

small auditorium and limited play facilities to accommodate two duplicate schools of eight teachers each and a total of 640 scholars. Since half the cost of the ordinary class rooms is saved, ample funds are available for gymnasia, swimming pools, auditorium and work shops.

er in drawing, nature study and physical culture, etc.

The departmental method has the further advantage that it definitely fixes the responsibility of the teacher of a given subject for the progress of a pupil in that subject for a longer period, sometimes several years. It is like put-

### DAILY PROGRAMME

#### Regular Studies

#### Special Activities

Time	Class Room I.	Class Room II.	Class Room III.	Class Room IV.	Basement Garden Auditorium Shop		Play Ground		Time
8.45—10.15	1A	2A	3A	4A	1B	3B	2B	4B	8.45— 9.30
					2B	4B	1B	3B	9.30—10.15
10.15—11.45	1B	2B	3B	4B	1A	3A	2A	4A	10.15—11.00
					2A	4A	1A	3A	11.00—11.45
1.00— 2.30	1A	2A	3A	4A	1B	3B	2B	4B	1.00— 1.45
					2B	4B	1B	3B	1.45— 2.30
2.30— 4.00	1B	2B	3B	4B	1A	3A	2A	4A	2.30— 3.15
					2A	4A	1A	3A	3.15— 4.00

This is the programme worked out by Mr. Wirt for eight primary classes. Only four class rooms are required, the other four classes are accommodated half upon the playground and the other half in the work rooms, assembly room and school garden.

**The second principle of economy is the employment of a minimum staff of maximum efficiency.**

At Gary, every teacher is a specialist. In other towns the specialist would be called to supervise the teachers in music, drawing, sewing, etc., but in Gary these highly paid supernumerary teachers are eliminated. It stands to reason that most teachers can not teach all subjects equally well. In most schools a teacher has to teach music even if she cannot tell the difference between Beethoven's Sonata and Alexander's Rag-time Band. Such teachers could hardly be expected to impart any great love for music. Gary recognizes this and the music teacher is a professional music teacher, who has a music room, and the same is true of the teach-

ing a passenger on a through train, where he will not have to change cars or conductors until he reaches his destination. The value of this method in the higher grades is generally conceded and all reasonable objection to it in the lower grades is overcome by placing the regular studies in the hands of not more than two teachers.

**The third feature in scientific management is in the economy of time, labor and vitality.**

In most schools pupils are promoted by classes. If a boy is behind in a subject he is kept back for a year and made to go over again work that has now no interest for him. Not so at Gary. Every month in the year pupils file up and down the grades. Pupils are promoted by subjects. If a boy grows in language, but not in mathematics, he goes up to the next grade in language while he keeps on with his number work in the grade below.\*

All waste due to ill-health and lower-

\*Bulletin, 1914, No. 18, Bureau of Education.