# CITY WATER WORKS.

## WATER COMMISSIONERS.

Two appointed annually in March, for four years, by Board of Mayor and Aldermen. Salary, none.

Office: Room 1, City Hall.

HENRY E. CHAMBERLIN, MAYOR, *ex-officio*,

| | | | | |
|---|---|---|---|---|
| N. E. MARTIN, | Term expires | March | 31, | 1922 |
| H. H. DUDLEY, | " | " | " | 1922 |
| OLIVER J. PELREN, | " | " | " | 1923 |
| CHARLES R. WALKER, | " | " | " | 1923 |
| FRANK P. QUIMBY, | " | " | " | 1924 |
| GEORGE T. KENNEY, | " | " | " | 1924 |
| JOHN B. ABBOTT, | " | " | " | 1925 |
| BURNS P. HODGMAN, | " | " | " | 1925 |

PRESIDENT—N. E. MARTIN.

CLERK—BURNS P. HODGMAN.

## SUPERINTENDENT OF WATER WORKS.

Appointed by Board of Water Commissioners. Salary, $3,600 per annum. Term unlimited.

PERCY R. SANDERS.

Office: City Hall.

## TRUSTEES OF TRUST FUNDS.

| | | | | |
|---|---|---|---|---|
| NATHANIEL E. MARTIN, | Term expires | January, | | 1922 |
| CARL H. FOSTER, | " | " | " | 1923 |
| HARRY H. DUDLEY, | " | " | " | 1924 |

# FIRE DEPARTMENT.

## CHIEF ENGINEER.

Elected by Board of Aldermen. Term, unlimited. Salary, $2,600 per annum.

WILLIAM C. GREEN.

## ASSISTANT ENGINEERS.

Elected by Board of Aldermen. Term, unlimited.

FOR PRECINCT.

Salary, $145 each per annum.

WALTER J. COFFIN.
SYLVESTER T. FORD.

FOR PENACOOK.

Salary, $75 per annum.

FRED M. DODGE.

FOR EAST CONCORD.

Salary, $20 per annum.

C. E. ROBINSON.

FOR WEST CONCORD.

Salary, $20 per annum.

GEORGE W. KEMP.

## STEWARD FIRE STATION, EAST CONCORD.

Elected by Board of Aldermen. Salary, $30 per annum.

M. J. LACROIX.

## STEWARD FIRE STATION, WEST CONCORD.

Elected by Board of Aldermen. Salary, $45 per annum.

FRANK C. BLODGETT.

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## SUPERINTENDENT FIRE ALARM, PENACOOK.

Elected by Board of Aldermen. Salary, $100 per annum.

FRED M. DODGE.

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## BUILDING INSPECTOR.

WILLIAM C. GREEN, CHIEF, *ex-officio.*

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## SUPERINTENDENT OF CITY CLOCKS.

Elected by Board of Aldermen. Salary, $85 per annum.

MERVIN E. BANKS.

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## BOARD OF HEALTH.

Appointed biennially in January, by Mayor, subject to confirmation by Board of Aldermen. Salary, none.

HENRY E. CHAMBERLIN, MAYOR, *ex-officio,*
DR. CHARLES H. COOK, *ex-officio,*
DR. SIBLEY G. MORRILL.

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## REGISTRAR OF VITAL STATISTICS.

ARTHUR E. ROBY.

Office: City Hall.

## BOARD OF HYDRANT COMMISSIONERS.

No salary.

| | |
|---|---|
| WILL B. HOWE, | City Engineer |
| WILLIAM C. GREEN, | Chief of the Fire Department |
| PERCY R. SANDERS, | Supt. of the Water Works |

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## PARK COMMISSIONERS.

Two appointed annually in January, for three years, by Mayor, subject to confirmation by Board of Aldermen. No salary.

HENRY E. CHAMBERLIN, MAYOR, *ex-officio,*

| | | | | |
|---|---|---|---|---|
| WILLIS D. THOMPSON, | Term | expires | January, | 1922 |
| GARDNER B. EMMONS, | " | " | " | 1922 |
| JOHN P. GEORGE, | " | " | " | 1923 |
| CHARLES P. BANCROFT, | " | " | " | 1923 |
| BEN C. WHITE, | " | " | " | 1924 |
| ALPHEUS M. JOHNSON, | " | " | " | 1924 |

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## SUPERINTENDENT OF PARKS.

FRANK ATKINSON.

# CEMETERY COMMITTEES.

One from each ward (except Wards 4, 5, 6, 9, and part of Ward 7, consolidated) appointed annually in January, for three years, by Mayor, subject to cqnfirmation by Board of Aldermen. Salary, none.

## Ward 1.

| | |
|---|---|
| OLIVER J. FIFIELD, | Term expires January, 1922 |
| CHARLES H. SANDERS, | " " " 1923 |
| WALLACE C. HOYT, | " " " 1924 |

## Ward 2.

| | |
|---|---|
| CHARLES T. STANIELS, | Term expires January, 1922 |
| SCOTT FRENCH, | " " " 1923 |
| C. A. CHAMBERLIN, | " " " 1924 |

## Ward 3.

| | |
|---|---|
| ROYAL D. HOLDEN, | Term expires January, 1922 |
| MATHEW H. PEABODY, | " " " 1923 |
| LEWIS S. PARMENTER, | " " " 1924 |

## Ward 7.

| | |
|---|---|
| ALBERT S. TRASK, | Term expires January, 1922 |
| FRANK G. PROCTOR, | " " " 1923 |
| J. NEWTON ABBOTT, | " " " 1924 |

## Ward 8.

| | |
|---|---|
| ROBERT E. PHILBRICK, | Term expires January, 1922 |
| NAHUM PRESCOTT,* | " " " 1923 |
| ALMAH C. LEAVITT, | " " " 1924 |
| BENJAMIN J. PRESCOTT,† | |

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*Died January 7, 1921.
†Appointed to fill vacancy March 4, 1921.

## COMMISSIONERS OF CEMETERIES.

FOR WARDS 4, 5, 6, 9, AND PART OF WARD 7.

**Two members appointed annually in March, for three years, by Mayor, subject to confirmation by Board of Aldermen. Salary, none.**

HENRY E. CHAMBERLIN, MAYOR, *ex-officio,*

| | | | | |
|---|---|---|---|---|
| FRED W. LANG, | Term | expires | March, | 1922 |
| CHARLES L. JACKMAN, | " | " | " | 1922 |
| CHARLES G. REMICK, | " | " | " | 1923 |
| JOHN P. GEORGE, | " | " | " | 1923 |
| HERBERT G. ABBOTT, | " | " | " | 1924 |
| MILAN D. CUMMINGS, | " | " | " | 1924 |

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## SUPERINTENDENT BLOSSOM HILL AND OLD NORTH CEMETERIES.

FRED N. HAMMOND.

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## UNDERTAKERS.

**Appointed biennially in January by Mayor, subject to confirmation by Board of Aldermen. Salary, none.**

FOR OLD NORTH AND BLOSSOM HILL CEMETERIES.

GEORGE W. WATERS,
HAMILTON A. KENDALL,
CARLOS H. FOSTER,
HIRAM G. KILKENNY,
FRANK J. KELLEY,
WILLIAM H. HOYT.
JOHN F. WATERS.

FOR WOODLAWN CEMETERY, PENACOOK.

OLIVER J. FIFIELD.

FOR EAST CONCORD CEMETERY.

SCOTT FRENCH.

FOR WEST CONCORD CEMETERY.

LEWIS S. PARMENTER.

FOR MILLVILLE CEMETERY.

JOSEPH N. ABBOTT.

FOR SOUCOOK CEMETERY.

BENJAMIN J. PRESCOTT.

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## INSPECTOR OF PETROLEUM.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, one-fourth cent per gallon for inspection, paid by owner of oil.

CLARENCE I. TIBBETTS.

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## FENCE VIEWERS.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, $2 per day, paid by parties interested.

FRED W. LANG,
EVERETT H. RUNNELLS.

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## POUND KEEPER.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, two cents each for impounding sheep, and five cents each for all other creatures, paid by owners.

OMAR L. SHEPARD, JR.

## SEALERS OF LEATHER.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, reasonable price, paid by person employing.

JOHN C. THORNE,
FRANK E. GALE.

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## SEALER OF WEIGHTS AND MEASURES.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Salary, $350.

JAMES P. FORSYTHE.

Office: 10½ South Street.

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## CULLER OF STAVES.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, bbl. staves, 28 cents; hhd. staves, 34 cents; pipe staves, 40 cents; butt staves, 45 cents; hoop, 50 cents; heading, 33 cents per M.—paid by party for whom culling is done.

FRED H. PERLEY.

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## WEIGHERS OF HAY, COAL, ETC.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, reasonable price per load, paid by party requiring service.

Arthur G. Stevens,
Everett L. Davis,
Hallett E. Patten,
Arthur N. Day,
James F. Fitzgerald,
John H. Flanders,
Fred H. Perley,
William H. Meserve,
G. W. Lovejoy,
Alphonse King,
Fred I. Rolfe,
William J. Mullen,
Henry A. Brown,
Charles E. Hardy,
H. T. Ross,
C. H. Staniels,
Frank J. Clancy,
Thomas Murphy,
E. H. Cross,
W. J. Callahan,

William Gooden,
Guy Rowell,
Otis Lynch,
Frank L. Smith,
Charles J. Sawyer,
E. E. Young,
H. C. Morgan,
R. J. Rowland,
Archie Black,
Charles H. Smith,
Asher E. Ormsbee,
E. W. Saltmarsh,
R. W. Gordon,
Fred E. Wattles,
Edward Watkins,
Frank E. Gale,
Chester D. Parkhurst,
J. A. Provost,
John White,
W. A. Flanders,
Nelson Forrest,
George B. Whittredge,
Howard Perley,
T. Mulligan,
C. H. Hanson,
C. J. Roers.
James B. Riley,
Charles E. Cook,
V. J. Bennett,
Waldo A. Holmes,
Joseph W. Brawn,
Earl Woodbury,
Robert C. Jewell,
John Nyhan,
S. A. Clark,
G. F. Rogers,
Herbert A. Stuart,
J. W. Currier,
G. W. Hunter,
F. W. Morgan,
D. C. Taylor,
A. M. Follett.
John E. Coulter,
H. L. Barnard,
Phillip Desmarais,
Omar C. Allard.

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## CITY WEIGHER.

WILLIAM A. KELLEY.

**Office: Rear of Police Station.**

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## SURVEYORS OF PAINTING.

**Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, reasonable price, paid by party employing.**

George Abbott, Jr.,
Charles F. Mudgett,
George Griffin,
Moses E. Haines.

## SURVEYORS OF MASONRY.

**Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, reasonable price, paid by party employing.**

Fred L. Plummer,
Stephen H. Swain,
William Rowell.
George Evans.

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## SURVEYORS OF WOOD, LUMBER AND BARK.

**Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. Fees, for surveying shingles and clapboards, 4 cents per M.; boards and timber, 16 cents per M.; measuring cord wood, 4 cents per cord or load, or 40 cents per hour for over twenty cords—paid by person employing.**

Arthur G. Stevens,
John A. Blackwood,
Albert O. Preston,
Alfred Clark,
Edgar D. Eastman,
Harry Jones,
William Pierce,
George Darrah,
Arthur N. Day,
Frank E. Dimond,
Henry Rolfe,
William E. Virgin,
Oliver J. Fifield,
Hallett E. Patten,
Fales P. Virgin,
Clinton O. Partridge,
Harvey H. Hayward,
Alfred D. Mayo,
Louis F. Merrill,
Joseph Messier,
William F. Hoyt,
Herbert W. Rolfe,
Herman C. Colby,
Edward L. Foster,
C. H. Osgood,
John Rolfe,
Fred G. Chandler,
Oliver Reno,
Silas Wiggin,
F. E. Frost,
Irving T. Chesley,
B. J. Prescott,
Arthur C. Stewart,
Fred W. Lang,
Richard E. Nelson,
Charles H. Swain,
Everett L. Davis,
Ezra B. Runnells,
E. D. Ashley,
W. F. Frost,
W. J. Mullen,
Henry M. Richardson,
Arthur R. Stewart,
Edward R. Foster,
Irving Burbank,
John E. Colton,
Everett Runnells,
Clifford G. Culver,
Horace B. Annis.
Carl F. Mellin.

## LICENSED DRAIN LAYERS.

Appointed annually in January by Mayor, subject to confirmation by Board of Aldermen. No salary.

William Rowell,
J. Henry Sanborn,
Everett S. Mahoney,
William H. McGuire,
P. Henry D. Leary,
William J. Bishop,
William A. Lee,
Richard J. Lee,
Francis W. Presby,
Zeb F. Swain,
Albert S. Trask,
Charles W. Bateman,
Elmer E. Babb,
Clarence J. Spead,
W. J. Sleeper,
John W. McGowan,
Henry Morrill,
Harry H. Kennedy,
John Sweeney,
John R. Hall,
Joseph A. Normandeau,
Michael J. Lee,
W. Arthur Bean,
Willis H. Robbins,
Henry Rolfe,
G. Arthur Nichols,
Fred L. Plummer,
John H. Clark,
Ned J. Morrill,
Seth R. Hood,
William Stanley,
George E. Robinson,
Joseph J. Booth,
Arthur W. Buntin,
Harris S. Parmenter,
Manley W. Morgan,
Henry Riley,
Fred W. Lang,
Charles H. Berry,
Niram M. Kays,
Wilfred H. Brennan,
James H. Brannigan,
E. H. Smart.

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## BOARD OF EXAMINERS OF PLUMBERS.

Appointed annually in March by Mayor, subject to confirmation by Board of Aldermen. No salary.

CHARLES H. COOK, M. D., *ex-officio.*
WILL B. HOWE, *ex-officio.*
WILFRED BRENNAN.

# WARD OFFICERS.

## SUPERVISORS OF CHECK-LISTS.

*Ward 1*—FRANK P. ROBERTSON,
ELI LAFLAMME,
GEORGE F. McGIRR.

*Ward 2*—M. J. LACROIX,
HAROLD W. RILEY,
WYMAN D. STEARNS.

*Ward 3*—LAWRENCE W. KNIGHT,
HENRY F. HOBBS,
J. HAROLD JOHNSON.

*Ward 4*—ELWIN L. PAGE,
NUTE B. FLANDERS,
RICHARD T. LYFORD.

*Ward 5*—JOSEPH P. SARGENT,
FRANKLIN B. GORDON,
E. W. WALKER.

*Ward 6*—CHARLES DUNCAN,
HARRY R. CRESSY,
ERNEST W. SALTMARSH.

*Ward 7*—CHARLES J. McKEE,
WALDO S. ROUNDY,
CLARENCE O. PHILBRICK.

*Ward 8*—FRED SMITH,
C. C. STUART,
SIMEON SHARAF.

*Ward 9*—PATRICK J. GAVAGHAN,
DENNIS J. KENNEY,
FRANK J. SPAIN.

## WARD CLERKS.

*Ward 1*—JOHN B. DODGE.
*Ward 2*—CLARENCE I. TIBBETTS.
*Ward 3*—CHRISTY E. MULLAVEY.
*Ward 4*—WILLIAM B. McINNIS.
*Ward 5*—EDWARD A. DAME.
*Ward 6*—GUY JEWETT.
*Ward 7*—GEORGE B. WHITTREDGE.
*Ward 8*—LEON B. SIMPSON.
*Ward 9*—ANDREW E. SALTMARSH.

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## MODERATORS.

*Ward 1*—JOHN H. ROLFE.
*Ward 2*—ROSS W. CATE.
*Ward 3*—ROBERT HENRY.
*Ward 4*—JOSEPH S. OTIS.
*Ward 5*—WALTER L. JENKS.
*Ward 6*—ARTHUR E. DOLE.
*Ward 7*—ALBERT W. THOMPSON.
*Ward 8*—CORNELIUS McCORMICK.
*Ward 9*—WILLIAM J. AHERN, JR.

## MAYORS OF CITY OF CONCORD.

The original charter of the city was adopted by the inhabitants March 10, 1853, and until 1880 the Mayor was elected annually. Since 1880 the Mayor has been elected for two years at each biennial election in November. Under the City Charter, adopted May 11, 1909, the Mayor was elected in December, 1910, for one year, and biennially thereafter in November, beginning in the year 1911.

| | | |
|---|---|---|
| HON. | JOSEPH LOW, | 1853–'54. |
| " | RUFUS CLEMENTS,* | ——'55. |
| " | JOHN ABBOTT, | 1856–'57–'58. |
| " | MOSES T. WILLARD, | 1859–'60. |
| " | MOSES HUMPHREY, | 1861–'62. |
| " | BENJAMIN F. GALE, | 1863–'64. |
| " | MOSES HUMPHREY, | ——'65. |
| " | JOHN ABBOTT, | 1866–'67. |
| " | LYMAN D. STEVENS, | 1868–'69. |
| " | ABRAHAM G. JONES, | 1870–'71. |
| " | JOHN KIMBALL, | 1872–'73–'74–'75. |
| " | GEORGE A. PILLSBURY, | 1876–'77. |
| " | HORACE A. BROWN,† | 1878–'79–'80. |
| " | GEORGE A. CUMMINGS,‡ | 1880–'81–'82. |
| " | EDGAR H. WOODMAN, | 1883–'84–'85–'86. |
| " | JOHN E. ROBERTSON, | 1887–'88. |
| " | STILLMAN HUMPHREY, | 1889–'90. |
| " | HENRY W. CLAPP, | 1891–'92. |
| " | PARSONS B. COGSWELL, | 1893–'94. |
| " | HENRY ROBINSON, | 1895–'96. |
| " | ALBERT B. WOODWORTH, | 1897–'98. |
| " | NATHANIEL E. MARTIN, | 1899–1900. |
| " | HARRY G. SARGENT, | 1901–'02. |
| " | CHARLES R. CORNING, | 1903–'08. |
| " | CHARLES J. FRENCH, | 1909–'15. |
| " | NATHANIEL W. HOBBS, | 1916–'17. |
| " | CHARLES J. FRENCH, | 1918–'19. |
| " | HENRY E. CHAMBERLIN, | 1920– |

* Died in office, January 13, 1856.
† Term closed in November, 1880.
‡ Term commenced in November, 1880.

# DEPARTMENT REPORTS.

# SCHOOL REPORT.

## BOARD OF EDUCATION, 1921-1922.

| | |
|---|---|
| HON. HARRY H. DUDLEY . . . . | *President* |
| MRS. OSMA C. MORRILL . . . . | *Secretary* |

### MEMBERS.

TERM EXPIRES.

1922.

| | |
|---|---|
| HON. HARRY H. DUDLEY, | 89 North State Street |
| MRS. LILLIAN R. SHEPARD, | Hutchins St., West Concord |
| HARRY F. LAKE, ESQ., | 29 Auburn Street |

1923.

| | |
|---|---|
| MR. OMAR S. SWENSON, | 14 Auburn Street |
| MRS. ELIZABETH R. ELKINS, | 24 Union Street |
| MR. JOSEPH S. OTIS, | 26 Church Street |

1924.

| | |
|---|---|
| REV. W. STANLEY EMERY, | 110 North State Street |
| DR. CHARLES DUNCAN, | 43 South Spring Street |
| MRS. OSMA C. MORRILL, | 123 North State Street |

## STANDING COMMITTEES.

FINANCE.

| | | |
|---|---|---|
| Mr. Dudley. | Mr. Swenson. | Dr. Duncan. |

HIGH SCHOOL.

| | | |
|---|---|---|
| Mr. Emery. | Dr. Duncan. | Mr. Lake. |

GRAMMAR SCHOOLS.

| | | |
|---|---|---|
| Mr. Lake. | Mrs. Shepard. | Mrs. Elkins. |

PRIMARY SCHOOLS.

| | | |
|---|---|---|
| Mrs. Elkins. | Mr. Otis. | Mr. Emery. |

KINDERGARTENS.

| | | |
|---|---|---|
| Mrs. Morrill. | Mrs. Shepard. | Dr. Duncan. |

BUILDINGS AND REPAIRS.

| | | |
|---|---|---|
| Mr. Swenson. | Mr. Dudley. | Mr. Otis. |

DISCIPLINE.

| | | |
|---|---|---|
| Mr. Lake. | Mrs. Morrill. | Mr. Dudley. |

HYGIENE.

| | | |
|---|---|---|
| Dr. Duncan. | Mrs. Morrill. | Mr. Emery. |

MANUAL TRAINING.

*Wood and Iron.*

| | | |
|---|---|---|
| Dr. Duncan. | Mr. Swenson. | Mr. Otis. |

*Sewing and Cooking.*

| | | |
|---|---|---|
| Mrs. Shepard. | Mrs. Elkins. | Mrs. Morrill. |

MUSIC.

| | | |
|---|---|---|
| Mrs. Morrill. | Mrs. Shepard. | Mr. Swenson. |

DRAWING.

| | | |
|---|---|---|
| Mr. Swenson. | Mrs. Elkins. | Mr. Dudley. |

TEXT-BOOKS.

| | | |
|---|---|---|
| Mr. Emery. | Mr. Lake. | Mrs. Elkins. |

TRAINING SCHOOL.

| | | |
|---|---|---|
| Mrs. Shepard. | Mr. Lake. | Mr. Otis. |

NIGHT SCHOOL.

| | | |
|---|---|---|
| Mr. Otis. | Mr. Dudley. | Mr. Emery. |

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## SUPERINTENDENT OF SCHOOLS.

Louis John Rundlett.

15 Summit Street. Office: Parker School.

Hours: 4 to 6 p. m., school days. Office open 8 to 12 a. m., 1.30 to 6 p. m. Telephone, Office, 55M. House 603R.

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## ASSISTANT SUPERINTENDENT OF SCHOOLS.

Francis Treadway Clayton.

82½ Warren Street. Office: Parker School.

Hours: 3 to 5 p. m., school days. Telephone, Office, 55M. House, 749X.

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## MEDICAL INSPECTOR.

Dr. Clarence Moore Kelley.

14 Centre Street. Office: Parker School.

Hours: 8.30 to 9 a. m., 4 to 5 p. m., school days. Telephone, Office, 55M. House, 1075R.

## SCHOOL NURSE

HELEN YOUNG UPHAM, R. N.

25 Thorndike St.

Office hours: 8.30 to 9 a. m., every school day; 3 to 5 p. m., Mondays, at Superintendent's office.
Telephone, Office, 55M. House, 712X.

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## ATTENDANCE OFFICER.

ARTHUR JAMES TAYLOR.

6 Avon Street. Office: Parker School.

Hours: 8.45 to 9 a. m., 1.45 to 2, 4 to 5 p. m.; summer vacation, 2 to 4 p. m. Telephone, 1661M.

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## CLERK.

CYRENE SARGENT FARRAR.

4 Rockingham Street.

Office of Financial Agent, Parker School.
Office hours: 8 to 12 a. m., 1.30 to 5.00 p. m.
Telephone, 702.

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## STENOGRAPHER.

LOUISE MATTIE STUART.

18 No. Spring St.

Office of Financial Agent, Parker School. Office hours: 8.30 a. m. to 12.00 m., 1.30 to 5 p. m.
Telephone, 1334W.

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## OFFICERS OF THE DISTRICT.

LOUIS C. MERRILL . . . . . *Moderator*
EARLE C. GORDON . . . . . *Clerk*
HENRY H. METCALF AND JOHN P. GEORGE . . *Auditors*

## REPORT OF BOARD OF EDUCATION.

The Board of Education reports to Union School District as follows:

For some time past the citizens of the Millville and St. Paul's School District have been dissatisfied with the condition of the Millville School, and at the annual meeting of 1921, notice was given that at this year's annual meeting definite action would be asked for. During the past year, several visits to the Millville School have been made by Committees of the School Board, both when the schools were in session and when they were not. The Board believes that we should have a better building at Millville, and has received a general estimate that a building either of brick or frame construction adequate to present needs and so constructed that additions in the future could be economically made, can be built for from $30,000 to $35,000. We recommend to the District that authority to the Board be given to construct such a school building.

It is absolutely necessary to make an addition to the Morrill Manual Training School to accommodate the increasingly large amount of necessary work being done there. A frame structure built to the east of the present school building, to cost $6,000 to $8,000, seems at the present time to be the most practical thing to be done, and will be adequate for a good many years, and we recommend that authority be given to the School Board to construct such an addition.

At the annual meeting two years ago, the District voted to have a medical inspector, and in compliance with this mandate of the District, Dr. C. M. Kelley was engaged in such capacity, and is now upon his second year of service. The benefit of his services is becoming increasingly apparent. We invite the closest exami-

nation of Dr. Kelley's report published herein. To have thoroughly examined 3,166 pupils, to have found 4,114 health defects and to have reported and followed up a large proportion of these, to have taken from the schools temporarily, but promptly, 79 pupils having communicable diseases, to have made 218 special examinations with reference to mental development, together with a great many conferences with parents in groups and as individuals, to have inspected and advised concerning the sanitary and hygienic conditions of the schools, to oversee in a general way the physical education of the pupils in the schools, all this suggests something of the scope and something of the value of Dr. Kelley's work. Perhaps the most appealing feature of the medical inspector's efforts, we feel, is in connection with the state of nutrition of the pupils, a feature which is being practically developed at the Kimball, Rumford and Cogswell Schools, where forenoon lunches of milk and crackers are had at a surprisingly low cost to the parents.

The physical training at the High School under Mr. Quinn and Miss Ranney is being carried on satisfactorily.

The work of the school nurse, Mrs. Helen Y. Upham, we believe, is very efficiently done.

The District should know and recognize the value of the work that is being done by Drs. Young, Albee, Morton, Washburn and Aldrich, dentists, who have held 30 clinics, at which 243 pupils have benefited, and 559 dental operations have been performed.

The same appreciation is extended by the Board to the larger group of Concord physicians who, likewise without compensation, have performed a large amount of surgical and medical work for our pupils.

Dr. Kelley has estimated that the loss in the District in school days on account of preventable illness is 1,117 days a year. We believe that the services mentioned above will reduce the loss on account of such cause to a minimum.

One word more should be said of Dr. Kelley. Under the law, he is a medical inspector only,—he is not a medical practitioner, but is always glad to co-operate with the family physicians of the school children.

The use of standardized tests and measurements is an important function in modern educational administration. During the past year, conservative use has been made of these measures in many of the grades and throughout the High Schools. The principal value of such tests is not that Concord pupils are shown to be normal or a little above normal in mental ability, but the fact that the findings of the tests are used to benefit the pupils more completely in class room work and to help the teacher to a more intelligent appreciation of the individual needs of the pupils.

The Board of Education recognizes that a year ago there was some dissatisfaction and unrest in the District in reference to our schools and our school system. At that time, we suggested a survey of the schools, but received no response. This year, the Board took up of its own initiative the question of the practicability of a survey of our schools to determine whether improvements could be wisely introduced. The Board desired such a survey, if made at all, to be made by people outside the State. The question was very carefully considered by a committee of the Board, Mr. Dudley, Mrs. Elkins, Mr. Emery, Dr. Duncan and Mr. Lake. The Board's decision upon the matter was that a survey at this time is impracticable,—one principal reason being that such survey if thorough-going, as it should be, leads to a highly disturbed condition of the schools while it is being taken, which would be a considerable length of time. The Board is not hostile to such a survey. If the necessity therefor should arise in the future, or if the citizens of the District should desire one at the present time, except for the reason stated above, the School Board is sympathetic to the idea.

The School Board was the more ready to abandon at this time the consideration of a survey, in view of the changed and extended course suggested fully in the Superintendent's report, of which proposal the Board asks the District's careful consideration and adoption in the near future, if the District is willing to incur the cost. The information of the Board is that the definite drift in the country is towards a course of six years in the grades, three years in the Junior High, and three years in the Senior High School. The Board invites attention to the details of the proposal embracing the system as contained in the Superintendent's report. We understand that seldom, if ever, is such system changed when once adopted, and we believe its adoption in Concord would be in all respects a forward step. From the standpoint of our schools the Board recommends a change to such a system,—from the standpoint of finances the District must decide.

Much sickness and frequent change in the teaching force has interfered with the schools this year, and it is only through the loyalty of our teachers and the untiring efforts of the Superintendents, upon whom continually added and more exacting duties are being imposed, that a satisfactory year's work has been accomplished.

The financial affairs of the District have been administered economically, the Board feels confident, and money has not been spent except as it had been appropriated. There will be a balance on hand at the end of the year. Every financial transaction is open to the inspection of all interested persons.

The resignation of Mr. Swenson from the Board of Education has been recently announced. His general interest and intelligence as applied to all school matters, and his particular knowledge of building and housing matters, have made his services quite invaluable. His resignation from the Board, we feel, is a distinct loss to the District.

While the Board of Education knows and recognizes in our schools certain weaknesses, with which it is trying to deal in the manner that seems wisest, every member, without reservation, subscribes to the proposition that our schools are most excellent and a source of the greatest pride. We invite and genuinely want at all times the co-operation of all parents and the honest criticism and frank opinions of all persons interested in our schools.

HARRY H. DUDLEY,
LILLIAN R. SHEPARD,
HARRY F. LAKE,
OMAR S SWENSON,
ELIZABETH R. ELKINS,
JOSEPH S. OTIS,
W. STANLEY EMERY,
OSMA C. MORRILL,
CHARLES DUNCAN,
*Board of Education.*

## FINANCIAL REPORT

MARCH 25, 1921, TO MARCH 24, 1922.

LOUIS J. RUNDLETT, Agent.

RECEIVED.

| | |
|---|---|
| Cash on hand March 25, 1921, | $6,894.70 |
| Received from: | |
| City, appropriated by law, | 67,587.54 |
| City, appropriated by Union School District, | 174,661.21 |
| City, dog licenses, | 1,296.01 |
| City, Abial Walker fund, | 36.20 |
| State of New Hampshire (Industrial fund), | 2,513.25 |
| Cash sales of text-books, | 171.00 |
| Cash sales of scholars' supplies, | 4,485.23 |
| Cash sales of miscellaneous, | 73.39 |
| Cash sales of repairs, | 13.56 |
| Rebate of salary, Night School, | 2.50 |
| Tuition, | 2,669.71 |
| | $260,404.30 |

EXPENDED.

| | |
|---|---|
| *Administration.* | |
| Salaries of School Board, | $250.00 |
| Expenses of School Board—auditors $20, stationery $2, | 22.00 |
| Salaries of Superintendents, | 3,083.03 |
| Expenses of Superintendents—stamps, postals, envelopes, hand stamps and other sundries, | 51.28 |
| Salary of Truant Officer, | 800.00 |
| Expenses of Truant Officer $39, cost of taking census $137.25, | 176.25 |

| | |
|---|---|
| Other expenses of administration—salaries of bookkeeper and stenographer $1,843.44, printing $160, etc. $206.51, | $2,209.95 |
| *Instruction.* | |
| Salaries of regular teachers and principals, | 137,953.15 |
| Salaries of supervisors of special subjects, | 28,740.26 |
| Text-books, | 4,470.91 |
| Reference books, apparatus, maps, etc., | 398.50 |
| Scholars' supplies including school lunches, | 7,642.64 |
| Flags and other appurtenances, | 13.81 |
| Graduation exercises, exhibits, advertising, | 131.52 |
| Other expenses of instruction, printing $133, transportation of teachers $302, examination papers $168.40, etc. $225.29, | 828.69 |
| *Operation and Maintenance of School Plant.* | |
| Janitors' salaries, | 12,049.64 |
| Janitors and building supplies, | 1,571.45 |
| Fuel, | 12,430.39 |
| Water, | 498.00 |
| Light and power, | 1,450.08 |
| Repairs, salary of special repair man $1,325.50, minor repairs $6,425.57, | 7,751.07 |
| Other expenses of operation and maintenance, highway department $299.40; telephone $121.41, etc. $107, | 527.81 |
| *Auxiliary Agencies and Special Activities.* | |
| Libraries, | 11.86 |
| Medical inspection, inspector's salary $3,000, nurse's salary $1,300, scales $345.60, teams $69.93, etc. $111.32, | 4,826.85 |
| Transportation of pupils, | 10,448.38 |
| Other special activities, salaries of night school teachers, | 816.50 |

| | |
|---|---|
| *Fixed Charges.* | |
| Insurance, | $1,028.90 |
| *Extra Construction and Equipment.* | |
| Lands and new buildings, | |
| Alteration of old buildings, | |
| New equipment, | 169.92 |
| *Miscellaneous Expense.* | |
| State per capita tax, | 5,744.00 |
| Other expenses of instruction, dances $110, tuning pianos $60, etc. $102.20, | 272.20 |
| Balance carried to next year's account, | 14,035.26 |
| | $260,404.30 |

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CONCORD, N. H., March 21, 1922.

We hereby certify that we have examined the foregoing accounts of the financial agent of Union School District, and find the expenditures correctly cast and a proper voucher for each item.

JOHN P. GEORGE,
HENRY H. METCALF,
*Auditors.*

COST PER CAPITA.

| | |
|---|---|
| Cost per pupil, including all current expenses | $84.54 |
| Cost per pupil, including all current expenses, based on average membership | 92.42 |
| Cost per pupil for tuition, including music, drawing, superintendent, etc. | 59.74 |
| Cost per pupil for tuition, exclusive of special teachers and superintendent | 47.34 |
| Cost per pupil for tuition, exclusive of special teachers and superintendent, in all schools below the high school | 36.96 |
| Cost per pupil for tuition, exclusive of special teachers and superintendent, in the high school | 70.01 |
| Cost per pupil for text-books and supplies in all schools | 4.15 |

TUITION RECEIPTS.

| | |
|---|---|
| High School | $2,528.55 |
| Eastman School | 12.80 |
| Rumford School | 41.68 |
| Kimball School | 18.00 |
| Harriet P. Dame School | 5.68 |
| Dewey School | 9.00 |
| Dewey Training School | 54.00 |
| | $2,669.71 |

FOR EVERY DOLLAR OF CURRENT EXPENSES.

1921-1922.

| | |
|---|---|
| For teachers' salaries | $0.67 |
| For janitors' salaries and supplies | .055 |
| For fuel | .05 |
| For transportation of pupils | .042 |
| For repairs | .031 |
| For scholars' supplies | .031 |
| For state per capita tax | .023 |
| For medical inspection | .019 |
| For text-books | .014 |
| For superintendents' salaries and expense | .012 |
| For other expenses of administration | .0089 |
| For light and power | .006 |
| For insurance on buildings | .004 |
| For truant officer's salary and expense of census | .004 |
| For other special activities | .003 |
| For other expenses of operation and maintenance | .0021 |
| For water | .002 |
| For reference books | .0016 |
| For salaries and expense of school board | .0011 |
| For new equipment | .0006 |
| For all other minor expenses | .0197 |

## School Board Report of Financial Budget for 1922-1923.

Amount of money required by law ($3.50 on each $1,000 of the inventory).

| | Elementary Schools. | High Schools. |
|---|---|---|
| I—Budget (school money): | | |
| (a) For support of schools, | $141,867.12 | $77,453.91 |
| (b) For purchase of text-books and scholars' supplies, | 6,468.47 | 3,531.53 |
| (c) For purchase of flags and appurtenances, | 16.17 | 8.83 |
| (d) For payment of tuitions in high schools, | | |
| (e) Total amount required for the above items, | $148,351.76 | $80,994.27 |
| (f) Estimate of $5 tax on 1922 inventory, | 96,553.63 | |
| II—Requirements to meet the Budget: | | |
| (a) For support of elementary schools, | | $148,351.76 |
| (b) For support of high school and high school tuitions, | | 80,994.27 |
| Total support of all schools, | | $229,346.03 |
| III—School Board report of assessment required: | | |
| (1) For the support of schools and the purchase of required books, supplies and flags, and the payment of high school tuitions, | | $229,346.03 |
| Estimate of $3.50 tax on 1921 assessed valuation, | $67,587.54 | |
| Estimate of additional sums needed, | 161,758.49 | |
| (2) For the payment of per capita tax, | | 6,000.00 |
| (3) For the payment of debt (statutory), | | 10,000.00 |
| (4) For the payment of interest (statutory), | | 5,675.00 |
| (5) For the payment of other statutory requirements, | | |
| (6) For the general administration of the schools, | | 6,958.00 |
| Total budget for 1922-1923, | | $257,979.03 |

## REPORT OF THE SUPERINTENDENT.

*To the Board of Education of Union School District, Supervisory Union No. 8:*

In submitting this, my thirty-sixth annual report, the sixty-second of its series, I am reminded of changes that are being made in general to meet requirements of modern schools. Ways, means, and methods, prevailing years ago, now are inadequate for meeting present conditions. The public school population of today is so unlike that of former days in character that methods of the ancient kind are not so effective.

Education concerns itself more and more each succeeding year about discovering the individual child both in his particular capacity for doing prescribed work and his probable relation to society after his period of public school life is ended. Such work calls for the best talent to determine the true measurement of intelligence and also a clear knowledge of the physical conditions of childhood. The "get-there-or-die" plan, bred and fostered by the old aristocratic idea of education, has given place in a great degree to the more rational plan of making the most of real child development. The people of the country are beginning to recognize, quite rapidly, the true function of the public school—the full development of individual capacity—and they are willing to accept a realization of this as a fair return for the money they spend to bring it about. Requirements for such results are the best supervision, tuition and housing conditions.

In many places, some not far-removed from Concord, large sums of money are being expended in the erection of new buildings to accommodate rapidly growing student population. More children are going to school, children of many different nationalities, a large propor-

tion of which are neither of English extraction nor of native parentage. The matter of educating them in our language, customs and ideals in addition to the routine of curriculum requirements presents a problem entirely different from that of earlier times when a large majority of the students had the benefits of a good home life conducted on traditional lines and of a common language.

In the country at large the awakening of the people to the value of education was never more apparent than now.

The National Education Association has already appointed a committee of men to discover whether the large expenditure of money for secondary schools can be justified by the brand of education that is shown. The personnel of this committee is of such strong calibre as to strengthen the belief that the investigation will be intelligent, thorough, and of great value.

There is a determined effort being made to have the educational interests of the country nationally represented by a Bureau of Education.

The measurement of pupil intelligence and the proper nourishment of all school children are movements rapidly growing in public favor.

In our own city, child welfare is being looked after along the most approved lines by the Board of Education who have given freely of their time and effort to place our schools in the front rank.

The new committee on education recently appointed by the Chamber of Commerce should be a power in bringing the excellence of Concord School System to the notice of other cities.

## Housing Accommodations.

Congestion in pupil attendance has appeared in the middle grades, in the senior and the junior high schools, and in other isolated spots. A concrete problem is

offered for solution in meeting these conditions in the most economical way, without additional building construction, there being no vacant room south of School Street at the present time. Relief could be given the Kimball and the Rumford schools during the past year only by extraordinary transfers. This caused some dissatisfaction among the parents.

The Senior High School is taxed to its capacity. The maximum enrollment at the beginning of the second semester had increased to 510. It is probable that a larger attendance will have to be met next fall.

The present Senior High School building was first occupied in 1906. At that time it was expected to provide accommodations for a four-year high school for fifty years. In three years it had outgrown its capacity and in 1910 the freshman class was taken out and placed in the Parker School building. The grades that were supposed to be accommodated in the high school then, have reached an enrollment of 758. I think measures may be taken that will provide for the enrollment of next fall but if steady growth continues thereafter the erection of a new building must be considered.

The attendance in the Parker School continues to grow. At the beginning of the next fall term it will probably be the largest in its history. Adequate additions to this building would solve all housing problems for a long time, giving four vacant rooms below School street.

## The High Schools.

### *Senior High.*

The work of this school is confined to the last three years of pupil school life. Much effort has been made during the last year to raise the standard of work and enforce better discipline, and I feel that it has been accomplished in a measure. Any school, whether elementary or secondary, will be no better than the spirit displayed by the pupils. It is this that gives sufficient momentum to

all the various activities and creates an atmosphere of progress. Pupils come to this school finely prepared in both spirit and attainment to do the work. Compared with secondary schools of earlier times the present high school shows wide variations, making it much more of a public representative school. In the older school domestic arts and manual training were in their infancy, it not being fully determined as to their place in the school curriculum, and a department of commerce had not been established. The school was only one-third as large as it is now, with four years of grading. The number of teachers was correspondingly small. Then the school was mainly classical in requirement and spirit. It is an educational axiom that the larger a school of this kind grows the less scholastic the students become because the increase is mainly of those who are interested in only a few of the activities.

Now we find the following division:

Classical, 87; Academic, 133; Commercial, 173; Manual Training, 172.

The various courses so widely different in character cannot command the concentration of thought, teaching, effort, and atmosphere that was apparent in the old school, but the present day school is more distinctly public than ever before.

The principal in his report to the superintendent, speaks of the probable crowded condition of the building next year, and the importance of the physical drill movement.

He acknowledges with appreciation the services of the following people who have addressed the school: Miss Alice Bradley, of the Farmer Cooking School; Mr. Raymond, of the Chamber of Commerce; Mr. John S. Davie, Labor Commissioner; Colonel Aloe, Citizens' Training Camps; Mr. Walter M. May, Good English Week, and Mr. Clark Macomber, on College Work and Sports.

He deplores the changes of teachers as making it impossible to do standard work. He also says that the work done by the school is satisfactory, both in quantity and quality, and that the record of students entering colleges

other than N. H. State is as good as in other cities of the State, and that failures in the N. H. College is due to the fact that many of those who entered chose courses for which they were not fitted, nor recommended.

A special prize of $20 has been offered by Mr. William W. Thayer to be awarded to that member of the school attaining the highest rank in scholarship among those whose athletic record during the same year entitles them to their "C."

*The Parker School.*

This school has been handicapped for the greater part of the year by the absence of Miss Dickerman on account of serious illness. Nevertheless, a superior grade of work has been done and the accomplishments of the pupils are reflected in the creditable standing of those who have entered high schools in various parts of the country. Schools of this grade need the services of teachers who have had full college training or its equivalent because the character of the work is essentially secondary. The Terman group tests have been applied to all of the pupils and the intelligence quotients average high, following with remarkable accuracy the pupil's record of school work.

*The Chandler School.*

That one hundred and fifty pupils and six teachers are cooped up in incommodious quarters for nine months of the year should be frowned upon by the parents. Teachers of such calibre and pupils of this age should be given accommodations comparable with those allowed such schools in other places. The record of the school is superior.

*The Walker School.*

The scholars in this school have made excellent record for the past year. The evenness of the work and the fine spirit displayed, commends the efforts of both teachers and pupils.

*The Eastman School.*

The classes of this school are small. It seems advisable that the Junior High pupils should be transferred to the schools of the city proper so that they may gain the advantages of departmental instruction and the growing spirit of larger classes.

*The Garrison School.*

The classes in this school have the benefit of departmental instruction and have done passing work in their studies. The teachers are faithful and the atmosphere of the school is first-class.

Some alarm has been manifested at a lack of fundamental knowledge which it is claimed that pupils have when they enter the freshman class of the high school. A comparison of two classes thirty years apart should convince them that this is not the case, and that the fit of today is at least the equal of the fit of long ago.

COMPARATIVE TABLE

showing the work of the pupils during the first term in the freshman class.

| | 1891. | 1921. |
|---|---|---|
| No. pupils whose record is found | 82 | 141 |
| No. of these attaining perfect term mark | 0 | 0 |
| No. of these attaining a term mark: | | |
| Between 90 and 100% | 6= 7.3% | 25=17.7% |
| Between 80 and 90 | 18=21.9 | 57=40.4 |
| Between 70 and 80 | 25=30.4 | 50=35.4 |
| Between 60 and 70 | 20=24.3 | 8= 5.7 |
| Between 50 and 60 | 7= 8.5 | 1= .75 |
| Between 40 and 50 | 2= 2.4 | 0= |
| Between 30 and 40 | 2= 2.4 | 0= |
| Between 20 and 30 | 2= 2.4 | 0= |
| Below 20 per cent. | 0= | 0= |
| No. pupils failing to pass 70 per cent. | 33=40.1% | 9= 6.37% |
| Average scholarship of class | 72.2 | 82. |

About this time the principal of the school thirty years ago made this remark to the superintendent: "Either they (the entering freshmen) do not understand the situation or they are not *properly prepared.*" I say this without the least fear of successful contradiction. The general work of the pupils of the Junior High Schools is of a high order of excellence and any delinquencies that may be discovered later is not to be borne by them. The pupils know the fundamentals and they are admirably fitted to take up the work of any high school freshman class. This is revealed in the daily classroom work and in the results of severe tests given at the close of each semester.

## The Elementary Schools.

The elementary schools comprising the first six years have accomplished much. Rearrangements and closer adjustments in the curriculum and more definite correlations have brought better work in the various studies. The mid-year tests revealed a power and definite results that will stand the closest investigation. Special attention has been given to penmanship the work in which, for the last few years, could be criticised with reason. English composition also is being supervised carefully showing to advantage in the following particulars:

Oral and written English composition, formal grammar, penmanship, spelling and general neatness. Mr. Clayton's efforts in this direction have been invaluable. To summarize what has been done for the past year I give the following:

1. Readjustment of the work in arithmetic.
2. Closer correlation of English with other branches.
3. More care given to legible writing.
4. A new course of study in geography in the fifth and sixth years.
5. Revision of the course in history in the fifth and sixth years.

6. Scientific investigation in classes E and F to determine the true value of silent reading.
7. A new course in spelling for classes K, L.

The work of these schools will bear close investigation and merit approval for the results attained and the methods of gaining them. Recent praise from people outside of the city, and also the state, ably qualified to judge in such matters should be reassuring to all.

## The Rural Schools.

The attendance in the rural schools has increased. The course of study is arranged so as to fit the needs of pupils about to enter the Junior High grades. In the more remote schools the first year work of the Junior High School has been completed, thus enabling the pupils to enter the Parker School. In all cases the pupils have maintained a creditable standing. Mr. Nute has made frequent visits to the Mountain School for instructing the boys in the elements of wood-working. A carpenter's bench and tool equipment have been furnished.

The usual visits of the other special teachers have brought forth good results. A certain vigor and natural individuality marks the work of all these schools indicating a growth of self-responsibility in the pupils and also a power to do things without constant direction.

## Obituary.

Miss Gara Elizabeth McQuesten died March 27, 1921, after a lingering illness. Miss McQuesten, who was a graduate of the city public schools and the normal training class, had taught here for thirty-one years. Her work was always marked by sincerity, energy, originality and unqualified success. To those who knew her best she was an inspiration in both her public and private life.

Miss Eva Alice Henneberry died July 7, 1921. Miss

Henneberry was a graduate of the local high school and the Dewey Training School. She had taught one year in the rural schools and in this short time showed professional strength. A promising career was cut short by her untimely death.

## The Dewey Training School.

The school has been conducted along former lines. The unusually large classes are due to the remuneration allowed during the training period, an expedient adopted during the late war. Its discontinuance after this year will probably result in smaller entering classes. I believe the greatest care should be exercised about retaining those teachers whose record during the first semester does not indicate future success in teaching. Before the next class enters, some specific rules should be made and a scheme adopted by which definite information can be gathered regarding the probable professional success of each pupil teacher.

## Special Branches.

### MUSIC.

The policies of previous years have prevailed. Five thousand ten individual tests in sight-singing have been given with excellent results. The chorus singing in the high school has been better than it was last year. The excellence of the instruction is revealed in the community singing of the Rumford School, the four-part songs of the Chandler School and the orchestra of the Garrison School where a live interest has been manifest. Five members of the high school orchestra were formerly pupils in the Garrison School. Class K, in the Kimball School, prepared and gave an operetta in a creditable manner during the winter term. The Parker School still maintains excellent chorus work and its community songs are an inspiration. The high school orchestra and the glee clubs flourish, but the class in music appreciation is small and

will be discontinued unless increase in membership is shown.

### COOKING.

The schedule arranged for the first semester was very unsatisfactory. A change was made in February so that all girls in classes M and N receive an hour and three-quarters of work every other week. This schedule is progressing satisfactorily.

The elective classes under Miss Davis have had the routine work of the curriculum supplemented by lectures and excursions as follows:

A demonstration lesson on carving, by Mr. La Har of St. Paul's School.

A trip through The Durgin Silver Manufactory.

An inspection of Wilson's Cold Storage Plant.

A demonstration of the different kinds of fish and their preparation by Mr. Corrigan.

The cutting up of a beef creature, by Mr. Nolan.

The school lunches have been conducted as before with a more varied menu.

### SEWING.

The general efficiency of the pupils in this work was never better. The high school classes lose interest by being obliged to walk to the Parker School for their instruction. If a room were available in the high school building, numbers and interest would increase. Project work has been done for the Charitable Society and for the Morrill School of Mechanic Arts.

### DRAWING.

No radical changes have been made in the curriculum but too infrequent visits to the schools by the supervisor have held back the work to an appreciable extent, through no fault of hers. Visits to the elementary schools have

been made only once in four weeks. Two half-days are being given to high school electives. The combining of the Parker School and the High School electives has made the classes too large to do the best work, but the quality, nevertheless, is superior. The increasing number of special activities make it exceedingly difficult to arrange a curriculum giving the proper amount of time to each.

## The Morrill School of Mechanic Arts.

The activities of this school have become so numerous and the institution such an important factor in the general scheme of education of this district that it deserves a more detailed report than is now being given. Little by little the school has grown to meet the popular demands for manual training and industrial work and the methods of instruction have undergone a corresponding change. The course is balanced so as to fulfil the fundamental aims of education especially as regards certain cultural and related subjects. Year by year this school is becoming more identified with the industrial activities of Concord.

At the beginning of the school year the course was separated into four divisions: manual training, try-out work, pre-vocational, and vocational. This was done to clarify the course in respect to its aims and in response to constructive suggestions made by parents, business men, and prominent educators. This course develops for industrial positions, business men, salesmen and teachers of mechanic arts. It also has an added value in preparing for the State College and other technical schools.

The usual quantity and quality of work has been done and the principal and the teachers have again demonstrated their worth by general efficiency.

A school for disabled World War Veterans was held during July and August of last year at the Morrill School conducted by the Federal Board for Vocational Education. Seventy different men were enrolled. They were instructed by Messrs. Hartwell, Gilman, Wilcox, Roundy,

Chamberlin, Paige, Andrews and Hall of the Morrill School, and Messrs. Clark, Sawyer, Lougee and Edmunds from other places. The courses of study comprised Machine Shop Practice, Pattern-Making, Cabinet Making, Electricity, Mechanical Drawing and Printing. Among the different projects performed were the wiring of the Parker School and a part of the basement of the High School for electricity. The entire session was one of great value to all concerned.

## The Kindergartens.

No new kindergartens have been established during the past year and the usual attendance has diminished. Miss Lowe of the Walker Kindergarten was transferred to the principalship of the Garrison Kindergarten, the position having been made vacant by the election of Miss Chamberlin to the supervisorship of all this work. Miss Chamberlin's efforts have been successful and it is with confidence that we expect that this department will continue to reflect her faithful work.

## Intelligence Tests.

Activity in determining both the distinctive physical qualities and the mental character of school children has been revealed in the results gained through the untiring efforts of Mr. Clayton and Dr. Kelley. The tests, both group and individual, while not a finality in themselves in arriving at conclusions, are highly suggestive and approach determination so nearly as to make them of the greatest value in a system of education. Their peculiar functions include the proper adjustment of a course of study to the pupil's capacity, the proper value of the content of texts, the degree of application that a pupil could be expected to give reasonably, and the effectiveness of the methods of teaching in use.

The inclination of some to belittle the value of these things suggests at once a lack of progressive ideas, an inclination to remain in well-trodden paths because they are traditional, and an adherence to those things that have always tended to hold the world back instead of pushing it forward. The result of all this will be that methods of determining values of school efficiency that do not take into account the child in his entire capacity will soon be relegated to an inefficient past. The advance of civilization has resulted from just such scientific investigation and research.

## RECOMMENDATIONS.

### 1.

That if the district can stand the expense, the prevailing scheme of grading the schools be expanded to provide for an ultimate gradation as follows:

(a) A division of kindergartens embracing two years. The ages of pupils from 4 to 6 years.

(b) A division of elementary schools embracing six years having a socialized curriculum specially adapted for stressing the fundamentals in all work. The ages of pupils from 6 to 12 years.

(c) A division of intermediate or junior high schools having a socialized curriculum specially adapted for the need of adolescent pupils, extending the work of the fundamentals of the elementary grades, varied by introducing the proper features of the secondary schools including the early beginning of modern languages, typewriting and other features of the commercial course, making it a definite try-out period for the differentiated course of the senior high school. Ages of pupils from 12 to 15 years.

(d) A division of senior high school grade with a differentiated curriculum so that specialized work may be done along the following lines:

College Preparation, Commerce, Vocational and Personal

Guidance, Advanced work in the various curricula to prepare more thoroughly for the pupil's choice of life work, including junior college requirements. Ages of pupils from 15 to 18 years.

2.

That each of the following buildings may be provided with a supervising principal whose duties shall be mainly supervisory so that the requirements in all grades and all the special activities may be met more adequately. Rumford, Kimball, Garrison buildings.

3.

That the Junior High School classes of the Eastman School be transferred to the Walker School where the pupils can have the better care and advantages afforded by larger classes and by departmental instruction.

4.

That all the various branches of the domestic science department be placed in charge of one responsible head under whose direction a more economic administration would result and objectives would be realized that we do not obtain now.

5.

That conditions in the Millville School be given immediate attention to secure their much needed improvement.

6.

That modern vehicles be purchased by the district to be used in transportation of pupils.

## School Conditions.

Concord should be proud of its schools. They are not perfect, but they merit great praise for what they have

done, for what they are doing, and for what they plan to do in the future.

Unusual care must be exercised that continued additions to the requirements and to the duties of the teachers are justified by additional time furnished. The financial expense must be vouched for by positive results.

The demands of the curriculum are such as are required of pupils in other cities. They are reasonably well met, the pupil health carefully looked after, and the pupils, grade for grade, are over-age rather than under-age. When children leave our schools to live elsewhere they invariably maintain their grading and frequently enter ahead of the classes to which they would be assigned ordinarily.

The ages of pupils in the high school are on the average about the same as those in other cities of the state. This refutes the statement that they are more immature than pupils in other cities.

In all grades through the elementary and the junior high schools the pupils are industrious, well-disciplined, serious about their work, and happy in the performance of it.

The call for another year in the grades is needless, but if the addition were to be made it should be as suggested in my previous report of 1918 and more definitely stated in this report. This year is to be of post-secondary grade as required of six year high school courses in the State Course of Study for Secondary Schools, P. 11. It must be borne in mind that such addition will result in increased expense. In any case the annual cost of running the schools will be enlarged by from three to five thousand dollars. In a short time, if not at once, it would require additional building construction at a cost of not less than $150,000. Unless more room could be secured it would place additional burdens upon the lowest grade teachers by increasing the number of classes to three and four in each room. There is nothing in the prevailing conditions now to warrant such an outlay. Build the schools up,

graded as they are, strengthening certain weak places and utilize every reasonable expedient to house the pupils before increasing the bonded indebtedness of the district simply to supply another year's work. During the coming year the need of added building construction may be determined more definitely. A lack of room for housing the schools properly should be the sole cause of increasing the bonded indebtedness of the district.

I congratulate the citizens of Concord upon maintaining such creditable schools. Let all unite in serious effort to make them still better, strengthening the weak departments, spending the public money with the usual good judgment, and in spreading abroad their good features as well as offering reasonable criticism at home.

To the Board of Education, the entire teaching corps, to Assistant Superintendent Clayton and all others who have aided me in trying to maintain and further build up the credit of our schools I extend my sincere appreciation.

L. J. RUNDLETT,
*Superintendent.*

## REPORT OF THE ASSISTANT SUPERINTENDENT.

*To Mr. Louis J. Rundett, Superintendent of Schools.*

DEAR SIR: I am submitting herewith a report on the work of assistant superintendent for the year 1921-1922. This report will deal with adult educational activities and supervision in the elementary and secondary schools.

There has been no marked change in the method of administration of the night schools. Following out the policy of preceding years we used Morrill School for the short vocational unit courses and the Senior High School for English classes for the foreign-born. Statistics of enrollment and attendance appear elsewhere. There was not so much sustained interest in the vocational work as in previous years, which was accounted for partly by the fact that employment conditions were not normal, and for many others an unusual interest in social and civic activities engaged their time. The English work was maintained at its usual level of interest. All courses were effectively taught by our regular vocational and substitute teachers. I greatly question the wisdom of demanding night-school service of day-school teachers even if we do pay extra for such service, and yet it would not be economical to employ full time teachers for this work with the comparatively small demand there is for it.

The attempts to make better readjustments in courses of the Junior and Senior High Schools referred to in my last report, have been continued successfully. There is greater continuity between the lower and upper schools, notwithstanding the fact that the work of the lower or Junior High Schools is impaired by the lack of adequate housing. A modern Junior High School building is greatly needed not only to meet the present congestion but for the inevitable increase of pupils in the near future.

A study of four selected grades in the elementary schools was made with respect to the value of silent reading. It has been frequently contended that pupils are not taught how to read silently, in other words how to get the content of a book or paper by themselves intelligently. It is further alleged that most of the reading done in after-school life is done silently: therefore, silent reading should be taught. The study referred to was made not because silent reading is untaught in our schools, but rather to develop a more effective method for teaching it. The result of the study and experiment showed marked gains in the abilities of pupils to read silently with speed and comprehension under the method employed by two of the teachers who took part in the experiment. This investigation will be continued in the higher grades and the method developed tried out still more completely. This kind of supervision applied to other forms of school activities will produce similar improvement in teaching method, and the pupils and teachers both will be the gainers.

Another single item of supervision has been a study of the classroom grades of our high school pupils, in other words the school success of pupils. This study covered the work of the Parker and the Senior High Schools. A careful study was made of the individual records, and then mentality tests were given to 661 pupils to ascertain, approximately, the native mental ability of our high school pupils. A full report of this study has been presented to Headmaster Cook. Some items in this report may be of interest to parents.

The first significant fact is that as a group of pupils, our pupils register, as we would have surmised, good average ability. In fact, about 20 per cent of the pupils would be considered of superior ability according to the Terman standards.

In the second place, we find that in mental brightness or alertness the younger members of a class are superior to the older members in the same class. Or, in other words,

the chronological age of a pupil is not a sign necessarily of greater mental maturity; on the other hand the reverse seems to be true. The following data from one of the tables in the report referred to illustrate this point. The intelligence quotients—commonly abbreviated I. Q.—which indicate mental alertness or slowness are shown in the left hand column. The 80-89 group is the slowest mentally; the 120-129 group is the most alert or the brightest mentally. If one reads downward he will find that the oldest pupils chronologically—i. e., oldest in years—have the lowest average mental age. This data is from Class Q (Grade 9B).

| I. Q. GROUP | CHRONOLOGICAL AGE | MENTAL AGE |
|---|---|---|
| 80- 89 | 16 yrs., 10 mos. | 13 yrs., 5 mos. |
| 90- 99 | 16 " 1 " | 14 " 10 " |
| 100-109 | 15 " 5 " | 15 " 11 " |
| 110-119 | 15 " 0 " | 17 " 0 " |
| 120-129 | 14 " 2 " | 17 " 8 " |

This situation throws light on the matter of a pupil's age in any grade. We cannot say because a pupil is young in years that he is necessarily forced when placed in a grade with older pupils. He may be, so far as mental ability is concerned, much in advance of his classmates. I have known of pupils who have graduated from high school at the age of 20 years or more whose mental age was under fourteen years; and of freshmen in high school mentally 17 years of age but chronologically not over 13 years of age.

Another interesting observation resulting from this study is that our slower pupils mentally are making very creditable progress in school success; their ranks show that they are making satisfactory use of their ability. On the other hand, the school success of many of the high average and superior pupils—i. e. in native ability—is conspicuously low. There appears to be no evidence, ex-