those on 4-H Club work, 4-H Club contests, P.T.A. meetings, and publicity for the various educational clubs. These furnish good material that may be tied in with school publicity.

Preparation and delivery of good talks at educational meetings, civic organizations, P.T.A. meetings, school exercises, graduation exercises, and good will talks, are good publicity for schools. This is a place where schools need the proper publicity.

School papers have become very common among our high schools. Many grade schools put out mimeograph or hectograph papers. These should be encouraged where there are proper facilities.

RULES FOR NEWS WRITING

1. Write legibly. If carbon paper is used do not use too many sheets.
2. Leave margin at top and sides of paper so that a heading may be written or corrections made.
3. If typewriter is used, double space. If written in long hand do not crowd. Use one side of the paper only.
4. Space between articles, using division marks.

5. Use paper, size 8 $\frac{1}{2}$ x11, regular letter size.
6. When writing news free-hand be careful to go straight across the paper since the guide line of the linotype machine runs straight.
7. Spell the names correctly. Do not use abbreviations for the first names. Use initials or full first name, or nick name.
8. Make stories brief and to the point.
9. Do not send in old stories. Send stories in when they are news.
10. Identify the days of the week so there will be no difficulty in knowing which day is meant.
11. Items should be changed in form. It is very monotonous to read items when all are written in the same form.
12. Stories should at least carry two bits of information. The time and the place. The old rule, who, what, when, where, and why covers every story. Papers should be marked, "Belford News, Page 2."
13. Always mail stories or reports in ample time for publication date, and early enough to be ahead of rush material that comes in just before press time.
14. Use news of strictly news nature and not comments about others. Know what is good for your office. Know what is good news for the paper.

BULLETIN INFORMATION

The county superintendent's office has information which is of interest to teachers only, and some material which should be distributed to teachers only. Since these conditions exist, it is well to have direct communication with the teaching personnel through personal letters or bulletins.

The mimeographed bulletin seems the best way to carry these messages directly to the teachers. The bulletin is information that may be kept on the desk and referred to later. Definite announcements to teachers may also be carried in the bulletin. The superintendent knows, when he sends out his bulletin, that the teacher will get the information, but he can not be sure that it has been received when the newsletter, alone, is used.

By use of bulletins, supervisors and superintendents have a good means of doing some of the supervisory work by correspondence. Special days may be emphasized by illustrations or cover designs. Special work may be brought out through lessons carried in the bulletin.

Bulletins should be issued at regular intervals. Monthly, at the end of each six weeks, or every two months. It has been found that the monthly bulletin, beginning with October, is very effective. The January issue may be omitted, leaving seven issues for the year. Bulletins containing no writing may be sent through the mails as second class mail matter.

Letter size paper, $8\frac{1}{2}$ x 11 inches, makes the best sized bulletin, however this size makes a more expensive bulletin than to use legal size paper, $8\frac{1}{2}$ x 14 inches. The bulletin should go to each teacher. Usually bulletins are preserved through the year for future reference.

When a supervisor is not available, the bulletin is the next best piece of supervisory work.

A complete system of publicity should include bulletins, newsletters to newspapers, special stories for newspapers, and the preparing and the delivering of addresses and informal talks.

CHAPTER VII

TEACHERS' MEETINGS AND COUNTY CONTESTS

Group meetings of the county will center around teachers' meetings and county contests. The formation of associations for teachers and educators should be encouraged. Those attending such meetings will receive information and inspiration from the talks and from association with others. The kind of information, good or bad, will be governed by the program that is given at the event.

The county superintendent and his entire force should attend teachers' meetings and contests as far as possible. The deputy may be forced to keep the office open during these events, if there are many teachers and patrons in town for the event. This particularly holds good if the county is large and teachers and patrons go to the county seat only a few times during the year. Some schools in Oklahoma are located over 60 miles by common traveled road from the court house.

Teachers' meetings may be conducted in several different ways. The county teachers' meetings usually consist of afternoon and evening meetings. A very good plan for this arrangement is for the county superintendent to have charge of the afternoon meeting and program with the president of the county teacher's association presiding and in charge of the evening meeting. County wide teachers' meetings should have at least one good speaker from the outside and it is better if a different speaker may be used

for the afternoon and evening programs.

The pre-school teachers' meeting, where all teachers come together for general information relative to the beginning of the school year, has grown to be an effective way of starting the school year. This meeting can be handled successfully as a one day session. The first general meeting is held in the afternoon. The county superintendent will usually take from thirty-five to forty-five minutes in outlining the policies and program for the school year. A speaker may be used on this program, but his talk will necessarily have to be short. If the afternoon program is crowded a night meeting may be necessary. This is seldom advisable since it is usually hot at the time schools open and teachers do not care to stay for the evening meeting.

Teachers who have business with the county superintendent or with the county superintendent's office try to take care of it during the day. It is well that the superintendent stay in the office during the forenoon of this day to take care of incidental business, such as approving contracts, checking and registering certificates and other matters that may need attention. The deputy should stay in the office during the entire day. Where the district court room is of sufficient size it is a good arrangement to hold meetings there in order that teachers may not have to go from the school building to the county superintendent's office so many times.

This meeting will be the place where the supervisor will be able to get in her best work. The entire morning

hours of the supervisor should be taken up with beginning teachers, new teachers and the supervisory program for the year. She should have a list of the new teachers in order to send a special invitation to them to be present with any questions they care to ask. Reports, keeping of the register, daily schedule and many other items may be taken up at this meeting. It has been found a very good plan to have all beginning teachers meet with the supervisor at 8:30 a.m. for one to one and one half hours with a thirty minute intermission. A meeting then should be held for the beginning teachers, new teachers or anyone that cares to attend. In case there is no supervisor, and the county superintendent does this work, the meeting for beginners should be held anyway. The other meeting may be dispensed with.

Outside of the general and special meetings there are three matters that may be taken up during the day. Distribute supplies, collect O.E.A. dues, and have the proper display of magazines on hand. The distribution of supplies is the main point of the meeting. Some county superintendents have found it very desirable to provide supply boxes and place all supplies in the box before the meeting with a check list showing what the box contains. Some teacher or teachers may be designated to take care of O.E.A. dues. The payment of dues should have an announcement on the regular afternoon program.

Magazine representatives are glad to attend these meetings and display their school papers and supplies. It is a good plan also to have some person, possibly a local

representative, at a stand in the hall to show school magazines. Teachers who do not attend summer school may want to purchase school publications or other material for the year.

Group teachers' meetings should be held at least once a year. In counties where there is a supervisor two series of group meetings can very well be handled. These meetings should be arranged so there will be between twenty and twenty-five teachers to attend. At least part of the time, it is well to hold these meetings in the one and two teacher schools. Success of the meeting will depend on the proper grouping of the teachers of the county. Places of meeting should be shifted giving a number of teachers the responsibility of host.

The series will range from four to eight meetings. A good plan for the eight meeting series is to start on Monday afternoon at 2:00 with only one meeting that day. The other meetings may follow, Tuesday, Wednesday and Thursday afternoon and night and a single meeting Friday afternoon. There is very little difference in the attendance in the afternoon or night. With this arrangement teachers may attend more than one meeting.

Programs for each meeting will be the same with the list of teachers changing each time. Following is a sample program that has been successfully used.

PROGRAM

Opening-----	Welcome
A Book Review-----	Teacher
Lunches and Hot Lunches-----	Teacher
Teaching Reading and Literature--	Teacher
Creative Work-----	Outside speaker
Testing-----	Teacher
The Excellent Teacher-----	Supervisor
The Score Card-----	Teacher
The Safety Campaign-----	Superintendent
The Present Day-----	Teacher

County contests among the rural schools gives the children of these schools a chance for competition the same as debates, football, and other extra curricular activities provides an outlet for the city schools. There is no question that competition is good for a school. The question is, how far should competition go? Some counties sponsor basketball and baseball tournaments, music and literary events, county fair exhibit, academic contests, and track and field meets. This is a rather extensive list of school activities. It is not advisable to encourage schools to enter all of these activities provided they are offered in the county. Events should be selected that may best fit the school. Not more than three events should be entered by the one teacher schools. Schools with two or more teachers may arrange to enter the number that can be handled without interfering with school work.

Authority may be delegated to the teaching force for many of these contests. The superintendent will, however, be responsible for the management of the contest and should work with all committees.

Dependent high school districts, where there are several in the county, may have a similar program of contests. Responsibility of the county superintendent is usually less with these contests since superintendents and principals of the larger schools carry more of the work of arrangement and administering the contests.

Schoolmasters' Clubs may not strictly be classed as teachers' meetings, but their membership is restricted to those doing school work. This organization is beneficial from the standpoint of all sections of the county being represented in a meeting once a month. Programs on events of the year can be worked out at these meetings so there will be a minimum of conflicts. During the Sixteenth Legislature this organization, in the many counties of the state, was able to keep the entire teaching profession informed on what was happening in school legislation.

Cooperation in 4-H Club work and their meetings, school board meetings, and the many social meetings of the county are added duties of those in charge of the office of county superintendent.

CHAPTER VIII

SUMMARY

The first seven chapters of this thesis have been devoted to setting out the objectives and developing the material under six heads, namely: Administrative Duties, Supervision, Clerical Work and Records, Publicity, Teachers' Meetings and Contests, and Health Education. This chapter will bring out some of the important points that should be called to the attention of the reader.

It has been difficult to develop the administrative, supervisory and clerical chapters. If all county superintendents offices had the three officers, superintendent, supervisor and deputy county superintendent, the work would be simple. But since most of the offices of Oklahoma county superintendents do not have the supervisor, duties of this officer must be taken over by the superintendent, and the deputy must take over part of the work of each.

The administrative problem is the most difficult of the duties of the office. The superintendent in charge of the administration directs all the work of the office. His success depends on his ability to properly delegate duties and have them effectively executed with minimum supervision.

The writer has been very successful in getting the cooperation of others in this work. The special discussions

by E. V. Dawson on "Separate Schools" and by Guy H. Lambert on "Eighth Grade County Graduations", at the end of Chapter II, Administrative Duties, add tested, workable suggestions.

A number of pages have been devoted to the annual school letter. This is one time of the year when the superintendent's communication to the school board is received with interest by all members. The superintendent should spend much time and thought on this letter. More space could have been given to work with the excise board, but situations are different in each county. The county superintendent has no power or authority to change these conditions.

In the State of Oklahoma we have sixty-four men and thirteen women serving as county superintendent at the present time. It was revealed in the research that supervision was the weak point in the office of the county superintendent. Women are better supervisors in the elementary grades than men, but the opposite is true concerning the administrative duties. It is necessary to sacrifice one or the other under the present setup. Better supervisory methods should be arranged for and used in the state. The writer has tried to point out these methods.

Duties of the deputy county superintendent are materially increased where there is no supervisor. A person trained for secretarial work is necessary for this place. By systematically handling the office and the duties other than clerical, the deputy, will be able to properly care for many of the overlapping duties, thus relieving the superintendent of

some work and giving him more time for supervision.

The work of Birney Herrin, Creek County deputy, on filing, should be helpful to deputies. The writer again emphasizes that proper facilities for filing are necessary in a well arranged office.

Health education is now a part of our school program. The State Department of Health is branching out each year and may take over part of the health education which schools are now promoting. The teaching of health from text books and by oral hygiene will continue in the schools.

The pre-school teacher's meeting and group meetings are both administrative and supervisory. The pre-school meeting furnishes a good opportunity for presenting administrative problems, while the group meetings are more of a supervisory nature. These two meetings are indispensable to a good school year.

Contests have been discussed from a competitive angle and from the point of view of the time taken out of school. If the proper amount of time is spent on these contests they are good builders for a school.

Publicity is discussed in this thesis from both the newspaper and bulletin standpoint. Both of these methods are effective if properly used. The bulletin, which is filling a long felt need, is an important aid in school work.

Appended is a calendar of the events of the year arranged chronologically. Throughout the work, methods of

procedure have been outlined in such a manner that the writer hopes and believes they will be helpful to experienced as well as inexperienced county superintendents in the State of Oklahoma.

SCHEDULE OF DUTIES

The following schedule of duties was prepared by Mrs. Viola Griffith, county superintendent of Okfuskee County. The schedule begins with duties at the beginning of the school year.

First Monday in July, uneven years. Take Oath of Office and file bond with county clerk. File appointment of deputy and supervisor with county clerk.

First Monday in July, each year. File annual report of earnings and expenditures for the past fiscal year and estimated income and needs for the ensuing year.

July 5. Make requisition for teacher's examinations and special examinations to be held the fourth Thursday, Friday and Saturday of July.

July 10. Non-independent districts, furnishing transportation, file their transportation reports for the preceding year.

July 10. State Board of Education makes apportionment of primary aid.

July 10. Arrange for preparation of school budgets.

August 1. Begin Part II of the county superintendent's annual report to the State Department of Education.

August 5. Check for errors in request column in budgets.

August 20. Receive mimeographed list of accredited and model schools, from the State Department of Education, for verification.

August 25. County superintendents should have lists of high schools applying for accrediting during the current year in the office of the state superintendent.

September 1. Part II of county superintendent's annual report should be on file in office of state superintendent.

September 1. Make secondary aid reports.

September 1. Present budgets to the excise board, if not previously presented.

November 1. Personnel report should be sent to the State Department of Education.

January 1. Enumeration report books should have been received from the State Department of Education.

January 10. Enumeration report books must be in the hands of the clerk of each school district.

January 15. School enumeration begins.

February 1. List of all private schools of the county, with name and address of the head of the school, to be filed with the State Department of Education.

February 1. List of all independent, consolidated, union graded, and separate school districts furnishing transportation, to be filed in the office of the State Department of Education.

February 5. District enumeration report to be filed in the office of county superintendent.

February 15. State apportionment with-held from schools not making enumeration by this time.

March 1. Make requisition for eighth grade examination questions.

March 15. County superintendent shall have county enumeration reports in the office of the state superintendent.

April 1. Make requisition for teacher's examinations and special examinations to be held on the fourth Thursday, Friday and Saturday of April.

April 10. Blanks for annual report Part I should have been received from the State Department of Education.

May 1. Report of all school district officers should be in the office of the State Department of Education.

May 1. County superintendent should have reported, to the State Department of Education, grades of the successful applicants for eighth grade diplomas.

May 1. Primary aid and isolation reports should have been received from the State Department of Education.

May 15. Should begin making Part I of the annual report.

May 15. County superintendents should have on file all applications for transfer of pupils.

May 20. County superintendents shall notify receiving and sending districts of all transfer of pupils.

June 1. Hearing held on applications for transfer.

June 6. Clerks of each district to be notified of results of the hearing held on June 1st.

June 15. Primary aid reports due in county superintendent's office from school districts.

June 15. Isolation reports due in county superintendent's office from school districts.

June 20. Part I of the county superintendent's annual report should be in the office of the State Department of Education.

June 20. Primary aid and isolation reports should be in the office of the State Department of Education.

June 30. Both sending and receiving districts should be sent statements of transfers made.



Rural School Graduating Class, McCord School, 1937, Osage County

A group of county superintendents who were in school, at O
Oklahoma A. & M. College, spring 1937

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