

PUBLIC MUST HELP TO MAKE SUCCESS OF SCHOOL SURVEY

Inquiry Will Be of No Value Unless People Are Interested, Says McCain

CONDITIONS ALL CHANGED SINCE SYSTEM WAS BEGUN

Complete Reorganization Is Needed to Meet Requirements of Metropolitan Philadelphia

By GEORGE NOX MCCAIN
The success of the survey of the public schools of Philadelphia depends upon the public's interest in the subject.
The present system grew up in what might be termed a haphazard fashion. School buildings were erected in what appeared at the time to be, and in most instances were, advantageous positions in relation to neighborhood wants. Many of them made no provision for the growth of population. Complaints of overcrowded schools, with children in attendance on half time, have in recent years been the outcome of this policy.
In any adequate survey every public school building must be studied, not only as to its location and adequacy or accommodation, but as to its sanitary equipment, floor area, cubic air space, light, ventilation, fire protection and facility of access. The character of the equipment and its condition, its adaptability to the needs of the pupils and everything pertaining to the physical side of the property. In this connection is the matter of the location of high schools, night, vocational and continuation schools.
One of the most acrimonious discussions recently concerning public school

Some Obvious Defects in Public School System

Government by indirection, which prevents any one's having full and adequate authority or responsibility. Inadequate financial provision, which prevents proper compensation for teachers and makes necessary equipment impossible.

Year-to-year employment of superintendent, who cannot do best work when position is never secure. Foggy system of authority, which keeps all employees in state of insecurity.

management has been that of the question of supplies and equipment. Lack of system has been charged and inefficiency in the distribution of supplies. Although it is a seemingly minor matter, I am informed that it is one of the pivotal points in the organization.

This, however, would need investigation under two heads, viz. the relation of the board to its employees and methods of purchase and distribution. As to the former, I quote from a communication forwarded me on the subject of superintendents:

"Any reorganization of the public school system of Philadelphia must assume that much more authority in the details of running the schools must be passed over to the superintendent; that is, much more than it has really possessed in the past. But as the superintendent, as it is at present constituted, was appointed by the board to function under the traditional custom of a divided authority with committees of the board, it is doubtful whether such an organization, accustomed to lack of initiative power and lack of final authority in a host of details, would function to full degree under enlarged conditions. Therefore, it would

seem that a reorganization of the board must inevitably be followed by a reorganization of the superintendency. A first-class superintendent should be put at the head of the Philadelphia schools, and given full authority. His must be the praise or blame. A salary of not less than \$12,000 per year to the right man is considered by those with whom I have talked not too large. The contract should be for a term of years, instead of the present one-year arrangement, which has held the superintendent at the mercy of the board in the past and has acted as a club over his head.

Need Fearless Man
The superintendent should be a man endowed not only with scholastic ability and the capacity to manage such a vast institution, but he should possess the stamina to defend his policies against all criticisms and without the fear of being summarily dismissed for his stand.

The Philadelphia school system is not in the position of an established concern functioning with the highest degree of efficiency. It is in need of a reorganization; possibly a deal of house cleaning.

Educators with whom I have talked, and those interested in the public schools, express the unanimous view that the method of supervision should be organized along business lines. Instead of general and often hazy authority and responsibility, managerial lines should be sharply defined.

Accounts and statistics should be placed in a department where they properly belong and should be used as information for executive decisions alone.

One of the complaints against present methods is not only divided responsibility, but government by indirection. Too much is uncertain and indefinite. Instruction should be placed under definite heads, with titles which expressly grant authority and entail responsibility, and which carry salaries sufficient to attract ability and maintain prestige.

As illustrative of the above, one department of the organization is at present under the direction of one of the associate superintendents; merely by a sort of motion of committee. This superintendent was assigned to the work to take up, in a rather indefinite way, I am informed, whatever duties might be assigned to him. He was handicapped from the outset. He was forced to supervise some dozen or so principals, each of whom received a salary identical with his own.

This is no reflection upon the superintendent. It was, however, unfair to him. It is no reflection on the group of associate superintendents; say that under this policy of indirection, possibly divided authority, the schools have been governed in a sort of a foggy, cabinet fashion, which not only clouds responsibility, but impairs authority.

Schools Down at Heel
The schools of Philadelphia are physically down at the heel. They are well equipped in the matter of professional ability, with certain exceptions, but there have been very emphatic criticisms of the standard of pay. Unskilled labor, in scores of industries, receives more money by far than most of the conscientious and trained members of the teaching staff who have devoted the best years of their life to the work.

In a previous article I have spoken of the necessity of absolute frankness on the part of the Board of Education in dealing with the questions of taxation as related to the schools. The following is a point in illustration:

For several years prior to the session of the last Legislature the Board of Education had the right to levy a six-mill tax. It levied only five during this period, and both plant and equipment fell behind.

Last year a bill was passed and an opportunity afforded to get what was needed in the shape of a tax limit. This was placed at seven mills, with an additional mill for next year, if not by the advice of the Board of Education, at least without any protest.

Question of Money
During the recent agitation for an increase of salaries, in connection with the prevalent high cost of living, a teacher in discussing the subject with a member of the Board of Education was told that the board would gladly pay more salaries if the school teachers would tell them where to get the money. The question naturally arises, from this reply, whether the board is obsessed with a fear of public condemnation for

increasing the tax rate commensurate with the requirements of the work, or is pursuing a policy of financial retrenchment, whose results are visible in the ineffective working of the system.
Now that a survey of the schools is imminent, interested citizens, representatives of the teaching and executive staffs, and particularly the Board of Education, will devote themselves doubtless to a study of the problem from every angle, and place their views squarely before the examiners when the time comes.
Constructive and not destructive criticism is what is needed.

PHILHARMONIC CONCERT

Chamber Music Given at Schubert Theatre: Rich Quartet as Performers
The Philharmonic Society of Philadelphia gave the regular chamber concert, which has been a feature of its Sunday evening series, at the Schubert Theatre last evening, before an audience that took every seat on the main floor and most of those upstairs. The Rich Quartet, composed of Thaddeus Rich, first violin; Harry Aleinoff, second violin; Samuel Belov, viola, and

Hans Kindler, cello, gave the program assisted in the closing number by Paul Krummeich, pianist.
The program opened with the lovely E-flat quartet of Mozart, which was generally well performed, although the plan of seating of the quartet precludes a perfect tonal balance in so large an auditorium as the Schubert Theatre. Then came a group of three numbers, highly diversified in character, the slow movement from the Dvorak American quartet, played with much beauty of tone by the quartet, the somewhat bombastic Presto Acciaccato (scherzo) from the Donauyviertel in D flat and a spirited performance of Grainger's arrangement for quartet of "Molly on the Shore." The last made a great hit with the crowd because of its humor as well as of the excellent playing.

The closing number was the Dvorak quintet in A for piano and strings, the quartet being assisted by Paul Krummeich as pianist. The composition is so familiar by reason of having been played so many times that comment on it is almost superfluous. Mr. Krummeich showed full mastery of the work and of the place which the piano occupies in relation to the string instruments. The slow movement and the scherzo were the


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Coincident with this Great Announcement is the Listing Below of Hundreds of Fur Coats and Fur Pieces—"Odds and Ends" of the stupendous selling season of last Autumn and Winter. The straight comparison of prices, as given here, with what you will have to pay next Autumn, is astonishing, but in the most gratifying manner—to you! The New York and St. Louis Fur Auction Sales have demonstrated plainly how prices have risen. So we advisedly suggest that you make your 1920-1921 Fur purchases here and immediately!

Fur Coats		Fur Scarfs		Choker Scarfs	
Regularly	Now	Regularly	Now	Regularly	Now
2 Marmot	\$145.00	889.50	6 Australian Seal	\$24.50	\$14.50
2 Australian Seal	195.00	110.00	1 Black Wolf	35.00	22.50
4 Australian Seal	210.00	155.00	6 Taupe Wolf	35.00	24.50
4 Muskrat	250.00	165.00	4 Taupe Fox	25.00	24.50
4 Hudson Seal	250.00	165.00	3 Brown Fox	35.00	24.50
2 Raccoon	295.00	195.00	2 Beaver	35.00	24.50
2 Taupe Nutria	295.00	195.00	2 Taupe Nutria	39.50	29.50
6 Australian Seal	275.00	195.00	4 Black Lynx	29.50	29.50
3 Hudson Seal	325.00	325.00	2 Moleskin	47.50	35.00
2 Jap Mink	550.00	425.00	3 Jap Cross Fox	65.00	49.50
1 Squirrel	595.00	495.00	1 Skunk	85.00	59.50

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Regularly	Now	Regularly	Now		
3 Hudson Seal	\$22.50	\$14.50	2 Skunk Raccoon	\$55.00	\$35.00
3 Austral. Seal	29.50	17.50	3 Taupe Fox	65.00	49.50
2 Beaver	29.50	19.50	2 Taupe Wolf	65.00	49.50
2 Taupe Nutria	35.00	24.50	2 Brown Wolf	75.00	55.00
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2 Nat. Squirrel	65.00	45.00	1 Mink	150.00	98.50

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Darlington's Furniture has come to be known for its fine quality and fair prices, and many will welcome these unusual reductions which commemorate our 83d Anniversary.

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Save 50% on Cretonne Cushions. An assortment of attractive Round Cushions for both indoors and outdoors, covered with cheerful cretonnes in various patterns. Prices \$1.95 and \$2.50.

Voile Curtains Reduced. Daintily Hemstitched, 2 1/4 yards long, now \$1.50 and \$1.65 a pair; values \$2.00 and \$2.25.

25% Reduction on Bedspreads. Fresh and lovely White Dimity Bedspreads, now \$2.50, \$2.75 and \$3.00.

Easy Chairs greatly reduced. We have taken from stock about 35 of our fine velvet and tapestry Upholstered Chairs, including only one of a kind and marked them 25% to 33 1/3% less for this sale.

\$6.00 Philippine Lingerie, \$4.25

Philippine Night Gowns and Envelope Chemise, with the fine materials and dainty hand-work which characterizes all of this lingerie. Gowns with V or round neck, kimono sleeves; Chemise to match Gowns. The regular \$6.00 grade tomorrow in the 83d Anniversary Sale at \$4.25 each.

Mussed Lingerie Greatly Reduced

Some crepe de chine and washable satin undergarments at sharply reduced prices because they are a bit rumpled and mussed. Included are Gowns, Envelope Chemise, Bloomers and Camisoles.

\$2.75 White Satene Petticoats, \$2.15

New straight-top sports model; with panel; deep hemstitched band.

Flannellette Gowns and Petticoats

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Charmeuse—\$4.25 a yard. In black, navy, brown and taupe; 40-inch width; values \$5.00 and \$5.50 a yard.

Georgette Crepe—\$2.75 a yard. Full width of 40 inches and pure silk; not to be compared with bargain grades; in black, navy, ivory and flesh color; value \$3.50 a yard.

Washable Satin—\$2.85 a yard. Good firm weave of fine quality in white and flesh color; 36 inches wide; \$3.50 value.

Satin Imperial—\$3.85 a yard. A rich lustrous weave in good dark shades of blue; 35-inch width; \$4.50 value.

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White Organdie—85c a yard. Swiss make of plain, permanent finish (lasting crispness); 43 inches wide; value \$1.25 a yard.

Cotton Voile—75c a yard. Voile of fine quality in 12 plain shades; 44 inches wide; \$1.00 value.

Cotton Slirting—85c a yard. For the white suit, materials of firm weave and good quality, including Gabardine, Pique and Basket Weave; 36 inches wide; 85c values.

All-wool Plaids—\$6.50 a yard. Smart patterns and unusually rich color combinations; 54-inch width; specially priced.

Navy Serge—\$2.95 a yard. For suits and dresses, this All-wool Serge, 42 inches wide, is unusual, being a \$3.50 value.

Navy Serge—\$3.65 a yard. Best quality, 50-inch. All-wool Serge, worth \$4.50 a yard.

Navy Serge—\$4.45 a yard. All-wool Serge, 54 inches wide, value \$6.50 a yard.

\$4.25 French Gloves—\$3.35

A small French manufacturer allowed us to have this lot of Women's 2-button P. K. Suede Gloves in tan, mole and gray, at an unusually low price. They are exquisitely finished in the usual French way with 2 fine pearl buttons and well-made seams, and are well worth \$4.25. Anniversary Sale price, \$3.35 a pair.

Girls' Dresses Which Sell Elsewhere for \$20.00 & \$22.00 \$15.00

New York houses sell these same white Imported Organdie Dresses for \$20.00 and \$22.00. Only a concessional purchase of 160 enables us to make this unusually low-price offer. The sketch shows the attractive style; and your little daughter may choose this dress with ruffles of her favorite color, whether blue, pink, tan or white. Sizes 6 to 14 years—\$15.00.



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