

Table 1.1 Timeline

	Social/Cultural Markers of the Times	Models of Supervision
Pre-1900		
1893–1897 Grover Cleveland	<ul style="list-style-type: none"> Debates about the Spanish-American War, territorial acquisitions, and the economy dominated thought and literature. Thorstein Veblen's <i>Theory of the Leisure Class</i> (1899) attacked predatory wealth and conspicuous consumption of the new rich. 	Model 1: Supervision as Inspection, Payne-Greenwood Payne (1875), author of the first published textbook on supervision. Greenwood's supervisory methods (1891), which relied on inspection based on intuition rather than technical or scientific knowledge.
1897–1901 William McKinley	<ul style="list-style-type: none"> Jacob Riis in <i>How the Other Half Lives</i> (1890) documented gnawing poverty, illness, crime, and despair of New York's slums. Frank Norris's <i>The Octopus</i> (1901) condemned monopoly. 	
	From REA U.S. History Review Book: Teachers as the factory workers and the students as the raw material to be turned into the product that was to meet the specifications of the needs of the 20th century. (http://www.ux1.eiu.edu/~cfrnb/impbusin.html) Education was conducted with military-like schedules and discipline, and emphasized farming and other manual skills. The daily schedule was split between academics and vocational training. (lcweb2.loc.gov/learn/community/NA_toolkit/overview.pdf)	
1900–1919		
1901–1909 Theodore Roosevelt	<ul style="list-style-type: none"> 1906: Upton Sinclair writes <i>The Jungle</i>, which depicts the poverty, absence of social programs, unpleasant living and working conditions, and hopelessness prevalent among have-nots in contrast with the corruption on the part of the haves. (wiki) 1906: Pres. Roosevelt wins Nobel Peace Prize for mediating the Russo-Japanese War. 1909: NAACP formed. 	Model 2: Supervision as Social Efficiency, Taylor-Bobbitt Taylor—author of <i>The Principles of Scientific Management</i> . Main point of management was to promote the efficiency of the worker. Bobbitt—professor, University of Chicago, control-oriented supervision.
1909–1913 William H. Taft	<ul style="list-style-type: none"> 1914: World War I begins. 1917: United States declares war on Germany. 1917: Russian Revolution. 1919: Over 20% of U.S. labor force goes on strike. 	
	Purpose of education was to prepare youth for jobs in factories. (http://tiger.towson.edu/users/rturnb1/Education%20Presentation_files/frame.htm)	