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A study of the length of service of teachers in the public schools of Indiana

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A STUDY OF THE LENGTH OF SERVICE OF TEACHERS
IN THE PUBLIC SCHOOLS OF INDIANA

by
Nola A. Smith

Contribution of the Graduate School
Indiana State Teachers College
Number 277

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of the Requirements for the
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in Education

1936

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N. A. S.

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I. INTRODUCTION

Teacher tenure has long been an interesting problem and very much research work has been devoted to this subject in the interests of tenure laws in the various states.

A. Statement of the Problem

The problem in this study is to discover the median length of service of all public school teachers in Indiana by counties, and to compare the medians of the following:

1. City and rural school teachers.
2. Men and women teachers.
3. High school and elementary teachers.
4. Principals and classroom teachers.
5. Northern and southern sections of the state.

The medians found in this study are to be compared with medians found in other studies of this type preceding the depression.

B. Method of Securing Data

1. Selection of Material. The material for this study was taken from the annual reports made by principals and superintendents to the Department of Education in Indianapolis. This material is on file in the Inspection Division. The school year 1935-1936 was chosen for this study.

The school year 1935-1936 was chosen for this study because it would, of course, be the one farthest from the depression; and, since this material is to be compared with

pre-depression material to discover any influences the depression may have had, this year would be the most suitable one. Any one year would probably be typical of the teaching body as a whole.

2. Preliminary Treatment of Data. In this study every public school teacher in Indiana (subject to the limitations given later) was listed according to the following:

- a. The county in which he taught.
- b. Whether his school was city or rural.
- c. Whether his school was high school or elementary.
- d. Whether the teacher was a man or woman.
- e. Whether he was principal or classroom teacher.

C. Statistical Treatment of the Data

1. After the material had been secured it had to be tabulated according to counties and the medians found for:

- a. The county as a whole.
- b. City and rural schools.
- c. Men and women.
- d. High schools and elementary schools.
- e. Principals and classroom teachers.

The median was chosen because it is the measure least affected by a wide range of figures.

2. After the median was found for the above points a median of the medians was found for each point.

D. Results of Previous Studies

1. Studies made before the depression were chosen for comparison to determine if the depression has had any influence. Other forces such as the tenure law of 1927 will, of course, have an influence on the length of service.

a. In 1920¹ the median of tenure in the public schools of the United States was 4 years while the median for rural schools alone was 2 years.

b. In 1920² James Ferguson, in a report, stated, "It has been estimated that the average tenure of public school teachers in the United States is about 3 years."

c. Also in 1920³ the following statement was made in regard to tenure: "In one of the most prosperous of the middle western states the Bureau of Education reports the average term of service of the rural school teacher not to be more than 2 years."

d. John Almack⁴ made the following statement in

¹John Keith and W. C. Bagley, The Nation and Its Schools. 1920.

²James Ferguson, "Tenure of Teachers," N. E. A. Proceedings. Vol. 58, 1920.

³John Keith and W. C. Bagley, op. cit.

⁴John C. Almack, "The Problem of Teacher Tenure," American School Board Journal. Vol. 63.

regard to tenure in 1921, "In the rural schools of the United States only 30% are re-elected annually." He also stated that in Oregon the average teaching service was 3 years.

e. Fred Hunter⁵ stated that in 1921 the average for high school teachers was 6 years.

f. In 1922⁶ the term of service for the general teaching population was from 4 to 5 years. The median for elementary teachers alone was 9.5. In Indiana in 1922-1923 15% of the teachers were replaced each year.

g. In Wisconsin⁷ in 1923 the median of tenure for elementary teachers was below 2 years and for the high school the median tenure was 2 years for schools with less than ten teachers.

h. A National Research bulletin⁸ of 1924 gave the average length of service of teachers in New York as 6 3/4 years. This state was chosen because it had the largest number of teachers and schools.

⁵Fred M. Hunter, "Teacher Tenure in the United States," N. E. A. Proceedings. Vol. 64.

⁶Charles E. Benson, Output of Professional Schools for Teachers. 1922.

⁷C. V. Anderson, The Status of Teachers in Wisconsin, 1923.

⁸National Education Association of United States, National Research Bulletin. Vol. 2, Number 5. November, 1929, Research Division.

i. In the whole United States⁹ in 1924, 16% of the teaching body was new ranging from 4% in Florida to 47% in Wyoming. In 1924-1925 there were 4,500 new teachers in Illinois.

j. In 1929¹⁰ in a study made by Dr. J. R. Shannon, the median for high school teachers in Indiana was 6.

E. Limitations of This Study

1. No parochial, private, or any school of a corrective nature was included in this study. Only one school in Jasper was definitely listed with sisters as teachers.

2. Some of the records particularly in township schools, were incomplete as to years of service and where that was true those teachers were omitted.

3. In the case of large cities no material was available on the length of service of principals (except in the case of Indianapolis) since those principals who do no active teaching are listed in another record which does not give tenure.

⁹ Fred M. Hunter, op. cit.

¹⁰ J. R. Shannon, "The Influence of Geographical Location of Teacher-Training Institutions on the Personnel." Educational Administration and Supervision. Vol. 15, pp. 693-699, 1924.

II. PRESENTATION AND TREATMENT OF DATA

A. Comparison of Medians in Rural and City Schools

1. Materials. The data for this comparison are given in Table I.

2. Analysis.

a. The medians for cities range from 6 in Jasper and Vermillion counties to 19 in Shelby, Spencer, Morgan, Decatur, and Vigo counties. Although cities as a whole have a higher median, as can be seen from the table, some of the counties containing our largest cities, such as Marion, Allen, St. Joseph, and Vanderburgh, do not stand highest in tenure.

3. Conclusion. Although cities have a higher median and a much wider range in individual distribution the rural schools do not compare unfavorably with them. In fact, the finding of one case of a teacher, teaching in the rural schools, who had 57 years experience, and two others who had been teaching 55 years tends to indicate that, contrary to popular belief, the rural schools are not necessarily a dumping ground for beginning teachers. The question can be raised as to the competency of these older teachers as well as the inexperienced ones.

TABLE I

MEDIANS OF COUNTIES AS A WHOLE AND CLASSIFIED
AS TO CITY AND RURAL TEACHERS

County	Number of Cases	City	Number of Cases	Rural	Number of Cases	All
Adams	33	17	82	5	115	7
Allen	599	16	192	9	791	14
Bartholomew	65	17	96	10	161	12
Benton			115	10	115	10
Blackford	48	13	47	9	95	10
Boone	47	12	114	7	161	8
Brown			55	9	55	9
Carroll			118	8	118	8
Cass	125	15	121	5	246	10
Clark	71	15	123	9	194	11
Clay	65	15	68	7	133	11
Clinton	90	16	130	7	220	11
Daviess	65	12	128	7	193	9
Dearborn	55	10	78	9	133	9
Decatur	41	19	83	11	124	13
DeKalb	43	13	104	9	177	10
Delaware	293	14	165	7	458	12
Dubois	48	9	85	6	133	8
Elkhart	251	13	192	7	443	11
Fayette	79	13	44	5	123	10
Floyd	124	11	37	9	161	10
Fountain			147	10	147	10
Franklin			97	7	97	7
Fulton			146	8	146	8
Gibson	75	14	154	8	229	10
Grant	143	13	186	8	329	10
Greene			255	9	225	9
Hamilton			166	8	166	8
Hancock	57	12	64	10	121	11
Harrison			165	6	165	6
Hendricks			223	6	223	6
Henry	93	14	103	9	196	10
Huntington	77	11	148	7	225	9
Howard	204	13	111	7	315	10

TABLE I (Continued)

Jackson	84	12	136	7	220	9
Jasper	32	6	90	8	122	7
Jay	42	16	114	7	156	8
Jefferson	22	16	108	9	130	10
Jennings	23	9	65	8	88	8
Johnson	53	12	128	9	181	9
Knox	142	13	179	6	321	8
Kosciusko	39	12	164	8	203	8
LaGrange			111	8	111	8
Lake	1397	12	112	9	1509	10
LaPorte	224	15	149	9	373	12
Lawrence	120	13	163	9	283	11
Madison	343	13	155	8	498	12
Marion	1910	17	433	10	2343	15
Marshall	39	7	150	8	189	8
Martin	166	12	129	10	295	11
Monroe	132	14	136	7	268	10
Montgomery	74	13	187	8	241	9
Morgan	50	19	98	8	148	10
Newton			84	11	84	11
Noble	39	14	133	10	172	10
Ohio			26	6	26	6
Orange			144	6	144	6
Owen			103	8	103	8
Parke			146	8	146	8
Perry	68	13	74	7	142	10
Pike	58	7	82	6	140	7
Porter	52	18	130	11	182	13
Posey	35	12	90	7	125	9
Pulaski			106	8	106	8
Putnam	44	12	94	5	138	8
Randolph	54	10	154	7	213	7
Ripley	17	12	119	8	136	8
Rush	35	18	144	7	179	8
St. Joseph	724	14	219	8	943	11
Scott			64	8	64	8
Shelby	66	19	115	8	181	10
Spencer	17	19	108	9	125	9
Starke			83	9	83	9
Steuben	81	7	27	5	108	6
Sullivan	60	11	168	6	228	7
Switzerland			65	10	65	10

TABLE I (Continued)

Tipton	40	13	80	7	120	10
Tippecanoe	182	16	126	8	308	12
Union			54	9	54	9
Vandeburgh	455	16	105	9	560	14
Vermillion	58	6	125	8	183	7
Vigo	353	19	323	7	676	14
Wabash	58	17	132	9	190	11
Warren			77	6	77	6
Warrick	30	12	122	8	152	9
Washington	33	13	98	7	131	8
Wayne	222	13	155	8	377	11
Wells	41	12	113	6	154	7
White	27	12	114	8	141	9
Whitley	41	11	96	7	137	9
Median of the Medians		13		8		9

One rather large city in the state employed no beginning teacher in 1935.

B. Comparison of the Medians of Men and
Women Teachers

1. Materials. The data for this comparison are found in Table II.

2. Analysis. Women show a wider range of medians than men. They range from 4 years in Brown and Warren counties to 16 in Marion county. Brown county employs almost all men, so that may account for the low median. Almost all of the older women teachers are elementary teachers in the city. One reason for the more concentrated grouping of men may be due to the depression sending men who had procured better positions back to teaching.

3. Conclusion. Contrary to popular ideas the results of this study do not seem to indicate that women use teaching as a stepping-stone to marriage unless this is balanced by the fact that men use teaching to step into some better business position. The individuals in this study who had taught 40 years or more were almost all women.

TABLE II
 MEDIAN OF THE MEN AND WOMEN TEACHERS

County	Number of Cases	Men	Number of Cases	Women	Total Number of Cases
Adams	48	7	67	7	115
Allen	202	14	589	14	791
Bartholomew	67	11	94	13	161
Benton	44	10	71	10	115
Blackford	33	14	62	9	95
Boone	49	10	112	8	161
Brown	36	13	19	4	55
Carroll	45	9	73	7	118
Cass	78	10	168	10	246
Clark	73	14	121	10	194
Clay	50	13	83	10	133
Clinton	88	11	132	10	220
Daviess	73	8	120	10	193
Dearborn	45	9	88	9	133
Decatur	42	12	82	14	124
DeKalb	74	11	103	7	177
Delaware	142	12	316	13	458
Dubois	67	7	66	8	133
Elkhart	145	11	298	8	443
Fayette	37	9	86	10	123
Floyd	48	10	113	10	161
Fountain	52	10	95	10	147
Franklin	42	10	55	6	97
Fulton	65	10	81	8	146
Gibson	71	9	158	10	229
Grant	96	11	233	10	329
Greene	108	10	147	8	255
Hamilton	49	9	117	8	166
Hancock	42	12	79	9	121
Harrison	82	6	83	5	165
Hendricks	59	9	164	8	223
Henry	77	9	119	9	196
Huntington	83	11	142	8	225
Howard	98	9	217	10	315

TABLE II (Continued)

Jackson	93	9	127	9	220
Jasper	49	10	73	8	122
Jay	62	8	94	8	156
Jefferson	46	10	84	10	130
Jennings	41	10	47	7	88
Johnson	67	10	114	8	181
Knox	97	8	224	7	321
Kosciusko	79	10	124	8	203
LaGrange	42	9	69	7	111
Lake	386	10	1123	13	1509
LaPorte	96	12	277	8	373
Lawrence	92	10	191	11	283
Madison	154	12	344	11	498
Marion	513	14	1830	16	2343
Marshall	68	9	121	8	189
Martin	121	13	174	10	295
Monroe	77	10	191	10	268
Montgomery	82	10	159	9	241
Morgan	62	11	86	9	148
Newton	27	11	57	10	84
Noble	70	10	102	11	172
Ohio	10	6	16	7	26
Orange	56	7	88	5	144
Owen	43	10	60	7	103
Parke	63	10	83	7	146
Perry	80	9	62	11	142
Pike	72	6	68	7	140
Porter	57	10	125	14	182
Posey	51	10	74	8	125
Pulaski	37	8	69	9	106
Putnam	57	10	81	6	138
Randolph	79	8	134	7	213
Ripley	57	8	79	11	136
Rush	45	11	134	7	179
St. Joseph	236	11	707	13	943
Scott	27	11	37	8	64
Shelby	57	11	124	10	181
Spencer	57	10	68	9	125
Steuben	47	11	61	6	108
Starke	38	10	45	7	83
Sullivan	76	7	152	7	228
Switzerland	24	7	41	9	65

TABLE II (Continued)

Tipton	48	10	72	8	120
Tippecanoe	95	12	213	13	308
Union	18	8	36	9	54
Vanderburgh	131	12	429	15	560
Vermillion	57	9	126	7	183
Vigo	143	10	533	15	676
Wabash	69	13	121	9	190
Warren	23	9	54	4	77
Warrick	63	10	89	9	152
Washington	69	10	62	6	131
Wayne	104	10	273	11	377
Wells	69	8	85	7	154
White	46	10	95	8	141
Whitley	54	12	83	7	137
Median of Medians		10		9	

C. Comparison of the Medians of High School
and Elementary Teachers

1. Materials. The materials for this comparison are found in Table III.

2. Analysis. The widest range is found in high school teachers. The fact that the median of the medians for both should be the same seems rather startling. However, Fred M. Hunter¹ in an article on tenure stated, "A tendency toward greater permanency in position is evident among secondary teachers."

The median for high school teachers ranges from 4 in Warren county to 17 in Marion. The narrower range of elementary teachers of 5 in Harrison county to 15 in Decatur and Marion does not indicate the tendency in individual cases for the tenure in the higher levels to be almost all elementary.

3. Conclusion. Although individual counties show considerable differences in the medians of high school and elementary teachers the state as a whole has the same median for both.

¹Fred M. Hunter, "Teacher Tenure in the United States." N. E. A. Proceedings. Vol. 64.

TABLE III
 MEDIAN OF HIGH SCHOOL AND ELEMENTARY TEACHERS

County	Number of Cases	High School	Number of Cases	Elemen- tary	Total Number of Cases
Adams	31	5	84	8	115
Allen	259	16	532	14	791
Bartholomew	51	12	110	12	161
Benton	68	9	47	11	115
Blackford	37	10	58	10	95
Boone	71	8	90	9	161
Brown	13	8	42	9	55
Carroll	60	7	58	8	118
Cass	101	8	145	10	246
Clark	52	11	142	11	194
Clay	72	13	61	9	133
Clinton	104	11	116	10	220
Daviess	70	8	123	9	193
Dearborn	48	8	85	11	133
Decatur	50	11	74	15	124
DeKalb	75	9	102	8	177
Delaware	236	12	222	13	458
Dubois	31	8	102	8	133
Elkhart	161	11	282	11	443
Fayette	48	11	75	10	123
Floyd	50	11	111	10	161
Fountain	65	10	82	10	147
Franklin	28	10	69	7	97
Fulton	68	8	78	8	146
Gibson	97	8	132	12	229
Grant	130	10	199	10	329
Greene	88	10	167	9	255
Hamilton	73	6	93	9	166
Hancock	65	10	56	11	121
Harrison	44	8	121	5	165
Hendricks	59	9	164	9	223
Henry	76	9	120	9	196
Huntington	109	8	116	9	225
Howard	132	9	183	11	315

TABLE III (Continued)

Jackson	97	10	123	8	220
Jasper	47	6	75	8	122
Jay	64	12	92	8	156
Jefferson	50	9	80	11	130
Jennings	40	8	48	8	88
Johnson	93	9	88	12	181
Knox	125	10	196	7	321
Kosciusko	94	8	109	9	203
LaGrange	45	8	66	8	111
Lake	641	11	868	12	1509
LaPorte	142	11	231	12	373
Lawrence	119	10	164	11	283
Madison	154	12	344	12	498
Marion	761	17	1582	15	2343
Marshall	84	7	105	9	189
Martin	94	12	201	11	295
Monroe	87	12	181	10	268
Montgomery	105	9	136	9	241
Morgan	63	9	85	10	148
Newton	38	10	46	11	84
Noble	62	10	110	10	172
Ohio	9	6	17	8	26
Orange	49	5	95	7	144
Owen	38	7	65	8	103
Parke	65	6	81	8	146
Perry	43	9	99	10	142
Pike	42	7	98	6	140
Porter	78	10	104	14	182
Posey	45	9	80	9	125
Pulaski	39	5	67	9	106
Putnam	65	8	73	8	138
Randolph	113	7	100	8	213
Ripley	48	7	88	9	136
Rush	76	7	103	8	179
St. Joseph	351	11	592	13	943
Scott	20	8	44	8	64
Shelby	61	9	120	11	181
Spencer	43	9	82	9	125
Starke	38	9	45	8	83
Steuben	52	6	56	6	108
Sullivan	93	8	125	7	228
Switzerland	18	12	47	10	65

TABLE III (Continued)

Tipton	53	7	67	11	120
Tippecanoe	139	11	169	14	308
Union	23	8	31	10	54
Vanderburgh	150	14	410	14	560
Vermillion	76	7	107	7	183
Vigo	307	14	369	13	676
Wabash	90	11	100	10	190
Warren	26	4	51	7	77
Warrick	47	12	105	9	152
Washington	36	7	95	8	131
Wayne	184	9	193	12	377
Wells	72	6	82	9	154
White	74	8	67	9	141
Whitley	64	8	73	9	137
Median of Medians		9		9	

D. Comparison of the Medians of Principals
and Classroom Teachers

1. Materials. The materials for this comparison are found in Table IV.

2. Analysis.. The results of this comparison were what one would expect them to be in that the median of the medians for the principals is high, being 17. No doubt the median would have been higher if the principals of the larger cities could have been included in this study. Marion, one county which listed all its principals, has a rather high median of 26, indicating that the median probably would have been higher for the state. The older principals were found in the elementary schools for the most part.

3. Conclusion. There were scarcely enough principals to affect the median as is indicated. The majority of these principals are teaching some classes and in some cases of three and four teacher high schools, they are carrying a full teaching load in addition to their duties as principal. Since the majority of these principals are rural principals this factor operates too make the median lower than it otherwise might be.

TABLE IV
 MEDIAN OF PRINCIPALS AND CLASSROOM
 TEACHERS

County	Number of Cases	Prin- cipals	Number of Cases	Teach- ers	Total Number of Cases
Adams	12	23	113	6	115
Allen	31	18	760	16	791
Bartholomew	7	22	154	12	161
Benton	10	20	105	8	115
Blackford	4	20	91	9	95
Boone	9	20	152	8	161
Brown	4	19	51	7	55
Carroll	13	22	105	7	118
Cass	9	18	237	10	246
Clark	7	31	187	11	194
Clay	5	24	128	11	133
Clinton	16	19	204	10	220
Daviess	7	20	186	9	193
Dearborn	7	16	126	9	133
Decatur	7	21	117	13	124
DeKalb	6	22	171	10	174
Delaware	13	22	445	12	458
Dubois	4	9	129	8	133
Elkhart	23	19	420	11	443
Fayette	9	15	114	9	123
Floyd	9	22	152	10	161
Fountain	10	15	137	10	147
Franklin	5	18	92	7	97
Fulton	11	12	135	8	146
Gibson	12	21	117	10	229
Grant	17	16	312	10	329
Greene	11	15	244	10	255
Hamilton	14	21	152	8	166
Hancock	9	17	112	10	121
Harrison	9	20	156	5	165
Hendricks	13	22	210	9	223
Henry	13	13	183	9	196
Huntington	16	18	209	9	225
Howard	18	21	297	10	315

TABLE IV (Continued)

Jackson	12	19	208	9	220
Jasper	8	15	114	6	122
Jay	9	9	149	8	156
Jefferson	8	17	122	10	130
Jennings	10	15	78	8	88
Johnson	10	16	171	9	181
Knox	20	19	301	8	321
Kosciusko	15	20	188	8	203
LaGrange	8	16	103	7	111
Lake	10	18	1499	10	1509
LaPorte	23	19	350	12	373
Lawrence	13	22	270	10	283
Madison	9	19	489	12	498
Marion	89	26	2254	14	2343
Marshall	11	15	178	7	189
Martin	18	17	277	10	295
Monroe	3	10	265	10	268
Montgomery	13	13	228	9	241
Morgan	9	19	139	9	148
Newton	5	24	79	10	84
Noble	7	16	165	10	172
Ohio	1	8	25	6	26
Orange	5	14	139	5	144
Owen	8	22	95	7	103
Parke	9	20	137	7	146
Perry	7	14	135	9	142
Pike	4	13	136	6	140
Porter	14	15	168	13	182
Posey	4	19	121	9	125
Pulaski	7	12	99	8	106
Putnam	9	13	129	7	138
Randolph	9	16	204	7	213
Ripley	8	13	128	8	136
Rush	13	17	166	8	179
St. Joseph	18	19	925	11	943
Scott	3	25	61	8	64
Shelby	5	12	176	10	181
Spencer	6	25	119	9	125
Starke	4	12	79	8	83
Steuben	7	13	101	6	108
Sullivan	15	16	213	7	228
Switzerland	2	17	63	10	65

TABLE IV (Continued)

Tipton	8	16	112	8	120
Tippecanoe	18	18	290	12	308
Union	1	13	53	9	54
Vanderburgh			560	14	560
Vermillion	10	17	173	7	183
Vigo	18	16	658	13	676
Wabash	18	21	172	10	190
Warren	4	12	73	5	77
Warrick	8	13	144	9	152
Washington	7	11	124	8	131
Wayne	13	15	164	11	377
Wells	11	14	143	7	154
White	10	13	131	8	141
Whitley	7	14	130	8	137
Median of Medians		17		9	

E. Comparison of the Northern and Southern
Sections of the State

1. Materials. The materials used for this comparison were the medians of the counties with the state divided arbitrarily as is indicated on Map I.

2. Analysis. In thus dividing the state a slight difference is found in the medians. The general idea would probably be that the south would be lower in tenure than the north.

3. Conclusion. The difference in length of tenure is slight for the northern and southern sections of the state.

F. Comparison of Medians for 1935-1936
with Medians of Earlier Studies

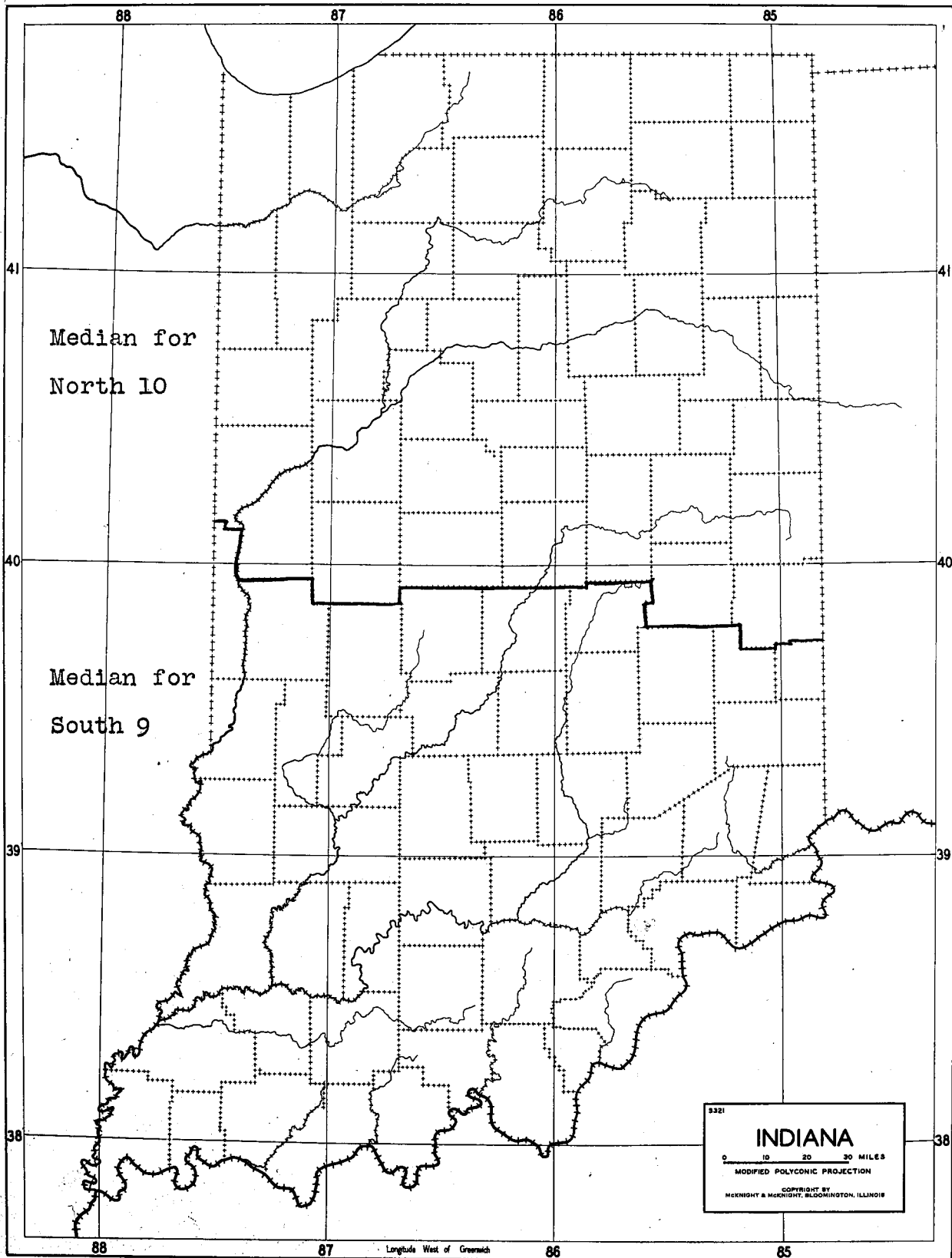
1. Materials. The materials for this comparison are the findings given under Results of Previous Studies and the findings of this present study.

2. Analysis. The median tenure found in this study for the whole state is 9. In 1920² the median for the country as a whole was only 4 years. At that time the rural schools had a median of only 2 while the rural school median in this study is 8.

In 1921 the average for high school teachers was 6 years while at the present time in Indiana the median is 9.

²References given under D. Results of Previous Studies.

COMPARISON OF NORTHERN AND SOUTHERN INDIANA



In 1922 the median for elementary teachers was 9.5. At the present time the median is 9.

In 1924 in New York the median for the whole state was 6 3/4 years. The present median in Indiana is 9.

However, the study which allows the best comparison is that made by Dr. Shannon in 1929. At that time the median for high school teachers was 6. At the present time the median for high school teachers is 9.

3. Conclusion. It would seem from the above comparison that the length of tenure for teachers is increasing. This may be due to several factors. No doubt one of them which tends to keep persons in the profession is the security of position made possible by the tenure law. Another is likely the fact that there are so few openings in other lines of work that people who might have used teaching merely as a step to something better have found themselves unable to get into other lines of work. This was likely due to the depression as well as the fact that many may have lost their positions in other lines of work and have returned to teaching. The minimum wage scale which might once have seemed low may have come to be a haven of security in a fluctuating business world.

One would expect that as business increases, more and more teachers will go back to other positions leaving the way open for new teachers and thus lowering the tenure.

III. SUMMARY

A summary of the study can be seen at a glance in Graph I. This shows that tenure for the various divisions of city and rural, men and women, high school and elementary, principals and classroom teachers is not widely distributed. The greatest difference is shown in cities and among principals.

The fact that length of tenure seems to be increasing should be an indication that teaching is a more desirable vocation than it formerly was. Those who make teaching a life work are able to render a more valuable service than those who are just marking time. As better service is rendered let us hope that it will in turn increase length of tenure and increase salaries. In this way, like a snowball rolling down hill, every turn of the circle will increase the benefits to the teacher as well as the public.

GRAPH I

MEDIAN OF THE COUNTY MEDIAN

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX State
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX City
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Rural
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Men
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Women
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX High School
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Elementary
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Principals
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXX Classroom Teachers
XXXXXXXXXXXXXXXXXXXXXXXXXXXXX

IV. APPENDIX

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