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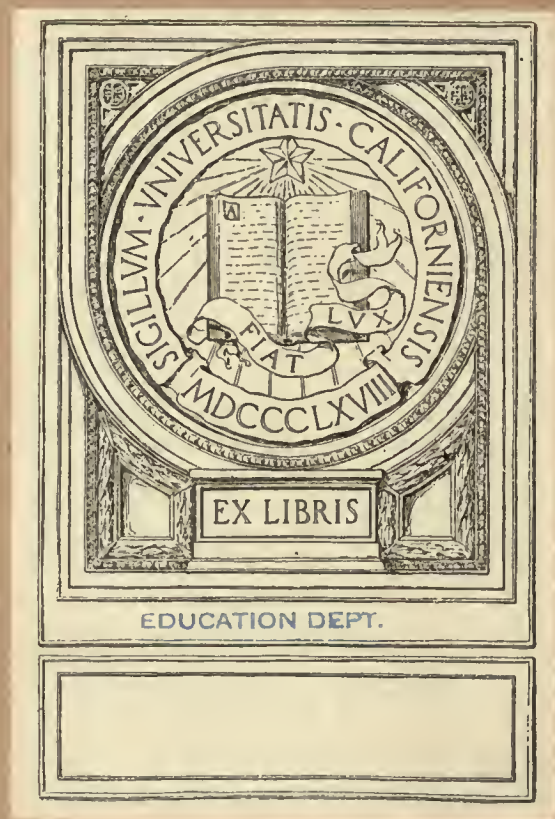
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Unitary vs. multiple control of large city school
systems of the United States

By

John Benair World

A.B. (University of Utah) 1916

THESIS

Submitted in partial satisfaction of the requirements for the degree of

MASTER OF ARTS

in

Education

in the

GRADUATE DIVISION

of the

UNIVERSITY OF CALIFORNIA

Approved.....*F. W. HART*.....
Instructor in Charge

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MEMORANDUM

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MEMORANDUM

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TABLE OF CONTENTS.

| | <u>PAGE.</u> |
|--|--------------|
| I. INTRODUCTION..... | 4 |
| a. The issue..... | 4 |
| b. Definition of terms..... | 4 |
| c. Purpose of the study..... | 4 |
| d. Method of procedure..... | 4 |
| II. FINANCIAL DIFFERENCES..... | 10 |
| a. A comparison of the cost of maintenance per pupil enrolled under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921 with figures for the individual cities.. | 13 |
| b. A comparison of the cost of maintenance per pupil in Average Daily Attendance under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921, with figures for the individual cities..... | 14 |
| c. A comparison of the cost for outlay per pupil enrolled under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921, with figures for the individual cities..... | 15 |
| d. A comparison of the cost for Outlay per pupil in Average Daily Attendance Under Multiple Executive Control and Under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921, with figures for the individual cities..... | 16 |

ANNEXURE A

| | | |
|----|-------|----|
| 1 | | 1 |
| 2 | | 2 |
| 3 | | 3 |
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| 48 | | 48 |
| 49 | | 49 |
| 50 | | 50 |

- e. A comparison of the cost of education on a per pupil basis under Multiple Executive Control and Under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921..... 17
- f. A comparison of the cost of education on a per pupil basis under Multiple Executive Control and Under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921..... 18
- g. A comparison of the cost of education upon a per pupil basis under Multiple Executive Control and under Unitary Executive Control in cities of the United States with from 25,000 to 100,000 population for the school year 1920 - 1921..... 19
- h. A comparison of the mean costs of education per pupil in Average Daily Attendance under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1917 - 1918..... 20

III. MEASURES OF QUALITY..... 21

- a. A comparison of the percent of attendance under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921, with percentages for the individual cities..... 22
- b. A comparison of the percent of attendance under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921..... 23
- c. A comparison of the percent of attendance under Multiple Executive Control and under Unitary Executive Control in cities of the United States with from 25,000 to 100,000 population for the school year 1920 - 1921..... 24

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d. A comparison of the holding power of the high schools under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921, with figures for the individual cities..... 25

e. A comparison of the holding power of the high schools under Multiple Executive Control and under Unitary Executive Control in cities of the United States of 100,000 population and over for the school year 1920 - 1921..... 26

IV. CONCLUSION..... 27

V. BIBLIOGRAPHY..... I.

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CHAPTER I.

INTRODUCTION.

The question of efficiency in school administration as determined by the type of executive control has often been discussed but seldom studied scientifically. Whether multiple control is more efficient, as good as, or inferior to unitary executive control has not received the study its importance justifies.

Unitary executive control is one man control where there is a single executive head of the entire school system. Multiple executive control implies two or more executive heads.

The purpose of this study has been to find out whether the cost of education is greater in cities having one kind of executive control than in cities having the other. Are business or other departments better able to save money or to spend more wisely when not under the control of the superintendent? Is the cost of education greater in cities having multiple executive control or in cities having unitary executive control?

In an attempt to answer these questions a questionnaire procedure (see following page) was sent out to the superintendents of all cities of one hundred thousand population or more. The

Page 1

MEMORANDUM

The purpose of this memorandum is to advise you of the results of the investigation conducted by the Special Agent in Charge, [Name], on [Date] at [Location]. The investigation was conducted in accordance with the instructions of the Director, [Name], dated [Date]. The results of the investigation are as follows:

It was determined that [Name] is a [Nationality] born [Date] at [Location]. He is currently residing at [Address]. He is employed as a [Occupation] at [Company].

It was further determined that [Name] has no known relatives in the United States. He has no known associates who are known to be active in the [Organization]. He has no known contacts with [Name].

It was also determined that [Name] has no known contacts with [Name]. He has no known contacts with [Name]. He has no known contacts with [Name].

It is recommended that [Name] be placed under continued surveillance. It is also recommended that [Name] be placed under continued surveillance.

UNIVERSITY OF CALIFORNIA
Department of Education
BERKELEY

February 23, 1922.

TO THE SUPERINTENDENTS OF ALL CITIES
OF 100,000 POPULATION OR MORE.

My dear Superintendent:

Please supply me with the information called for on the bottom of this page. To be of service it must be returned within ten days. For your cooperation I will send you a summary of the report within a month.

Very sincerely yours,

Associate Professor in Education Administration.

FOR THE SCHOOL YEAR 1920 - 1921.

ENROLLMENT: Kindergarten _____ Elementary _____
(1 to 8)
High School _____ Total _____
(9 to 12)

AVERAGE DAILY ATTENDANCE: Kindergarten _____ Elementary _____
(1 to 8)
High school _____ Total _____
(9 to 12)

COST: Maintenance _____ Outlay _____

Are all executive departments subordinate to the Superintendent _____

If not what departments report directly to the Board of Education _____

Please send me a copy of the rules of your Board of Education, your last annual report, statistical and financial report of the auditor or clerk and your last salary schedule.

returns were separated into two groups on the basis of their answers to the questions: "Are all executive departments subordinate to the Superintendent?" and "If not what departments report directly to the Board of Education"? The figures on enrollment, average daily attendance and cost were then tabulated and checked by reference to the printed reports called for. When we could not check, a second letter was sent defining just what was meant. A copy of this second letter is given on the following page. In some cases it was necessary to send several letters to get returns.

Per pupil costs were then figured for each city-- regular maintenance or running expenses per pupil, and outlay per pupil. These were figured both on enrollment and on average daily attendance. Outlay is the amount invested during the year in permanent school facilities such as sites, buildings, improvements, fixtures and equipment. Maintenance includes all other expense of the school system, administration, supervision, instruction, heating, lighting, and janitor services, etc.

These per pupil costs were ranked for each group of cities, for those having multiple executive control and for those having unitary executive control, and the medians and means found for each. These median and mean costs were

As soon as possible, the Government should take steps to
bring about the cessation of hostilities and the
restoration of peace. It is the duty of every
citizen to support the Government in this
effort. The Government is determined to
bring about a speedy and honorable peace.
It is the duty of every citizen to support
the Government in this effort. The
Government is determined to bring about
a speedy and honorable peace. It is
the duty of every citizen to support
the Government in this effort.

-7-

UNIVERSITY OF CALIFORNIA
Department of Education
BERKELEY

March 15, 1922.

Superintendent of Schools,
Kansas City, Kansas.

My dear Sir:

I wish to thank you for your very prompt attention to the request for costs and enrollment data in my recent letter, a copy of which is attached. There is, however, one point upon which we did not get a uniform interpretation, namely, "outlay" and "maintenance."

By "OUTLAY" we wish to secure the amount invested during the year 1920-21 in permanent school facilities such as sites, buildings, improvements, fixtures and equipment.

Under "MAINTENANCE" we wish classified all other expense of the school system including administration, supervision, instruction, heating, lighting and janitor service, etc. Will you be kind enough to give us a re-statement of these two items?

We have thus far had more than 40 returns from the cities of 100,000 or more. The tabulation of the returns received is tending to show a very pronounced advantage in unified control as opposed to multiple control.

Very sincerely yours,

Associate Professor in Educational Administration.

KANSAS CITY, KANSAS 1920-21.

MAINTENANCE

OUTLAY

FWH:JA

ENC.

figured at three different times, each time using all the returns then in; and each time the results were substantially the same. Therefore it is quite certain that the figures in the tables give a very true picture of the situation.

Later a similar questionnaire was sent to the superintendents of all cities having a population between twenty-five thousand and one hundred thousand. The returns were treated in much the same manner except that per pupil costs were not figured for each city but for each group of cities; that is, for those under multiple executive control and for those under unitary executive control.

As a further check per pupil costs of education under multiple executive control and under unitary executive control were figured for the school year 1917 - 1918. This was figured from data made available in the United States Bureau of Education's Bulletin entitled "Statistics of City School Systems", published in 1920.

From the data secured by the questionnaire it was also possible to figure the percent of attendance and the holding power of the high school for each city and for each group of cities. The percent of attendance was found by dividing the total average daily attendance by the total enrollment. The holding power of the high school was found by

THE COURT HAS CONSIDERED THE MATTER AND IS OF THE OPINION THAT THE APPLICANT'S REQUEST FOR A WRIT OF HABEAS CORPUS IS UNAVAILING AND THAT THE APPLICANT IS NOT ENTITLED TO SUCH A WRIT.

THE COURT HAS ALSO CONSIDERED THE MATTER AND IS OF THE OPINION THAT THE APPLICANT'S REQUEST FOR A WRIT OF HABEAS CORPUS IS UNAVAILING AND THAT THE APPLICANT IS NOT ENTITLED TO SUCH A WRIT.

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THE COURT HAS ALSO CONSIDERED THE MATTER AND IS OF THE OPINION THAT THE APPLICANT'S REQUEST FOR A WRIT OF HABEAS CORPUS IS UNAVAILING AND THAT THE APPLICANT IS NOT ENTITLED TO SUCH A WRIT.

dividing the average daily attendance of the high school by the total average daily attendance, that is, by the average daily attendance of the kindergarten, elementary and high school combined. This was done for each city in the group of the larger cities or those over one hundred thousand population, but not for those in the group of smaller cities. In the latter case the cities were not treated, individually.

CHAPTER II.

FINANCIAL DIFFERENCES.

It is readily seen from the tables that follow (pages 13 to 26) that the cost of education under multiple executive control is uniformly greater than the cost under unitary executive control.

Table V, page 17 , gives in summary form the mean and median costs of tables I to IV inclusive, together with figures on total cost of education per pupil with differences between the unitary and the multiple groups for the school year 1920-21. Thus it is seen that the mean total cost of education per pupil enrolled is eighty-three dollars and fifty-five cents (\$83.55) for that group of cities having unitary control, and ninety-four dollars and sixteen cents (\$94.16) for the group having multiple control. That is, the mean cost of education per pupil enrolled is ten dollars and sixty-one cents (\$10.61) more in those cities having multiple control than in those having unitary control. When figured on average daily attendance the mean total cost of education is one hundred one dollars and thirty-one cents (\$101.31) per pupil in those cities having unitary control, and one hundred fifteen dollars and sixty-one cents (\$115.61) per pupil in

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those cities having multiple control. That is, it costs fourteen dollars and thirty cents (\$14.30) more per pupil in the cities having multiple control than in those with unitary control.

The median costs per pupil show even more striking differences. The median total cost of education per pupil enrolled is for those cities having unitary control seventy-three dollars and seventy-nine cents (\$73.79), and for those having multiple control eighty-seven dollars and forty-five cents (\$87.45). The median cost per pupil enrolled is seen to be thirteen dollars and sixty-six cents (\$13.66) greater in cities having multiple control of their school systems than in those cities having unitary control. Figured on average daily attendance the median total cost of education per pupil is ninety-one dollars and forty-two cents (\$91.42) for those cities having unitary control, and one hundred six dollars and forty-five cents (\$106.45) for cities with multiple control. Or, the total cost of education per pupil in average daily attendance is over fifteen dollars greater in cities having multiple control than it is in those cities having unitary control of their school systems.

From Table VI, page 18 , it is seen that in the group of smaller cities the mean cost per pupil enrolled for maintenance is four dollars and sixty-seven cents (\$4.67) high-

The first part of the report deals with the general situation in the country. It is noted that the economy is showing signs of recovery, but that there are still many problems to be solved. The government is taking steps to improve the situation, but more action is needed.

The second part of the report deals with the financial situation. It is noted that the government has a large budget deficit, and that this is a major problem. The government is trying to reduce the deficit, but it is not clear how long this will take.

The third part of the report deals with the social situation. It is noted that there is a high level of unemployment, and that this is causing a lot of social problems. The government is trying to create jobs, but it is not clear how many jobs will be created.

The fourth part of the report deals with the political situation. It is noted that there is a lot of political instability, and that this is causing a lot of problems. The government is trying to stabilize the situation, but it is not clear how long this will take.

The fifth part of the report deals with the international situation. It is noted that the country is facing a lot of international problems, and that this is causing a lot of difficulties. The government is trying to solve these problems, but it is not clear how long this will take.

In conclusion, it is noted that the country is facing a lot of difficulties, but that there are still some opportunities. The government needs to take more action to improve the situation, and to solve the problems that are causing the difficulties.

or in those cities having multiple executive control. The cost for outlay in those cities is seen to be one dollar and thirty-eight cents (\$1.38) higher. The mean cost per pupil in average daily attendance is seen to be ten dollars and seventeen cents (\$10.17) higher in the cities having multiple control. For outlay it is two dollars and ninety-two cents (\$2.92) more. The total cost of education per pupil enrolled is seen to be six dollars and five cents (\$6.05) more, and the total cost of education per pupil in average daily attendance, thirteen dollars and nine cents (\$13.09) more in those cities having multiple executive control than in those having unitary executive control.

In table VII, page 20 , it is seen that the same thing held true during 1917 - 1918. The mean cost of education per pupil in average daily attendance was nine dollars and twenty-five cents (\$9.25) higher in cities having multiple executive control.

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TABLE I.

A COMPARISON OF THE COST OF MAINTENANCE PER PUPIL EN-
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ITARY EXECUTIVE CONTROL IN CITIES OF THE UNITED STATES
OF 100,000 POPULATION AND OVER FOR THE SCHOOL YEAR
1920 - 1921, WITH FIGURES FOR THE INDIVIDUAL CITIES.

MULTIPLE CONTROL

UNITARY CONTROL.

| | | | |
|---------------|----------|-------------------|---------|
| Indianapolis | \$105.08 | Buffalo | \$98.53 |
| Seattle | 99.40 | Columbus | 94.95 |
| Cleveland | 92.06 | Oakland | 93.81 |
| Portland | 90.22 | Des Moines | 88.83 |
| Grand Rapids | 89.31 | Yonkers | 87.98 |
| Philadelphia | 88.05 | Detroit | 82.93 |
| Boston | 87.59 | Washington | 81.51 |
| Toledo | 87.34 | Minneapolis | 77.68 |
| St. Louis | 78.42 | Jersey City | 75.27 |
| New Orleans | 75.37 | Fall River | 73.67 |
| Spokane | 74.96 | Lowell | 70.60 |
| Worcester | 74.85 | Denver | 70.02 |
| San Francisco | 73.61 | New Bedford | 67.10 |
| Newark | 69.60 | Salt Lake City | 66.96 |
| Chicago | 68.63 | Trenton | 66.89 |
| Youngstown | 68.49 | Paterson | 66.87 |
| Scranton | 65.23 | Cambridge | 64.58 |
| Milwaukee | 64.06 | Norfolk | 59.60 |
| Providence | 63.57 | Kansas City, Kan. | 59.19 |
| Dayton | 61.37 | Baltimore | 58.06 |
| Los Angeles | 60.55 | Reading | 54.51 |
| Bridgeport | 58.95 | Richmond | 46.24 |
| Louisville | 57.77 | Birmingham | 40.76 |
| San Antonio | 40.56 | Atlanta | 40.60 |
| | | Nashville | 27.29 |
| Mean | 74.79 | Mean | 68.579 |
| Median | 74.23 | Median | 67.10 |

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John T. Conway

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TABLE II.

A COMPARISON OF THE COST OF MAINTENANCE PER PUPIL IN
AVERAGE DAILY ATTENDANCE UNDER MULTIPLE EXECUTIVE CON-
TROL AND UNDER UNITARY EXECUTIVE CONTROL IN CITIES OF
THE UNITED STATES OF 100,000 POPULATION AND OVER FOR
THE SCHOOL YEAR 1920 - 1921, WITH FIGURES FOR THE
INDIVIDUAL CITIES.

| <u>MULTIPLE CONTROL</u> | | <u>UNITARY CONTROL</u> | |
|-------------------------|----------|------------------------|----------|
| Seattle | \$122.14 | Buffalo | \$122.59 |
| Indianapolis | 118.39 | Oakland | 110.98 |
| Portland | 116.13 | Columbus | 107.83 |
| Toledo | 116.10 | Detroit | 107.55 |
| Los Angeles | 107.08 | Des Moines | 106.27 |
| Boston | 106.41 | Yonkers | 104.53 |
| San Francisco | 105.96 | Washington | 100.92 |
| Grand Rapids | 105.15 | Minneapolis | 95.13 |
| Cleveland | 99.98 | Denver | 92.65 |
| Philadelphia | 98.85 | Jersey City | 91.04 |
| Spokane | 94.68 | Paterson | 85.71 |
| Newark | 94.23 | Lowell | 85.32 |
| Worcester | 87.47 | Trenton | 83.11 |
| Youngstown | 86.93 | Fall River | 80.79 |
| St. Louis | 86.83 | Salt Lake City | 79.44 |
| New Orleans | 85.47 | Cambridge | 74.35 |
| Chicago | 84.16 | New Bedford | 74.16 |
| Scranton | 77.40 | Kansas City, Kan. | 72.99 |
| Milwaukee | 77.05 | Baltimore | 71.24 |
| Providence | 75.77 | Norfolk | 66.54 |
| Louisville | 74.29 | Richmond | 60.31 |
| Dayton | 71.62 | Reading | 55.94 |
| Bridgeport | 69.02 | Birmingham | 47.69 |
| San Antonio | 50.07 | Atlanta | 43.16 |
| | | Nashville | 33.30 |
| Mean | 92.134 | Mean | 82.41 |
| | 85.16 | | 86.10 |
| Median | 90.85 | Median | 83.11 |

ANNEX

THE DATA SET CONTAINS INFORMATION ON THE FIRST 100 OBSERVATIONS OF
THE FIRST 100 OBSERVATIONS OF THE FIRST 100 OBSERVATIONS OF THE
FIRST 100 OBSERVATIONS OF THE FIRST 100 OBSERVATIONS OF THE

| VARIABLE | DEFINITION |
|----------|------------|
| Y1 | ... |
| Y2 | ... |
| Y3 | ... |
| Y4 | ... |
| Y5 | ... |
| Y6 | ... |
| Y7 | ... |
| Y8 | ... |
| Y9 | ... |
| Y10 | ... |
| Y11 | ... |
| Y12 | ... |
| Y13 | ... |
| Y14 | ... |
| Y15 | ... |

TABLE III.

A COMPARISON OF THE COST FOR OUTLAY PER PUPIL ENROLLED UNDER MULTIPLE EXECUTIVE CONTROL AND UNDER UNITARY EXECUTIVE CONTROL IN CITIES OF THE UNITED STATES OF 100,000 POPULATION AND OVER FOR THE SCHOOL YEAR 1920 - 1921, WITH FIGURES FOR THE INDIVIDUAL CITIES.

| <u>MULTIPLE CONTROL</u> | | <u>UNITARY CONTROL</u> | |
|-------------------------|---------|------------------------|---------|
| Indianapolis | \$80.75 | Detroit | \$63.84 |
| Dayton | 72.54 | Baltimore | 45.91 |
| Grand Rapids | 30.70 | Salt Lake City | 40.34 |
| Toledo | 30.68 | Denver | 33.34 |
| Cleveland | 30.09 | Jersey City | 32.86 |
| Youngstown | 27.21 | Paterson | 31.94 |
| Chicago | 18.28 | Yonkers | 28.47 |
| Newark | 18.02 | Minneapolis | 23.82 |
| Los Angeles | 16.43 | Norfolk | 17.88 |
| Portland | 13.79 | New Bedford | 11.72 |
| Scranton | 13.22 | Des Moines | 8.72 |
| Boston | 12.95 | Washington | 8.09 |
| Milwaukee | 12.92 | Trenton | 6.69 |
| New Orleans | 12.77 | Kansas City, Kan. | 5.73 |
| Worcester | 10.13 | Fall River | 5.57 |
| Spokane | 9.84 | Oakland | 5.51 |
| Bridgeport | 9.51 | Reading | 4.49 |
| St. Louis | 8.64 | Omaha | 3.00 |
| Seattle | 5.76 | Richmond | 2.39 |
| Philadelphia | 4.54 | Nashville | 2.28 |
| Providence | 2.44 | Cambridge | 2.06 |
| Louisville | 2.13 | Atlanta | 2.06 |
| San Antonio | 2.09 | Columbus | 1.76 |
| | | Lowell | .68 |
| | | Birmingham | .58 |
| Mean | 19.366 | Mean | 14.989 |
| Median | 13.22 | Median | 6.69 |

TABLE

THESE DATA ARE BASED ON THE DATA OF THE BUREAU OF
THE UNITED STATES DEPARTMENT OF COMMERCE, BUREAU OF ECONOMIC
ANALYSIS, WASHINGTON, D. C. 20540. THE DATA ARE
FOR THE PERIOD FROM 1947 TO 1952. THE DATA ARE
BASED ON THE DATA OF THE BUREAU OF ECONOMIC
ANALYSIS, WASHINGTON, D. C. 20540.

Domestic Production

Imports

| Year | Domestic Production | Imports |
|------|---------------------|---------|
| 1947 | 100.0 | 100.0 |
| 1948 | 100.0 | 100.0 |
| 1949 | 100.0 | 100.0 |
| 1950 | 100.0 | 100.0 |
| 1951 | 100.0 | 100.0 |
| 1952 | 100.0 | 100.0 |
| 1953 | 100.0 | 100.0 |
| 1954 | 100.0 | 100.0 |
| 1955 | 100.0 | 100.0 |
| 1956 | 100.0 | 100.0 |
| 1957 | 100.0 | 100.0 |
| 1958 | 100.0 | 100.0 |
| 1959 | 100.0 | 100.0 |
| 1960 | 100.0 | 100.0 |
| 1961 | 100.0 | 100.0 |
| 1962 | 100.0 | 100.0 |
| 1963 | 100.0 | 100.0 |
| 1964 | 100.0 | 100.0 |
| 1965 | 100.0 | 100.0 |
| 1966 | 100.0 | 100.0 |
| 1967 | 100.0 | 100.0 |
| 1968 | 100.0 | 100.0 |
| 1969 | 100.0 | 100.0 |
| 1970 | 100.0 | 100.0 |
| 1971 | 100.0 | 100.0 |
| 1972 | 100.0 | 100.0 |
| 1973 | 100.0 | 100.0 |
| 1974 | 100.0 | 100.0 |
| 1975 | 100.0 | 100.0 |
| 1976 | 100.0 | 100.0 |
| 1977 | 100.0 | 100.0 |
| 1978 | 100.0 | 100.0 |
| 1979 | 100.0 | 100.0 |
| 1980 | 100.0 | 100.0 |
| 1981 | 100.0 | 100.0 |
| 1982 | 100.0 | 100.0 |
| 1983 | 100.0 | 100.0 |
| 1984 | 100.0 | 100.0 |
| 1985 | 100.0 | 100.0 |
| 1986 | 100.0 | 100.0 |
| 1987 | 100.0 | 100.0 |
| 1988 | 100.0 | 100.0 |
| 1989 | 100.0 | 100.0 |
| 1990 | 100.0 | 100.0 |
| 1991 | 100.0 | 100.0 |
| 1992 | 100.0 | 100.0 |
| 1993 | 100.0 | 100.0 |
| 1994 | 100.0 | 100.0 |
| 1995 | 100.0 | 100.0 |
| 1996 | 100.0 | 100.0 |
| 1997 | 100.0 | 100.0 |
| 1998 | 100.0 | 100.0 |
| 1999 | 100.0 | 100.0 |
| 2000 | 100.0 | 100.0 |
| 2001 | 100.0 | 100.0 |
| 2002 | 100.0 | 100.0 |
| 2003 | 100.0 | 100.0 |
| 2004 | 100.0 | 100.0 |
| 2005 | 100.0 | 100.0 |
| 2006 | 100.0 | 100.0 |
| 2007 | 100.0 | 100.0 |
| 2008 | 100.0 | 100.0 |
| 2009 | 100.0 | 100.0 |
| 2010 | 100.0 | 100.0 |
| 2011 | 100.0 | 100.0 |
| 2012 | 100.0 | 100.0 |
| 2013 | 100.0 | 100.0 |
| 2014 | 100.0 | 100.0 |
| 2015 | 100.0 | 100.0 |
| 2016 | 100.0 | 100.0 |
| 2017 | 100.0 | 100.0 |
| 2018 | 100.0 | 100.0 |
| 2019 | 100.0 | 100.0 |
| 2020 | 100.0 | 100.0 |
| 2021 | 100.0 | 100.0 |
| 2022 | 100.0 | 100.0 |
| 2023 | 100.0 | 100.0 |
| 2024 | 100.0 | 100.0 |
| 2025 | 100.0 | 100.0 |
| 2026 | 100.0 | 100.0 |
| 2027 | 100.0 | 100.0 |
| 2028 | 100.0 | 100.0 |
| 2029 | 100.0 | 100.0 |
| 2030 | 100.0 | 100.0 |

TABLE IV.

A COMPARISON OF THE COST FOR OUTLAY PER PUPIL IN AVERAGE DAILY ATTENDANCE UNDER MULTIPLE EXECUTIVE CONTROL AND UNDER UNITARY EXECUTIVE CONTROL IN CITIES OF THE UNITED STATES OF 100,000 POPULATION AND OVER FOR THE SCHOOL YEAR 1920 - 1921, WITH FIGURES FOR THE INDIVIDUAL CITIES.

| <u>MULTIPLE CONTROL</u> | | <u>UNITARY CONTROL</u> | |
|-------------------------|---------|------------------------|---------|
| Indianapolis | \$90.98 | Detroit | \$82.74 |
| Dayton | 84.66 | Baltimore | 56.35 |
| Toledo | 40.78 | Salt Lake City | 47.86 |
| Grand Rapids | 36.15 | Denver | 44.12 |
| Youngstown | 34.56 | Paterson | 40.94 |
| Cleveland | 32.68 | Jersey City | 39.74 |
| Los Angeles | 29.05 | Yonkers | 33.83 |
| Newark | 24.39 | Minneapolis | 29.17 |
| Chicago | 22.41 | Norfolk | 19.96 |
| Portland | 17.75 | New Bedford | 12.95 |
| Boston | 15.73 | Des Moines | 10.44 |
| Seranton | 15.60 | Washington | 10.02 |
| Milwaukee | 15.54 | Trenton | 8.31 |
| New Orleans | 14.49 | Kansas City, Kan. | 7.06 |
| Spokane | 12.52 | Oakland | 6.52 |
| Worcester | 11.84 | Fall River | 6.11 |
| Bridgeport | 11.13 | Reading | 4.61 |
| St. Louis | 9.56 | Omaha | 3.63 |
| Seattle | 7.07 | Richmond | 3.12 |
| Philadelphia | 5.10 | Atlanta | 3.03 |
| Providence | 2.90 | Nashville | 2.79 |
| Louisville | 2.74 | Cambridge | 2.36 |
| San Antonio | 2.58 | Columbus | 2.00 |
| | | Lowell | .83 |
| | | Birmingham | .68 |
| Mean | 23.483 | Mean | 19.166 |
| Median | 15.60 | Median | 8.31 |

THE STATE OF TEXAS, COUNTY OF DALLAS, this 1st day of January, 1901, do hereby certify that the within and foregoing is a true and correct copy of the original as the same appears on the records of the County Clerk of said County, to wit:

| Original | | Copied | |
|----------|-----|---------|-----|
| 10.00 | ... | 10.00 | ... |
| 20.00 | ... | 20.00 | ... |
| 30.00 | ... | 30.00 | ... |
| 40.00 | ... | 40.00 | ... |
| 50.00 | ... | 50.00 | ... |
| 60.00 | ... | 60.00 | ... |
| 70.00 | ... | 70.00 | ... |
| 80.00 | ... | 80.00 | ... |
| 90.00 | ... | 90.00 | ... |
| 100.00 | ... | 100.00 | ... |
| 110.00 | ... | 110.00 | ... |
| 120.00 | ... | 120.00 | ... |
| 130.00 | ... | 130.00 | ... |
| 140.00 | ... | 140.00 | ... |
| 150.00 | ... | 150.00 | ... |
| 160.00 | ... | 160.00 | ... |
| 170.00 | ... | 170.00 | ... |
| 180.00 | ... | 180.00 | ... |
| 190.00 | ... | 190.00 | ... |
| 200.00 | ... | 200.00 | ... |
| 210.00 | ... | 210.00 | ... |
| 220.00 | ... | 220.00 | ... |
| 230.00 | ... | 230.00 | ... |
| 240.00 | ... | 240.00 | ... |
| 250.00 | ... | 250.00 | ... |
| 260.00 | ... | 260.00 | ... |
| 270.00 | ... | 270.00 | ... |
| 280.00 | ... | 280.00 | ... |
| 290.00 | ... | 290.00 | ... |
| 300.00 | ... | 300.00 | ... |
| 310.00 | ... | 310.00 | ... |
| 320.00 | ... | 320.00 | ... |
| 330.00 | ... | 330.00 | ... |
| 340.00 | ... | 340.00 | ... |
| 350.00 | ... | 350.00 | ... |
| 360.00 | ... | 360.00 | ... |
| 370.00 | ... | 370.00 | ... |
| 380.00 | ... | 380.00 | ... |
| 390.00 | ... | 390.00 | ... |
| 400.00 | ... | 400.00 | ... |
| 410.00 | ... | 410.00 | ... |
| 420.00 | ... | 420.00 | ... |
| 430.00 | ... | 430.00 | ... |
| 440.00 | ... | 440.00 | ... |
| 450.00 | ... | 450.00 | ... |
| 460.00 | ... | 460.00 | ... |
| 470.00 | ... | 470.00 | ... |
| 480.00 | ... | 480.00 | ... |
| 490.00 | ... | 490.00 | ... |
| 500.00 | ... | 500.00 | ... |
| 510.00 | ... | 510.00 | ... |
| 520.00 | ... | 520.00 | ... |
| 530.00 | ... | 530.00 | ... |
| 540.00 | ... | 540.00 | ... |
| 550.00 | ... | 550.00 | ... |
| 560.00 | ... | 560.00 | ... |
| 570.00 | ... | 570.00 | ... |
| 580.00 | ... | 580.00 | ... |
| 590.00 | ... | 590.00 | ... |
| 600.00 | ... | 600.00 | ... |
| 610.00 | ... | 610.00 | ... |
| 620.00 | ... | 620.00 | ... |
| 630.00 | ... | 630.00 | ... |
| 640.00 | ... | 640.00 | ... |
| 650.00 | ... | 650.00 | ... |
| 660.00 | ... | 660.00 | ... |
| 670.00 | ... | 670.00 | ... |
| 680.00 | ... | 680.00 | ... |
| 690.00 | ... | 690.00 | ... |
| 700.00 | ... | 700.00 | ... |
| 710.00 | ... | 710.00 | ... |
| 720.00 | ... | 720.00 | ... |
| 730.00 | ... | 730.00 | ... |
| 740.00 | ... | 740.00 | ... |
| 750.00 | ... | 750.00 | ... |
| 760.00 | ... | 760.00 | ... |
| 770.00 | ... | 770.00 | ... |
| 780.00 | ... | 780.00 | ... |
| 790.00 | ... | 790.00 | ... |
| 800.00 | ... | 800.00 | ... |
| 810.00 | ... | 810.00 | ... |
| 820.00 | ... | 820.00 | ... |
| 830.00 | ... | 830.00 | ... |
| 840.00 | ... | 840.00 | ... |
| 850.00 | ... | 850.00 | ... |
| 860.00 | ... | 860.00 | ... |
| 870.00 | ... | 870.00 | ... |
| 880.00 | ... | 880.00 | ... |
| 890.00 | ... | 890.00 | ... |
| 900.00 | ... | 900.00 | ... |
| 910.00 | ... | 910.00 | ... |
| 920.00 | ... | 920.00 | ... |
| 930.00 | ... | 930.00 | ... |
| 940.00 | ... | 940.00 | ... |
| 950.00 | ... | 950.00 | ... |
| 960.00 | ... | 960.00 | ... |
| 970.00 | ... | 970.00 | ... |
| 980.00 | ... | 980.00 | ... |
| 990.00 | ... | 990.00 | ... |
| 1000.00 | ... | 1000.00 | ... |

TABLE V'a.

A COMPARISON OF THE COST OF EDUCATION ON A PER PUPIL BASIS UNDER MUL-
TIPLE CONTROL AND UNDER UNITARY CONTROL IN CITIES OF THE UNIT-
ED STATES OF 100,000 POPULATION AND OVER FOR THE SCHOOL YEAR

1920 - 1921.*

PER PUPIL COSTS OF EDUCATION.

| <u>MEASURE AND</u> <u>BASIS OF CAL-</u> <u>CULATION.</u> | <u>Under</u> <u>Multiple</u> <u>Control</u> | <u>Under</u> <u>Unitary</u> <u>Control</u> | <u>DIFFERENCES IN FAVOR OF</u> | |
|--|---|--|-----------------------------------|----------------------------------|
| | | | <u>Multiple</u> <u>Control</u> | <u>Unitary</u> <u>Control</u> |
| Mean Cost Figur- ed on Enrollment | | | | |
| a. For Maintenance | \$ 74.79 | \$ 68.56 | \$ 00.00 | \$ 6.23 |
| b. For Outlay | 19.37 | 14.99 | 00.00 | 4.38 |
| Total | \$ 94.16 | \$ 83.55 | \$ 00.00 | \$ 10.61 |
| Mean Cost Figured on Av. Daily Attend- ance. | | | | |
| a. For Maintenance | \$ 92.13 | \$ 82.14 | \$ 00.00 | \$ 9.99 |
| b. For Outlay | 23.48 | 19.17 | 00.00 | 4.31 |
| Total | \$ 115.61 | \$ 101.31 | \$ 00.00 | \$ 14.30 |
| Median Cost Figured On Enrollment | | | | |
| a. For Maintenance | \$ 74.23 | \$ 67.10 | \$ 00.00 | \$ 7.13 |
| b. For Outlay | 13.22 | 6.69 | 00.00 | 6.53 |
| Total | \$ 87.45 | \$ 73.79 | \$ 00.00 | \$ 13.66 |
| Median Cost Figured on Av. Daily Attend- ance. | | | | |
| a. For Maintenance | \$ 90.85 | \$ 83.11 | \$ 00.00 | \$ 7.74 |
| b. For Outlay | 15.60 | 8.31 | 00.00 | 7.29 |
| Total | \$ 106.45 | \$ 91.42 | \$ 00.00 | \$ 15.03 |

* Seventy-five percent of the cities sent complete replies; eleven percent sent incomplete, and fourteen percent none.

TABLE V b.

A COMPARISON OF THE COST OF EDUCATION ON A PER PUP-
IL BASIS UNDER MULTIPLE CONTROL AND UNDER UNITARY
CONTROL IN CITIES OF THE UNITED STATES OF
100,000 POPULATION AND OVER FOR THE SCHOOL
YEAR 1920 - 1921.*

PER PUPIL COSTS OF EDUCATION.

| <u>MEASURE AND BASIS OF CALCULATION</u> | <u>Under Multiple Control</u> | <u>Under Unitary Control</u> | <u>Difference in favor of</u> | |
|--|---------------------------------------|--------------------------------------|-------------------------------|----------------------------|
| | | | <u>Multiple Control</u> | <u>Unitary Control</u> |
| <u>Mean Cost Figur- ed On Enrollment</u> | | | | |
| a. For Maintenance | \$ 74.77 | \$ 68.82 | \$ 00.00 | \$ 5.95 |
| b. For Outlay | <u>18.97</u> | <u>14.59</u> | <u>00.00</u> | <u>4.38</u> |
| Total | \$ 93.74 | \$ 83.41 | \$ 00.00 | \$10.33 |
| <u>Mean Cost Figur- ed On Av. Daily Attendance</u> | | | | |
| a. For Maintenance | \$ 91.93 | \$ 82.03 | \$ 00.00 | \$ 9.90 |
| b. For Outlay | <u>22.88</u> | <u>18.42</u> | <u>00.00</u> | <u>4.46</u> |
| Total | \$114.81 | \$100.45 | \$ 00.00 | \$14.36 |

* Based upon answers from eighty-four percent of the cities of the United States of 100,000 population and over. Fifty-seven of the sixty-eight cities are included, twenty-six having multiple and thirty-one having unitary executive control.

THE CITY OF BOSTON
OFFICE OF THE COMMISSIONER OF PUBLIC WORKS
REPORT ON THE STATE OF THE CITY
FOR THE YEAR 1900

STATEMENT OF THE RECEIPTS AND DISBURSMENTS
OF THE CITY OF BOSTON

| No. | RECEIPTS | | DISBURSMENTS | | BALANCE |
|-----|------------|------------|--------------|------------|---------|
| | AMOUNT | PERCENTAGE | AMOUNT | PERCENTAGE | |
| 1 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 2 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 3 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 4 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 5 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 6 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 7 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 8 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 9 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |
| 10 | 10,000,000 | 100.00 | 10,000,000 | 100.00 | 0.00 |

This report is prepared in accordance with the provisions of Chapter 100, Act of 1895, and Chapter 100, Act of 1896, and Chapter 100, Act of 1897, and Chapter 100, Act of 1898, and Chapter 100, Act of 1899, and Chapter 100, Act of 1900.

-19-
TABLE VI.

A COMPARISON OF THE COST OF EDUCATION UPON A PER PUPIL BASIS UNDER MULTIPLE CONTROL AND UNDER UNITARY CONTROL IN CITIES OF THE UNITED STATES WITH FROM 25,000 TO 100,000 POPULATION FOR THE SCHOOL YEAR 1920 - 1921.*

PER PUPIL COSTS OF EDUCATION.

| <u>MEASURE AND BASIS OF CALCULATION.</u> | <u>Under Multiple Control</u> | <u>Under Unitary Control</u> | <u>Differences in favor of</u> | |
|--|-------------------------------|------------------------------|--------------------------------|------------------------|
| | | | <u>Multiple Control</u> | <u>Unitary Control</u> |
| Mean Cost Figured on Enrollment | | | | |
| a. For Maintenance | \$ 72.45 | \$67.78 | \$ 00.00 | \$ 4.67 |
| b. For Outlay | 19.99 | 18.61 | 00.00 | 1.38 |
| Total | \$ 92.44 | 86.39 | \$ 00.00 | \$ 6.05 |
| Mean Cost Figured on Aver. Daily Attendance. | | | | |
| a. For Maintenance | \$ 91.29 | \$ 81.12 | \$ 00.00 | \$10.17 |
| b. For Outlay | 25.19 | 22.27 | 00.00 | 2.92 |
| Total | \$116.48 | \$103.39 | \$ 00.00 | \$13.09 |

* Based upon eighty-nine replies to our questionnaire.

THE STATE OF TEXAS, COUNTY OF DALLAS, ss. I, the undersigned, Clerk of the County, do hereby certify that the within and foregoing is a true and correct copy of the original as the same appears in the records of the County of Dallas, Texas, this 10th day of June, 1900.

STATE OF TEXAS

| Year | 1900 | 1901 | 1902 | 1903 |
|------|--------|--------|--------|--------|
| 1900 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1901 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1902 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1903 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1904 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1905 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1906 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1907 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1908 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1909 | 10,000 | 10,000 | 10,000 | 10,000 |
| 1910 | 10,000 | 10,000 | 10,000 | 10,000 |

Witness my hand and seal of office at Dallas, Texas, this 10th day of June, 1900.

TABLE VII.

A COMPARISON OF THE MEAN COSTS OF EDUCATION PER PUPIL
IN AVERAGE DAILY ATTENDANCE UNDER MULTIPLE EXECUTIVE
CONTROL AND UNDER UNITARY EXECUTIVE CONTROL IN CITIES
OF THE UNITED STATES OF 100,000 POPULATION AND OVER
FOR THE SCHOOL YEAR 1917 - 1918.*

| | <u>Unitary</u> | <u>Multiple</u> | <u>Difference</u> |
|--------------------|----------------|-----------------|-------------------|
| Outlay | \$ 6.88 | \$ 9.88 | \$3.00 |
| General Control | 1.65 | 2.50 | .85 |
| Instruction | 39.22 | 42.07 | 2.85 |
| Operation of Plant | 6.52 | 6.68 | .16 |
| Maintenance | 2.25 | 2.78 | .53 |
| Int. on Debt, etc. | 2.69 | 4.22 | 1.53 |
| Auxiliary Agencies | <u>.99</u> | <u>1.32</u> | <u>.33</u> |
| Totals | \$60.20 | \$69.45 | \$9.25 |

* Based upon data from Bonner, H. R., "Statistics of City School Systems", U. S. Bureau of Education, Bulletin 1920, Number 24.

THESE ARE THE RESULTS OF THE ...
...
...

| DATE | AMOUNT | REMARKS |
|------|--------|---------|
| 1918 | ... | ... |
| ... | ... | ... |
| ... | ... | ... |
| ... | ... | ... |
| ... | ... | ... |
| ... | ... | ... |
| ... | ... | ... |
| ... | ... | ... |

...
...

CHAPTER III.

MEASURES OF QUALITY.

The measurement of quality in the school systems studied has necessarily been very limited. Only a complete survey could do justice to the individual cities. But percent of attendance and holding power may give us an idea of the quality.

With this in mind tables VIII to XII, pages 22 to 26 were compiled from the data furnished by the questionnaires. Tables VIII, IX, and X give the percent of attendance for the two groups of cities, the multiple and the unitary. Tables XI and XII give the holding power of the high school.

It is seen from these tables that in both the mean and the median percents, the cities having unitary executive control have somewhat better attendance. Likewise it is seen that in both the mean percent and the median percent the cities having unitary control have a little better holding power. This is more evident in the median percents, the median percent being fourteen and forty hundredths (14.40%) for the group having unitary control, and thirteen and fourteen hundredths (13.14%) for the group having multiple control.

REPORT OF THE

The following is a list of the names of the persons who have been elected to the office of Justice of the Peace for the year 1875. The names are given in the order in which they were called for their names at the election.

At the election held on the 12th day of August, 1875, the following persons were elected to the office of Justice of the Peace for the year 1875: John A. Smith, James B. Jones, and William C. Brown.

The following is a list of the names of the persons who have been elected to the office of Justice of the Peace for the year 1875. The names are given in the order in which they were called for their names at the election.

At the election held on the 12th day of August, 1875, the following persons were elected to the office of Justice of the Peace for the year 1875: John A. Smith, James B. Jones, and William C. Brown.

The following is a list of the names of the persons who have been elected to the office of Justice of the Peace for the year 1875. The names are given in the order in which they were called for their names at the election.

[Faint signature or stamp]

TABLE VIII.

A COMPARISON OF THE PERCENT OF ATTENDANCE UNDER MUL-
TIPLE EXECUTIVE CONTROL AND UNDER UNITARY EXECUTIVE
CONTROL IN CITIES OF THE UNITED STATES OF 100,000
POPULATION AND OVER FOR THE SCHOOL YEAR 1920 - 1921,
WITH PERCENTAGES FOR THE INDIVIDUAL CITIES.

| <u>MULTIPLE CONTROL</u> | | <u>UNITARY CONTROL</u> | |
|-------------------------|--------|------------------------|--------|
| Cleveland | 92.08% | Wilmington | 98.04% |
| St. Louis | 90.32 | Reading | 97.43 |
| Philadelphia | 89.07 | Akron | 95.95 |
| Indianapolis | 88.76 | Atlanta | 94.06 |
| New Orleans | 88.17 | Fall River | 91.18 |
| Dayton | 85.68 | New Bedford | 90.48 |
| Worcester | 85.58 | Norfolk | 89.57 |
| Bridgeport | 85.44 | Columbus | 88.05 |
| Grand Rapids | 84.91 | Cambridge | 86.87 |
| Scranton | 84.72 | Birmingham | 85.47 |
| Providence | 83.91 | Oakland | 84.53 |
| Milwaukee | 83.14 | Salt Lake City | 84.29 |
| Boston | 82.31 | Yonkers | 84.16 |
| Chicago | 81.55 | Des Moines | 83.58 |
| San Antonio | 80.79 | Rochester | 82.89 |
| Spokane | 79.17 | Washington | 82.21 |
| Youngstown | 78.73 | Lowell | 82.75 |
| Louisville | 77.76 | Jersey City | 82.68 |
| Portland | 77.68 | Omaha | 82.61 |
| Toledo | 75.23 | Nashville | 81.95 |
| Newark | 73.86 | Minneapolis | 81.66 |
| San Francisco | 69.47 | Baltimore | 81.49 |
| Los Angeles | 56.55 | Kansas City, Kan. | 81.10 |
| | | Trenton | 80.49 |
| | | Buffalo | 80.37 |
| | | Paterson | 78.02 |
| | | Detroit | 77.16 |
| | | Richmond | 76.66 |
| | | Denver | 75.57 |
| | | Fort Worth | 75.45 |
| Mean | 81.51 | Mean | 84.58 |
| Median | 82.73 | Median | 82.85 |

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TABLE IX.

A COMPARISON OF THE PERCENT OF ATTENDANCE UNDER MUL-
TIPLE CONTROL AND UNDER UNITARY CONTROL IN CITIES OF
THE UNITED STATES OF 100,000 POPULATION AND OVER
FOR THE SCHOOL YEAR 1920 - 1921.*

PERCENT TOTAL AVERAGE DAILY ATTENDANCE
IS OF TOTAL ENROLLMENT.

| <u>MEASURE</u> <u>OF PERCENT</u> <u>OF ATTENDANCE</u> | <u>Under</u> <u>Multiple</u> <u>Control</u> | <u>Under</u> <u>Unitary</u> <u>Control</u> | <u>Differences in favor of</u> | |
|---|---|--|-----------------------------------|----------------------------------|
| | | | <u>Multiple</u> <u>Control</u> | <u>Unitary</u> <u>Control</u> |
| Mean Percent | 81.51 | 84.58 | 00.00 | 3.07 |
| Median Percent | 82.73 | 82.85 | 00.00 | .12 |

* Based upon data from eighty percent of the cities of the United States having 100,000 population or over.

THE STATE DEPARTMENT OF REVENUE HAS RECEIVED FROM A
CERTAIN COMPANY A CHECK FOR THE AMOUNT OF
\$1,000.00 - THIS CHECK BEING FOR THE

STATE DEPARTMENT OF REVENUE

RECEIVED FROM THE

| DATE | AMOUNT | RECEIVED FROM | FOR | REMARKS |
|------|--------|---------------|-------|---------|
| 10.1 | 10.00 | 10.00 | 10.00 | 10.00 |
| 11.1 | 11.00 | 11.00 | 11.00 | 11.00 |

THIS CHECK IS FOR THE AMOUNT OF \$1,000.00 AND IS BEING
PAID TO THE STATE DEPARTMENT OF REVENUE FOR THE

TABLE X.

A COMPARISON OF THE PERCENT OF ATTENDANCE UNDER MUL-
TIPLE CONTROL AND UNDER UNITARY CONTROL
IN CITIES OF THE UNITED STATES WITH FROM
25,000 TO 100,000 POPULATION FOR THE
SCHOOL YEAR 1920 -- 1921.*

PERCENT OF ATTENDANCE.

| | <u>Under</u> | <u>Under</u> | <u>Difference in Favor of</u> | |
|--|-----------------|----------------|-------------------------------|----------------|
| | <u>Multiple</u> | <u>Unitary</u> | <u>Multiple</u> | <u>Unitary</u> |
| | <u>Control</u> | <u>Control</u> | <u>Control</u> | <u>Control</u> |
| | 79.36% | 83.55% | 0.00% | 4.19% |

* Based upon eighty-nine replies to our questionnaire.

THE BOARD OF SUPERVISORS OF THE COUNTY OF ALBANY
 IN ORDER TO PROMOTE THE INTERESTS OF THE PUBLIC
 AND TO SECURE THE MOST EFFICIENT MANAGEMENT
 OF THE COUNTY AFFAIRS,
 HAS ADOPTED THE FOLLOWING

| SECTION 1. - BOARD OF SUPERVISORS | | | |
|-----------------------------------|--------------|--------------|--------------|
| SECTION 2. - COMMISSIONERS | | | |
| SECTION 3. - CLERK | | | |
| SECTION 4. - TREASURER | | | |
| SECTION 5. - | SECTION 6. - | SECTION 7. - | SECTION 8. - |
| | | | |
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ADOPTED AND PASSED AT A REGULAR MEETING OF THE BOARD OF SUPERVISORS HELD AT ALBANY, N. Y., ON THE 21ST DAY OF MARCH, 1902.

TABLE XI.

A COMPARISON OF THE HOLDING POWER OF THE HIGH SCHOOL
UNDER MULTIPLE EXECUTIVE CONTROL AND UNDER UNITARY
EXECUTIVE CONTROL IN CITIES OF THE UNITED STATES OF
100,000 POPULATION AND OVER FOR THE SCHOOL YEAR
1920 - 1921, WITH FIGURES FOR THE INDIVIDUAL CITIES.

MULTIPLE CONTROL

UNITARY CONTROL

| | | | |
|---------------|--------|-------------------|--------|
| Spokane | 20.57% | Des Moines | 21.37% |
| Seattle | 20.24 | Minneapolis | 18.65 |
| Portland | 20.01 | Fort Worth | 18.39 |
| Grand Rapids | 19.19 | Paterson | 18.03 |
| Los Angeles | 18.35 | Columbus | 18.02 |
| San Antonio | 17.08 | Cambridge | 17.31 |
| Indianapolis | 16.05 | Denver | 16.86 |
| Dayton | 15.33 | Omaha | 16.67 |
| Boston | 14.98 | Oakland | 15.80 |
| San Francisco | 14.56 | Washington | 15.38 |
| Worcester | 14.38 | Akron | 15.29 |
| Louisville | 14.00 | Atlanta | 15.05 |
| Toledo | 12.28 | Birmingham | 14.64 |
| Milwaukee | 11.78 | Wilmington | 14.48 |
| Youngstown | 11.36 | Salt Lake City | 14.32 |
| Bridgeport | 11.12 | Lowell | 14.15 |
| Cleveland | 11.07 | Norfolk | 12.94 |
| Providence | 10.89 | Buffalo | 12.59 |
| St. Louis | 10.76 | Reading | 12.54 |
| Seranton | 10.45 | Detroit | 11.67 |
| Philadelphia | 9.45 | Kansas City, Kan. | 11.55 |
| Newark | 8.95 | Yonkers | 11.05 |
| Chicago | 8.56 | Nashville | 10.01 |
| New Orleans | 6.10 | Fall River | 9.31 |
| | | Rochester | 8.98 |
| | | Baltimore | 8.17 |
| | | New Bedford | 6.10 |
| | | Trenton | 6.06 |
| Mean | 13.644 | Mean | 13.764 |
| Median | 13.14 | Median | 14.400 |

INDEX

SHOWS THE PAGE NUMBERS OF THE SEVERAL
 PARTS OF THE WORK, AND THE
 ORDER IN WHICH THEY SHOULD BE
 READ. THE FIRST PART IS THE
 INTRODUCTION, AND THE SECOND
 PART IS THE HISTORY OF THE
 UNITED STATES.

| PART | CHAPTER | PAGE | PAGE |
|------|---------|------|------|
| 1 | 1 | 1 | 1 |
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TABLE XII.

A COMPARISON OF THE HOLDING POWER OF THE HIGH SCHOOL UNDER
MULTIPLE CONTROL AND UNDER UNITARY CONTROL IN
CITIES OF THE UNITED STATES OF 100,000 POPULATION
AND OVER FOR THE SCHOOL YEAR 1920 - 1921.*

PERCENT AVERAGE DAILY ATTENDANCE OF THE HIGH SCHOOL
IS OF THE TOTAL AVERAGE DAILY ATTENDANCE.

| <u>MEASURE OF HOLDING POWER</u> | <u>Under Multiple Control</u> | <u>Under Unitary Control</u> | <u>Differences in favor of</u> | |
|---|---------------------------------------|--------------------------------------|--------------------------------|----------------------------|
| | | | <u>Multiple Control</u> | <u>Unitary Control</u> |
| Mean Percent | 13.64 | 15.76 | 00.00 | .12 |
| Median Percent | 13.14 | 14.40 | 00.00 | 1.26 |

* Based upon data from eighty percent of the cities of the United States of 100,000 population and over.

THE STATE OF TEXAS, COUNTY OF DALLAS, BEFORE ME, the undersigned authority, on this day personally appeared _____, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein expressed.

Given under my hand and seal of office this _____ day of _____, 19____.

| No. and amount of money paid | | Date | By | To | Purpose |
|------------------------------|-------|-------|--------|----|---------|
| Dollars | Cents | | | | |
| 100.00 | 00 | 11.11 | AS. AK | | Salary |
| 100.00 | 00 | 11.11 | AS. AS | | Salary |

Witness my hand and seal of office this _____ day of _____, 19____.

CHAPTER IV.

CONCLUSION.

There can be little doubt that the cost of education under multiple executive control is greater than that under unitary executive control. In not one instance was there a penny in favor of the multiple group no matter what the year or what the size of the group. The year 1917 - 1918 gave results similar to the year 1920 - 1921. The cities between twenty-five thousand and one hundred thousand population gave results similar to those for the larger cities.

Even in the few measures of quality that it was possible to get, the cities having unitary executive control in every case surpassed the cities having multiple executive control.

The great cost of multiple control is better understood if per pupil costs are translated into total amounts spent. There are close to ten million boys and girls in the city schools in our country. (In 1917 there were over eight and one half million pupils enrolled in the city public schools¹.) For the fiscal year ending 1921 the cost per pupil enrolled was over ten dollars greater in cities having multiple control than in those having unitary control. (\$10.61, mean; \$13.66 median; table V, page 17.) If all cities were to have multiple or divided executive control of their school systems, it would

¹ Statistical Division, Bureau of Education, Statistics of City School Systems 1917-18, Gov't. Print. Office, Washington, 1920, page 17.

seem that the additional cost would run into hundreds of millions.

The cities having multiple control are violating the best principles of educational administration laid down by our most outstanding educators. They are violating the principles of efficient business administration and the best principles of public administration. Yet from a careful study of the facts herein presented no justification for such violation can be found. Multiple executive control of school systems seems to be expensive and inefficient. It certainly is not justified by any of the facts brought out.

B I B L I O G R A P H Y.

All School Surveys, such as those of:

Atlanta, Baltimore, Blaine, Boise, Boston, Bridgeport,
Buffalo, Butte, Chicago, Cleveland, Dallas, Danseville,
Denver, East Orage, Grafton, Grand Junction, Grand
Rapids, Greenwich, Hackensack, Hammond, Leavenworth,
Minneapolis, Montclair, Newburgh, New York City, Oakland,
Ogden, Peoria, Portland, Port Townsend, Rockford, Salt
Lake City, San Antonio, San Francisco, Springfield, South
Bend, St. Louis, St. Paul, Syracuse, Waterbury, etc.

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To the Honorable Secretary of the Interior
Washington, D. C.
 Sir,
 I have the honor to acknowledge the receipt of your letter of the 10th inst. in relation to the proposed extension of the public lands in the State of California.
 I am sorry to hear that you are unable to visit the State at this time, but I trust that you will be able to do so at an early date.
 I have the honor to be, Sir, your obedient servant,
 J. M. Smith, Secretary of the Interior.

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THE UNIVERSITY OF CHICAGO

PHILOSOPHY DEPARTMENT

PHILOSOPHY 101

LECTURE NOTES

LECTURE 1: THE HISTORY OF PHILOSOPHY

1.1 THE PRE-SOCRATIC PHILOSOPHERS

1.2 THE SOCRATIC REVOLUTION

1.3 THE PLATONIC ACADEMY

1.4 THE ALEXANDRIAN PERIOD

1.5 THE STOIC SCHOOL

1.6 THE EPICUREAN SCHOOL

1.7 THE SKEPTIC SCHOOL

1.8 THE NEOPLATONIC SCHOOL

1.9 THE EARLY CHRISTIAN PERIOD

1.10 THE ISLAMIC GOLDEN AGE

1.11 THE RENAISSANCE

1.12 THE SEVENTEENTH CENTURY

1.13 THE EIGHTEENTH CENTURY

1.14 THE NINETEENTH CENTURY

1.15 THE TWENTIETH CENTURY

1.16 THE FUTURE

1.17 THE CONCLUSION

1.18 THE APPENDIX

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