

REMARKS TO THE FACULTY REPORTING ON THE LEGISLATURE  
Social Science Auditorium March 20, 1947  
5:00 P.M.

Thank the Arts College for permitting us to join  
them.

The fiscal problem was paramount in this session of the Legislature. Requests for state expenditures far exceeded the yield of existing sources of revenue. Under such circumstances it was inevitable that there should be two schools of thought: (1) that requests should be cut to a point that they might be met from present income; (2) that the tax structure should be changed to allow greater expenditures. In the end a compromise was reached between these two positions providing for additional income from a three-cent tax on cigarettes and a reduction in requested sums for expenditures and the use of a small surplus in the State treasury.

So far as the University was concerned there were both favorable and unfavorable factors present in the session. The principal unfavorable factors may be listed as follows:

(1) Very large appropriation requests by all state institutions and departments which totaled a somewhat dizzy figure.

(2) The narrowness of the existing tax base which has hardly been sufficient to provide for previous rates of expenditure.

(3) The daily newspaper accounts of pronouncements from Washington by the national leaders of the Republican Party advocating reduction of governmental expenditures and reduction of taxes. This made levying of any additional taxes by our own Republican majority in our Indiana Legislature difficult and embarrassing. The minority party was in a similarly paradoxical position. Its members in the legislature had to advocate a reduction in the Governor's proposed budget and oppose the new cigarette tax, while their Democratic colleagues in the Congress were opposing a reduction in the Federal budget and taxes.

(4) The relatively large number of farmers in the Legislature. Our farmers are traditionally opposed to increasing taxes and are currently opposed to surrendering the present favorable position which they hold in our existing tax structure.

(5) Our relatively high scale of salaries. In comparison with other state institutions and departments of government our salaries are high, which makes it difficult to generate interest in increasing salaries. It is fortunate for us that we have a lump sum budget, for if the Legislature were to consider our individual salaries we might fare less well than now. The experience of the school teachers in St. Paul, Minnesota, is illuminating in this respect. As all the world, I suppose, knows, the teachers in that city, goaded to desperate action by a long period of neglect, struck last fall and were successful in winning their strike so far as the School Board of the city was concerned. Observers report that they won their strike because the citizens of the city were convinced that the teachers were underpaid and needed an increase.

In order to make their new pay scale effective, however, it was necessary to secure a city charter amendment by general election. All was going well for the teachers until just a day or two before the election. An opposition group published in the St. Paul papers the names of all the teachers, what they were now being paid, and what they would be paid under the new scale. Just that and nothing more. The result was devastating. As reported by the New York Times the charter amendment failed to carry any one of the city's twelve wards. It received the highest vote in the three so-called "silk stocking" or conservative wards. The remaining wards considered pro-labor gave the amendment its heaviest opposition, notwithstanding the fact that the teachers who had been on strike were members of an AFL-affiliated union. That experience is merely a reminder that it is always politically difficult to pay salaries of three, four, five, six, or seven thousand dollars out of public funds, because the majority of the voters have annual incomes less than the lowest of these figures.

(6) The opposition of the private colleges. This opposition was directed against our operating requests, against our building requests, and was also, I might add, directed against increased salaries for public school teachers. This opposition had been very quietly developed and was unexpected. We have had the most amicable relationships with our private schools in the State, and so far as this institution is concerned at least we have had a policy of meeting the private institutions more than half way and of protecting their interests in every



possible manner. We have diverted students to these institutions. When the Legislature met with us this fall, I spent the first several minutes of my presentation praising the record of the private schools in assuming their share of the burden of veterans' education and asked the members of the Legislature to give these institutions every possible tax or other consideration. The arguments advanced by private school presidents even yet seems almost unbelievable to me. They alleged that increased expenditures for public education would injure the private schools by increasing taxes and therefore would reduce their bequests. They went so far as to oppose higher pay for secondary and elementary teachers, alleging that such an increase would force an increase in the salaries of their collegiate staff in order to compete with the public school scale. These are arguments from the long distant past--the kind of arguments that were used in the beginning against the development of any public educational program. This opposition was, in military terms, "contained" by our forces, but required considerable work.

The favorable factors may be listed as follows:

- (1) The vigorous steps taken by the University to meet post-war problems, especially the problems of the returning veterans.
- (2) The understanding of and sympathy with the University problems by Governor Gates.
- (3) The good feeling toward the University held by members of House and Senate, both Republicans and Democrats, and particularly evidenced by members who are alumni.
- (4) The friendly attitude toward the University of the newspapers and of their staff members assigned to the



Legislature.

(5) The assistance of a number of state officials, notably Ross Teckmeyer, Secretary, Public Employes Retirement Fund; Frank Millis, State Treasurer; Cleon H. Faust, Attorney General; Herbert P. Kenney, director, Legislative Bureau, and Ruel W. Steele, secretary to the governor.

It is interesting to note that not a single bill or resolution critical of the University was introduced. Not a single voice was raised in either house to criticize the University. One bill which would have affected the University Medical Center adversely was amended to meet the University's objections and, in fact, as amended may effect an improvement from the University standpoint.

The general administrative officers of the University work three hundred sixty-five days out of every year to improve our legislative and public relations. As we approach each new session we select a theme which is timely and then build our case for that year around it. Our case was summarized for this session in a booklet titled, "Indiana University Looks to its Responsibilities." Its text was prepared by Mr. Bartley based upon data and charts prepared by many members of the staff. Those whose names should be mentioned in this connection are Dr. Briscoe, Professor George W. Starr (who was responsible for all of the charts), Mr. Lawrence Wheeler, Mr. Elvin Eyster, Mr. Robert Ittner, Mr. Pressly Sikes (who helped not only with the preparation of material, but also helped prepare certain material for the Governor during the session which was of great assistance), Mr. John Hicks, and Mr. Arthur Lautzenheiser. Others not directly assigned to legislative duties but who were

most helpful were C. Walter McCarty, president and general manager of the Indianapolis News; James W. Carr, executive editor of the Indianapolis News; John S. Hastings, member of the University's Board of Trustees; and Dr. John D. Van Nuys, executive secretary of the School of Medicine.

Senator Robert Miller, as in the past, was a source of great strength to the University legislative program. He is extremely popular with his colleagues and hence is able to win their support.

The University is deeply indebted to our trustee and representative, Mr. George W. Henley, who, as leader of the majority party and the most powerful single figure in the Assembly, made an incalculable contribution to the success of the University program. Without his efforts we would have fared much less well.

The Treasurer of the University always has heavy responsibilities during a legislative session. Although Mr. Franklin was facing these responsibilities for the first time, he carried out his part of the work effectively and efficiently.

I have left to the last mention of three members of the University staff who bore the day-to-day responsibility in Indianapolis throughout all of the sixty-one gruelling days of the session. Adroit, resourceful, and effective chairman of this floor committee was Mr. E. Ross Bartley. He was ably supported by Mr. H. B. Allman, who has likewise had long experience in legislative work and in this session was also a member of the executive committee of the State Teachers Association, and by Mr. W. H. Snyder. These three men gave all of their time during two very hard months on behalf of all of us. We owe to



them a very deep debt of gratitude and of appreciation. The legislators trusted our representatives and believed in their judgment and their integrity. This enabled our committee to work quietly but with great effectiveness.

Of principal interest in this session, or any other session of the Legislature is the fate of our budget request, and I shall now give you the figures with which we have to operate during the next biennium.

INDIANA UNIVERSITY  
BIENNIAL BUDGETS

	<u>1946 - 1947</u>		<u>1947 - 1948</u>		Decrease in Request
	<u>Requested</u>	<u>Allotted</u>	<u>Requested</u>	<u>Allotted</u>	
Operation	\$3,418,978.	\$2,920,000.	\$5,675,910.	\$4,500,000.	\$1,175,910.
Repairs to Old Buildings (For Biennium)	105,000.	80,000.	367,890.	367,890.	
Retirement	145,000.	70,000.	115,000.	100,000.	15,000.
Bond Retirement and Interest	100,871.	100,871.	100,728.	100,728.	
Capital Outlay (For Biennium)	4,000,000.		12,325,000.	3,550,000.	8,775,000.
Repairs and Remodelling	175,000.				
School of Public Health		30,000.	50,480.	30,000.	20,480.
Emergency Operating (Available in 1946-47)			574,985.	550,000.	24,985.
Emergency Housing (Available in 1946-47)			615,088.	615,088.	80,000.
Emergency Capital (Available in 1946-47)			616,037.	616,037.	
Emergency Classroom Buildings			175,000.	175,000.	



The state cost of operation of Indiana University on the present basis is:

State Appropriation . . . . .	\$ 2,920,000.
Emergency Request, Jan. to June . . . . .	1,100,000.
Depletion of Working Balance . . . . .	<u>559,298.</u>

\$ 4,579,298.

In addition there were some indirect appropriations which will benefit the University. They are as follows:

Indiana War History Commission	\$ 40,000.00
State Geologist, shared with Oil-Gas Division, from oil severance tax	73,000.00
Topographic Mapping	100,000.00
Mental Screening Hospital, Medical Center Campus	3,004,218.00
New Public Health Building Medical Center Campus	4,032,818.00

In every session of the legislature there are bills other than the appropriation bill of importance to the University. Some of these are introduced by other persons, some we sponsor directly. In any event, we try to give cordial help to all of those we wish to have passed and to defeat those which would be harmful. I wish to list a few of the bills which were passed which will be helpful to the University. We actively supported most of these measures.

Senate Bill 334: Known as the "Agency Contract Bill," it enables state institutions to obtain professional and expert services on a competitive bid basis in connection with building programs.

Senate Bill 78: Authorizes the State Division of Geology to join Interstate Oil and Gas Compact Commission.

Senate Bill 22: Extends authority of third, fourth, and fifth class cities and towns to cooperate with counties and townships in operation of playgrounds and other recreation centers.



House Bill 15: Amends Public Employees' Retirement Fund Act to the further benefit of University employees.

House Bill 219: Establishes pre-audit but exempts state colleges. Known as "Financial Reorganization Act." As amended makes State Budget Committee a continuing body. Appropriates \$500,000 for each year of biennium as "a general emergency contingent appropriation to the State Budget Committee for use of any state agency for any purpose authorized by law." Act provides that if any section of act is declared unconstitutional the entire act is null and void.

Senate Bill 119: Provides for hospitalization of indigents in county hospitals as well as Indiana University Medical Center and strengthens the procedure by which the Medical Center collects for hospital care of indigents.

House Bill 452: Authorizes State Budget Committee to raise travel expense per diem of state employes inside Indiana to \$7 a day and out of state to \$9 a day.

House Bill 264: Authorizes sale and conveyance of real estate, other than real estate acquired by gift or devise, title to which is in the name of the Trustees of Indiana University, Trustees of Purdue University and State Teachers College Board, and the use of proceeds to acquire other real estate.

House Bill 374: Provides for extension of water works acquired under 1921 act and for further bond issues, thereby enabling City of Bloomington to extend its waterworks system by an additional bond issue.

House Bill 163: Provides for special education of physically handicapped children who are unable to attend regular schools with state paying the excess cost of the education. May be

applicable to the University's Speech Clinic.

House Bill 378: Authorizes Trustees of Indiana University, Trustees of Purdue University, and State Teachers College Board to lease or convey land to the Federal government for military, naval, and scientific training schools and institutions.

House Bill 304: Provides for withholding of gross income tax deductions from payments made to contractors.

House Bill 256: Provides the University of Philippines College of Law with set of reports of Indiana Supreme and Appellate Courts. Requested by University School of Law in cooperation with national program of Association of American Law Schools.

Senate Bill 232: Gives purchasing authorities of state institutions the right to obtain coal outside of the state during emergencies within the state when such emergencies are declared by the Governor.

Senate Bill 257: Provides for state aid for any non-sectarian university chartered by the Legislature of Indiana (Vincennes University) from the county in which university is located.

Senate Bill 258: Authorizes distribution to the University School of Law of such number of Supreme and Appellate Court reports "as may be needed by such school of law, either to supply its own needs or to exchange for the reports of other states." Requested by Indianapolis Division, School of Law.

Senate Bill 276: Provides for reciprocity in inheritance taxes as to exemptions with states having similar reciprocal laws.



During the session it is necessary for us to read all bills introduced because the University's interests are so widespread that we are frequently affected by legislation that is seemingly irrelevant. As I have already stated, no bills were passed to which we were opposed. A number of bills were proposed, however, which we helped defeat. An example of this type of legislation was a proposal to license all psychologists. Without attempting to give you the ramifications of a very complex matter, I shall merely say that our Department of Psychology and Professor Kinsey were strongly opposed to this measure and we spent considerable time in, if I may again use the military term, "containing" it. All in all, I think it may be said that this was a more than satisfactory session so far as the University is concerned. Our appropriations were less than we expected, but relatively we fared better than any other institution or department of government and better than the elementary and public school teachers. There was regret in many quarters that the fiscal situation required such deep cuts in our requests.

Now a word as to the preparation of the departmental budgets for the next year. In view of the sharp reduction in our request for general operating funds, it would seem to me to be desirable that we make the adjustment of salaries our first objective. Such adjustments should have precedence over new projects and programs. It may be necessary to defer for the time being all of these except those for which we have already made commitments.

Pending the formation of a council or senate, and in order that the general administrative officers might have the advice

of a number of teaching members of the faculty and a few department heads in the formulation of general salary and budget policy, we asked the following persons to meet with the Administrative Council on March 5 and 7:

Mr. F. Lee Benns	Miss Beatrice J. Geiger
Mr. Donald Berrett	Mr. Frank Horack
Dr. Donald F. Bowman	Mr. A. R. Lindesmith
Dr. Drexell A. Boyd	Mr. Karl Rahdert
Mr. Carroll Christenson	Mr. B. F. Skinner
Mr. Ralph E. Cleland	Mr. Paul Weatherwax
Miss Mary Crawford	Mr. Frank Welcher
Mr. Roland Davis	Mr. Samuel Yellen
Mr. William Fox	

This group included your elected Committee on Rules and Procedures and additional members were selected in such manner as to be broadly representative of the faculty. It includes men from the full-time teaching staff on the Indianapolis Medical and Dental campus and from the full-time Extension Division staff. It includes instructors, assistant professors, associate professors, and professors, some relatively new to our campus and some with long records here. The ladies are represented, and in that representation we have included our expert on consumption economics, Dr. Crawford.

As you are perhaps all aware, the budget request forms go to the deans and from the deans to the department heads. The requested figures represent a composite of the judgment of the department heads and the deans after consultation in many instances with the individual members of the faculty. After



the general administrative officers arrive at a tentative budget for adoption by the Board of Trustees, a conference is held with each dean so that he may see what has happened to his request, and he is urged to discuss the proposed budget in turn with department heads and with any members of his school or department who might be in disagreement. Mr. Briscoe and I have always been and will continue to be ready to listen to a protest or request by any member of the staff. Not even this procedure, however, always eliminates all objections or complaints on the part of individual members of the staff. Again pending the formation of a senate, which, in accordance with the recommendation of the Post-War Planning Committee, might have sub-committees to hear salary complaints, we shall form such committees for each division of the University. The procedure will be as follows: As soon as the members of the faculty have received official notice as to their salary for the next year, if they are dissatisfied they may present their case to the committee for their division. The dean and department head will in turn be asked to present their side of the matter. This committee will then weigh the evidence submitted and will present it and its recommendation to Mr. Franklin, Mr. Briscoe, and me. According to the present schedule that we have adopted for preparation of the budget, there will be ample time for such appeals prior to the close of the school year. It is the desire of all of the deans and general administrative officers that each member of the faculty will feel that he has been justly treated. This proposal has the hearty support of each dean of each college and was approved by the Administrative Council yesterday.



This procedure in no way implies any lack of confidence in the fairness of department chairmen, deans, and other divisional heads. Their judgment must always be an important factor in arriving at recognition to be given to the members of the faculty. The work of academic administration is difficult at best. We all expect our administrators to achieve concrete results in developing strong departmental faculties and programs. They must, therefore, be delegated **sufficient** authority to achieve those results. If any individual perverts his authority, the remedy lies in removing the individual rather than in emasculating his position.

It should also be remembered that deans and department heads cannot always base their recommendations for salary adjustments solely upon the wishes of the members of their departments. Recommendations must be in keeping with the University's income and in keeping with salary rates in other departments and institutions of our type.

As I said a little while ago, the work of preparing for legislative sessions never ends. So now is the time to begin for the session 22 months hence. Yesterday in the Administrative Council Mr. Allman made a statement which I asked him to repeat today, but he blushed and said, "Oh, no." So I shall try to repeat it.

"Courtesy is the cheapest and most effective weapon that we have. The individual legislator is tremendously influenced by some personal kindness and consideration extended to his son or to the neighbor's boy across the street. And of course he is alienated by thoughtless inconsiderate treatment which, unfortunately, the young inexperienced teachers sometimes give

to students. Each member of the University staff, by his daily action, influences the attitude of the general public toward the University. He is a contact point in public relations."

So we can truthfully say that the good job done by each of you in past years guaranteed the success of this session. Likewise each of you can have part in the success of the next session to the end that we shall have more adequate salaries, scientific equipment, libraries, and facilities with which to carry on our work and build a more distinguished University.