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## **Minutes of the adjourned meeting of the Board of Regents of the University of Wisconsin: December 16, 1936. 1936**

Madison, Wisconsin: Board of Regents of the University of  
Wisconsin System, 1936

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*Entered  
on record book  
Included, M. S.*

*p. 3.*

**ADJOURNED MEETING OF THE BOARD OF REGENTS**

Madison, Wisconsin

Wednesday, December 16, 1936, 10 A.M.

*Minutes  
pp 4-5  
T. J. Schaefer*

President Wilkie presiding

**PRESENT:** President Frank; Regents Backus, Baker, Brown, Callahan, Christopherson, Combs, Gates, Grady, Gundersen, Hones, Mead, Miller, Richards, Runge, Wilkie.

**ABSENT:** None.

President Wilkie called Vice President Combs to the chair and then addressed the Regents as to the purpose of the meeting.

tion: ✓ Regent Christopherson then presented the following resolution:

WHEREAS, two members of the Regents are reported to have informed the President of the University that his appointment would not be renewed at the end of the present fiscal year;

WHEREAS, no such decision has ever been proposed to or considered at any Regent meeting or the two members in question ever directed by the Board to make such statement to the President, and

WHEREAS, the public demands and public interest requires that actions of such vital importance be taken only upon consideration by the entire Board after definite reasons have been assigned for the proposed action and adequate opportunity granted for those concerned to present their replies in connection with a full and open hearing;

BE IT RESOLVED that, if the Regents in question persist in the purpose they have expressed privately and without auth-

orization by the Board, they be required to file with the Secretary of the Regents a written statement of the grounds upon which they base their proposal, that reasonable time be given to all concerned to formulate a considered reply, and a full and open hearing thereon be held by the entire Board before action is taken upon the proposal.

Regent Gundersen moved the adoption of this resolution, seconded by Regent Grady.

*wait*  
✓ Regent Wilkie then read his statement with reference to the situation as to the university president. (Copy attached.)  
*on file*

✓ Regent Gates presented the following motion, which he wished to have substituted for the Christopherson resolution:

That when we adjourn we adjourn subject to the call of the chair, the Board to be called in session for the purpose of considering the charges as to the President of the University, and that in the meantime this statement shall remain on file, and the President and any others who wish to do so may file a reply and may be heard orally at the next meeting of the Board, which will be in open session.  
*no (Jan 6/37)*

After considerable discussion the chair ruled that the vote would be upon the resolution introduced by Regent Christopherson.

Regent Gates appealed from the decision of the chair and asked for a roll call. Roll call was then taken on the decision of the chair. Regents voting "Aye", Backus, Callahan, Christopherson, Combs, Grady, Gundersen, Mead (7). Regents voting "No", Baker, Brown, Gates, Hones, Miller, Richards, Runge, Wilkie (8). Motion lost.

✓ Called vote was then taken on Regent Gates' motion. Regents voting "Aye", Baker, Brown, Callahan, Gates, Hones, Miller, Richards, Runge, Wilkie (9). Regents voting "No", Backus, Christopherson, Combs, Grady, Gundersen, Mead (6). Regents Grady and Gundersen explained their votes by stating that they did not think this a proper procedure and that it was in direct violation of the fundamental rules established by the Board.

✓ Regent Grady made a verbal statement commenting on President Wilkie's statement and upholding President Frank. This was followed by a verbal statement from President Frank in which he said that he had no intention of resigning from the University; that during his administration the University had risen from seventh to second place in com-

*no. Copy on file*

parable institutions in the country. He requested that judgment be based upon the status of the University in 1936 as compared to the status in 1925.

Upon motion of Regent Gates, seconded by Regent Christopher-son, it was

VOTED, That a recess be taken to 2 P.M.

At 2:15 the Regents reconvened.

Upon motion of Regent Gundersen, seconded by Regent Baker, it was

VOTED, That all telegrams, letters and petitions relating to the presidency, received by the secretary of the Board or any member of the Board, be made a part of the record of this meeting.

*to include in Order of Business  
Pete*

President Wilkie then read his statement on budgetary re-quests for 1937-39 to be presented to the Governor and the Budget Director on December 17. *(attached)*

*copy on file*

Regent Grady, seconded by Regent Gundersen, moved to substi-tute the following in relation to student fees:

That we submit to the legislature the question of the reason-ability of fees imposed upon resident and non-resident students. Called vote was taken on this substitution. Regents voting "Aye", Christopherson, Combs, Grady, Gundersen, Mead (5). Regents voting "No", Baker, Brown, Callahan, Gates, Hones, Miller, Richards, Runge, Wilkie (9). Motion lost.

Regent Wilkie consented to amendments to his statement, cut-ting out the portion with regard to the College of Letters and Science and amending the recommendation for provision for additional dormitory construction.

*no see p.7 of 1937-39 Budgetary Report attached*

Called vote was then taken on the typewritten statement as amended. *(Copy attached.)* Regents voting "Aye", Baker, Brown, Calla-han, Christopherson, Combs, Gates, Hones, Miller, Richards, Runge, Wilkie. Regents voting "No", Grady, Gundersen. Regent Gundersen stated that he voted "No" for the reason that he had not had sufficient

*on file*

time to study the statement as a whole. Regent Grady stated that he voted "No" for the same reason and for the further reason that he felt the substitute motion with regard to student fees should have been adopted.

President Frank read his statement to the Governor with reference to appropriations for the second semester. (Copy on file.)

Regent Wilkie then presented the following statement:

The Regents of the University of Wisconsin herewith respectfully submit to you requests for a special appropriation which we hope may be made at the earliest possible time to take care of the needs of the University for the second semester of the current University year.

To-day we have submitted to you also a statement in support of the requested appropriation for the two-year period of 1937-39. In support of this present request for special appropriation we refer you to all that is contained in such other communication and in addition respectfully submit:

The requests for special appropriation for the second semester includes three schedules A, B, and C. Schedule "A" sets forth minimum needs if the present scale of partial relief from waiver should be continued for the second semester. You will note that the amount requested according to this schedule would be \$121,746. You will also note that in this schedule is a total for business items of \$61,325.00. This is made necessary by the fact that over a period of several years supplies and other business items were reduced to such low levels that there must be a replenishment in many cases. You are also advised that the large increase in enrollment is responsible in large part for the necessity of this appropriation. We could have secured some funds for these purposes by adopting increase of student fees which was proposed, a procedure which in our judgment would have resulted in lower attendance but increased income at least for this University year. We declined to follow such a procedure for reasons set forth in our other communication to you of this date. We were aided in meeting the situation for the first semester by an emergency appropriation of \$35,000. The amount of waiver relief which would be possible under this schedule would be the same as for the first semester, namely, one half of all waiver on all salaries up to \$1500 a year and from there up to \$3000 diminishing to no relief at \$3000.

Such amount of waiver relief is extremely inadequate.

X  
You will note it does not restore more than one half of the waiver even on salaries less than \$1500. It is well known that the cuts in appropriations which resulted in the drastic waivers at the University were imposed because of emergency depression conditions. These conditions have passed. Present conditions surely do not call for a continuance of this unjust situation.

Accordingly we are not limiting ourselves to a request for appropriation according to Schedule "A".

An appropriation such as set up in Schedule "B" would restore all waivers on salaries up to \$1500 (for second semester) and would then give relief tapering from 100% of waiver at \$1500 to 50% of waiver at \$3000. From \$3000 to \$6000 waiver relief would taper down from 50% to 25% and from \$6000 to \$10,000 there would be waiver relief of 25% for that entire salary range. This schedule calls for appropriation of \$220,029. This schedule would give some of much needed relief to members of the instructional and non-instructional staff who have been under a great handicap during the depression and also would give some much needed relief in medium and higher salaries. This request would restore net salaries to such a point so no salary after waiver could be less than civil service minimum.

Schedule "C" asks for \$336,855 which would be sufficient to entirely restore all waivers. This, we respectfully submit, is the schedule which should be adopted. Waivers should be no longer continued. In the City of Madison the voters overwhelmingly did away with waivers and everywhere they are being done away with. Prices and wages are both on the increase. We feel the time has come to abolish all waivers in state educational institutions as well as in other state departments.

it was Upon motion of Regent Gundersen, seconded by Regent Brown,  
A, B, and C attached.) VOTED, That this statement be approved. (Copy of Schedule

4. 15  
F. Com. & Univ  
Pres.  
Upon motion of Regent Hones it was  
VOTED, That the matter of procedure as to calling the postponed meeting of the Board and the manner of conducting the meeting be referred to the Executive Committee and the President of the University.

Director Goodnight appeared before the Board to discuss the budget for the summer session of 1937. Upon motion of Regent Gates,

seconded by Regent Callahan, it was

VOTED, That the budget be adopted as presented. Called vote was taken. Regents voting "Aye", Callahan, Christopherson, Combs, Gates, Gundersen, Hones, Mead, Runge, Wilkie (9),

*Fee*  
Director Goodnight also called attention to the three weeks' clinic conducted by the University School of Music during the summer session for band, orchestra and choir directors, and recommended that the fee be increased from \$15 to \$20. Upon motion of Regent Gates, seconded by Regent Callahan, it was

VOTED, That the recommendation be approved.

*Fee*  
Director Goodnight also recommended an increase of 50% in the summer session fees and that each student in the summer session be provided with a student directory and a copy of each issue of the Daily Cardinal. He also recommended that the Daily Cardinal be leased to the summer session. Upon motion of Regent Gates, seconded by Regent Callahan, it was

*ref. to educational com.*  
VOTED, That these items be referred to the Educational Committee with power to act.

#### RECOMMENDATIONS OF THE PRESIDENT

##### - Agriculture -

1. That Harriet Hazinski be appointed assistant in home economics (related art) for the second semester of 1936-37; salary \$300 net for the semester; charge \$264 to vice Allen (second semester), \$36 to labor (first semester), pp. 93 and 94, fund 1A.

Adopted.

2. That Mrs. Ruth K. Harris be appointed instructor in home economics (related art) for the second semester of 1936-37; salary \$800, less waiver \$136, net \$664 for the semester; charge to vice Allen, p. 94, fund 1A.

Adopted.

3. That Helen L. Allen, assistant professor of home economics (related art), be granted leave of absence, without pay, for the second semester of 1936-37, p. 94.

Adopted.

4. That Harry Morse be appointed assistant in farm and dairy

*Leave*

records from January 1 to March 31, 1937; salary \$225 net for the period; charge to extra labor (soil conservation), \$75 first semester, \$150 second semester, p. 112, fund 15A.

Adopted.

5. That Leonard Van Bosche be appointed assistant in farm and dairy records from January 1, 1937 to March 31, 1937; salary \$225 net for the period; charge to extra labor (soil conservation) \$75 first semester, \$150 second semester), p. 112, fund 15A.

Adopted.

6. That Thomas L. Cleary be appointed assistant in agricultural journalism from January 1 to June 30, 1937; salary \$1144.00 net for the period, \$190 first semester, \$954 second semester; charge to item for assistant, p. 85, fund 15A.

Adopted.

7. That Roy T. Glassco be reappointed county agricultural agent for Rock County, beginning January 1, 1937; salary at the rate of \$3000 a year, 12 months basis, to be distributed as follows: University \$1850, County \$1150; charge to item for Roy T. Glassco, p. 104, funds 15A and 3A.

Adopted.

8. That J. Fred Magnus be reappointed county agricultural agent for Ashland County, beginning January 1, 1937; salary at the rate of \$2000 a year, 12 months basis, to be distributed as follows: University \$1700, County \$300; charge to item for J. Fred Magnus, p. 106, funds 15A and 3A.

Adopted.

9. That Gustav Sell be reappointed county agricultural agent for Lincoln County, beginning January 1, 1937; salary at the rate of \$2310 a year, 12 months basis, to be distributed as follows: University \$1800, County \$510; charge increase for the period, \$49.96, to vice Rusy (\$8.96 first semester, \$41 second semester), p. 118, fund 15A.

Adopted.

10. That cow testers be appointed for the period January 1 to March 31, 1937; to receive \$10 each a month; charge first semester \$630, soil conservation, extra labor, p. 112, fund 15A, and second semester \$1260, aid to associations, p. 91, fund 15A, as shown in EXHIBIT A, as follows:

(Cont.)



Fykson, Alfred  
Hendrickson, Fredolph  
Hunsader, Arthur J.  
Huber, Harold

Johnson, Glen  
Kumba, Alfred  
Rice, Lynn  
Torgerson, Ingar

Forest Junction  
Amery  
c/o E. A. Bartell, Cedarburg  
c/o Charles Luebke, Manitowoc,  
R. 4

Menomonie, R. 2  
Burlington  
Fennimore  
Rock Falls, R. 1

The following cow testers are to be reappointed to receive  
\$10 per month January 1, 1937 to March 31, 1937:

Adamski, Anton  
Alexander, John

Bergum, C. A.  
Bonney, Millard  
Borgen, John  
Burmester, Hubert  
Chatt, Clarence  
Clausen, Harold  
Deakins, J. E.  
Decker, Donald  
Delleman, Herman

Duescher, Harold  
Eggleston, Leonard  
Evenson, Harold  
Field, Albert  
Fleischauer, Frank  
Frey, Elmer  
Gall, Carl  
Garner, Clayton  
Goodrich, Douglas  
Grob, Ray  
Hanson, Edwin  
Hardie, Donald  
Hill, Milo  
Hornig, Adolph  
Johnson, Donald  
Jensen, Morris  
Kappler, L. B.  
Kasper, George  
Kiesling, Ormal  
Kolb, Carl A.  
Knutson, Orrin  
Koplin, Albert  
Kubina, Ed  
Larson, Eugene  
Lewandoske, Herman

Seymour, R. 2  
c/o Mrs. C. W. Poulter, Cum-  
berland

Barron, R. 2  
Sawyer  
Wentworth  
Richland Center, Box 303  
Birchwood  
c/o Emil Dreger, Madison, R. 2  
Hartford, R. 2  
c/o J. Dobberstein, Hortonville  
c/o Frank Hubli, R. 5, Box  
192, Oshkosh  
c/o Dale O'Neil, Rosendale  
Hortonville, R. 2  
R. 9, Menomonie  
Elroy  
Ladysmith  
General Delivery, Plymouth  
Belleville  
R. 2, Chetek  
Cylon  
Alma  
Chetek, R. 1  
Oconomowoc  
Woodworth  
River Falls  
Rice Lake, R. 4  
Brooklyn  
Maiden Rock  
Lancaster  
Jefferson  
Cottage Grove  
Chetek  
Eldorado, R. 2  
Milton  
R. 2, Stoughton  
Rock Elm

(Cont.)

Lunde, Olaf  
McVicar, Keith  
Michels, Wilfred

c/o Wm. Ziwisky, Columbus  
Slinger  
c/o John Casper, New Holstein,  
R. 2

Miller, Arthur  
Moore, Robert  
Morehouse, Obert  
Nelson, Tom O.  
Nichols, Don  
Newman, Wesley  
Nielsen, Seward  
Page, Fred  
Pearson, Harold  
Prindle, Harold E.  
Rehrauer, Ben  
Reis, John E.  
Rydberg, Carl  
Senneff, Joseph  
Vandervest, Joseph, Jr.  
Wissink, Eugene  
Adopted.

R. 2, Box 15, Chetek  
Barron, R. 1  
200 Spring Street, Waukesha  
Box 212, Luck  
Soldiers Grove  
Barron  
Milltown  
Berlin  
New Lisbon  
Alma Center  
2457 North 60th St., Milwaukee  
Manitowoc, R. 5  
R. 2, Box 202, Shell Lake  
c/o Otto Yahnke, Burlington  
c/o Geo. Mattes, Kiel, R. 1  
c/o Elmer TenHaken, Cedar Grove

11. That Carl C. Gilman be reappointed county agricultural agent for Ozaukee County, beginning January 1, 1937; salary at the rate of \$2500 a year, 12 months basis, to be distributed as follows: University \$1800, County \$700; charge increase for the period, \$49.96, (first semester \$8.96, second semester \$41) to item for additional agents, fund 15A.

Adopted.

12. That Leroy Reese be appointed county agricultural agent for Lafayette County, beginning January 1, 1937; salary at the rate of \$2000 a year, 12 months basis, to be distributed as follows: University \$1700, County \$300; charge to vice Hurley, \$500.02 (first semester \$83.02, second semester \$417) to fund 15A and \$350.02 (first semester \$58.02, second semester \$292) to fund 3A, p. 105.

Adopted.

13. That Randall C. Swanson be reappointed county agricultural agent for Outagamie County, beginning January 1, 1937; salary at the rate of \$2700 a year, 12 months basis, to be distributed as follows: University \$1700, County \$1000; charge to item for Swanson, p. 108, funds 15A and 3A.

Adopted.

14. That Oral G. Claflin be appointed county agricultural agent for Marquette County, beginning December 15, 1936; salary at the rate of \$1800 a year, 12 months basis, to be distributed as follows: Uni-

versity \$1700, County \$100; charge to vice Mullindore, \$541.69 (first semester \$124.69, second semester \$417) to fund 15A and \$379.18 (first semester \$87.18, second semester \$292) to fund 3A, p. 106.

Adopted.

✓ 15. That Luella F. Smith be reappointed county home agent for <sup>1700</sup> Rock County, beginning January 1, 1937; salary at the rate of \$1500 net a year, 12 months basis; charge to item for Luella F. Smith, p. 111, fund 15A.

Adopted.

*yes to be distributed as follows: University ~~1500~~ 1700, County \$200. (Alan Miner) 1500*

✓ 16. That Helen Stetzer be reappointed county home agent for Brown County, beginning December 11, 1936; salary at the rate of \$1500 net a year, 12 months basis; charge to item for Helen Stetzer, p. 112, fund 15A.

Adopted.

✓ 17. That James G. Beattie be reappointed county agricultural agent for Walworth County, beginning January 1, 1937; salary at the rate of \$2600 a year; 12 months basis, to be distributed as follows: University \$1800, County \$800; increase for the period \$49.96 (first semester \$8.96, second semester \$41) charge to additional agents, p. 103, funds 15A and 3A.

Adopted.

✓ 18. That Sidney P. Murat be reappointed county agricultural agent for Fond du Lac County, beginning January 1, 1937; salary at the rate of \$3000 a year, 12 months basis, to be distributed as follows: University \$1900, County \$1100; increase for the period \$49.96 (first semester \$7.96, second semester \$42); charge to additional county agents, p. 107, funds 15A and 3A.

Adopted.

✓ 19. That Harvey L. Becker be reappointed county agricultural agent for Oneida County, beginning January 1, 1937; salary at the rate of \$2400 a year, 12 months basis, to be distributed as follows: University \$1700, County \$700; charge to item for Harvey L. Becker, p. 103, funds 15A and 3A.

Adopted.

✓ 20. That Frank H. Everson be reappointed county club agent for Jefferson County, beginning January 1, 1937; salary at the rate of \$2150 a year, 12 months basis, to be distributed as follows: University \$1700, County \$450; charge to item for Frank H. Everson, p. 109, funds 15A and 3A.

Adopted.

21. That Raymond S. Schwenn be appointed assistant in the office of farm and dairy records from January 1 to June 30, 1937; salary \$510 net for the period (first semester \$85, second semester \$425); charge to extra labor (soil conservation), p. 112, fund 15A.  
Adopted.

*ifc*  
22. That Frank R. Olson be appointed industrial fellow in agricultural chemistry and agricultural bacteriology from December 1, 1936 to February 1, 1937; salary \$120 net for the period; charge to Dow Chemical Company fellowship, fund 15B.  
Adopted.

*Fellow*

- Medicine -

1. That the salary of Ray L. Allison, assistant resident in eye, ear, nose and throat, be increased from \$600, less waiver \$54, net first semester \$328, second semester \$218 to \$720, less waiver \$68, net first semester \$392, second semester \$260, beginning July 1, 1936, because of a misunderstanding at the time of his appointment with reference to a maintenance item; charge increase to item for graduate nurses, general duty, p. 145.  
Adopted.

*R*  
2. That the resignation of Gertrude E. Stewart, research assistant in haematology, be accepted; to take effect December 1, 1936, p. 132.  
Adopted.

- Fellows and Scholars -

1. That Martha E. Ream be appointed graduate legislative scholar for the first semester of 1936-37.  
Adopted.

*Scholar*

2. That Thomas G. Laughnan be granted the J. Stephens Tripp scholarship for the year 1936-37, in place of Lucille A. Madsen, resigned, at a salary of \$100.  
Adopted.

*Scholar*

*ifc*  
3. That the memorandum of agreement between the Schering Corporation and the University of Wisconsin in regard to the establishment of an industrial fellowship at the University be approved and that the Business Manager be authorized to sign the agreement. (For study of relationship between ovarian secretions and certain endocrine glands. \$1500 to be paid in monthly installments, beginning January, 1937.)  
Adopted.

*file in the Dept. of Medicine)*

*Fellow*

was Upon motion of Regent Callahan, seconded by Regent Gates, it  
✓ VOTED, That the following list selected for honorary recog-  
nition in Agriculture be approved:

TO BE HELD CONFIDENTIAL

Mrs. Fred Freeman, Gays Mills, Wisconsin  
A. E. Bennett, Route 3, Wisconsin Rapids, Wis-  
consin  
Eben A. Jones, Bangor, Wisconsin  
John L. LeJeune, Route 2, Rice Lake, Wisconsin  
W. S. Moscrip, Lake Elmo, Minnesota.

RECOMMENDATIONS OF THE BUSINESS MANAGER

345  
1. ✓ That upon the recommendation of Dean Turneure, the substi-  
tute agreement with the American Society of Heating and Ventilating  
Engineers including acceptance of a grant of \$500 for cooperative re-  
search in heating and ventilation be approved, and that the Business  
Manager be authorized to sign the agreement. *(agreement on file)*  
Adopted.

2. ✓ That upon the recommendation of Miss Trilling, \$75 be trans-  
ferred from Regents' Unassigned 1A to the Department of Physical Educa-  
tion for women for the wages of a substitute maid.  
Adopted.

Upon motion of Regent Callahan, adopted.

The meeting

A D J O U R N E D .

M. E. McCaffrey,

Secretary.

*Do not copy*

REGENT WILKIE'S STATEMENT WITH REFERENCE TO THE SITUATION  
AS TO THE UNIVERSITY PRESIDENT

Up to today, I have said nothing as to the recent interview of Mr. Gates and myself with President Frank nor as to question as to his being reappointed next year as President because I have to this time felt bound not to do so because of our agreement at that time. And I am indeed thankful that I am now free to state, as well as I can, my analysis of the situation as to President Frank and the office of President of this University and to discuss with you in open meeting the question whether Dr. Frank has met the qualifications needed for the position of presidency of the University of Wisconsin, whether he should be reappointed for the year 1937-38 as President of the University. This involves a consideration both of his qualifications and the terms of his service.

The question is not one of removal. The fundamental question is whether the discretionary power of the regents should be exercised in favor of his reappointment for the next year which, of course, begins next July 1st. And if it is concluded that he should not be reappointed, what arrangement should now be made to secure a successor?

Over a long period there has developed an increasing dissatisfaction with Dr. Frank's administration of the Presidency of the University. It is unfair and untrue to attribute this dissatisfaction to anything remotely connected with partisan politics. It arises solely and entirely out of Dr. Frank's conduct of the Presidency.

The criticism of Dr. Frank's administration is not of recent origin and not partisan in character. It existed when I became regent five years ago. It has continued and increased greatly during the past five years.

I breach no confidence in stating that among those Regents who have felt that Dr. Frank was not the kind of executive we need, was my Madison predecessor as a regent, a conservative, and a man whom I considered the leading lawyer of the state in his time; John Callahan, Superintendent of Public Instruction, a member of the committee which selected Dr. Frank twelve years ago, and the oldest regent in service; Benjamin Faast, a conservative, and a former President of the Regents; Daniel Grady, a democrat, and for nearly ten years a regent; James Borden, nonpartisan, Director of the Budget, and outside of the University, the person who has most closely followed University finances and their administration. I have, of course, seriously devoted much time and energy to the work of regent since 1931 when I was appointed and can and do feel that I have had and do have unswerving loyalty and devotion to what is my university as well as your university. In my conclusions as to President Frank's capacity as President, I came to it reluctantly. I came to it in spite of a personal liking which I have had for President Frank and to which I have held in spite of disagree-

ment with many of his methods and policies. I came only to the conclusion which able administrative officials of the University, able men in the legislature, able educators and able members of Board of Regents had come before I was a member of the Board.

During all the times I have been on the Board, Mr. John Callahan has been chairman of the executive committee. Mr. Callahan knew and realized President Frank's limitations as an executive and when the Snell case had to be disposed of was particularly out-spoken to me and to others on the Board in expressing the conviction that President Frank was not the type of executive we need.

I had talked from time to time with the Governor about University matters. After the Snell matter and a number of other matters had come up I told the Governor of my final conviction that some change would have to be made in the Presidency. He asked me if other Regents shared my feeling. I told him that Regents Callahan and Grady felt the same way. The Governor said that was a serious matter and should be carefully considered. I then arranged that there should be a conference between the Governor, Mr. Grady, Mr. Callahan and myself.

*frances  
the Governor*

At that conference the Governor asked Mr. Callahan, Mr. Grady and myself for an expression of our views. Each of us stated in substance that we believed Dr. Frank lacked the fundamental qualities necessary for president, and that there would have to be a change. All agreed, however, that in the interests of the University, as well as Dr. Frank, that the proper thing was for someone to see him, advise him of the growing criticism of his administration and that he ought to recognize that a time must arise when it could no longer be ignored, and he ought therefore to meet it himself rather than wait until the Regents might be compelled to act. Mr. Callahan volunteered to talk the matter out with Dr. Frank.

Mr. Callahan saw Dr. Frank. This was not done by Mr. Callahan as the result of any Regent action or discussion. It was done as the result of the judgment of three of the older Regents, speaking for themselves, and speaking as friends of Dr. Frank and was wholly unofficial.

Within a week or ten days after that time, President Frank came to my office and told me he had heard that I was going to call a special meeting to oust him. I told him emphatically that was not true. He wanted to know what my criticisms were and I told him. I told him also that I disliked very much to have to take that position with him. He asked me if I had talked with Messrs. Callahan, Grady and the Governor and I told him I had.

*Frank  
argues*

At the next meeting President Frank opened with a long statement charging there was a political attack on him and implied plainly it was the Governor who was making it. I was presiding. Mr. Grady and Mr. Callahan did not say anything and I therefore made a statement. It was impossible for me to permit the statement to go unchallenged. I

stated that the Governor had not only the right but the duty to be interested and to be consulted. Governors were always consulted on appointments of Presidents of the University. I then gave my views as to the executive situation at the University, making my criticisms plainly and definitely. Messrs. Callahan and Grady both told me after the meeting they felt I had stated matters rightly and they had not spoken because they knew I would take care of it by a statement. Unfortunately, newspaper publicity followed just as it has here.

In the months that have passed since the talk in the Board of Regents in the Spring of 1936, there has been conducted a constant campaign against the regents in the press, on the platform and through other agencies. The burden of this campaign has been to belittle any regent who does not endorse Dr. Frank's administration; to charge that anyone and everyone who questions Dr. Frank's qualifications with base and selfish motives; and to claim that there is a partisan political plot against the President of the University. The nature and methods of this campaign make it clear that the President himself has been actively engaged in it.

In spite of all that transpired I still felt that in the best interests of the University, and in fairness to Dr. Frank that nothing should be done that would publicly embarrass Dr. Frank, if it could be avoided. But it was clear to me, as it was to some of the other Regents, that some of us could not vote to renew his appointment for the next academic year (1937-38). I also felt that if a successor could be secured, it would be extremely desirable that he soon have some contact with the budgetary matters for the coming two years. Mr. Gates and myself therefore called on Dr. Frank last Wednesday. We stated that he was entitled to know then, unofficially, before we brought the matter up in meeting that he would probably be notified that he would not be reappointed. Dr. Frank again asked reasons for dissatisfaction with his administration, and reasons were again presented to him in some detail.

At Dr. Frank's request the question of his administration was not raised at last Wednesday's meeting of the Regents. It was not raised because Dr. Frank assured both Mr. Gates and myself that he did not desire any public airing of the matter; that he did not propose to contest the matter and did not want it brought up in meeting that day, a step which he said would be extremely injurious to him as to his future. Dr. Frank specifically agreed that he would see me the following day as to details and said he realized the matter should be settled before the legislative session. On his assurance he did not want a contest, we did not take the matter up.

What has ensued during the past days is known to you all. I deeply regret both for the University and Dr. Frank that this matter could not have been dealt with without embarrassment to Dr. Frank. But the President has not come to see me and I have advised him I feel no longer bound to remain silent.



I therefore now state that so far as I am concerned, I feel I cannot vote for the renewal of Dr. Frank's appointment for the ensuing academic year. My decision as to being unable to renew Dr. Frank's appointment has been reached with great reluctance. He has many admirable qualities and great abilities. But my decision is not based on broad generalities. It is based upon specific facts and conclusions.

FIRST:- Dr. Frank's mismanagement of University finances. The University expends more than seven millions of dollars a year. For the most part this sum comes from taxpayers and students. All concerned owe a high duty to see that these funds are carefully and prudently expended. The evidence is unmistakable that Dr. Frank lacks the qualities of either a business or an educational administrator. For the Regents to longer ignore it would make us derelict in the performance of our duty.

SECOND:- Dr. Frank has lost the confidence of those with whom he must deal. This is not limited to members of the faculty, but extends beyond to members of the Regents, members of the Legislature, and other officials and persons. It has gone so far that it involves lack of confidence even in the accuracy and dependability of his statements and representations. Thus in the Athletic controversy both Dr. Meanwell and Dr. Spears testified that they each believed Dr. Frank had assured him of Presidential support. Dr. Frank's own explanation of that situation left it clear that responsibility for the misunderstanding rested upon him. In the Legislature a considerable number of members, regardless of party, have openly expressed their lack of confidence. Other cases could readily be cited.

THIRD:- Dr. Frank lacks primary qualities essential in the administrator of a University. I can make clear exactly the thing I mean by referring to three very recent events, which are typical examples of situations the Regents have been compelled to face. The Snell matter should have been dealt with administratively long before. Dr. Frank had so repeatedly stated himself. He failed to act until the matter finally broke into a public scandal. He still failed to act, and finally the regents had to directly take care of the matter. President Frank did not take the responsibility of direct recommendation and in fact while telling the Regents of Snell's incapacity wrote a letter of high recommendation for Dean Snell as to administrative accomplishment. When the Regents after a hearing recommended that Dean Snell be not reappointed Dr. Frank still could not act. He called upon Mr. Callahan to come to the President's office to communicate to Dean Snell news of the decision.

Again in the athletic controversy, there can be no question that the entire situation was allowed to develop by the President's failure to act or make definite recommendations. Finally it became a scandal, and involved the University in nationwide publicity. But again the President did not act, but instead passed the matter to the Regents, who had to wash the linen in public, and assume responsibility for declining to reappoint Dr. Meanwell and Dr. Spears.

*waiver*

Even more recently, the President's handling of University finances injected the University into another public controversy. The legislature adjourned in September, 1935. Within four months the President said there was a financial emergency in the University which he had apparently not been able to foresee. He then did not submit any recommendation for a long time. He did not confer <sup>with</sup> the Emergency Board, or ask for additional funds. Instead, after <sup>these</sup> three months of study, he presented his solution to us. What was it? It was to take nearly a quarter of a million dollars from students attending the University. Regardless of the merits of that proposal, can it be disputed that as drastic a change in educational policy so proposed would not be proposed by any competent administrator without satisfying himself that it would not involve the University in serious controversy likely to hinder rather than aid the University's financial needs. I believe a competent administrator would have done one of two things. He would have foreseen the problem in 1935 while the legislature was in session, and frankly placed the issue before them. Failing in ability to foresee it, he should have done what the Regents eventually were obliged to do, that is, make a readjustment within the limits of the appropriation and emergency funds until a new legislature could act.

*budget*

In the spring of 1936, President Frank did not get his budget recommendations to us until in the latter part of May. In fact, the Regents have never been able to get the budget in time to have proper consideration by the Board. Again and again we have tried but the President's many engagements have never permitted either the business office or ourselves to have the proper help from him in this respect. For months he had had the opportunity to submit specific recommendations and a budget.

*waiver*

President Frank had never been a pioneer on waiver relief. He had been a follower. When the first occasion for waiver arose, he advocated a flat cut the same on all ranks of salaries. He made no offer to lead the way on a fair graduated scale. Former President of Regents Ben Faast told him, and I told him, he ought to lead the way but he did not do so. He favored holding down the waivers in the higher brackets as much as he could. Insofar as he came to a graduated waiver he did so, as he himself said, to "bend to the breeze of public opinion".

Some of us consistently fought against the terms of the waiver schedule. Now we propose to fight for their entire abolition as to all salaries because the conditions which necessitated them are gone.

The waiver schedule of 12 to 20 percent was indefensible. Since then I have sought to change it all we could. By way of an emergency appropriation, we took care of a small part of the situation for the first semester but all the waiver relief embodied in President Frank's proposed fee budget was accomplished. It would have been a terrific error from the standpoint of University policy, from the standpoint of fairness to students and of support from the state legis-

lature to have adopted the increased fee schedule proposed by Dr. Frank.

*4 out  
copy*

FOURTH:- Dr. Frank has failed to devote sufficient time and attention to University affairs. Indeed, he has failed to fulfill even the specific conditions contained in his original memorandum of service entered into when first appointed. The task of administering a great institution like the University of Wisconsin is enough to absorb the whole time and attention of anyone. This Dr. Frank has failed to do. I wish to make it clear I am not now referring to the public addresses, and educational writings necessarily a part of a university President. I refer specifically to Dr. Frank's insistence over a long period to engage in speaking and writing to enlarge his personal income. It was definitely understood this should be wound up promptly after he came here. See copy of agreement attached hereto (in Appendix). This was not done. The President of the University has been receiving in direct salary (not counting perquisites) three times as much as the Governor, twice as much as the Chief Justice, and five times as much as the average full professor. For that compensation the University is entitled to the full time and energy of its President. It has not received this during any of the time Dr. Frank has been President.

*attached  
papers*

FIFTH:- Dr. Frank has permitted practices regarding expenditure of public money in relation to himself and his own household that I consider questionable, an opinion which has been held by members of the administrative staff who have been much embarrassed thereby. This is not a trivial or inadvertent matter. I attach herewith a statement of his accounts for past five years over and above his cash salary and use of home which accounts speak for themselves.

*attached  
papers*

SIXTH:- The Regents have the right and duty to expect of an executive (among other things) thorough attention to detail, intensive understanding of the internal affairs of the University, constant and close contact with the staff, close study of the distribution of funds between departments, fearlessness in criticizing requests of various deans and departments, and a definite willingness to assume responsibility for making clear, definite recommendations as to concrete administrative and educational steps. President Frank has been weak as an executive in each of these respects. His practice repeatedly is to seek a commitment by Regents first and then recommend the result. His first proposals as to requests to the Legislature this year for appropriations were particularly weak. These things are matters not known to the public but they are well known to the Regents and other administrators at the University.

*not  
left*

I am convinced the junior staff particularly has not been given the attention it should have and also there has not been a sufficient executive appraisal of values or needs especially in undergraduate education. Today, undergraduate instruction needs improvement badly at Wisconsin and we must bear in mind teaching undergraduates is the major function of our University. We are proud of our brilliant scientists who are responsible for our fine graduate rating. Let no one have the idea that we do not appreciate this. We must bear in mind,

however, that far more than three-fourths of our students and faculty and staff are engaged in the undergraduate work. Teaching is the primary work of the University and a comparatively few brilliant men never made, and never will make, a great University or a great undergraduate school.

While this matter is under consideration it is only proper to invite attention to the fact that we are not a court, and that this is not a trial. Our primary duty is to satisfy ourselves, and the public, that whatever decision we may reach in the exercise of our discretion has been the result of careful consideration, fair deliberation, and solely in the best interests of the University for whose administration we are primarily responsible. To the best interests of the University every other consideration must yield.

I shall not extend this statement any farther, although it could well be extended in support of the conclusion I have reached. But it may be truly said that most of those who have criticized the Regents are criticizing method rather than questioning the merits of the conclusion. After all, the primary question is whether President Frank is the kind of executive we need.

But on the question of method must not any rational person concede that an opportunity should have been given to President Frank to avoid a public hearing? This is just what was done.

Now that I have made this statement, I feel confident this entire matter will receive fair consideration. The regents must bear the responsibility of the employment of every officer and employe of the University. I can honestly say and do say, that my judgment in this matter was acquired after long study and work on the Board and has been in no way due to any political or partisan reasons.

Now that this statement has been made, I am not suggesting that this matter be closed hastily, but I submit that in the interests of the University it should be decided soon. I should recommend adjourning, after hearing all statements here today, subject to call.

COPY

MEMORANDUM OF AGREEMENT BETWEEN THE UNDERSIGNED COMMITTEE  
OF THE BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN  
AND GLENN FRANK.

Mr. Frank accepts the Presidency of the University of Wisconsin under the following agreement on details hereafter mentioned in this memorandum.

- (1) Salary: \$18,000. a year.
- (2) President's House: Rent, furnishings, light, heat, and care of grounds to be provided by the University.
- (3) President's House Fund: It is agreed that the University is to bear such expense - above the normal family expenses of the president - as may be imposed upon the President by virtue of having to live in the large establishment provided and having to carry on entertainment incident to the most effective service to the University. This is the item for which presumably the present "contingent fund" was created. Mr. Frank prefers that the Board of Regents arrive at a just estimate of what this added burden of expense upon the President will be and then provide a stated sum which will go regularly to that account instead of being subject to expense account vouchers. Mr. Frank prefers this because it is always difficult to draw the line between entertainment that might be considered personal and yet might actually be the most effective sort of service to the University situation. Mr. Frank agrees to leave the actual determination of the method of handling this to negotiations on the ground.
- (4) A car and driver to go with the President's House. This car to be at the disposal of the President but to be available at all times for the official business of the University.
- (5) Actual moving expenses of Mr. Frank's family and household furnishings from New York to Madison to be provided by the University.
- (6) Mr. Frank has certain definite contractual obligations to which he was committed before his election, viz:
  - (1) A number of lecture engagements before State Teachers Associations, during the Fall of 1925. He cannot honorably cancel these, and so will fill them.
  - (2) A contract to write a daily signed editorial

*Frank  
- agreement*

for The McClure Newspaper Syndicate. Mr. Frank agrees that such a schedule of writing should not be undertaken concurrently with the Presidency of the University, but he must extract himself as best he can from this contract, extract himself at once if possible, and if it prove impossible to cancel the contract at once to conclude the arrangement within the shortest possible time. The Regents are at liberty to deal directly with the McClure Newspaper Syndicate, 373 Fourth Avenue, New York City, in this matter if they choose.

(Signed) John Callahan  
M. B. Olbrich  
Glenn Frank

Expenditures on Account of the President's House  
and Car Paid from University Appropriations

	<u>1931-32</u>	<u>1932-33</u>	<u>1933-34</u>	<u>1934-35</u>	<u>1935-36</u>
1. Building Maintenance, Cleaning, 130 N. Prospect	2,348.29	2,131.23	1,329.03	2,012.72	1,372.27
2. Fuel	738.65	980.42	1,074.52	810.81	569.44
3. Insurance	122.99	121.39	102.74	106.93	101.18
4. Gas and Water	261.05	261.65	290.31	487.41	571.31
5. Electricity	497.12	504.92	482.36	361.72	371.31
6. Watchman	1,500.00	1,455.00	1,275.00	1,302.00	1,295.66
7. Caretaker	1,200.00	1,200.00	1,026.00	1,048.00	1,055.00
8. Extra Janitors, Firemen, and Laborers	28.20	313.82	306.77	230.02	223.25
9. House Furniture	646.17	926.28	1,733.99	804.30	104.99
10. Miscellaneous Tools	6.00	53.98	6.76		27.48
11. Rental of Caretaker's and Chauffeur's Residence	1,380.00	1,380.00	1,380.00	1,380.00	1,380.00
12. Chauffeur	2,046.73	1,925.00	1,698.00	1,735.00	1,700.56
13. Extra Chauffeur	347.25	503.52	502.71	639.46	740.55
14. Rental of Extra Car on mileage basis	416.59	515.10	470.68	488.62	475.76
15. Supplies for Lincoln (Gasoline, oil, tires, etc.)	1,157.13	1,443.95	1,322.48	1,374.96	1,189.38
16. Repairs on Lincoln	390.32	627.51	384.23	528.27	393.58
17. Purchase of Lincoln and equipment			3,128.25		
Totals	13,086.49	14,343.77	16,513.83	13,310.22	11,571.72

The above does not include repairs on University owned household furniture, nor services of physical plant staff members who occasionally are used as additional chauffeurs which are estimated at \$125 a year.

Detailed vouchers are available for items 9, 10, 11, 14, 15, 16 and 17.  
 Items 6, 7, 12 are payrolls  
 Items 8 and 13 are shops payrolls  
 Items 1, 2, 3, 4 and 5 appear in the Accounting Department distribution of expenditures.

THE UNIVERSITY OF WISCONSIN

Requests for Special Legislative Appropriations  
Specific Funds  
Second Semester 1936-37

	<u>Schedule "A"</u>	<u>Schedule "B"</u>	<u>Schedule "C"</u>
Additional Instruction	20,973	20,973	20,973
Part-time help	6,839	6,839	6,839
University Press	2,000	2,000	2,000
Personnel Officer	1,800	1,800	1,800
Additional Janitors and Charwomen	1,625	1,625	1,625
Additional Watchman	500	500	500
Additional Laborers - Agriculture	1,500	1,500	1,500
Miscellaneous Labor & Clerical Help	2,345	2,345	2,345
Business Items	<u>61,325</u>	<u>61,325</u>	<u>61,325</u>
Sub-totals	98,907	98,907	98,907
Waiver Adjustment	29,767	135,324	253,573
Add: For Minimum Civil Service Salaries	<u>8,697</u>	<u>1,423</u>	
Totals	137,371	235,654	352,480
Direct Receipts	( 15,625)	( 15,625)	( 15,625)
State Appropriation	(121,746)	(220,029)	(336,855)

Fund Distribution

1A Operation	113,585	191,440	293,071
Direct Receipts	( 15,625)	( 15,625)	( 15,625)
State Appropriation	( 97,960)	(175,815)	(277,446)
1C Maintenance	15,000	15,000	15,000
1D Capital	4,900	4,900	4,900
2A Univ. Extension Operation	1,289	17,882	30,371
3A Agricultural Extension		813	813
3D Agricultural Branch Stations	118	959	1,168
3I Hog Cholera Serum		53	53
3P Tobacco Investigations	73	223	262
3R Truck Crops		164	201
12 Psychiatric Institute	2,213	3,097	4,366
14 Hygienic Laboratory	193	1,012	1,892
17A State Geologist		<u>111</u>	<u>383</u>
Totals	137,371	235,654	352,480
Direct Receipts	( 15,625)	( 15,625)	( 15,625)
State Appropriations	(121,746)	(220,029)	(336,855)

Explanatory Notes:

Schedule "A" includes funds to continue the first semester waiver adjustments to June 30, 1937.

Schedule "B" provides funds to restore second semester waivers as follows:  
100% to \$1,500; diminishing return to 50% at \$3,000 and 25% at \$6,000 and above.

Schedule "C" provides funds to restore all waivers for the second semester.



THE UNIVERSITY OF WISCONSIN

Executive Budget Hearing

17 December 1936

To Hon. Philip F. La Follette,  
Governor of Wisconsin:

The Regents of the University of Wisconsin herewith respectfully submit, for your executive consideration, their best judgment of what the University will need for operation, maintenance, and capital expenditures during the 1937-39 biennium.

*biennium  
37-39*  
This statement of needs is built around the two major functions of the University -- its campus services and its public services.

Its "campus services" include all teaching, research, and administration related to the undergraduate, graduate, and professional training of the students on its campus.

Its "public services" include all the enterprises through which the University directly serves the people of the state off its campus, such as general and agricultural extension, special investigation of problems important to the state, the Psychiatric Institute, the State Laboratory of Hygiene, and the like.

For the "campus services" the Regents request that the state provide \$3,421,650 for each year of the 1937-39 biennium.

For the "public services" the Regents request that the state provide \$726,285 for 1937-38 and \$725,875 for 1938-39.

The Regents realize that this is a material increase over the depression low of University appropriations for these purposes, but the full grant of these requests will not bring the University back to the operating level of 1930-31 when the volume of work it had to do was less than now and much less than the volume of work conservatively forecast for the next two years.

In 1930-31 the total enrollment of regular students for the year was 10,001.

*enrollment*  
This year the total enrollment for the year will be between 10,500 and 10,750, and may, in the light of present trends, move rapidly towards 12,000 in the 1937-39 biennium.

If the University reaches the 12,000 mark by the second year of the 1937-39 biennium, it will mean that the equivalent of the combined enrollments of Lawrence, Ripon, and Beloit colleges will have

been added to the University student body since 1930-31. And yet, with every request the Regents are making granted in full, the University will still have to carry this added load -- equal to three good sized colleges -- with less funds than it actually expended in 1930-31.

The appropriation which the Regents request for "campus services" for each of the next two years, while higher than the annual appropriation available during the later depression years, is \$70,207 less than the state provided for these services in 1930-31.

The appropriation which the Regents request for "public services" is \$13,033 less for 1937-38 and \$13,533 less for 1938-39 than the state provided for this purpose in 1930-31.

*Notes*  
*Substance*  
*lost*  
*cial*  
*mark*  
Since 1930-31 the program of "public services" has undergone several changes. Some activities have been reduced in scope, as in the instance of the Natural History and Geological Survey and the State Geologist. Some have been eliminated, as in the instance of the Farmers Institutes. Some minor new activities of an emergency nature have been introduced from time to time. And, in the requests herewith submitted, two major new activities are recommended for addition to the "public services" budget. These are a School for Workers in Industry and a School for Social Work. The net effect of all these changes are reflected in the new totals just indicated.

It will thus be seen that, despite the heavy increase in the University's obligations since 1930-31, the appropriations requested from the state for both "campus services" and "public services" are \$83,240 less for 1937-38 and \$83,740 less for 1938-39 than the state provided for these purposes in 1930-31.

The direct receipts from the University will, of course, be added to the appropriations from the state. This will not improve the University's financial position in comparison with 1930-31, however, since estimates indicate that the direct receipts will not reach the total realized from this course in 1930-31.

It is estimated that direct receipts available for support of "campus services" for each of the next two years will be \$76,771 below direct receipts for this purpose in 1930-31. This is due to the slump in receipts from non-resident tuition which has persisted since the 1929 legislature fixed non-resident tuition at \$200. Estimated receipts from non-resident tuition for 1937-38 show a drop of \$201,427 from 1930-31. Estimated receipts from incidental fees and other sources for 1937-38 show, on the contrary, an increase of \$124,655 over 1930-31, giving a net decrease of direct receipts available for support of "campus services" of \$76,771.

It is estimated that direct receipts available for sup-

port of "public services" for each of the next two years will be \$15,737 more than direct receipts for this purpose in 1930-31.

To summarize, with direct receipts from the "campus services" down \$76,771 and direct receipts from the "public services" up \$15,737, the net decrease in direct receipts for each of the next two years will be \$61,034 below receipts from these sources in 1930-31.

With the appropriation requested by the Regents for 1937-38 below the 1930-31 appropriation by \$83,240 and the direct receipts down by \$61,034, it will be seen that, if the state grants in full the Regent requests and direct receipts correspond with estimates, the total income available to the University for 1937-38 will be \$144,274 less than in 1930-31. The total income for the second year of the biennium will vary but \$500 on this basis of calculation.

The President of the University, the Business Manager, the Regents, and administrative officers of the University are available to discuss, in such detail as may be required, the facts which have led the Regents to consider these requests reasonable and vital to the effective service of the University to its students and to the state in the next two years.

The Regents feel that improvement in undergraduate instruction is particularly vital; also that encouragement must be given to the instructional force by way of promotions and reasonable advances in compensation. Improvement in the quality of undergraduate teaching, encouragement to morale, better methods of ascertaining unit costs of instruction, are all necessary.

In the non-instructional force, re-classification is vitally necessary in many cases; restoration of reasonable levels of income to faithful employes is essential. Restoration of hours of service and proper and reasonable hourly rates are necessary to simple justice to employes who during the depression suffered far more proportionately (as regards impairment of necessary standards of decent living) than higher paid members of the staff.

1265 We are unalterably opposed to any increase of fees payable by the student body. We earnestly desire to keep open the facilities of the University to the people of this state and we are especially concerned that the quality of undergraduate instruction available to them as citizens of this state shall be high. We feel that, if possible, some reduction in fees should be accomplished as soon as practicable particularly by way of doing away with the registration fees (imposed during the depression) of five dollars a semester per student, and we feel that serious consideration should be given to the compulsory union fee now charged to students. The estimates above made, however, are on the basis of a continuance of the present fee level without any increase in the impact of fees (either incidental or laboratory or other fees)

on the student body.

We do not claim to be ideal all the distributions involved in these requested appropriations. On the whole, however, the total requested is a minimum necessary in our judgment for successful and efficient operation. This statement is directly applicable to the appropriations requested for operation and maintenance. As to construction, the problem is one of selecting the most meritorious of the various needed projects which are within the ability of the state to provide.

*waiver*  
We are unalterably opposed to a continuance of the waiver schedule of the University. This Board of Regents believes the waiver schedule has not been as just as it should have been. Nevertheless, the cuts in appropriations to the University during the depression period were so large as to force the necessity of drastic waivers and reductions on the entire staff. Regardless of the merits of the schedules (as to distribution) heavy impact on low salaries was necessary because of the large amount of deficiency of income to be absorbed. From time to time some small relief has been accorded from savings made and from emergency appropriation, but these amounts of relief were small indeed compared to the waivers previously and currently taken and as compared to increased living costs. The improvement of business conditions and of sources of state income, as well as a consideration of the comparative situation in other state departments requires as an act of simple justice to the University and its employes that the waivers be terminated. The partial relief accorded by our own action (within the means at hand) has been given to lower salaried staff. But even as to salaries under fifteen hundred dollars a year, half the waiver still exists and such waivers, even with such relief, in many cases, bring the net result in compensation below the civil service minimum. Employes thus receiving less than the minimum civil service salaries have shown a splendid spirit in not insisting on treatment as to waiver different from those instructional and other employes not on civil service. Under the recommendation we here make, these conditions will be done away with. Many long delayed meagre increases must be taken care of. Present economic conditions do not, in our judgment, justify a continuance of the present conditions which in many instances leave University employes with compensation below the most meagre needs of ordinary existence.

While we emphasize, as above, the needs of the lower paid staff, it must be borne in mind that present conditions cannot justify as a matter of either fairness or good business the continuance of the waivers in the large middle class of assistant professors, associate professors and professors, nor indeed on any part of the staff, including the so-called "higher paid" members of the staff.

The base salaries, without any waiver, are in general no more than very moderate compensation for the type of service rendered. In such few cases where the compensation may be found to be out of line, the Regents and administrative officers may, we feel, be trusted to make adjustments so that relatively the staff shall be fairly treated. Some adjustments of this type we deem imperative.

*waiver*  
We emphatically call your attention to the fact that the waivers have brought the average salaries of all four teaching ranks seriously below the average salaries for these ranks in all comparable universities in this region. Nearly 50 per cent of all institutions of higher education in the United States have restored their salary scale in full, while some universities with which Wisconsin must compete most directly for staff made no salary reductions during the depression.

With the current rise in living costs, the present waivers leave Wisconsin salaries so far below salaries elsewhere that simple justice and protection of the quality of the staff require that these waivers be removed. The conditions which occasioned such waivers are not now present and what we ask is necessary in all fairness to a staff which remained loyal throughout the entire depression period.

We further call your attention to the following:

(1) The rapid growth of enrollment, now at the highest point in the history of the University, has made a material increase in state support imperative if both the quantity and the quality of the University's service to its students and to the state are not to slump in the next two years.

(2) Due to inadequacy of staff and buildings, classes are now crowded beyond the point of teaching efficiency, and this year it has been necessary to deny many students admission to classes vital to their programs.

(3) The supplies inventories of the University are seriously depleted and must be built back at greatly increased and increasing costs, while the mounting enrollment calls for increasing amounts of supplies.

(4) There is a large amount of delayed maintenance of buildings and grounds which should be promptly undertaken both as a protection of the state's investment in the University plant and as a source of work for the labor staff of the University which has taken extremely heavy cuts both in rates of pay and hours of work.

(5) For several years there have been no funds available for educational improvements which would involve additional expenditure. Certain educational improvements devised and legislated by faculty and regents as long ago as 1930 have been held in abeyance for lack of funds.

We do not agree with those who claim the University should reduce its attendance by application either of higher fees or of higher entrance requirements or higher requirements to remain in the University. We feel the standards in this respect maintained by the faculty have been sufficiently high and that there are very few students who

are wasting their time at the University. Moreover we feel the attempt to apply higher standards of admission in the undergraduate work would keep many meritorious students from a chance for a University education. We cannot too strongly emphasize that the University of Wisconsin is a State Institution and part of our public school system. It has been, and it should be, substantially dependant on legislative appropriation for its support. This is a condition, especially as regards undergraduate instruction, far more desirable, in our judgment, than that where an institution depends more on private endowments and tuition. The University of Wisconsin should, we feel, be given full support by the legislature to the end that it may retain its democratic character and be responsive to the needs of the state. One reason the people of this state have been so interested in and proud of the University is that they have made sacrifices to support it and because it is truly their institution.

*non-resident tuition*  
We are satisfied that the present level of non-resident tuition is a mistake (a) because it has reached the point of diminishing returns, (b) because it is excessive compared to other states, (c) because it tends to deprive our Wisconsin students of valuable contacts with students from other states and countries. Our recommendations here made are consistent with permitting the regents to fix the non-resident fees from time to time as may appear to be in the best interests of the University and the State.

There are attached to this general statement a series of memoranda and analytical tabulations which deal in detail with these requests as they relate both to the "campus services" and to the "public services" as well as to the building needs of the University. The needs of the various units of the University program, old and new, can be discussed, in such detail as may be desired, from these memoranda and tabulations. As to the new item for Workers' education, we wish to state that the University has achieved a reputation for extending its services to all the people of the state and this recommendation is quite in accord with that tradition.

*Building program*  
As to building needs, it will be noted that the Regents have listed 27 items which, divided between two years as budgetary form requires, total \$3,418,500 for the first year and \$3,524,500 for the second year of the biennium. The Regents have not assumed that any such ambitious building program would be possible during the next two years. We have undertaken merely to give you a complete list of actual needs. With the exception of certain dormitory needs for both undergraduate and graduate students, the list presented in an attached tabulation is as nearly complete as reasonable expectation for the next several years justifies.

*Library + new Bldg*  
We, however, are clear that the requested appropriation for additional library is the most imperative of all. In this respect, the condition is most critical. Next in order comes the new law building. The present law building is not only wholly inadequate to provide necessary classrooms and office space but it is not fireproof and is a con-

stant menace to the extremely valuable law library of the University. Special comment on other construction items will be made at hearings.

*submit*  
*E*  
We call attention to the dormitory situation at the University. Representative students have presented to us an intelligent and forcible appeal for more adequate housing facilities at the University to the end that housing facilities may be reasonably adequate and at moderate prices. We feel it is the duty of the University and the Legislature to heed this request. Both faculty and students are confronted by high housing costs. But in the case of the students, our duty is clear to make every effort to see to it that students of this state who desire an education are not kept away by excessively high costs of either room or board. We earnestly recommend provision for additional dormitory construction at this time without the necessity of amortizing this cost out of receipts.

In conclusion, we submit the staff of the University has manfully and loyally worked during the depression. Nevertheless the situation in the University as regards the morale of employes and especially in respect to undergraduate instruction is such as to cause the most serious concern. We consider the requests here made absolutely essential to a rectifying of this condition.

We have confidence that you as the Governor of this State and the people of the state and the legislature will appreciate the justice of these requests. The people of this state have always had faith in education as an instrument of progress and have been proud of the record of achievement which our University has made over a long period of years. We ask only the financial support necessary to carry out a very essential part of the educational program of this state.

Respectfully submitted,

THE REGENTS OF THE UNIVERSITY OF WISCONSIN

THE UNIVERSITY OF WISCONSIN  
 Specific Funds Comparison  
 1936-37 Budget with 1937-38 Requests  
 (Excluding Buildings and Land)

<u>Appropriation</u>	<u>1936-37 Budget</u>	<u>1937-38 Requests</u>	<u>No Change</u>	<u>Decrease</u>	<u>Increase</u>
<u>Campus Service</u>					
20.41 1-A Operation	2,890,500	3,586,500			696,000
1-A Emergency Operation	23,500			23,500	
1-AB Coal - Sum Sufficient	102,986	102,986	No Change		
1-AB Insurance - Sum Sufficient	33,164	33,164	No Change		
1-C Maintenance	140,000	225,000			85,000
1-C Emergency Maintenance	12,500			12,500	
1-D Books, Apparatus, etc.	140,000	225,000			85,000
1-D Emergency Capital	4,300			4,300	
1-S Polish	<u>12,000</u>	<u>12,000</u>	No Change		
From State	2,618,450	3,421,650		40,300	843,500
From Direct Receipts	<u>740,500</u>	<u>763,000</u>			<u>22,500</u>
Sub-total	3,358,950	4,184,650		40,300	866,000
<u>Public Service</u>					
1-A Emergency Centennial	3,000			3,000	
2-A Extension Operation	506,900	598,937			92,037
2-B Extension Capital	5,000	20,000			15,000
2-F Extension Maintenance	2,500	2,500	No Change		
3-A Agricultural Extension	88,300	110,200			21,900
3-A Emergency Extension	8,450			8,450	
3-D Branch Stations	40,000	47,500			7,500
3-I Hog Cholera Serum	2,900	2,900	No Change		
3-P Tobacco Investigation	6,000	6,000	No Change		
3-R Truck Crops	4,000	6,000			2,000
3-S Apple Insects	2,000	3,000			1,000
3-T Potato Research	1,000	6,000			5,000
3-U Dairy and Farm Accounts		2,000			2,000
6-A School for Social Workers		24,000			24,000
6-B School for Workers in Industry		27,985			27,985
7 Memorial Park	600	700			100
9 Scientific Investigations	36,000	50,000			14,000
12 Psychiatric Institute	32,000	43,000			11,000



Specific Funds Comparison  
 1936-37 Budget with 1937-38 Requests (Cont.)  
 (Excludes Buildings and Land)

<u>Appropriation</u>	<u>1936-37 Budget</u>	<u>1937-38 Requests</u>	<u>No Change</u>	<u>Decrease</u>	<u>Increase</u>
<u>Public Service (Cont.)</u>					
14 Hygienic Laboratory	32,000	47,000			15,000
14 Emergency Appropriation	1,500			1,500	
17-A State Geologist	<u>7,500</u>	<u>29,600</u>			<u>22,100</u>
From State	486,650	726,285		12,950	252,585
From Direct Receipts	<u>293,000</u>	<u>301,037</u>			<u>8,037</u>
Sub-total	779,650	1,027,322		12,950	260,622
Total from State	3,105,100	4,147,935		53,250	1,096,085
Total from Estimated Receipts	<u>1,033,500</u>	<u>1,064,037</u>			<u>30,537</u>
Grand Total	4,138,600	5,211,972		53,250	1,126,622

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THE UNIVERSITY OF WISCONSIN  
 Specific Funds Comparison  
 Requests 1937-38 and 1938-39  
 (Excluding Buildings and Land)

<u>Appropriation</u>		<u>1937-38</u> <u>Requests</u>	<u>1938-39</u> <u>Requests</u>	<u>No Change</u>	<u>Decrease</u>	<u>Increase</u>
<u>Campus Service</u>						
20.41	1-A Operation	3,586,500	3,586,500	No Change		
	1-AB Coal - Sum Sufficient	102,986	102,986	No Change		
	1-AB Insurance - Sum Sufficient	33,164	33,164	No Change		
	1-C Maintenance	225,000	225,000	No Change		
	1-D Books, Apparatus, etc.	225,000	225,000	No Change		
	1-S Polish	<u>12,000</u>	<u>12,000</u>	No Change		
	From State	3,421,650	3,421,650	No Change		
	From Direct Receipts	<u>763,000</u>	<u>763,000</u>	No Change		
	Sub-total	<u>4,184,650</u>	<u>4,184,650</u>	No Change		
<u>Public Service</u>						
	2-A Extension Operation	598,937	598,937	No Change		
	2-B Extension Capital	20,000	20,000	No Change		
	2-F Extension Maintenance	2,500	2,500	No Change		
	3-A Agricultural Extension	110,200	110,200	No Change		
	3-D Branch Stations	47,500	47,500	No Change		
	3-I Hog Cholera Serum	2,900	2,900	No Change		
	3-P Tobacco Investigation	6,000	6,000	No Change		
	3-R Truck Crops	6,000	6,000	No Change		
	3-S Apple Insects	3,000	3,000	No Change		
	3-T Potato Research	6,000	6,000	No Change		
	3-U Dairy and Farm Accounts	2,000	2,000	No Change		
	6-A School for Social Workers	24,000	24,000	No Change		
	6-B School for Workers in Industry	27,985	27,985	No Change		
	7 Memorial Park	700	700	No Change		
	9 Scientific Investigations	50,000	50,000	No Change		
	12 Psychiatric Institute	43,000	43,000	No Change		
	14 Hygienic Laboratory	47,000	47,000	No Change		
	17_A State Geologist	<u>29,600</u>	<u>29,100</u>			
	From State	726,285	725,785		500	
	From Direct Receipts	<u>301,037</u>	<u>301,037</u>			
	Sub-total	<u>1,027,322</u>	<u>1,026,822</u>		500	
	Total from State	4,147,935	4,147,435		500	
	Total from Estimated Receipts	<u>1,064,037</u>	<u>1,064,037</u>			
	Grand Total	<u>5,211,972</u>	<u>5,211,472</u>		500	

November 19, 1936

1937-39 Legislative Requests  
Specific Funds  
(Excludes Buildings)

	1936-37 Budget	Annual 1937-38 & 1938-39 Requests**	Increase over Budget	Analysis of Increase			
				Waivers	Staff	Total S & W	Business Items
1-A Operation State Appropriation	2,150,000						
Emergency Board	23,500						
Sub-total State	2,173,500	2,823,500	650,000				
Direct Receipts	740,500	763,000	22,500				
Total 1A	2,914,000	3,586,500	672,500	404,702	199,216	603,918	68,562*
1-A Centennial	3,000		3,000 D				3,000 D
1-AB Fuel	102,986	102,986					
1-AB Insurance	33,164	33,164					
1-C Maintenance	140,000						
1-C Emergency Board	12,500						
Total 1C	152,500	225,000	72,500				72,500
1-D Capital	140,000						
1-D WPA Emergency Board	4,300						
Total 1D	144,300	225,000	80,700				80,700
1-S Polish	12,000	12,000			6,000	6,000	6,000 D
2-A Univ. Ext. Operation - State	215,000	299,000	84,000				
Direct							
Receipts	291,900	299,937	8,037				
Total 2A	506,900	598,937	92,037	57,806	14,131	71,937	20,100
2-B Univ. Ext. Capital	5,000	20,000	15,000				15,000
2-F Univ. Ext. Maintenance	2,500	2,500					
3-A Agr. Extension - State	88,100	110,000	21,900				
Direct Receipts	200	200					
Total 3A	88,300	110,200	21,900	1,297	15,384	16,681	5,219
3-AS Swiss Cheese Emergency Board	8,450		8,450 D		7,900 D	7,900 D	550 D
3-D Branch Stations	40,000	47,500	7,500	3,270	1,737	5,007	2,493

	1936-37 Budget	Annual 1937-38 & 1938-39 Requests**	Increase over Budget	Analysis of Increase			
				Waivers	Staff	Total S & W	Business Items
3-I Hog Cholera - State	2,000	2,000					
Direct Receipts	900	900					
Total 3-I	2,900	2,900		328	32 D	296	296 D
3-P Tobacco	6,000	6,000		743	733 D	10	10 D
3-R Truck Crops	4,000	6,000	2,000	446	1,060	1,506	494
3-S Apple	2,000	3,000	1,000		1,000	1,000	
3-T Potato	1,000	6,000	5,000		4,500	4,500	500
3-U Dairy & Farm Accounts		2,000	2,000		2,000	2,000	
6-A School for Social Workers		24,000	24,000		22,500	22,500	1,500
6-B School for Workers in Industry		27,985	27,985		24,550	24,550	3,435
7 Memorial Park	600	700	100				100
9 Special Investigations	36,000	50,000	14,000				14,000
12 Psychiatric Institute	32,000	43,000	11,000	5,172	940	6,112	4,888
14 Hygienic Laboratory	32,000						
14 Emergency Board	1,500						
Total 14	33,500	47,000	13,500	4,176	7,300	11,476	2,024
17-A State Geologist	<u>7,500</u>	<u>29,600**</u>	<u>22,100</u>	<u>851</u>		<u>851</u>	<u>21,249</u>
Grand Total - All Specific Funds	4,138,600	5,211,972*	1,073,372	478,791	291,653	770,444	302,928
<u>Distribution of Increase by Source of Funds</u>							
From the State	3,105,100	4,147,935	1,042,835				
From Direct Receipts	1,033,500	1,064,037	30,537				
Total	4,138,600	5,211,972	1,073,372				

\*Includes \$14,651 Increase in Regents' Unassigned.

\*\*1938-39 \$500 less.

(Includes additions approved at Regent meeting October 15, 1936)

1937-39 LEGISLATIVE REQUESTS  
 Specific Funds Receipts  
 (Excluding 10A Hospitals and New Construction Special)

	1930-31 <u>Actuals</u>	1936-37 <u>Budget (1)</u>	1937-38* <u>Requests</u>	<u>Increase or Decrease Requested</u>		
				<u>Over</u> 1930-31 <u>Actuals</u>	<u>Over</u> 1936-37 <u>Budget</u>	<u>% 1937-38</u> <u>Requests</u> <u>over 1936-37</u> <u>Budget</u>
1A Operation - Direct:						
Non-Resident	416,427.82	198,000	215,000	201,427.82 D	17,000	8.58
Incidental	215,244.48	307,000	327,500	112,255.52	20,500	6.68
Law and Medical Tuition		24,600	24,600	24,600.00		
Graduation Fees		10,000	10,000	10,000.00		
Music Instruction	14,545.00	9,800	9,800	4,745.00 D		
Master Exams	2,860.00	3,600	3,600	740.00		
Wisconsin High School	3,775.00	7,800	7,800	4,025.00		
Summer Session	149,505.40	137,000	137,000	12,505.40 D		
Interest	29,941.14	20,850	20,850	9,091.14 D		
Sundry	7,472.20	21,850	6,850	622.20 D	15,000 D	68.64 D
Sub-total Direct 1A	(839,771.04)	(740,500)	(763,000)	(76,771.04 D)	(22,500)	( 3.04)
1A Operation - State	2,953,805.54	2,150,000	2,823,500	130,305.54 D	673,500	31.33
Total 1A	(3,793,576.58)	(2,890,500)	(3,586,500)	(207,076.58 D)	(696,000)	(24.08)
1A Emergency Board		23,500			23,500 D	100.00 D
1A Centennial		3,000			3,000 D	100.00 D
1A Apple Scab	2,991.76			2,991.76 D		
1AB Fuel	99,688.77	102,986	102,986	3,297.23		
1AB Insurance	35,031.68	33,164	33,164	1,867.68 D		
1C Maintenance	171,938.25	140,000	225,000	53,061.75	85,000	60.71
1C Emergency Board		12,500			12,500 D	100.00 D
1D Capital	228,399.54	140,000	225,000	3,399.54 D	85,000	60.71
1D Emergency Board		4,000			4,000 D	100.00 D
1D WPA Emergency Board		300			300 D	100.00 D
1S Polish		12,000	12,000	12,000.00		
2A Extension Operation - Direct	283,320.88	291,900	299,937	16,616.12	8,037	2.75
2A State	286,578.48	215,000	299,000	12,421.52	84,000	39.07
Total 2A	(569,899.36)	(506,900)	(598,937)	(29,037.64)	(92,037)	(18.16)
2B Extension Capital	8,713.95	5,000	20,000	11,286.05	15,000	300.00

1937-39 LEGISLATIVE REQUESTS  
Specific Funds Receipts (Cont.)  
(Excluding 10A Hospitals and New Construction Special)

	1930-31 <u>Actuals</u>	1936-37 <u>Budget</u> (1)	1937-38* <u>Requests</u>	<u>Increase or Decrease Requested</u>		
				Over 1930-31 <u>Actuals</u>	Over 1936-37 <u>Budget</u>	% 1937-38 Requests over 1936-37 <u>Budget</u>
2D Extension - Medical	5,499.25			5,499.25 D		
2F Extension Maintenance	2,899.98	2,500	2,500	399.98 D		
3A Agr. Extension - Direct	1,389.00	200	200	1,189.00 D		
3A Agr. Extension - State	158,082.28	88,100	110,000	48,082.28 D	21,900	24.86
Total 3A	(159,471.28)	(88,300)	(110,200)	(49,271.28 D)	(21,900)	(24.80)
3A Swiss Cheese		8,450			8,450 D	100.00 D
3D Branch Stations	47,287.46	40,000	47,500	212.54	7,500	18.75
3I Hog Cholera Serum - Direct	589.93	900	900	310.07		
3I Hog Cholera Serum - State	2,500.00	2,000	2,000	500.00 D		
Total 3I	(3,089.93)	(2,900)	(2,900)	( 189.93 D)		
3P Tobacco Investigation	6,950.00	6,000	6,000	950.00 D		
3R Truck Crops	4,928.95	4,000	6,000	1,071.05	2,000	50.00
3S Apple Insects		2,000	3,000	3,000.00	1,000	50.00
3T Potato Research		1,000	6,000	6,000.00	5,000	500.00
3U Dairy and Farm Accounts			2,000	2,000.00	2,000	
4A Pharm. Experiment Station	5,000.00			5,000.00 D		
4C State Toxicologist	4,499.60			4,499.60 D		
6A School for Social Workers			24,000	24,000.00	24,000	
6B School for Workers in Industry			27,985	27,985.00	27,985	
7 Memorial Park	535.99	600	700	164.01	100	16.67
9 Scientific Investigations	49,725.31	36,000	50,000	274.69	14,000	38.89
10AB Orthopedic Hospital Operation	12,891.76			12,891.76 D		
10AC Orthopedic Hospital Capital	38,851.50			38,851.50 D		
10B Hospital Operation	14,675.01			14,675.01 D		
10C Hospital Miscel. Capital	12,364.93			12,364.93 D		
12 Psychiatric Institute	38,826.10	32,000	43,000	4,173.90	11,000	34.37
14 Hygienic Laboratory	38,509.13	32,000	47,000	8,490.87	15,000	46.87
14 Emergency Board		1,500			1,500 D	100.00 D
17A State Geologist		7,500	29,600	29,600.00	22,100	294.66
Sub-Total Direct - All Funds	1,125,070.85	1,033,500	1,064,037	61,033.85 D	30,537	2.95
Sub-Total State - All Funds	4,231,175.22	3,105,100	4,147,935	83,240.22 D	1,042,835	33.58
Grand Total	5,356,246.07	4,138,600	5,211,972	144,274.07 D	1,073,372	25.94

\*Note: Requests for 1938-39 are identical with requests for 1937-38, except for a decrease of \$500 in the approp. for the State Geol. - 17A Nov. 18, 1936 (Soils Survey)

(1) Includes Emergency Board appropriations to Oct. 31, 1936.

Exhibit B

1937-39 Legislative Requests

New Construction Special and Land Purchases

	<u>1937-38</u>	<u>1938-39</u>
1. University Library	\$ 1,500,000	
2. Law Building		\$ 350,000
3. Administration Building	250,000	
4. Addition to Biology Building	200,000	
5. Addition to Music Hall	75,000	
6. Commerce and Economics Building	300,000	
7. Anatomy Building		675,000
8. Psychiatric Hospital		400,000
9. Electrical Engineering Building		350,000
10. Short Course Educational Building	125,000	
11. Short Course Dormitory Unit	75,000	
12. Dairy and Bacteriology Building		500,000
13. Addition to EXTension and Home Economics Building	175,000	
14. Addition to Agricultural Chemistry Building		200,000
15. Practise Cottage for Home Economics		10,000
16. Addition to Agricultural Engineering Building		100,000
17. Hog Barn for East Hill Farms	18,000	
18. Machine Shed for University Farm	5,000	
19. Farm Feed Storage House		40,000
20. Green Houses for Plant Services		25,000
21. Addition to Chemistry Building	260,000	
22. Addition to Wisconsin High School	175,000	
23. Addition to Milwaukee Center Extension Building		150,000
24. Safety Devices, Boilers and Miscellaneous Utilities	240,500	229,500
25. Rieder Farm-Land Purchases	20,000	
26. Diller Property-Milwaukee- Land Purchase		45,000
27. Physical Education Building and Gymnasium		<u>450,000</u>
	<u>\$ 3,418,500</u>	<u>\$ 3,524,500</u>

This is a virtually complete list of all accumulated building needs presented for the information of the Governor and the Legislature. From this list a priority of need will be presented by the Regents when some indication of the amounts that might be available for construction is secured.

## OPERATION BUSINESS ITEMS

Operation business items include operating expenses and consumable supplies and materials such as chemicals and glassware, postage, printing and publishing expense, telephone and telegraph expense, office supplies, travel expense, equipment repairs, water, and electric current for light and power purposes. The major cost of such items, when used for instruction, research, and general operation purposes of the University at Madison, is charged to the 1-A General Operation appropriation.

Expenditures for business items charged to the 1-A appropriation have had to be reduced drastically during the past five years due to the decrease in the 1-A State appropriation and the decrease in direct receipts from student fees and miscellaneous income. The expenditures for business items in each of the past six years have been as follows:

1930-31	-	\$370,665	
1931-32	-	312,207	
1932-33	-	277,180	
1933-34	-	286,235	
1934-35	-	280,604	
1935-36	-	269,456	(Est.)

Part of the above indicated decrease in expenditures for business items may be attributed to lower prices. The following comparison of actual expenditures with adjusted figures to reflect the decrease in prices, as reported in the United States Department of Commerce index of wholesale prices, shows that the actual expenditures from 1930-31 through 1933-34 practically paralleled the price index:

	<u>Actual Expenditures</u>	<u>Adjusted Cost per Price Index *</u>
1930-31	\$370,665	\$370,665
1931-32	312,207	313,212
1932-33	277,180	277,999
1933-34	286,235	282,817
1934-35	280,604	321,367
1935-36	269,456	343,236

\* (This would be the cost of purchasing the same volume of materials and supplies at the price levels existing since 1930-31)

It is apparent from the above comparison that prior to 1934-35 the decrease in prices tended to offset the decrease in appropriations available for business items. It also is apparent that with the upward turn in the price index beginning in 1934-35 the appropriations available for business items have not been sufficient to absorb the price increases.



The general price trend is rapidly approaching the 1930-31 level. Furthermore, the increase in enrollment is adding to the volume of supplies and materials needed for instructional purposes. Therefore, additional appropriations are needed for business items for two valid reasons: (1) increase in prices, and (2) increase in volume resulting from the increase in the number of students on the campus.

The 1-A General Operation budget for the current year, 1936-37, includes but \$253,819 for business items. This is \$24,000 less than the University spent for business items in 1932-33 when prices were at the lowest point of all the years in the depression period, and when the student enrollment was more than 20% below the present enrollment.

#### Second Semester Requests for Business Items

The requests for special legislative appropriations for the second semester of the current year include \$39,335 for 1-A Operation Business Items. The addition of \$39,335 to the present budget of \$253,819 would provide a total of \$293,154 for operation business items in 1936-37. This would still be \$77,511 less than was expended for business items in 1930-31, when prices were only slightly above the current market and when the student enrollment was considerably less than it is this year. The requested additional appropriation of \$39,335 for business items is, therefore, most conservative.

#### Biennial Requests for Business Items

The legislative requests for the 1937-39 biennium include an increase of \$53,931 over the 1936-37 budget for operation business items, 1-A. The increase for 1937-38 over 1936-37 after adding to the 1936-37 budget the increase of \$39,335 requested for the second semester is only \$14,596. No further increase is requested for 1938-39. When it is considered that prices probably will continue to rise and that the estimated student enrollment indicates a further increase in the volume of supplies and materials needed for instructional and physical plant purposes, it is evident that the requested increase in appropriations for business items is reasonable and is based on real need.

## MAINTENANCE

The term "maintenance" as used by the fiscal offices of the State of Wisconsin includes building repairs and the upkeep of grounds. Repairs to equipment are included under "operation", not under "maintenance".

The only appropriation available to the University for the repair of classroom, laboratory, and general educational buildings and for the upkeep of the grounds surrounding these buildings is the appropriation made by section 20.41 (1) (C) of the statutes. Buildings such as the dormitories and the field house are maintained out of revolving funds income.

There are 41 major buildings, 20 minor buildings, and several smaller structures on the campus, exclusive of dormitories and field house, that must be kept in repair with moneys available in the 1-C appropriation. The insurance value of these buildings is \$11,666,815. The cubic content is more than 40 million cubic feet.

Maintenance engineers estimate the average annual repair cost throughout the life-time of buildings similar to University buildings at two to two and one-half percent of plant value. A few years ago the National Association of Real Estate Boards made a study of the average economic life of various types of buildings. The study indicates that the average life of office buildings, store buildings, hotels, and apartment buildings, of steel frame, fireproof construction is from 35 to 50 years. The average annual depreciation, therefore, is from 2% to 3%. The annual average maintenance expense is usually approximately equal to the average annual depreciation. University buildings are similar in construction and use to office and store buildings. It may be said on good authority, therefore, that the average annual maintenance expense of University buildings should be from 2% to 3% of plant value.

After deducting the expenditures for the upkeep of grounds, the amount available in the 1-C appropriation for building repairs in the past four years has been approximately one percent of plant values. The addition of \$10,000 by the Emergency Board in 1935-36 brought the percentage of repairs expenditures to 1.15% of plant values. It is apparent, therefore, that on the basis of generally accepted averages, the appropriations to the University for the repair of buildings have not been sufficient to properly care for the investment the State has made in University buildings.

The annual 1-C maintenance appropriation was \$185,000 in each of the fiscal years in the 1931-33 biennium. This was a conservative appropriation in relation to plant values. Since July 1, 1933, the annual 1-C appropriation has been \$140,000. This amount has not been sufficient to keep pace with the deterioration of buildings from ordinary wear and tear and the actions of the elements. Now that prices of materials and prevailing rates of pay for maintenance mechanics are rising the appropriation is even less sufficient. The Emergency Board has recognized this fact by making available additional appropriations of \$10,000 in 1935-36 and \$12,500 for the current year.

The Regents of the University are attempting to maintain an average work-hour-week in the University shops of 40 hours at prevailing rates. This average is acceptable to the local trade unions affiliated with the American Federation of Labor. The volume of work that should be done requires an average of not less than 40 hours a week for the present staff. The appropriations available, however, do not provide sufficient funds to maintain this average for the entire year.

#### Second Semester Requests for Maintenance

The requests for special legislative appropriations for the second semester of the current year include \$15,000 for 1-C Maintenance. If this request is granted, the total available for maintenance this year will be \$167,500, as follows:

Original appropriation	\$140,000
Emergency Board appropriation	12,500
Additional requested	<u>15,000</u>
Total	\$167,500

#### Biennial Requests for Maintenance

The legislative requests for the 1937-39 biennium include \$225,000 for each year. If granted, this would be the largest appropriation ever available to the University for maintenance purposes. The request is justified by the following salient facts:

- (1) The accrual of delayed maintenance during the past four years when the appropriations have not been sufficient to keep pace with deterioration.
- (2) Cubical content and valuation of University buildings is now the largest in the history of the institution.
- (3) The increased enrollment adds to the normal wear and tear by reason of more traffic through the buildings.
- (4) Each year all the buildings are getting older and the normal maintenance requirements increase with age.
- (5) The United States Department of Commerce index for the wholesale prices of building materials has risen from 71.4 in 1932 to 85.9 in 1936.
- (6) Prevailing rates of pay for journeymen mechanics in the skilled trades, such as painters, carpenters, electricians, plumbers and masons have increased as much as 20% in the past two years. A recent increase in the wages of steamfitters was as high as 40% to 50% for some of the men.
- (7) An annual appropriation of \$225,000 for building repairs and grounds upkeep will provide less than 2%, the generally accepted average annual cost, of building valuations for the repair of buildings alone.