State Normal and Industrial School for Women

Harrisonburg, Virginia

OFFICE OF THE PRESIDENT.

Sept. 15, 1908.

The Honorable Board of Visitors of the
State Normal and Industrial School for Women
at Harrisonburg, Virginia.

Gentlemen:

I have the honor to submit the following report of my work ~~as President~~ to date, together with certain recommendations to which I respectfully ask your attention.

I came to Harrisonburg on the 9th of July and ~~took up~~ began the work of studying the problem which confronts us in organizing this new institution. In order to gather as much help as possible from similar ~~other~~ institutions ~~of like character~~ elsewhere I ~~have~~ collected a large number of catalogues and other literature, representing almost every ~~similar~~ normal school ~~institution of the kind~~ of note in the United States.

~~During the month of July~~ I spent about ten days in July at the University of Virginia, during "rural life week" of the University Summer School, conferring with men of experience in ~~this line of~~ normal & agricultural education.

During ~~the month of~~ August I spent some time visiting normal schools in the middle west, studying lay-out of grounds, buildings, & equipments, ~~and lay-out of grounds~~, primarily, and secondarily giving some attention to organization and courses of study. I also investigated the living arrangements for the students. On this trip I visited eleven different institutions, in the states of Indiana, Illinois, Iowa and Missouri, seven of them being state normal schools.

For the last ~~two~~ three weeks I have been at work almost constantly on building plans, the result of which work I ~~expect~~ desire to present to the Board at this meeting.

During all of this time I have had a considerable amount of

correspondence to attend to, and some of this correspondence has shown a gratifying interest in our school throughout the state and country at large. I have also had the pleasure of talking with not a few school people with reference to our work here, and have been greatly encouraged at the interest shown.

PURPOSE & SCOPE:

In ~~this~~ my first report it may not be out of place to begin by noting briefly what I consider to be the purpose and scope of the institution which we are establishing.

(1) It should train teachers for both graded and ungraded schools, but special effort should be made to train for rural schools. By making a specialty of this a distinctive character will be given to the work not only as regards our own state but also as regards the country at large, ~~certainly in a very considerable degree~~.

(2) It should give special prominence to practical nature study and agriculture, & to domestic and manual arts. It should train specialists in these branches, who can go out into the schools of the state and fill the places, that are now waiting to be filled, with competent teachers. This would be another decidedly distinctive feature of our work in this state, as no Virginia school is now ~~doing this work~~ offering such training for white women, and teachers of these subjects have to be brought from other states.

(3) The school should run throughout the year, enabling teachers in service to attend, and helping students with limited means or limited time to complete their ~~courses of study~~ training under the best conditions. Such a plan would also use the plant to the ~~very~~ best advantage, and would be another distinctive feature for this school so far as this state is concerned.

(4) The school should give "training school certificates" like the normal training departments of the high schools after two years work; but it should go farther and at the end of a ~~additional~~ third year give the "first grade teachers' certificate", and with the completion of

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~~still another~~ fourth year the "professional teachers' certificate".

(5) It should give education at the lowest possible cost, and should as far as possible enable every worthy person to complete one of its courses of study no matter how limited may be her means.

(6) It should be planned to eventually accommodate 1,000 students, with boarding accommodations for about 3/4 of that number.

CALENDAR: The school year should be divided into four "quarters" of twelve weeks each, as for example the following for the year 1909-10:

Oct. 1-Dec. 23; Autumn Quarter.
Jan. 3-Mch. 26; Winter Quarter.
Mch. 28-June 17; Spring Quarter.
June 20-July 28; First Term, Summer Quarter.
July 29-Sept.3; Second Term, Summer Quarter.

The fiscal year of the institution should, ~~if possible,~~ be fixed from July 1st to June 30 of the following year.

COURSES OF STUDY: While I am not at this time fully prepared to ~~offer~~ suggest a definite course or courses, of study, the following general ~~considerations~~ statements and tentative schedule is offered for the purpose of setting the matter ~~definitely~~ before us. ~~The following are~~ Some of the considerations which should govern the formulation of our courses are:

(1) We must take graduates from the ~~common~~ elementary schools with perhaps no high school training. While this is somewhat deplorable, it seems necessary at present, ~~and~~ as is the case at most state normal schools.

(2) The students should be at least 16 years old for admission.

(3) Persons prepared for advanced standing should be allowed to enter the classes for which they are in the judgment of the faculty prepared, each case to be decided on its own merits.

(4) The work must be adapted to both persons with teaching experience and those without it.

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(5) The work should prepare (a) persons with no teachers' certificate for one, (b) ~~persons~~ teachers with a low grade teachers' certificate for a higher grade one, and (c) teachers with a first grade certificate for a professional certificate. ~~It should be prominently a teachers' training school, and in no sense an ordinary secondary school.~~

(6) Special courses should be offered for persons desiring to prepare themselves for teaching special subjects such as nature study, agriculture, domestic science, household and manual arts.

(7) The courses must contain sufficient subject-matter, but ~~unnecessary or superfluous~~ non-essential material ~~should~~ must be carefully eliminated; and the normal, or "method," side must always be given prominence, since the school is to be primarily a training school for teachers, and ~~is~~ not ~~an~~ an ordinary secondary school of the academic type.

(8) The courses must not be too long, ~~and that~~ and each year should as far as possible be made a complete unit, leading to some sort of certificate.

While altogether tentative, the following is offered as a course of study in some degree meeting the above requirements; the numbers following the subjects indicating the number of fifty-minute periods per week to be given to the particular subject through the quarter (twelve weeks):

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DEPARTMENTS OF INSTRUCTION.

1. Pedagogy:
   - Theory and Practice of Teaching.
   - Principles of Teaching
   - General and Special Method.
   - Psychology (Educational)
   - History of Education
   - School Management and School Laws
   - Observation and Practice Teaching, in both graded and ungraded schools.

2. English:
   - Spelling
   - Dictation
   - Grammar
   - Reading
   - Composition
   - Rhetoric
   - English Literature
   - American Literature
   - ~~History of Literature~~

3. History:
   - History of Virginia
   - English History
   - History of the United States
   - Ancient, Mediaeval and Modern History
   - Civil Government

4. Mathematics:
   - Arithmetic
   - Algebra
   - Plane Geometry

5. Rural Arts:
   - Nature Study
   - Gardening
   - Elementary Agriculture
   - Floriculture
   - Horticulture
   - Dairying
   - Poultry-raising
   - Bee-keeping

6. Domestic Economy:
   - Sewing
   - Dressmaking
   - Millinery
   - Cooking
   - Household Chemistry
   - Household Hygiene
   - Housekeeping
   - Home Nursing
   - Laundering

7. Manual Arts:
   - Drawing
   - Writing
   - Elementary Handwork (including the Use of Native Materials) ~~in Handicrafts.~~
   - Repairing ~~Bee~~ (furniture, harness, rope-splicing, &c.)
   - Woodworking

8. Science:
   - General Geography
   - Physical Geography
   - Physiology
   - Physics
   - Natural Science — Plants & Animals.

9. Music:
   - School Songs
   - Piano Music for Schools.

10. Physical Culture:
   - Gymnastics
   - Indoor and outdoor games
   - Hygiene, &c.

FACULTY: For the first year of the school it will perhaps be necessary to provide one instructor in each of the first five departments ~~listed above~~ past mentioned, and another ~~one~~ to make a combination of the 6th and 7th, a part of the 7th perhaps being given to a part-time teacher or temporarily combined with some other branch. The work of the 8th, 9th and 10th departments ~~will~~ might be cared for, as far as possible, by the instructors in the other departments. In addition to the instructor in pedagogy, a "critic teacher" should be employed to attend to the observation and practice teaching of the students.

In the selection of instructors the aim should be to secure, in addition to good scholarship, persons who are trained in the most approved normal methods, and persons who have an understanding of ~~the conditions that will surround them and~~ the needs of the particular class of students that they will have to teach.

All regular instructors should be required to teach through three quarters each year, and, if called upon to teach during a fourth quarter, they should receive extra compensation for so doing.

On account of the limited funds available for maintenance during the first year it will be necessary to limit very much the amounts of salary offered for instructors in certain branches; but, as funds become available, every effort should be made to offer salaries sufficiently large to induce the best class of instructors to come and to remain with us.

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TRAINING SCHOOLS: Provision should be made for all students ~~without teaching experience, and all others as far as possible,~~ to observe the work of skilled teachers in all branches in both graded and ungraded schools, and to do practice teaching therein, under the direction of the skilled teachers and the instructor in pedagogy. It will be best to use existing schools as far as possible for this feature of our work. The graded school of the town should be utilized, if possible, and also one or more ungraded schools in the county near the town. This is necessary in order to provide the proper environment and give the best results.

If satisfactory arrangements for this cannot be made ~~for this~~ with the local school authorities, it will become necessary to provide a training school on the school grounds, as a normal school cannot train teachers without ~~a training school giving~~ the proper opportunities for ~~practice and~~ observation and practice teaching.

EXPERIMENTAL FARM, GARDENS, ETC. For ~~the uses of~~ the department of ~~practical~~ nature study and agriculture, a portion of the school property should be set aside for ~~the purpose of~~ use as a small experimental farm, to be conducted along the most modern and approved scientific lines, under the direction of the instructor in agriculture. Such a farm would serve ~~not only~~ for the observation not only of the students but also ~~for~~ of the citizens of the surrounding country. Provision should be made for ~~a practical and~~ observational study and also practice, as far as may be practicable with women students, ~~of~~ in agriculture, gardening, horticulture, ~~and~~ floriculture, poultry-raising, ~~and~~ bee-culture, and dairying.

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LIVING ARRANGEMENTS: Bed-rooms, dining-hall and laundry facilities must eventually be provided for about 800 students. Dormitory buildings, each accommodating about 50 persons, should be provided for about 500 of this number, and cottages, accommodating about 15 persons each, should be furnished for the remaining 300. A number of advantages are to be obtained by the "cottage system".

From some inquiry made in the town, it seems rather improbable that sufficient boarding accommodations of the right grade can be obtained for our students during the first year of the school, hence it will be necessary to provide dormitory rooms for such students as cannot live at home or with friends and relatives in the town. We should do our best to meet this situation and provide dormitory space for about 50 or 60 at least, with the hope that suitable accommodations may be found in the town for boarding students in excess of this number.

EXPENSES OF STUDENTS: The necessary expenses of students should be kept as low as possible. Tuition must be free to state students as provided by the act of legislature creating the school. The minimum number under this act is 128. From students not coming within this provision, a tuition fee of $10 per quarter might be collected, or $25 for a full session of three quarters. ~~This is~~ Such a fee is customary in most state normal schools.

It is also customary in most state normal schools to charge students a "registration fee" at the beginning of each term, varying in amount from $2 to $7 or more, or $5 to $20 per session of nine months. While it ~~is~~ may ~~for~~ be desirable to eliminate this fee in our school, for ~~some~~ other reasons it would seem desirable to require a nominal sum, say $1 per quarter from all students at the time of registration, the said fee to be not returnable under any condition after registration is effected.

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Students would be expected to furnish their own books, or rent them from the school at a price as low as it is possible to make under this arrangement, which would probably be from $1 to $2 per quarter. Certain supplies used by individual students in the laboratories of nature study, domestic and manual arts should be paid for by the students, such laboratory fees would probably amount to not more than $1.50 per quarter.

Board, including furnished room, food, lights, heat, laundry, etc., should if possible be ~~furnished~~ supplied at a cost not exceeding $3 or $3.50 per week.

The following ~~is suggested as being~~ would represent the probable <u>necessary</u> expenses of a state student at the school; not including clothing and other strictly personal expenses:

Registration fee	$1.00	per Quarter	of 12 weeks.
Board @ $3.50 per week	42.00	"	"
Laboratory fees	1.50	"	"
Rent of books	1.50	"	"
Total	$46.00	"	"

or, a total of $138 for the ordinary school year (three quarters).

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BUILDINGS: The following are some of the general considerations which should govern the planning of buildings:

(1) Plans should be made for the ultimate accommodation of 1,000 students, about 3/4 of these boarding on the school grounds.

(2) The group system of buildings rather than the large central building system is recommended as lending itself more readily to our conditions of expansion, and also as providing against fire loss.

(3) With the possible exception of the "main" building, the buildings composing the group should be limited to two stories above the ground, and basements should not be included except where found necessary.

(4) All of the buildings should be heated from one central heating plant, properly located, as a means of protection, economy and convenience.

(5) The placing of the buildings on the grounds should be planned with care, and the grounds should be carefully laid out from the beginning with reference to the future growth of the school.

(6) The buildings should be substantial and modern in all respects, but simple and appropriate in design, distinctive in type as far as practicable, and with due regard for economy in construction; and the same type of architecture must in all events be maintained throughout the group.

The following is a statement of the probable required space in a complete plant arranged to accommodate the above number of students; and a plan for the distribution of this space in the various buildings of the group is also suggested.

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SPACE REQUIRED IN COMPLETE PLANT FOR 1,000 STUDENTS.

10 Class-rooms to seat from 25 to 40 students each.

10 Class-rooms to seat from 40 to 60 students each.

1 Chemical Laboratory to accommodate 30 students.

1 Physical Laboratory " " " "

1 Agricultural " " " " "

1 Biological " " " " "

1 Geographical " " " " "

1 Music Room to seat from 30 to 60.

2 Manual Training Rooms to accommodate from 20 to 30 each.

2 Drawing or Art Rooms, to accommodate from 25 to 40 each.

3 Cooking Rooms to accommodate from 20 to 30 each.

2 Sewing Rooms to accommodate from 20 to 30 each.

2 Literary Society Halls, to seat from 100 to 200 each.

2 Teachers' Rest Rooms.

1 Students' Rest Room.

1 Reception Room.

1 General Office.

5 or more small Offices.

1 Library, with Reading room, stack-room and office.

1 Museum, with office, etc.

1 Gymnasium, with locker and dressing-rooms, baths, etc.

1 Auditorium, to seat 1,500.

1 Dining-hall, to seat 300 or more, with kitchen, etc.

10 or more Dormitories, to accommodate 500 or more.

20 Cottages, to accommodate 300 or more.

10 School-rooms for training school classes, 20 to 40 pupils.

1 Model Rural School-room, etc.

1 Green-house

Heating plant, power-house, etc.

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SUGGESTED DISTRIBUTION OF SPACE IN BUILDINGS.

Main Building:

Auditorium.
Reception room.
2 Literary Society Halls.
1 General Office.
2 small Offices.
12 Recitation rooms.
1 Music Room.
2 Teachers' Rest Rooms.
1 Students' Rest Room.

Science Hall:

6 Recitation rooms.
1 Chemical Laboratory.
1 Physical Laboratory.
1 Biological Laboratory.
1 Geographical Laboratory.
1 Agricultural Laboratory.
2 small Offices.
2 small Supply Rooms

Industrial Arts Building:

2 Recitation rooms.
2 Manual Training rooms.
2 Drawing or Art rooms.
3 Cooking rooms.
2 Sewing rooms.
2 small Offices.
2 small Supply rooms.

Library:

Library, main room.
Reading room.
Stack-room.
Museum.
Small Offices, 2 or more.

Gymnasium:

Main room.
Dressing room, lockers, etc.
Bath rooms.

Dining Hall:

Main Dining Hall.
Kitchen, Pantry, Serving-rooms, etc.
~~Laundry~~

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Dormitories: (10 or more)

24 Bed-rooms for two students each.
1 Matron's Room.
1 Parlor.
Bath-rooms, etc. as necessary.

Cottages: (20 or more)

7 or 8 Bed-rooms.
Parlor
Dining-room
Kitchen and Laundry
Bath-rooms, etc. as necessary.

Training School:

7 or 8 Class-rooms
2 Kindergarten rooms.
1 Manual Training and Drawing Room.
1 Cooking and Sewing Room.
1 or 2 small Offices.
Recreation and lunch-room, etc. (basement)

Model Rural School:

1 Class-room
1 small Manual Training Room.
1 " Cooking Room, etc.
Space for toilets, stove-room, fuel, etc.

Heating and Power House:

Boiler room.
Fuel room.
Engine and dynamo room.
Small workshop, etc.

Greenhouse:

Space as necessary.

Barn, Stable, etc.
Space as necessary.

Servants Quarters

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BUILDINGS FOR THE FIRST YEAR: For the work of the first year the following should be considered as a minimum provision:

- ✓ 4 Class-rooms
- ✓ 2 Laboratories, for Agriculture and Science.
- ✓ 1 Cooking-room.
- ✓ 1 Sewing-room.
- ✓ 1 Manual Training and Drawing Room.
- ✓ 1 room for temporary use as a Library.
- ✓ 1 small Reception Room.
- ✓ 1 small General Office.
- ✓ 1 small room for Students' Rest Room and Cloak Room.
- ✓ 1 small room for Lady Teachers' Rest Room.
- ✓ 24 Students' Bed-rooms, each to accommodate two students, and to contain two clothes closets.
- ✓ 1 Matron's Room.
- ✓ 1 Parlor.
- ✓ 1 Dining-room, to seat 80 or more.
- ✓ 1 Kitchen, with Pantry, etc.
- ✓ 1 room for Laundry purposes.
- ✓ 1 Storage-room
- ✓ Boiler, fuel, etc., rooms and necessary heating, ventilating and sanitary appliances.

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SELECTION OF AN ARCHITECT: Acting in accordance with the resolution of the Board at its last meeting, I have consulted an architect of recognized ability, a specialist in school architecture. Before approaching an architect on the subject I conducted a quiet investigation into the merits of various architects of the state, and consulted with a number of persons from various sections. After mature deliberation I was convinced that Mr. Charles M. Robinson, of Richmond, the only specialist in school architecture in Virginia, is the proper person to entrust with our plans. But I went farther than this, I investigated Mr. Robinson's record not only in Virginia but in Pennsylvania, where he formerly worked, and I inspected some of his work both in a completed and an uncompleted state, and then decided to approach him with my proposition. On account of the peculiar nature of our problem and the conditions surrounding the matter, I considered an open competition unwise and impracticable. Our time has been and is very limited, if we are to have our buildings ready for occupancy next summer; and the resulution of the Board specified that no expense to the Board must be attached to the submission of these preliminary plans. My chief reason, however, was the fact that I desired to work with the architect and have him embody my own personal ideas in the plans submitted to you, and this did not seem feasible if we resorted to a competition.

I furnished Mr. Robinson with an outline of what I conceived to be the requirements for a complete plant for 1,000 students, and also of the needs of the school for the first year. I explained fully the conditions under which he would have to work. In numerous conferences we went over the various details of the matter, and finally, during the past month I have spent some ten or more

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days working in his office, considering every detail carefully. I have found Mr. Robinson a capable and careful adviser, and ever ready to embody my ideas in his plans, and I have found his office force very competent in rendering them, therefore it is with confidence that I present to you at this meeting the results of our labors. I trust that you will approve them, and that you will engage Mr. Robinson as the architect of the institution, and close at once with him a contract for the plans and supervision of construction of the building, or buildings, which you decide to have erected during the coming year. In order to get these buildings ready for occupancy next summer, and they should be ready not later than August 1, 1909, it will be necessary to instruct the architect to prepare working plans and specifications for said building, or buildings, with all possible despatch, and to have said plans and specifications ready for your final consideration not later than the 15th of October, so that you may advertise for bids to be submitted not later than October 29th, when the contract should be awarded.

Oct. 7

BUDGET FOR FIRST YEAR - TO JUNE 30, 1909: The following estimates are submitted for the present year, and I trust it will be your pleasure to set aside such of the various amounts as have not already been so designated, for the purposes specified. As I see it, there are four propositions open to us, the difference being chiefly in the amount appropriated for buildings. These four propositions are presented in the following tabulation, and I trust that you will carefully consider each one before making your decision. In this tabulation the $15,000 appropriated by the State Legislature for "maintenance" is not considered, as all of this, and indeed more, will be needed for maintenance during the first year, that is, from July 1, 1909 to June 30, 1910, as set forth further on in this report.

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BUDGET FOR FIRST YEAR-- to ~~July 1~~ June 30, 1909.

***Four propositions:

	(I)	(II)	(III)	(IV)
Site	18,500	18,500	18,500	18,500
Incidental Expenses of Board	1,000	1,000	1,000	1,000
Salary of Pres't	2,500	2,500	2,500	2,500
Travel'g Expenses of Pres't and Assistants,	400	400	400	400
Improvements to grounds--sewers, pipes, walks, drainage, trees, etc.	1,500	1,500	1,000	2,000
I { Build two dormitories	36,000			
-and-				
Build Science Hall	26,000			
II { Build one dormitory		18,700		
-and-				
Science Hall		27,500		
46,200				
III { Build two dormitories, one for temporary use as Science Hall,			37,500	
IV { Build Science Hall, but no dormitory,				30,000
Architect's fees,	3,100	2,310	1,875	1,500
Equip two dormitories,	5,000			
Equip one dormitory		3,500	3,500	
Equip Science Hall	4,000	4,000	4,000	6,000
Improvements to Pres't's House	1,000	1,000	500	1,500
	99,000	80,910	70,775	63,400
Available funds,	65,000	65,000	65,000	65,000
Balance to be provided,	34,000	15,910	5,775	0

adopted

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BUDGET FOR SECOND YEAR--July 1, 1909 to ~~July 1,~~ June 30, 1910.

Expenses of Board of Trustees, one year	$500	
Traveling Expenses of President and Assistants,	300	
Stationery, Postage, Express, Freight, Drayage, Telegraph, Telephone, Office Supplies, etc.	400	
Advertising and Printing	400	
Fuel and Lights, including gas for laboratories,	850	
Insurance	500 — ?	
Training schools, etc.	280	
		3,230
Salaries:		
President	2,500	
Instructor in Pedagogy	1,500	
" " Agriculture and Science	1,500	
Three Instructors in academic branches, English, Geography, History and Mathematics,	2,600	
Two Instructors in Domestic Arts, Manual Arts, etc.	1,200	
Critic Teacher in charge of practice teaching and observation of teaching,	900	
Secretary and Business Clerk	480	
Librarian	250	
Janitor	480	
Laborers on grounds and buildings,	360	
		11,770
Total,		$15,000

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I would respectfully recommend:

(1) That you consider immediately the matter of buildings, first the general scheme and then the building, or buildings, to be erected during the coming year.

(2) That you set aside the amounts called for by the budget for the year ending June 30, 1909, for the purposes indicated.

(3) That you authorize me to seek instructors for our faculty in accordance with the schedule of salaries in the budget for the year July 1, 1909 to June 30, 1910; in order that I may make nominations for the various positions to you at a future meeting.

(4) That you consider now, or refer to the proper committees, the matter of courses of study, entrance requirements, calendar, fees of students, etc., as mentioned in the above report.

Respectfully submitted,

President.