Mr. Hoffman of Pennsylvania State: There is one argument we have found at Pennsylvania State in favor of letting each of the girls performing the larger part of our assistance, know what is going on in each of the offices. It is this, if we do not let them know everything that is going on and train them in each of the departments, there gets to be a rivalry and at the time that we have a big load in correspondence, those who are recorders are not wanted as assistants. Then, when we have a big load in registration and the recorders are busy, they don’t want the assistance of the other officers. We have found it of great importance, therefore, not to give each department too much power, not to let them know they are independent. In a school of the size that we have, 3,500, I do not believe that it is possible to really centralize the work in departments, on account of the times when we have the big loads, and largely because the people that are doing the work are women and they are a little jealous of the work in their own office. (Laughter) If they work as members of the Registrar’s Office, and feel that the work in any one department is theirs at certain times of the year we do not have that feeling of jealousy.

Mr. S. Woodson Canada of Missouri: Down at Missouri we find that the situation is almost the opposite from what the last speaker has stated. I have my office divided into departments and a competent clerk in charge of each department. There is not overlapping of work even during the peak periods. It happens that our correspondence department is pretty busy even during registration time, and almost equally busy the rest of the year. We have found it more satisfactory to employ extra persons for short periods to take care of any increase in the amount of work. We have about the same enrollment as they have at Pennsylvania State, 3,600 to 3,700 students, and in our office we have, besides myself and the Assistant Registrar, about 21 clerks. They are able to carry on their work without much additional help except around registration time. Of course, we employ from 150 to 175 extra clerks for the day or two of registration, and 40 or 50 for a few days following and a few days before. Unless you are able to secure a very high grade of assistant, I question whether it is advisable to ask one assistant in one department to become familiar with the work of all departments in the Registrar’s Office.