

## INSPECTION REPORT

Report of Charles F. Peirce, Supervisor.Agency or school Carlisle, Pa.Date of report January 15, 1912.Section 4 Subject Employees.

Date of action.

~~March 15, 1912.~~

Action should be taken or memorandum prepared on each of the following matters referred to in the report:

~~April 30, 1912~~  
~~Sept. 15, 1912~~  
 Dec. 1/12

*Note action taken  
on these items  
here.*

1. Better organization of the employees, as respects the matron and quartermaster, disciplinarian and assistant disciplinarian, and physician and assistant physician.

2. Need of an assistant superintendent.  
*no action taken.*

3. Increase in salary for the laundress to \$600. **VACANCY**  
*Done - 1/20/12*

4. Adjustment of the salaries of the assistant seamstresses. *This was done. Later, upon recommendation of Capt. Friedman, the old salaries were restored.*

5. Place these remarks in the status files. **STATUS** *Placed in status cards*

6. Mr. Wyatt would make a good principal teacher.  
*Sited for such position*

7. Increase in salary for Miss Hagen.  
*Done.*

*enf*

Education-Employees  
B S G

Salaries.

AUG 31 1912

Mr. Moses Friedman,  
Supt. Carlisle School.

Sir:

Referring to the salary list for the remainder of the current fiscal year, approved August 26, 1912, a copy of which was sent you on August 27, 1912, in which increases in salaries were provided for one position of laundress from \$560 to \$660, and two positions of seamstress from \$400 to \$500, you are advised that after looking into this matter carefully it appears that the amount expended in these two departments is excessive. You are therefore requested to take up this matter and report to the Office your recommendation, pending the receipt of which you should pay employees holding these positions the salaries in effect prior to the approval of the new salary list.

Respectfully,

(Signed) C. F. Hauke.

8-HSS-30

Acting Commissioner.

FILED BY C. P. F.

FOR FILE





Education-  
Schools  
P C

August 29, 1912.

Memorandum.

Employees:

On May 11 a memorandum was sent you recommending increases in salaries of the laundress from \$560 to \$660, assistant seamstress from \$400 to \$500, and assistant seamstress from \$400 to \$480 at the Carlisle School.

Since making that recommendation it has been brought to the attention of the Office that there are now 4 positions--that of seamstress and 3 assistant seamstresses, the total salaries of which under the new salary list amount to \$2380. In the laundry work for this school there are provided 4 positions--laundress and 3 assistants, the salaries for these positions totaling \$1800. In both cases it seems that the total amount paid for salaries for work in the sewing department and for work in the laundry department is too large, and it is believed that the increases recently recommended should not now be made. The matter of having one position of assistant laundress and one position of assistant seamstress discontinued, and possibly giving slight increases to the other assistants in each case, will be taken up with Superintendent Friedman.

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2.

This action is not inconsistent with the recommendations made by Supervisor Peirce, who seemed not to be in favor of maintaining white employees in such positions at very low salaries.

A handwritten signature, possibly "PL", in dark ink.

Chief Schools Section.

8-JHC-29.





Education  
Employees  
B S G

DEPARTMENT OF THE INTERIOR,  
UNITED STATES INDIAN SCHOOL,  
CARLISLE, PA.

Employees'  
salary list.

July 19, 1912



To the Honorable  
Commissioner of Indian Affairs,  
Washington, D. C.

FILED BY C. P. F.



Sir:

I have your Office letter dated July 12, relating to certain increases which were made in the tentative salary list for the current fiscal year, and to which I entered certain objections in a letter dated June 27. I have read the letter over carefully, and note that these increases were recommended by Supervisor Peirce.

I respectfully repeat that the increase in the salary of laundress from \$560 to \$660 per annum is neither necessary nor justifiable. First, for the reason that the work in this department is not arduous, as there are three white assistants; and second, because of certain temperamental deficiencies of the present occupant of the position, which interfere from time to time with the highest efficiency of the work.

*Emps*  
Relative to the increases in the positions of assistant seamstress, I again call the attention of the office to the fact that these increases are not necessary, and that until other increases of a necessary character, which are justifiable in the interests of efficiency and good administration, are

2-

made, no increases for these positions should be considered. The work of the two assistants named is not arduous, nor does it require skill of any high order as seamstress. Furthermore, since the addition last year of an additional employee in the dress making department at \$600 per annum, the work on each person has necessarily decreased.

I respectfully call attention to the fact that the cook at this school, who occupies a position of great responsibility and necessitating large experience and arduous attention to duty, has a salary of only \$600 per annum; and yet the right feeding and the nutritious preparation of food, with the consequent importance to the student body, depends on the position.

The assistant cook has been employed in this capacity since May 1, 1909, is highly efficient, attentive to duty, skilled in her work, willing and industrious, with long hours and close confinement, and her salary is only \$360 per annum. An increase in this salary to at least \$420 per annum is highly deserved and justifiable.

The resident physician, who is attentive to his duty, well trained with a thorough education, and is giving good satisfaction, receives at present only \$480 per annum. I respectfully repeat the recommendation contained in my letter of February 7 that his salary be raised to \$660 per annum.



I also recommend the increase in the salary of assistant clerk, in accordance with my letter of May 27. This employee has passed the examination and is eligible for the promotion. She is efficient, pains-taking, and valuable in the capacity in which she is engaged.

In this connection, I also call attention to the salary of one of the farmers, Mr. Wm. B. Gray, who has been employed at this school continuously since October 17, 1894. He is an expert in his line of work and the second farm, which he manages, is one of the best in this valley. It is highly in the interests of good administration to increase the salary of this employee from \$720 to \$800.

I also make recommendation for the increase of the salary of the florist from \$720 to \$800, in accordance with my previous communication dated June 24, 1912.

I respectfully call attention to the fact that two of the positions of assistant laundress which are now, and have been for years, occupied by trained white women, pay only \$360 per annum. This work, with machinery of diverse character, requires skill and constancy, and heavy work falls on the assistants. The Office will readily see how unjust it would be to raise the salaries of assistant seamstresses and allow these low salaries to stand.

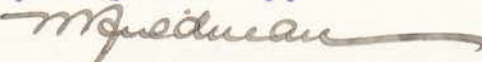
Had Supervisor Peirce consulted with me in this matter,

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I would have given him these facts. Being on the ground, thoroughly familiar with each position at the school, and with the person filling that position, I am naturally in a position to be able to judge of these matters with the least possible error and in the interests of the efficiency of the Service.

There are a number of other increases which the present occupants of positions of this school are far more deserving of, because of the work they render and the efficiency of their service, than the three tentative increases which were made in the positions of assistant seamstresses and laundress. If any increases can be made in positions at this school this year, I respectfully urge that the increases be made in conformity with the recommendations I herewith transmit.

Very respectfully,

  
Superintendent.

MF-BH



Education-Employees  
B S G

Employees'  
salary list.



Mr. Moses Friedman,  
Supt. Carlisle School.

FOR FILE.

Sir:

FILED BY C. P. F.

The Office is in receipt of your letter of June 27, 1912, regarding certain increases in the tentative salary list for the current fiscal year, and the omission of certain others which you have recommended.

You are advised that the increases in the salary of two assistant seamstresses and laundress were recommended by Supervisor Peirce. The recommendations were accompanied by justifications for the increases which appeared to the Office sufficient to warrant approval. However, the Office will be glad to have a detailed report from you setting forth your reason why these increases should not have been granted.

Regarding the increase in the salary of the resident physician from \$480 to \$660, your attention is invited to Office letter of February 16, in reply to your letter of February 7, advising you that your request for

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- 2 -

an increase could not be granted at that time, but that if you would renew it on or about July first the matter will be given careful consideration. In the absence of compliance with this request the matter of giving the physician an increase on the tentative list sent you was not taken up.

Regarding the increase in salary of the assistant clerk from \$300 to \$480, which you recommended on April 24, reference to the correspondence will bring to your attention the fact that to have complied with your request at that time would have meant the relief of this employee rather than an increase in salary, for the reason that she had no civil service status. Later, however, she passed the required examination and you renewed your recommendation on May 27, but it was received too late to be considered in arranging the current salary list and you were advised accordingly on June 14, but that it would be given further consideration after July 1.

Regarding the promotion of Mr. Veith from \$720 to \$800, your recommendation was not made until June 24, which was too late to receive consideration for the July 1 list.



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Definite action regarding increasing the salaries of these positions cannot be taken until after the passage of the Indian bill.

Respectfully,

*(Signed) C. F. Hauke.*

Acting Commissioner.

7-LK-10

Education-  
Employees.  
B S G

July 1, 1912.

M E M O R A N D U M

Mr. Francis:

FILED BY C. P. F.



Referring to the attached letter from the Superintendent of the Carlisle School, you are advised as follows:

The promotions entered on the 1913 salary list for the Carlisle School, to which the Superintendent makes objection, were recommended by Supervisor Peirce.

Regarding the promotion of the laundress ~~at~~ \$660 a year, Supervisor Peirce, in making <sup>the</sup> recommendations, submitted the following:

Miss Albert has been at this place for more than twelve years and is exceptionally well qualified for the duties of the position. She is not now receiving as much for her services as was paid years ago when the attendance of the school was at least 200 pupils less than at present.

In recommending the promotion of Elizabeth Searight, assistant seamstress, from \$400 to \$500, he submitted the following:

Miss Searight has been in the sewing room here for about 15 years, and during the absence of the head of the department is always placed in charge. This inequality of salaries seems to me to be very unjust and should be corrected.



Supervisor Peirce also recommended that the other assistant seamstress at \$400 a year be given an increase to \$500, and that the salary of Miss Yoos, also assistant seamstress at \$600, be reduced to \$500 in order to equalize the salaries of these three assistant seamstresses. As Miss Searight is in charge when the head of the department is absent, it was believed to be only just to give her a slight increase in salary over the other assistant seamstress, Miss Posey; consequently, the latter's salary was increased from \$400 to \$480. No action was taken upon the recommendation of ~~the Civil Service Commission~~ regarding a reduction in the salary of Miss Yoos from \$600 to \$500 for two reasons:

First, the civil service rules prohibit the reduction in salary without giving the employee an opportunity to make a defense, except when a reduction is made for administrative reasons only. As there was no report against the efficiency of Miss Yoos, the Office would not be justified in reducing her salary. Second, a year or so ago, Superintendent Friedman took steps to conduct a millinery department at Carlisle and requested that he be sent an assistant seamstress who could take charge of this work. In order to comply with the Superintendent's recommendation, and after considerable trouble and effort, Miss Yoos was ap-

pointed, as her papers showed that she was a competent milliner. However, the Superintendent has not so far taken up the work of giving instructions in millinery, but Supervisor Peirce states that he believes that it is the intention to do so at an early date.

Upon Superintendent Friedman's recommendation, a position of physician at \$480 a year was established, and for some time he employed temporarily in the position. On February 7, he temporarily appointed to this position Dr. Harry B. Fralic, and on the same date he wrote a letter to the Office recommending that the salary of the physician be increased to \$660 a year. It will be noted that the recommendation was made the same day that the appointee entered on duty and before he had been given an opportunity to demonstrate whether he merited a higher salary. On February 16, Superintendent Friedman was advised that his request for an increase could not be granted at that time, but that if he would renew the request on or about July 1st the matter would be given careful consideration.

On February 23, Superintendent was called upon to ~~require the physician to~~ submit a recommendation for the permanent filling of the vacancy. Upon this request, Dr. Fralic submitted a signed agreement to render service at



\$480 a year and Superintendent Friedman recommended the appointment, which recommendation was approved on March 13.

Regarding the increase in the salary of the assistant clerk from \$300 to \$480, on April 24, Superintendent Friedman recommended the promotion. On May 3, he was advised that the appointee, Marie Lewis, was ineligible for appointment to a clerical position paying more than \$300, and suggested that she first take an examination before any action was taken upon his request to give her a promotion. She took the examination and on May 25, the Civil Service Commission advised the Office that she had obtained an eligible rating. On May 27, Superintendent Friedman again requested an increase in salary and on June 14, he was advised that the matter would be held in abeyance until after July one, when it would be given further consideration.

Regarding the promotion of Mr. Veith, florist, from \$720 to \$800, in April there was a vacancy in the position of gardener at <sup>\$1000</sup>~~\$500~~ a year at the Sherman Institute and the Superintendent of that school corresponded with the Superintendent of the Carlisle School regarding Mr. Veith's qualifications for transfer thereto. This was all done unknown to the Office and the place was ~~properly~~ filled by <sup>the</sup> transfer of Mr. Wade from the Chilocco School.

On June 24, Superintendent Friedman submitted a request for an increase in Mr. Veith's salary from \$720 to \$800. This request was received too late to even be considered and no action thereon had been taken nor can be at this time pending the passage of the Appropriation Bill for this fiscal year.

In view of the foregoing, I do not feel that Superintendent Friedman has any just cause for criticising the action the Office has taken in <sup>making</sup> ~~submitting~~ certain promotions <sup>for</sup> and not taking definite action up to this time on the recommendations he has been submitted.

A handwritten signature in dark ink, appearing to be 'B. G. S.', is located in the lower right quadrant of the page.



Education-  
Schools.  
6978-4-1912  
C H S

## M E M O R A N D U M

MAY 11 1912

## Employees:

Referring to attached file it is recommended that the following changes be made in the salary list at the Carlisle School, effective July 1, namely:

Increase the salary of the laundress from \$560 to 660 per annum and appoint thereto Miss Ella Albert.

Increase the salary of the assistant seamstress from \$400 to \$500 per annum and promote thereto Miss Elizabeth Searight;

Reduce the salary of an assistant seamstress from \$600 to \$500 per annum and assign thereto Miss Mary Yoos.

Increase the salary of one teacher from \$600 to \$660 per annum and promote thereto Miss Sallie Hagen.

Increase the salary of an assistant seamstress from \$400 to \$480 and promote thereto Mrs. Minnie K. Posey.

5-AB-11

Acting Chief School Section.

Education-  
Employees.  
B S G

MEMORANDUM FOR FINANCE



Please prepare an authority (making five carbon copies thereof) approving the action of the Superintendent of the Carlisle School (in paying one laundress at the rate of \$560 a year instead of \$660 and two positions of seamstress at \$400 a year instead of \$500, from August 26 to the date the authority is signed; also in this authority, reduce the salaries of these positions accordingly, effective the date the authority is signed.

FILED BY C. P. F.

This date

24802

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effective

the date the authority is signed.

*Stuckmann*  
Acting Chief Education Division.

9-AAC-4.

AUTHORITY WRITTEN 9/22 1912

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to the chief of the division



Education-  
Employees.  
B S G

### J U S T I F I C A T I O N



The salary list approved August 26, 1912 provides for an increase in the salaries of one position of laundress at the Carlisle School from \$560 to \$660 a year and two positions of seamstress from \$400 to \$500 a year. These promotions were based upon the efficiency of the employees and it is believed that they are deserving. However, after looking into the matter further, it is found that the total amount expended in these two departments at the Carlisle School appears to be excessive and the matter has been taken up with the Superintendent.

Pending his report, it is not deemed advisable to allow increases appearing in the salary list approved August 26. As soon as the Superintendent's report is received, the matter of re-arranging the salary list for these two departments will be taken up with a view to reducing the total amount expended for employees and at the same time readjusting the salaries of those that are retained.

## DEPARTMENT OF THE INTERIOR

## OFFICE OF INDIAN AFFAIRS

WASHINGTON

The Honorable

Commissioner of Indian Affairs,

Washington, D. C.

FILED BY C. P. F.



Sir:

I have Office letter dated with reference to salaries in the positions of laundress and assistant seamstress.

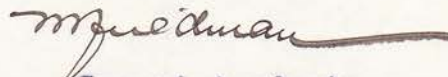
In reply I have to say that the Office is correct in its position, that the increases which were allowed for the fiscal year, 1913, in the position of laundress from \$560 to \$660, and the positions of assistant seamstress from \$400 to \$480 and from \$400 to \$500, will make the salaries paid excessive. The salary list for employes in the laundry department under the salary list of 1912, provides for one laundress at \$560 and three assistants at \$360 per annum, or a total of \$1640, which is nearly double that paid in any other school of the Service and is already excessive for the Carlisle School. In the same way, salaries paid in the sewing department provide for a total amount which is



in excess of that which the school can afford, taking all the other positions into consideration. The total salaries now paid under the old salary list in the sewing department amount to \$2200. This is divided into one seamstress at \$800, one assistant seamstress at \$600 and two assistant seamstresses at \$400 each.

I therefore recommend that no increases be provided in any of these positions for the fiscal year, 1913, and that at a subsequent period I shall make definite recommendations to the Office looking to the abolishment of at least one assistant laundress. It would not be in the interest of good administration to provide increases in the position of laundress and the two assistant seamstresses at this time.

Respectfully,

  
Superintendent.

8-HSS-30

Education--  
W B F

February 29, 1912.

Comments on Supervisor Peirce's report of January 15, 1912, Section 4, on Carlisle. (6978-4-1912)

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A.

Supervisor Peirce calls attention to several instances of poor organization. In running over them it seems to me that Superintendent Friedman should be called on to explain why the matron is not permitted, as provided in Sections 84-87 of the Indian school rules, to assume charge of the issuance of such things as aprons, sheets and pillows for the girls' quarters and have them made by the seamstress without having to go to the quartermaster. It seems to me the quartermaster should simply have charge of the supplies and issue them on orders from the proper person in charge of the boys' quarters, for instance the disciplinarian, or on the order of the matron in charge of the girls' quarters.

B. and C.

Further, in my opinion, it is absolutely wrong for the quartermaster to control the work of the laundry,

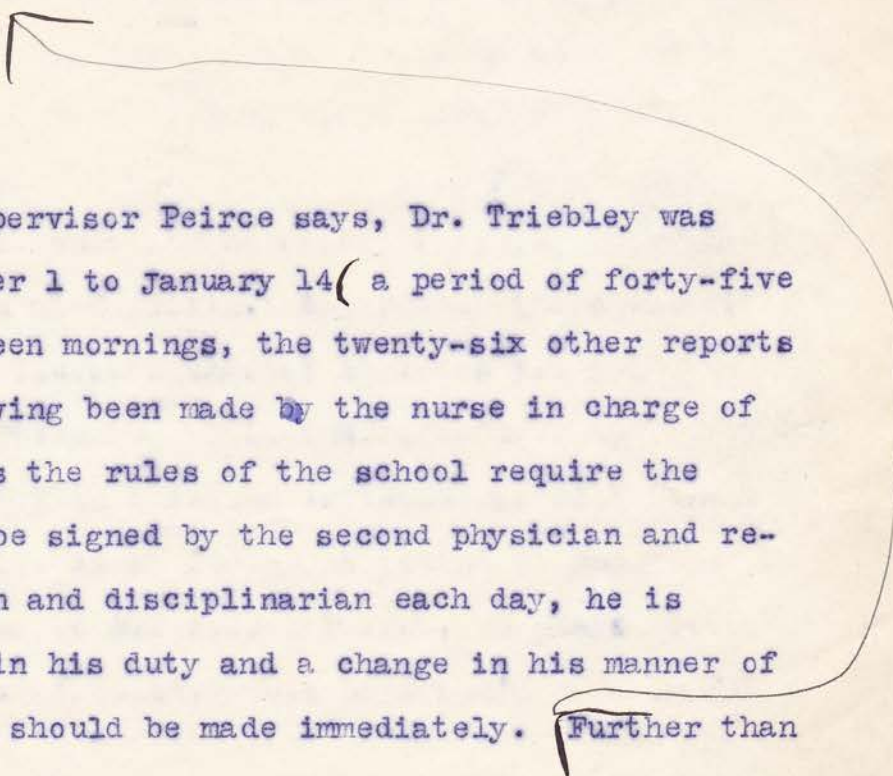


sewing room, kitchen and bakery. It seems that Mr. Kensler has this control, even to the extent of arranging the details, and there seems to be by far too little responsibility placed on the individuals in charge of these various branches of the work, which results in their looking to Mr. Kensler too much for guidance. As the disciplinarian and the assistant disciplinarian make up the details of the boys and doubtless see that the necessary supplies are sent over to the quarters for them so the matron should direct the details of the girls and see that the necessary goods and supplies are obtained. Both the matron and the disciplinarian should draw on the quartermaster for the supplies, and the receiving and expending of these supplies should be the scope of his work.

D.

A peculiar condition seems to exist regarding the athletic proposition at Carlisle. Apparently the athletic quarters, where the picked squads of athletes are permitted to live, is an old Government building remodeled and at present in very good shape. This building is in charge of a former student who is carried as an Indian assistant at \$660 per annum, and, according to Supervisor Peirce, he plays foot ball on the regular team. I believe this employee's name is Jim

Garlow. Why should the Government maintain this building for the Indian boys there permitting only picked athletes to live there and yet allow the Athletic Association, which controls the sports, to become an incorporated body and the proceeds expended for athletic purposes? The coach is paid \$4000, I understand, for his services and is permitted to live in a Government cottage on the grounds. Supervisor Pierce says the custodian of the athletic building seems to work independently and is not connected with the disciplinarian or either of his assistants. In the first place, I do not see the necessity for this employee; in the second, if an employee he should not be permitted to play foot ball; and third, if the position is maintained it should be under the disciplinarian.



E.

If, as Supervisor Peirce says, Dr. Triebley was present from December 1 to January 14 (a period of forty-five days) only on nineteen mornings, the twenty-six other reports and examinations having been made by the nurse in charge of the hospital whereas the rules of the school require the hospital record to be signed by the second physician and returned to the matron and disciplinarian each day, he is certainly derelict in his duty and a change in his manner of conducting the work should be made immediately. Further than



this, if it be true that other employees at Carlisle, or any other school, are playing foot ball on the regular teams it should be stopped, and if the commercial course at Carlisle permits of the re-enrollment of ex-students who have for their prime object the playing of foot ball at Carlisle, either more stringent rules for enrollment should be adopted or the course abandoned. Superintendent Friedman admitted that William Deitz (Lone Star), who is an employee at Carlisle, was playing on the team and the name of Lone Star has appeared in the newspapers in the line-up in several games. An Indian by the name of Roberts who was employed at Hayward gave up his job there to go to Carlisle, entering there in September and quitting in December. On the face of it he could have learned but little, and, further than that, he admitted to me personally that he went to Carlisle to play foot ball. When I was at Carlisle in the spring of 1910 Newashe, who was occupying part of his time in the studio learning photography, said he was going to play professional base ball in the Tri-State League, I believe with Harrisburg, and I understand did go later, with Garlow and *Emil Housey*. He played foot ball again this last winter on the team. Thorpe was on the team two years, was out of school for about two years and I understand was at Pawnee, and was brought back to Carlisle last year for no other purpose, in my opinion, than to play foot

ball. If conditions at Carlisle in athletics are as they appear to me to be, some radical steps should be taken to clean up the school. It certainly does not speak very well for the Government to permit the re-enrollment at Carlisle at Government expense of boys big enough and far enough advanced in educational lines to make a beginning in the work of becoming self-supporting. I believe in foot ball and other athletics when kept clean but I would not support for a minute any such conditions as appear to be at Carlisle.

F.

*OK done.*  
Inasmuch as the laundress, Miss Ella Albert, is receiving but \$560 when a former laundress was paid \$660 and had work for 200 pupils less than the present number, there seems to be no reason why she should not be promoted to the original salary of \$660.

*OK done.*  
G. Supervisor Peirce calls attention to Miss Yoos who came into the Service apparently to do domestic art work but was made assistant seamstress at a salary of \$600, being entered at \$200 more than Miss Searight who has been connected with the school for eleven years as assistant seamstress, who has a fine record and who has charge of the sewing department in the absence of the seamstress, according to Supervisor Peirce. This is a rank injustice and one of the things for which



our Service is justly criticized. I know something of Miss Searight's case. In the first place I saved her from being arbitrarily sent to the field, which <sup>action</sup> Mr. Porter had directed simply because she had at one time asked for a list of positions which were open and at that time intimated that she <sup>might</sup> wanted a transfer. She was then getting \$360 a year. Later, after I visited Carlisle, I recommended that her salary be increased to \$400 which was done. She complained then that people were being brought in and given higher salaries than she was getting, and <sup>now</sup> apparently another case has come up. I agree with Supervisor Peirce that the least that should be done in this case is to combine the salaries of the two assistant seamstresses referred to and give each of them \$500. Anything short of that for Miss Searight is certainly an injustice.

*Walter B. Fry*

Assistant Chief Education Division.

2-EO-29

6978<sup>H</sup>/12.

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### Versatile Indian Signs Jackson Contract

JACKSON, Mich., March 29.—"Big Chief" Newashe, tackle on the Carlisle Indian football team for several seasons past, and clever pitcher, catcher, infielder, and outfielder on the local 1911 team, has returned a signed 1912 Jackson contract. He played every position on the team last season and is considered one of the most versatile players in the Southern Michigan League. Newashe will likely be the mainstay behind the bat the coming season, playing utility roles only in emergency cases. He is a hard hitter. Catcher Louis Woerth has been traded to the Hannibal, Mo., club for Third Baseman R. B. Bagnall.

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REPORT OF  
CHARLES F. PEIRCE,  
SUPERVISOR OF INDIAN SCHOOLS,



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Carlisle Indian School,

Carlisle, Penna., Jan. 15, 1912.

Sec. No. 4. Employees:

FILED BY C. P. F.

The authorized list of employees for the school provides for the employment of 71 persons, and at the present time nearly all positions, are filled by regularly appointed employees. There are, however, vacancies in the following positions, all of which are being filled by temporary appointments, viz:

Business teacher,

Dairyman,

Fireman.

The salary list amounts to \$56,030, or an average of \$789.14 per person. Of those employed 36 are males and 35 are females; 64 are white, six are Indian and one of Negro blood. The faculty as a whole is an exceptionally strong one, and while good results are now being obtained, much better results could be secured with the force better organized in several departments.

As a few instances of poor organization,  
I would cite the following:

(A) The matron, who, under Secs. 84-87 of the rules for Indian Schools, is supposed to have general charge of the domestic department of the school, has absolutely no responsibility for any department outside of the girls' building. Should she wish such articles as a supply of aprons, sheets or pillow cases for use in her quarters, she would call upon the quartermaster or storekeeper, who would order the seamstress to manufacture the desired articles. This quartermaster has entire control of the work of the laundry, sewing room, kitchen and bakery, visiting these departments daily.

(B) I noted that the order in the dining room was not as good as it should be, owing to lack of waiters, and suggested to the matron that she should double the detail there. She replied that she would have to talk with the quartermaster and see if he approved of a larger detail before she could send one there.

(C) The boys are housed in three buildings, the large boys' quarters, small boys' quarters and



the athletic quarters. The disciplinarian makes details for boys in the large boys' quarters and the athletic quarters. An assistant disciplinarian, who lives in the quarters occupied by the smaller boys, about a hundred in number, ranging from 12 to 16 years of age, makes their details and is responsible for them as though they were a separate school.

① The athletic quarters are in the old hospital building, which has been remodelled and finely finished, and are occupied by the foot ball squad. The care of this building is entrusted to a former student and present member of the foot ball squad, who is carried on the rolls as an Indian Assistant at \$660 per annum. This employe seems to work independently as he is not in connection with either the disciplinarian or either of his assistants.

② The school employs two physicians, Dr. Allen, a very skillful practitioner, who comes to the school daily in the forenoon, to look after serious cases of sickness and general conditions, and Dr. Triebley, a young physician, who is supposed to be the resident physician attending to minor ailments. The rules of the school require that students needing medical

attention go to the hospital immediately after breakfast for examination, and that the "hospital record" be signed by the second physician and returned to the matron and disciplinarians each day. These records show that from December 1st to January 14th the physician was present and made the report on nineteen mornings, and that on twenty-six mornings the examinations were made and reported by the nurse in charge of the hospital.

Other instances could be given, but the foregoing are enough to show the lack of proper organization and supervision.

Previous to the administration of Superintendent Friedman, an assistant superintendent has been employed to look after these important details, as it was thought impossible for one man to keep in touch with everything connected with the institution.

Superintendent Friedman is confined very closely to the duties of his office, consequently he is not in a position to see the faults or deficiencies that exist in his school.

Were it not for the fact that the leading members of the faculty are very strong, faithful and conscientious people, it would be difficult to see



how the institution could manage to prosper as it does. It seems to me that a good, strong, active man of experience in school work, and of good address, and who has made good elsewhere, is badly needed here as an assistant superintendent, and I would submit the matter for your earnest consideration.

With two or three exceptions the salary list seems to be fairly well arranged.

The exceptions are the cases of:

Miss Ella Albert,	Laundress,	Salary	\$560
Miss Mary Yoos,	Asst. Seamstress,	"	600
Miss Elizabeth Searight,	Asst. Seamstress,	"	400

6 Miss Albert has been at this place for more than 12 years and is exceptionally well qualified for the duties of the position. She is not now receiving as much for her services as was paid years ago when the attendance of the school was at least 200 pupils less than at present.

7 Miss Yoos came to the service a year ago and is drawing a salary of \$600, while the other assistant seamstress, Miss Searight, who is doing the same kind of work is getting but \$400 per annum.

8 Miss Searight has been in the sewing room here for about 15 years, and during the absence of the head

of the department is always placed in charge. This inequality of salaries seems to me to be very unjust, and should be corrected.

I would, therefore, recommend that the salary of the laundress, Miss Ella Albert, be increased to \$600 per annum; also that the salaries of the two assistants in the sewing room be equalized so that instead of one receiving \$600 and the other \$400, each will receive \$500 per annum.

Respectfully submitted,

*Chas. F. Peirce*

Supervisor, Fifth District.