

MINUTES OF ALEXANDRIA CITY SCHOOL BOARD MEETING

January 10, 1962

The regular meeting of the Alexandria City School Board was held on Wednesday, January 10, 1962 at 8:00 P.M. in the Board Room of the School Board Office. The following members were present:

Mrs. D. E. Kerbel, Vice Chairman
Mr. Frank A. Luckett
Mr. Hite W. Sweeny
Mr. Gorman C. Ridgely
Mr. James A. Donovan

Mr. T. C. Williams, Superintendent of Schools
Mrs. Marguerite Wallace, Clerk of Board

Absent: Mr. Thomas B. Mechling, Chairman

The meeting was called to order and presided over by the Vice Chairman, Mrs. D. E. Kerbel.

Mrs. Kerbel announced that the Chairman, Mr. Mechling, was absent due to a death in his family.

Action was deferred on the adoption of the minutes of the last regular meeting, held on December 11, 1961, and those of a special meeting which was held on December 13, 1961. The motion to defer action on the minutes was made by Mr. Donovan, seconded by Mr. Sweeny and passed by the Board. Some of the members indicated they had not received the minutes which had been mailed by the Clerk.

The following checks were approved on a motion made by Mr. Sweeny, seconded by Mr. Ridgely and passed by the Board: Checks #75,903--#77,083 drawn between the December and January meetings of the Board in the total amount of \$526,537.72, Checks #77,084--#77,213 representing the December operating expenses, exclusive of personnel in the total amount of \$31,566.67 and Textbook Checks #571--#577 in the total amount of \$2,313.93.

Mrs. Kerbel welcomed the visitors and the regular order of business was set aside so that persons present desiring the attention of the Board might be heard. There were no persons present desiring the attention of the Board, therefore the regular order of business was resumed with the discussion and review of the Superintendent's Report.

The Superintendent reported the progress being made in regard to the installation of showers for boys and girls and the improvement of the cafeteria situation at the Jefferson School. He indicated that an arrangement had been worked out for a shower and locker room for the girls and showers for the boys. The locker room for the boys is still under consideration. He also reported that it was hoped that the cafeteria could be expanded by using the north end of the basement and relocating the music and art classes now being conducted in this area.

A motion was made by Mr. Ridgely, seconded by Mr. Donovan and passed by the Board, that work proceed on the showers and locker rooms, as outlined, and that the work be completed as quickly possible but not later than September 1, 1962.

A motion was made by Mr. Ridgely, seconded by Mr. Donovan and passed by the Board, that work proceed on the cafeteria and that it be completed as quickly as possible but not later than September 1, 1962.

The Superintendent also called attention to the fact that the present hand fired coal furnaces at Jefferson School could be converted to oil fired furnaces, thus releasing additional space for other purposes. On a motion made by Mr. Ridgely, seconded by Mr. Luckett and passed by the Board, the Superintendent was requested to secure prices on the conversion of the furnaces to oil.

Mrs. Kerbel noted that it might be worthwhile to consider the feasibility of an addition to the building to contain facilities needed at the Jefferson School.

The Superintendent assured the Board that every effort would be made to complete the installation of the facilities with as little delay as possible. He observed that the cafeteria situation was more difficult to solve and that he would keep the Board informed in regard to the developments concerning it.

The Superintendent advised the Board that a resolution must be adopted which assures the Architectural Division of the State Board of Education that proper construction supervision will be provided by the School Board during the construction of the Parker-Gray High School Addition. The attached resolution, which is a part of these minutes, was adopted on a motion made by Mr. Luckett, seconded by Mr. Ridgely and passed by the Board.

The operating expenses, exclusive of personnel, for the month of December were reported as \$31,566.67. A total of \$254,764.18 has been spent as of December 31, 1961 for such expenses. The monthly average for the six months amounts to \$42,460.69.

Mr. Luckett asked the Superintendent to furnish a statement showing the monthly average of operating expenses over a five year period. Mr. Williams said this information was available and he would be glad to furnish the members with the monthly figures.

Mr. Luckett asked if copies of the audit report for the entire city were available for the 1960--1961 period. The Clerk said the School Board was not furnished complete copies of the audit for each member of the Board. As a general rule, only the school audit is furnished. She said she would contact the Director of Finance and secure the complete copies for each member of the School Board.

A communication, dated December 21, 1961, was read from Mr. Pat H. Butler, President of the Crew Boosters Club, requesting an appropriation of \$300.00 which is to be used for use of the facilities at the Old Dominion Boat Club by the crews.

Mr. Pat Butler was present at the meeting of the School Board. He said he had also written another letter to the Chairman which requested an appropriation of \$2,500.00 for the purchase of a new shell and an appropriation of \$1,500.00 each year thereafter.

A discussion then followed concerning the crews and their operation under the Crew Boosters Club. The Superintendent furnished the Board with a report of the contributions made by the School Board and the Athletic Association during 1961. It was also noted that a \$700.00 loan was made to the Crew Boosters Club by the School Board in July 1960. Mr. Williams said he felt it was the intention of the Crew Boosters Club to repay this loan, even though nothing had been heard from them regarding it.

A motion was made by Mr. Sweeny, seconded by Mr. Luckett and passed by the Board, that a meeting be held with the responsible officers of the Crew Boosters Club, before the end of January, in order that the School Board can secure information to set forth a policy in matters concerning the crews. The meeting was set for January 25, 1962 at 8:00 P.M. in the Board Room.

A motion was made by Mr. Donovan, which was seconded by Mr. Ridgely and passed by the Board, that an appropriation of \$300.00 be made to the Crew Boosters Club to defray the expenses for use of the facilities at the Old Dominion Boat Club. The vote was recorded by the Clerk on this motion as follows: Mrs. Kerbel--Yes, Mr. Donovan--Yes, Mr. Sweeny--Yes, Mr. Ridgely--Yes and Mr. Luckett--No.

The discussion next centered around the \$700.00 loan made to the Crew Boosters Club by the School Board in July 1960. A motion was made by Mr. Donovan, seconded by Mr. Ridgely and passed by the Board, that the Crew Boosters Club be advised that it will not be necessary to repay the \$700.00 loan made to it by the School Board. The vote on the motion was recorded by the Clerk as follows: Mrs. Kerbel--Yes, Mr. Donovan--Yes, Mr. Sweeny--No, Mr. Ridgely--Yes and Mr. Luckett--Yes.

Mrs. Geraldine N. Kusseling, President of the Alexandria Association for the Hard-of-Hearing Children presented a list of names of children known or suspected of being hard of hearing.

Superintendent Williams said that Dr. McGough had furnished a breakdown of the pupils with hearing problems and the report would be forwarded to the members of the School Board as soon as it was mimeographed. He also reviewed the meeting held on January 8, 1962 at the Health Department at which time the screening, etc. of the hard of hearing pupils was discussed in detail. Representatives from the Special Service Division of the State Board of Education, the Alexandria Health Department, the administrative office of the school system and Mrs. Kusseling with two of her associates

were present. The screening of the pupils was explained by Dr. McGough and there were no serious criticisms of the screening voiced by those present.

At this point, Mrs. Kusseling raised a question concerning what steps would be taken after the evaluations are received on the pupils with hearing problems. It was her impression that the Health Department would make recommendations concerning the program.

The Superintendent advised Mrs. Kusseling that her impression was not correct. He called her attention to the fact that Dr. McGough had repeatedly emphasized that the Health Department screens but does not diagnose. The diagnosis is left up to the personal physician and is followed up by the parent. As to the setting up of classes or other educational needs, this will be done by the School Board after the evaluations and recommendations are received from the physicians.

Mr. David L. White, the parent of a hard of hearing child, told the Board he had moved to Arlington from Parkfairfax because there were no facilities available for his son in Alexandria.

Mrs. Kerbel assured those present that everything was being done to determine the needs of the pupils with hearing problems, however the evaluations of the pupils must be received before any program can be set up.

The following written reports were furnished to the members of the Board. Copies are attached hereto.

- (1) Enrollment January 1, 1962 Compared With December 1, 1961.
- (2) Enrollment Variations January 1, 1962 Compared With January 1, 1961.
- (3) Membership Variations January 1, 1962 Compared With January 1, 1961.
- (4) Progress Report on Team Teaching.
- (5) Division of Research (Job Description).
- (6) Drop-Outs for December 1961.

At the regular meeting of the School Board, the Superintendent was requested to write a letter to the Traffic Department concerning the crossing at the intersection of Madison and Henry Streets. A reply to this letter, dated December 28, 1961, was read from Mr. Kenneth W. Smith, Director of Traffic. He advised the School Board that the matter was being referred to Major Russell A. Hawes, Chief of Police, who is in charge of school crossing guards.

The Superintendent discussed in his report a proposal for a tour of France by high school pupils through the Ask Mr. Foster Travel Service, Inc. during the Easter holidays. The responsibility of the School Board was also clarified in view of the fact that a school official would have to sign the application for a chartered flight. A letter was read, dated January 3, 1962, from the Commonwealth's Attorney which outlined the procedure to be followed concerning parental consent to such a trip by the student and the necessary waivers to be executed by the parents which would absolve the school authorities of all legal responsibility and liability. The members of the Board observed that the proposal for the trip came from the travel agency and not from any particular group of students. There was also some question as to the actual educational value of such a trip because of the short period of time involved. After reviewing the information concerning the trip, a motion was made by Mr. Ridgely, seconded by Mr. Sweeny and passed by the Board, that the matter be tabled.

The Superintendent pointed out the desirability of selecting a name for the new high school to be located in the "Mudtown" area of the City. A motion was made by Mr. Donovan, seconded by Mr. Ridgely and passed by the Board, that the School Board let it be known, through the press representatives and other means, that the Board will welcome suggestions of names of persons to select a name for the new high school from before its next regular meeting on February 14, 1962. In this connection, the Superintendent said he would write to the P. T. A.'s, through the principals, and advise them that the School Board would be glad to accept suggestions for a name for the new high school.

Mr. Luckett submitted the name of Charles T. Scott, the first George Washington High School graduate killed in World War II.

Mr. Ridgely submitted the names of Mr. Benjamin Hallowell, an early educator in Alexandria, and Dr. John T. Ashton, for Chairman of the School Board and a member of the City Council.

The Superintendent recommended three teachers for appointment to fill vacancies. The recommendation of the Superintendent was accepted and the three teachers were appointed on a motion made by Mr. Donovan, seconded by Mr. Sweeny and passed by the Board. They are as listed in the Superintendent's Report with salaries, beginning dates, etc.

The Superintendent's Report was reviewed and adopted in its entirety on a motion made by Mr. Ridgely, seconded by Mr. Donovan and passed by the Board. Some items carry separate action.

Mr. Edward J. Gulewicz, President of the Voters and Taxpayers League of Alexandria, said he had been directed to seek information on compulsory attendance and to find out what objections the School Board has, if any, to compulsory school attendance for Alexandria.

Mr. Luckett told Mr. Gulewicz that the School Board has gone on record as saying it would act on the matter of local pupil placement and compulsory school attendance when there is a full membership of the Board present at a meeting. The Board has not had a full membership present since June and has not, therefore, taken action on these two matters. He asked Mr. Gulewicz to be patient and assured him that action would be taken by the School Board on these matters.

Mr. Luckett thanked the Board, on behalf of the Minnie Howard P. T. A., for the installation of the lights on the outside of the school building.

A motion was made, duly seconded and passed, that the meeting adjourn.

Signed,

A handwritten signature in cursive script, reading "Marguerite Wallace", written over a horizontal line.

Marguerite Wallace
Clerk of Board

PUBLIC SCHOOLS
Alexandria, Virginia

AGENDA

for

Alexandria City School Board Meeting

January 10, 1962

A. BUILDINGS AND GROUNDS

1. Report on the Ramsay addition.
2. Regulations applying to the Tulloch Memorial Hall.
3. Settlement of accounts on Stonewall Jackson School.
4. Lighting Jefferson School Annex \$2,550.00.
5. Survey of Jefferson School relative to cafeteria and showers.
6. Parker-Gray Addition.
7. Report on the new high school.
8. Supervisor of construction for Parker-Gray addition.

B. FINANCIAL

1. Average of bills per month from July 1, 1961 through December 31, 1961.
2. Budget for 1962-'63 session transmitted to City Finance Officer on proper date.
3. \$300.00 for Crew Boosters Club for boat house rental.
4. Scholarship budget to City Finance Officer.

C. PERSONNEL

1. Appointment of teachers to current vacancies.
2. Vacancies still in school system.

D. GENERAL

1. Further report on hearing problems.
2. New methods in arithmetic.
3. Report on "team teaching".
4. Textbook adoptions for 1963-'64 session to be made in dictionaries (elementary and high), health (elementary), mathematics (elementary and high), physics and science (elementary).
5. Comparison of our school situation with Spong Commission Report.
6. Enrollment and membership reports.
7. Letter from Traffic Director relative to a crossing guard at Madison and Henry Streets.
8. Electronic scheduling.
9. Proposed student tour to France.
10. Drop outs for December, 1961.
11. Job-description of research division.

E. RECOMMENDATIONS

1. Get prices on converting from coal to oil at Jefferson.
2. Name new high school.
3. Supervision of construction at Parker-Gray High School.
4. \$300.00 for Crew Boosters Club.
5. Appoint 3 teachers.
6. Tour of France.

SUPERINTENDENT'S REPORT

January, 1962

A. BUILDINGS AND GROUNDS

1. Since writing to the architect about the plans and specifications for the Ramsay School addition and giving him sixty (60) days either to comply with the agreement to furnish the plans and specifications as originally agreed upon, or face the alternative of having the work taken out of his hands, we have had absolutely no communication of any kind from him. My letter was written on December 4th, 1961. It is now January 4th, 1962 (at the time of the writing of this report) which indicates an elapse of thirty-one (31) days of the sixty (60) days in which he was given to notify us one way or the other. This state of affairs is typical of what has transpired in connection with this project for the last six months. I am not optimistic that anything will happen in the twenty-nine (29) days still remaining of the original sixty (60) day period. It may be, of course, that we will be pleasantly surprised, but I do not expect it. In the meantime, the Federal Home and Housing Finance Agency of the Government has been asked for an extension of time to enable us to deal with this situation. An extension of 120 days was requested. The time which had been allowed expired on December 12th, 1961. The sixty (60) day interval allowed to the architect will expire on February 2nd, 1962 and will consume a considerable number of the 120 days. To transfer the work to other hands will take some time, as will the completion of it. Then it must be submitted to the Richmond offices for approval. So, it seems that the full 120 day period will be necessary.

2. The regulations governing the operation of the Tulloch Memorial Hall on the grounds of the George Washington High School were referred to in my report at the last meeting of the Board in December. It was stated

at that time that these regulations had been forwarded to the City Manager's office for presentation to the City Council. It appears that these have not been brought before the Council but will be at the Council's next meeting on January 12th. Mr. Hall, the acting City Manager, has made a copy of the regulations in substantially the form passed by the School Board. There were two notable differences - one is that the disposition of the revenue derived from rentals of the Hall is not directly delineated. The other is that the intramural program has been set far down the list of use priorities. I talked to Mr. Hall about these things by telephone and, at his request, have written him a letter to the effect that we think it important that the disposal of the revenue from the rental of the Hall be definitely indicated as going into the operating funds of the School Board as the School Board has all of the expense of operating the Hall. Also, we agree that the intramural program, being closely allied to the physical education program of the school, should be set up immediately after the physical education program priority.

3. I am glad to report that all of the items on the punch list of the Stonewall Jackson School building have been disposed of except one. This one concerns the substitution of a manual timer on the heating system for an electrical one which was installed. The specifications called for the manual one but by mistake the electrical type was the one put in. It would seem that the electrical timer would be more desirable than the manual type. However, in this instance we are advised by the mechanical engineers that this is not true and that the manual type is preferable. This exchange is being made. This will complete the punch list. Delay in delivery of the manual type timer has held us up for a period of more than thirty (30) days.

4. A contract has been entered into, after receiving competitive bids thereon, for the lighting of the Jefferson School Annex building

located on Cameron Street. This lighting will involve the replacing of the present inadequate incandescent lights and fixtures with four tube (40 watt each) fluorescent fixtures on stems from the ceiling similar to the installation in the building facing on West Street. The contract price on this project is \$2550.00. It was awarded to Walter C. Davis of Alexandria, Virginia. The contract has a provision that the work must start in thirty (30) days from the time of the awarding of the contract. The contract was signed in the last few days of the year of 1961, so we may expect work to begin during this month. This will complete the two Jefferson School buildings.

5. Mr. Paul Mackey and I have been making a survey of the Jefferson School buildings in the hope that, by some means, we might be able to work out an installation of showers for both boys and girls and some improvement in the cafeteria situation. Both of these problems came up for discussion at the last meeting of the School Board in December and it was indicated at that time that such an examination was to be made. Thus far, we have been able to work out a shower installation for the girls with a locker room. Also, we have been able to work out a place for showers for boys but have not as yet solved the problem of a locker room. This is still being studied in the fervent hope that we will meet with success. In regard to the cafeteria, we are indeed confronted with a difficult problem. Over the years many alternatives have been resorted to in trying to make the operation more satisfactory. One of these has been the requiring of those children who bring their lunches to eat elsewhere than in the cafeteria dining room - thus relieving the congestion there. This was tried by using classrooms. This did not prove at all satisfactory. Then the auditorium was tried as a prospective place. This proved to be very unsatisfactory because of its clumsiness and interference with physical education classes.

The consequence is that these pupils are back in the cafeteria dining room. It has been our hope that we could empty the basement in the north end of the building of the music and art classes and expand the dining room into this area. This could be done satisfactorily by connecting the two spaces by a passageway between them. With a milk bar in the north area this could, and apparently would, offer considerable amount of relief. The difficulty has been to find quarters elsewhere for the activities now in the north section. If this can be done, as we hope it can, the present quarters of the music room would become the supplementary dining room while the present quarters of the art room can be used as a locker room for the boys.

Some space in both buildings can be saved by converting the present hand fired coal burning furnaces to oil fired furnaces. The spaces released will be needed before we are able to occupy the new quarters contemplated in the new high school at Mudtown. Indeed, the whole high school situation, in our opinion, is going to become much more difficult before the new high school is realized, and it is possible that we may not be able to avoid a rather serious situation before we get through. Therefore, every effort should be bent toward, and no actions taken which might prevent, the earliest possible realization of the additional secondary school quarters in the northern section of the City. Every obstacle, through changes of plans and things of that nature, should be avoided as reasonably can, which would have a tendency to delay a rapid completion of this project and the relief which it promises to a potentially difficult and unsatisfactory school situation. In this connection I would like this opportunity to again call attention to the fact that it is entirely possible, and indeed probable, that our high school situation can become very bad between now and the time that we occupy the new quarters in the contemplated new high school. I am sure that none

of us want it this way or would choose to have it this way and each of us will do everything that is possible to avoid as much of the seriousness as possible, but it should not be forgotten that this is a strong probability.

Retrogressing, I call attention again to the desirability of changing from hand fired coal fuel to automatic oil heat before next session, if it is at all possible to do so. Such considerations may be of the things which make it necessary for us to keep a careful control over the expenditures of the budget and to know from month to month where we stand.

6. In our recent telephonic communications with the Home and Housing Finance Agency in Philadelphia we learned that our application for increasing the amount of the Advance Planning Funds for the Parker-Gray addition is under serious consideration, as far as we can determine. The trouble is that we have been told that several times before. Of course, the increase is occasioned by the expansion, by the School Board, of the scope of the project since the first application was filed. The delay seems to be a procedural one with the Agency rather than a question of the worthiness of the application. Several offices seem to have gotten tangled up with each other. When they get untangled our application will probably be approved, as all seem to agree to its worthiness.

As far as the plans and specifications are concerned these are proceeding satisfactorily and will be ready before construction funds are available therefor.

7. As has been indicated to you, the Planning Commission, on the evening of January 2nd, unanimously approved the revised land use in connection with the site of the new high school in the Mudtown area. This is a step forward. The next consideration will be given (to the recommendations of the Planning Commission) by the City Council. It seems reasonable to believe that the City Council will expedite this project as much as

possible because it is tied up with the whole urban renewal proposition. The very fact that the application has been reworked, at the cost of two months in time, so as to include, at the direction of City Council, this revised project argues strongly for its adoption. Otherwise, the application will have to be reworked again.

The School Board has reviewed the plans, as they have materialized thus far, of the new high school building and has approved the general layout and type of building being suggested by the architect. Also, the Board has resolved the question of air conditioning and some other pertinent questions relating to the building. Upon the basis of the Board's discussion with the architects the plans are being reviewed from the program standpoint, which may result in minor changes.

I have indicated before that I think it desirable that a name be selected for this building. What name is selected makes no slight difference to me except that I feel that to continue to call as important a new project as this by the name of the Mudtown High School is not very representative of the dignity and acceptability which should be attached, as early as possible, to the project. There are many names to select from; any of them, I am sure, would be good ones and representative of a satisfactory designation of this project which will long be a part of the Alexandria scene. The name Hallowell has been suggested, in honor of an early educator in Alexandria. There are others equally as good. Dr. John T. Ashton, a former chairman of the School Board and member of the City Council, now deceased, performed a monumental service in trying to get the Alexandria School system back on its feet in the early thirties. His work has never been rewarded in any measure worthy of its scope. There are innumerable historical names which might and could be used. The honoring of local notables seems to be desirable.

8. It is necessary that the School Board go through the formality of notifying the Architectural Division of the State Board of Education that the supervision of construction on the Parker-Gray High School addition will be properly taken care of. Although this Division has been notified repeatedly that we have in our permanent employ such a supervisor, the Division insists that each project must be covered by a separate resolution. Therefore, the Division has supplied us with a form which must be executed by the School Board. I recommend that this be passed at this meeting.

B. FINANCIAL

1. At the time of the writing of this report so few of the December bills had come in that it was impossible to indicate the miscellaneous expenses for that last month in the year of 1961. Difficulties were being experienced in connection with bills and calls have had to be made in most cases. A combination of factors probably bring about this situation. The School Board meeting is relatively early in the month; as early as it can be, and, we find, that many of the businesses have been busy taking inventory and otherwise finishing the old year and preparing for the new and have thus been delayed in their billing. In any event, we will endeavor to give a reasonably representative figure on January 10th, both as to the expenditures for December and of the average of expenditures per month for the six months beginning July 1st, 1961 and ending December 31st, 1961.

2. The budget for the operation of the maintenance of the schools for the year 1962--63 has been transmitted to the Finance Office of the City, as was requested by the City, on the specified date. Copies of the budget were not sent to members of the City Council as it seemed not to be the desire of the City that this be done. I suppose that detailed information in

regard to the budget, which totals \$6,565,600.00, will be forthcoming from the City Manager's office should members of the Council desire it. A letter was sent to each member of the Council notifying him that the budget was in the hands of the City Finance officer.

3. I have a letter from the President of George Washington--Hammond Crew Boosters Club in regard to a requested appropriation of \$300.00 to help the Club defray the cost of the use of facilities at the Old Dominion Boat Club. I believe that this matter has been discussed with Mr. Mechling. This seems to be a worthy request and I recommend that it be allowed.

4. Annually, it is necessary for the City to be supplied with an estimated amount which will be needed for the paying of scholarships under the State law to pupils attending schools outside of the Alexandria school division. This estimate has been supplied to the City Finance officer in the amount of \$20,000. The indicated expenditures for the current year will be approximately \$16,000.00.

C. PERSONNEL

1. I wish to recommend for vacancies in the school system three teachers as follows:

For 2nd Grade at the Patrick Henry School - Jane Norris, the holder of a Master's Degree, with 17 years of experience, at \$770.00 a month, to begin January 29th.

For 4th Grade at the Stonewall Jackson School - Susan I. Mahan, the holder of a Bachelor's Degree, no experience at \$470.00 a month, to begin February 1st.

For 6th Grade at the Charles Houston School - Evelyn Bankett, the holder of a Bachelor's Degree, with eight (8) years of experience, at \$600.00 a month, to begin January 15th.

2. This leaves vacancies in the school system to the number of eight as follows:

George Washington High School	Guidance
Francis Hammond High School	Spanish Industrial Arts
Jefferson School	Girls' Physical Education
Robert E. Lee School	Fifth Grade
Special	Upper Irregular Elementary Shop Elementary Art

D. GENERAL

1. Since the last meeting of the School Board, at which we had such a lively discussion of the problems of children in Alexandria with hearing deficiencies, a sincere effort has been made to carry out, what we understood to be, some of the desires of those who appeared at the December meeting. One of the efforts has been to arrange with Dr. McGough, the City Health Officer, an interview for Mrs. Kuessling, as I offered to do at the Board meeting. Such a meeting was arranged, without difficulty, for 10:30 A.M. on December 18th, which was the Monday following the December School Board meeting. Mrs. Kuessling was notified of this and advised us that it was not convenient for her to attend. Since that time several exchanges of letters have taken place. The first of these was a letter offering to arrange some other more convenient date for such an interview between Dr. McGough and Mrs. Kuessling. This letter was dated December 15th, after learning that she could not attend the December 18th meeting. This was replied to to the effect that Mrs. Kuessling did not want to have a meeting with Dr. McGough and never had wanted one, and expressed surprise that we had any such idea, as well as expressing a good many other things. This

was replied to under date of December 28th, stating that if it were not her desire to have such a meeting we would discontinue our efforts. Since these exchanges, copies of all of which I have available, we have gone ahead with the investigation of the situation. In this connection we have requested that the head of the Special Services Division of the State Board of Education, (which includes the Director of Hearing Services) in company with the head of the Hearing Services, meet with Doctors McGough and Hunt, and with Miss Barbour and me, to review the situation as far as screening is concerned. This has been readily agreed to by the City Health Department and by the State Education Department. As a consequence of these efforts, a meeting has been arranged for 2:30 P.M. on the afternoon of January 8th. Mrs. Kuessling has been notified of this meeting and has been assured that it will be open to her and to two of her associates if they wish to attend. Also, Dr. McGough is now working upon a full breakdown of the sixty-three (63) pupils mentioned in last month's report as having hearing deficiencies. Should this report be completed in time for the Board Meeting it will, of course, be available to the Board members, with the verbal comments referred to in conjunction with Dr. McGough's letter which was read at the last School Board meeting. We are doing everything which seems reasonable and possible to clarify and analyze this situation. We hope that our efforts will be acceptable.

2. We are much interested in the new trends and developments in mathematics as may apply to our schools. Beginning almost immediately, seven of our schools will enter into pilot projects in the field of the newer methods of teaching arithmetic in various of the elementary grades. There has been a rather enthusiastic response to this activity and about \$1,000 worth of texts setting forth new materials and methods are being made available. The

seven elementary schools involved up to the present time are Mount Vernon, with the 5th and 7th grades; Minnie Howard, with the 5th and 6th grades; Ramsay School, with the 5th grade; Maury School, with 4th, 5th, 6th and 7th grades; George Mason School, with 3rd, 4th and 5th grades; Patrick Henry School, with the 6th grade; and the Barrett School, with the 5th, 6th and 7th grades. The materials being used are those which have been developed by the University of Illinois, which are receiving a considerable amount of attention. The texts dealing primarily with this method are published by Scott Foresman & Company. Some other materials will be necessary such as blocks, shapes and other things of a nature which can be used for demonstration. A class in the content of teaching according to the new methods will be conducted at the Robert E. Lee School during the second semester. This will be under the auspices of the University of Virginia and will be offered at a cost of \$36.00 for three semester hours of credit. Under our plan of assistance, in bettering professional positions and knowledge, half of this will be paid by the School Board for each person participating. This pilot project is in addition to the others to which your attention has been called from time to time in team-teaching, language laboratory, French, etc.

3. We indicated at the last meeting of the Board it was probable that we would be able to furnish at this Board meeting a report on the pilot project in team-teaching which is being conducted at three schools. These schools are George Mason, MacArthur and Maury. You are having placed in your hands a progress report, up to this time, on these projects. As you will note from the report, each project is being conducted quite differently from the other two but each one, in its own way, has met with a measure of success. It might be commented that the project at the Maury School partakes of a team-teaching nature only in the cooperative planning and cooperative evaluation; otherwise the situation is a self-contained classroom

one. Some of the differences in the nature of these projects stem from the almost infinite differences in the application of forms of team-teaching. There is no standardized form which has yet appeared. Experimentation is being conducted on a broad scale with varying results. The usual "fringe" group has gone overboard regarding team-teaching as this particular group goes overboard on anything that is new. Perhaps they confuse newness with soundness. I am sure that you will find the reports on these experimental projects interesting and stimulating, and draw from them the feeling that the schools are indeed trying sincerely to analyze and evaluate this particular trend in education. I might say that in the different conceptions of team-teaching and the applications thereof there are almost infinite differences. It is not necessary, in order to have effective team-teaching, that large spaces be available as a part of the plan. In some types of team-teaching, such spaces are valuable for the conduct of those particular kinds of team-teaching. Basically, team-teaching means the planning of a program cooperatively by the group of teachers who expect to conduct the program and are therefore designated a "team". It also means the cooperative evaluation of the program conducted by the "team" of teachers involved in the program. A virtue, which is advanced for this methodology, is that those members of the team which are specialists in certain subjects can convey to the classrooms of pupils, coming under the teaching, their specialized knowledge of those subjects. The teachers circulate from classroom to classroom and give specialized instruction according to their particular virtuosity. It is evident that, basically, the team of teachers can circulate through regular classroom spaces and teach their specialities there rather than this being done by one teacher. Such a procedure does not indicate extra space. The virtue of the process lies in planning and evaluation of specialized services.

Should this important part of the process fail, then the whole operation reverts to the evils of the "platoon" school system of somewhat more than thirty years ago. Also, the team must be composed of specialists in enough subjects to cover the core subjects of the curriculum. The operation may be a full time one or a part time one. There is much division of opinion of the virtues of each method. The whole process is in an experimental stage and, up to this time, there are many differences of opinion among educators in regard to it.

4. During the 1962--63 session, probably in the spring of 1963, we will have to make an adoption of textbooks in the fields of dictionaries (both elementary and high), health (elementary), mathematics (elementary and high), physics (high), and science (elementary). The books adopted at that time will become effective July 1st, 1963. These will be adopted in the usual way through a study of samples furnished by the book companies in the various fields supplied to members of an appointed textbook committee in both the elementary and high school fields. The general procedure of these committees of teachers is to make a thorough study of the offered texts in each field by examination and by experimental use in their particular section in the school system. The committee members then come together for discussion on several occasions and finally arrive at what seems to be the best choice among the texts being offered. This system has long been employed here and has worked with reasonable satisfaction although it involves a considerable amount of extra effort and study on the part of the teachers involved. It seems to be quite a democratic procedure and one which has secured good results. Among the mathematics and science texts will be those which involve new systems or new procedures. These will be examined in terms of our results in pilot projects and study in regard to these particular features. The adoption of such texts is for a period of six years under

State contract. The books are first selected by a textbook committee (usually consisting of three members of the State Board of Education) and any text selected at the local level must come from the State adopted list in order to participate in State contract prices. Also, all basal books must be those found upon the State adopted list. The state usually makes a multi-choice adoption giving several texts to select from.

5. At the last meeting of the Board in December I called attention to the report which had been recently issued by the so-called Spong Commission as a result of a study of elementary education in Virginia. I call attention below to a comparison made between the Spong Commission's report and the school situation in Alexandria relative to the points made by the Spong Commission applying to local situations:

The Spong Commission's report made thirty-four (34) recommendations among which were several applying directly to local school systems. It is interesting and informative to know where the Alexandria schools stand in regard to these recommendations aimed at systems on the local level.

A. The Commission proposed a local study of teachers' salaries and salary policy, with a statement of desirability of a "merit scheme" of pay if one could be satisfactorily worked out. In this connection the Alexandria Principals' Association, in the fall of 1961, at the request of the Superintendent of Schools, set up a committee to make a study of "merit pay" in relation to the Alexandria City Schools. This committee has been functioning since then and has gathered a considerable amount of material, both pro and con, on this issue.

B. The commission recommended that local school boards assume full responsibility for the operation of summer schools. The Alexandria School Board assumed this responsibility years ago and has so operated ever since. It has been suggested, by the Superintendent of Schools, that the next desirable development, in this area, will be for the School Board not only

to operate the vacation schools as an academic responsibility but that such operation should be placed, as soon as is feasible, upon a fee-free basis. A recent survey of the Northern Virginia Area indicates that the summer school fees in Alexandria, even now, are lower than those common to the Area.

C. The Commission recommended that children be given "thorough instruction in phonics" in learning to read. Alexandria children have long had such instruction through the use of various teacher aids. It is felt by the Staff that such instruction should not be confined to the primary grades but should extend through all grades. Recent research has indicated the desirability of a change in methods of the teaching of phonics and an extension of such teaching. Greater use of auditory aids is recommended (such as records, tapes, etc.)

D. The Commission reported that "many elementary schools have no formal program of reading instruction after the fourth grade". Formal reading instruction extends through the elementary school years in Alexandria. Here again, other research indicates the desirability of less emphasis upon the "look-say" method of teaching of reading and the need for greater use of auditory materials which are being developed in several sections of the country.

E. The Commission emphasized the need for libraries, staffed by trained librarians, in the elementary field and deplored the lack of such facilities in many elementary schools. Each elementary school in Alexandria has a well stocked library. All of them meet the standards of the library division of the State Board of Education. Many rate well above these standards. Each library is staffed with a trained librarian except one. Each library has a full time librarian except where the small size of the school makes combination with another small school necessary to fill out a full time job.

F. The Commission recommends that every elementary school principal be required to have a minimum of two years teaching experience in elementary schools. The Alexandria elementary principals have an average of experience of twenty-seven (27) years. The lowest amount is fifteen (15) years. Most of such experience, in each case, was gotten before the principalship. In addition to this, the Alexandria principals are required to have Masters Degrees before entering upon a principal's duties. This also, now, applies to assistant principals. Those assistants not now meeting this standard are being allowed a period of years to do so.

G. The Commission recommends participation, in as large measure as available, in television programs of an educational nature. This, of course, the Alexandria Public Schools do through the programs of the Greater Washington Educational Television Association, in which the City schools have participated fully since the beginning of the programs.

H. That teacher "aids" be considered in situations of overcrowding to relieve the regular teacher of clerical duties. This problem was weighed by the Alexandria Principals' Association a year or two ago. It was concluded that as long as the City maintains a manageable teacher-pupil ratio, as it now has, there is not especial need for such services.

I. That no child be assigned to any class for the mentally retarded or emotionally disturbed upon the basis of a single examination by an unqualified person. The Alexandria School authorities believe that this is an eminently sound recommendation. No such assignments are made in the City schools except upon the basis of psychological tests and examinations administered by a trained psychologist with clinical knowledge and experience. Even in assignments to the Readiness Classes for children too immature to enter first grade at the age of six years by October 1st, two tests are given several months apart and the last is regarded as representative.

J. That physical education program be strengthened in high and elementary fields. This has been and is still being done in the Alexandria Schools.

6. We have not received, at the time of the writing of this report, a sufficient number of reports from the principals to be able to compile the enrollment and membership sheets which are usually given out before School Board meetings. We hope we will be able to distribute these sheets at the School Board meeting.

7. At the December Board meeting, as a result of a complaint from the Charles Houston School P.T.A., I was requested to direct a communication to the Director of Traffic, Mr. Smith, calling his attention to the expressed need for a crossing guard at the intersection of Patrick and Madison Streets. Such a letter was written, under date of December 22nd, and a reply was received under date of December 28th. I will read the reply to you at this time.

8. Last summer three of the high schools engaged in the electronic scheduling of classes for the three schools conducted by the Atlantic Research. This turned out very satisfactorily according to an analysis which has been furnished this office. There were some mistakes made, mostly because of the inexperience of the principals and guidance personnel in preparing the information to be fed into the machine. All in all, a very satisfactory outcome was experienced and the schools have expressed themselves as being highly pleased. The George Washington High School did not participate. This, as a matter of choice. We are now consulting with the Atlantic Research people as to the possibility and probability of going further with such scheduling, grouping, etc. It may be that we can make a great deal more comprehensive use of these electronic devices for a good deal of the

routine clerical work in setting up a number of reports, arriving at daily attendances, percentage of attendance, average daily memberships, and things of this type. As stated above, we are now investigating the possibilities of this being done. The cost to us last summer was at the rate of 70 cents per pupil which approximated a little over two thousand dollars. This seems two thousand dollars well spent in view of the time saved by the personnel in the schools involved.

9. We have a proposal, which is a very interesting one, for a tour of France by high school students, especially those involved in language classes, up to the number of seventy eight (78). The proposed itinerary would be to leave Alexandria by bus to New York just before the Easter Holidays and emplane at the Idlewild Airport for Frankfort, Germany; dinner served in flight. - Breakfast served in flight. Arrive at Frankfort, Germany. From Frankfort, Germany, by rail to Paris. The next eight days are consumed in viewing points of interest in Paris and the surrounding countryside, such as sight-seeing at Versailles and Malmaison; also Fountainbleu and the Chateau Country, returning to Paris and to Frankfort, and arriving in Alexandria on the tenth day at 4:00 P.M. by bus. The cost of the ten day trip, which would extend over the Easter Holidays, will be \$350.00. In an examination of the situation it was learned that Arlington County had participated in these trips for two years. Inquiry through the Superintendent of the Schools there indicated the same questions as we have in our minds in regard to it. These questions had not been resolved. Our questions concerned the responsibility of the Alexandria School Board for such a trip as it appears that a school official will have to sign the application for the chartered flight. Also, chaperonage seemed to be a right much of a problem as we would require the assignment of at least four teachers from

the school system as such chaperones, who would travel free. The question of medical service also arose and was partly solved by the hope that among the chaperones one of the teachers might be replaced by a volunteer doctor. Also, in our deliberations it seemed desirable to make as a requirement to the sponsorship of such a flight, by the School Board, that each pupil be properly insured up to acceptable amounts. It would seem that a \$5,000 policy for ten (10) days can be secured for \$2.60 from departure from to return to Alexandria, whether on bus, train, plane, or on foot sightseeing. I consulted the Commonwealth Attorney of the City with regard to the liability of the School Board in this connection and will read you his letter which was received under date of January 3rd. He does not seem to feel that there is undue responsibility provided a proper release from responsibility on the part of the School Board is signed by each parent having a child on the trip.

This seems a worthwhile activity and I would look with favor upon it provided it can be worked out satisfactorily. It would require the authorization of the School Board to go ahead. The bus trips would be regular Trailway busses. The railroad trips by regular French railroads; the airplane flight would be aboard a regularly authorized commercial air liner of the Constellation type, with piston engines. All in all, it seems that the proper safeguards can be established. One of the important responsibilities to be discharged is the proper briefing, as to responsibilities, of the chaperones before they leave this country. We have found that without such briefings in the past much trouble has resulted and much ill feeling. Of course, briefings would be held with the students participating.

10. I am placing in your hands a list of the drop-outs for December. This list contains those who dropped out in the age brackets covered by

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the ages which would be covered by compulsory attendance law and also age brackets beyond. You will note that in the compulsory age bracket there are very few dropouts and the reasons, therefore, are ones which would be operative even with the compulsory attendance law in force.

11. I am supplying to you, as has been requested, a job description of the proposed research division in the City of Alexandria. Should you have comments, changes or additions, which you feel are desirable, I will be glad to hear from you.

ALEXANDRIA PUBLIC SCHOOLS
Alexandria, Virginia

ENROLLMENT JANUARY 1, 1962

<u>School</u>	<u>December 1, 1961</u>	<u>January 1, 1962</u>	<u>Difference</u>
Charles Barrett	452	452	0
Cora Kelly	554	560	+ 6
Douglas MacArthur	563	566	+ 3
Duke Street	196	196	0
Francis Hammond High	1889	1889	0
George Mason	608	610	+ 2
George Washington High	1809	1815	+ 6
Jefferson	845	849	+ 4
Maury	636	636	0
Minnie Howard	638	644	+ 6
Mount Vernon	1349	1358	+ 9
Patrick Henry	945	948	+ 3
Prince Street	226	228	+ 2
Robert E. Lee	616	622	+ 6
Stonewall Jackson	504	507	+ 3
Theodore Ficklin	253	256	+ 3
William Ramsay	666	669	+ 3
Charles Houston	987	989	+ 2
Lyles-Crouch	765	766	+ 1
Parker-Gray High	<u>578</u>	<u>578</u>	<u>0</u>
TOTALS	15,079	15,138	+ 59

	<u>Elementary</u>	<u>High</u>	<u>Totals</u>
White	+ 46	+ 10	+ 56
Negro	<u>+ 3</u>	<u>0</u>	<u>+ 3</u>
TOTALS	+ 49	+ 10	+ 59

ALEXANDRIA PUBLIC SCHOOLS
Alexandria, Virginia

ENROLLMENT VARIATIONS

<u>School</u>	<u>January 1, 1961</u>	<u>January 1, 1962</u>	<u>Difference</u>
Charles Barrett	454	452	- 2
Cora Kelly	559	560	+ 1
Douglas MacArthur	579	566	- 13
Duke Street	0	196	+ 196
Francis Hammond High	2266	1889	- 377
George Mason	605	610	+ 5
George Washington High	1724	1815	+ 91
Jefferson	581	849	+ 268
Maury	616	636	+ 20
Minnie Howard	634	644	+ 10
Mount Vernon	1343	1358	+ 15
Patrick Henry	1122	948	- 174
Prince Street	288	228	- 60
Robert E. Lee	669	622	- 47
Stonewall Jackson	308	507	+ 199
Theodore Ficklin	243	256	+ 13
William Ramsay	689	669	- 20
Charles Houston	930	989	+ 59
Lyles-Crouch	774	766	- 8
Parker-Gray High	<u>528</u>	<u>578</u>	<u>+ 50</u>
TOTALS	14,912	15,138	+ 226

	<u>Elementary</u>	<u>High</u>	<u>Totals</u>
White	- 53	+ 178	+ 125
Negro	<u>+ 51</u>	<u>+ 50</u>	<u>+ 101</u>
TOTALS	- 2	+ 228	+ 226

ALEXANDRIA PUBLIC SCHOOLS
Alexandria, Virginia

MEMBERSHIP VARIATIONS

<u>School</u>	<u>January 1, 1961</u>	<u>January 1, 1962</u>	<u>Difference</u>
Charles Barrett	437	426	- 11
Cora Kelly	507	496	- 11
Douglas MacArthur	543	527	- 16
Duke Street	0	190	+ 190
Francis Hammond High	2172	1819	- 353
George Mason	598	587	- 11
George Washington High	1641	1735	+ 94
Jefferson	545	787	+ 242
Maury	596	624	+ 28
Minnie Howard	590	593	+ 3
Mount Vernon	1269	1259	- 10
Patrick Henry	1059	904	- 155
Prince Street	270	224	- 46
Robert E. Lee	622	556	- 66
Stonewall Jackson	292	468	+ 176
Theodore Ficklin	220	237	+ 17
William Ramsay	629	613	- 16
Charles Houston	909	977	+ 68
Lyles-Crouch	762	745	- 17
Parker-Gray High	<u>512</u>	<u>541</u>	<u>+ 29</u>
TOTALS	14,173	14,308	+ 135

	<u>Elementary</u>	<u>High</u>	<u>Totals</u>
White	- 118	+ 173	+ 55
Negro	<u>+ 51</u>	<u>+ 29</u>	<u>+ 80</u>
TOTALS	- 67	+ 202	+ 135

PROGRESS REPORT ON TEAM TEACHING

In September, 1961, three elementary schools expressed a desire to have a pilot study in team teaching within their schools.

During September, the teachers who were to be involved in the program began to plan for the work through study, conferences and written plans. Each school wished to work on a different approach to Team Teaching, so the planning took place in each school, rather than through a central group.

The plans evolved as follows:

DOUGLAS MACARTHUR PLAN

Teachers: Mrs. Mary Osborne
Mrs. Joyce Lloyd
Mrs. Lona Smith

Grade 5

Subjects selected to be taught: Language Arts, Science and Social Studies

Time: 9:00 - 11:30 each day

Teacher Responsibilities:

Mrs. Osborne responsible for teaching all children Social Studies
Mrs. Lloyd responsible for teaching all children Language Arts
Mrs. Smith responsible for audio visual aids, resource material
Science and field trips.

The three teachers planned the entire program together in order that as much enrichment, skills, resources, drills and continuity as possible could be had in the program. The principal played an important role in this over-all planning.

The three teachers participate in the evaluation of the total progress of the child while the teacher of a subject area evaluates the progress and grades the child in the subject he teaches.

The three teachers go to the play area with the three classes. There the pupils are divided into teams based on size and each team works to develop the physical skills commensurate with his abilities and needs and competes with others in games.

The teachers rotate to the classrooms (due to physical facilities) and each class is taught a particular subject by the same teacher.

For the rest of the day the pupils return to a self-contained classroom and receive instruction in subjects not covered in Team Teaching.

GEORGE MASON PLAN

Two teachers -- Miss Alice Mosley Grade 5
 Mrs. Mary Lee Pedersen

Subjects: Entire program.

One class stays for $2\frac{1}{2}$ days with Miss Mosley who teaches Reading, Spelling, Science and Health, they they go to Mrs. Pedersen who teaches Arithmetic, Social Studies and Language for $2\frac{1}{2}$ days. Visual aids, Physical Education and field trips are used by both classes simultaneously. In this school they like the longer block of time.

These teachers also planned cooperatively for their work with the principal playing a big part.

This school is the only one that is teaching the total program with Team Teaching.

The teachers provide many kinds of enrichment appropriate to their subject.

In spite of the fact that the principal was out quite a while because of illness, the pre-planning which she and the teachers had done was such that the work went fine during its initial stage and as far as we know the pupil-parent-teacher relationships have been excellent from the start. The children change classrooms at this school because they like keeping all teaching materials ready for a subject in one place.

The teachers evaluate together, arrive at a grade for the child on all subjects after assessing the work of the child.

MAURY SCHOOL PLAN

Three teachers -- Mrs. Isabelle Ruth 6th Grade
 Mrs. Mary Hobart
 Mrs. Sylvia Clark

Subjects: Arithmetic, Science and Social Studies

The teachers at this school plan cooperatively but each teacher teaches the entire program to his group in a self-contained classroom.

These groups meet very frequently for sharing, enrichment, etc., in the auditorium. First one teacher, then another assumes the responsibility for this shared program.

In this instance the term Team Teaching is applicable only to the planning and perhaps to the group situation in the auditorium.

There is no set time for group meetings. They meet as the teachers feel it would be beneficial.

Evaluation of progress to date

- From pupils: "We like this way of working".
"We learn more, we believe".
"Our teacher in English gives us stories, poems, choral speaking often because our work period is longer".
"We have time to complete all our assignments now".
"Each teacher is interesting".
- From teachers: "Now that we are into the program, we like it".
"The children are making excellent progress, we feel".
"We also think that by correlating and integrating the subject matter by group planning that teachers get ideas from each other that help us to enrich the subjects. We feel that the quality of instruction is better because we plan together."

From the parents who have commented we find only favorable reactions. To our knowledge we have had no parent unhappy about the child's progress and work.

Of course, the above evaluations are personal reactions. We shall be looking forward to group tests in the spring to see if we can measure one kind of progress -- "Subject Matter". The many kinds of progress one can see in boys and girls and which are difficult to measure are the intangible things such as: work-study habits - creativity - curiosity - sticking to jobs - doing more than minimum essentials - personal relationships - respect for property - respect for the rights of others - appreciation of good work - appreciation of the beautiful things in life -- art, literature, music -- love of God and country - participation in school affairs - a desire to acquire knowledge, information and skills. All teachers see these intangibles and know how important they are in the total development of pupils.

In Team Teaching these things are important too - and the teachers of these groups strive to provide opportunities for pupils to grow in these abilities and understandings.

ALEXANDRIA PUBLIC SCHOOLS
Alexandria, Virginia

DIVISION OF RESEARCH

An important responsibility of this Division will be to be constantly informed in regard to new developments and new thoughts, in all areas, bearing upon public education and its improvement. Not only will it be necessary to know about these things but it will be essential that it be known where these ideas and practices originate; under what conditions of thinking; where they have been put into operation; the results of their application; either in pilot studies, or otherwise and a reasonably comprehensive and workable analysis of them.

It will be the responsibility of this Division to keep the Executive Staff of the School System aware of such developments as are described in the paragraph above. It should be able to supply members of the Executive Staff with information sufficiently descriptive (of the application) of such activities as to enable the staff members to make reasonably representative decisions as to the applicability of these activities to the Alexandria School System and the desirability of doing so. In event such information is not readily available the Division should undertake to make it so, with as little delay as possible.

The Division should be kept well supplied with copies of leading educational magazines, periodicals, research bulletins, National Education Association publications, Office of Education materials, Committee of Childhood Education information, etc. The list and availability of such materials should grow with time and experience. An index, or digest, of leading movements in education, in general, will be an essential assistance.

In addition to the above important functions the Division will be consistently measuring the effectiveness of the educational process in the schools of the City. Such instruments of determination as tests (of many types), observation of typical situations, conferences with supervisory personnel (and others) as well as other means of evaluation will be instruments through which the Division will glean its knowledge. Comparisons with national, state and local norms will furnish some pertinent information.

The person in charge of this Division should be given the means and encouragement to attend meetings, within reason, of regional, etc. research directors and groups so as to keep abreast of discussion and current opinion.

The interpretation, or evaluation, of data gleaned, by various means, from the City School System will be a natural result, or consequence, of having gathered it. Strengths and weaknesses should not only

be noted and brought to the attention of the Executive Staff but remedies should result therefrom in Staff deliberations.

In short, the Division should be a clearing house for the Executive Staff of the City School System upon developments in the field of public education as a whole and a ready source of information as to the quality of the local effort.

The person heading such a division should be familiar, through study and practice, with approved research procedures and identifications. Familiarity with testing, interpretation of test results and validity of such results will be important. Familiarity with sources of research data will be of the utmost value. The ability to summarize and correlate such material effectively. Experience as well as instruction in the instrumentalities and application of research methods and results is highly desirable. Interpretation, in understandable terms, is most valuable.

1/5/62