

*See meeting of
Feb. 18 to 24
P. 262*

BUDGET REPORT
OF
FACULTY ADVISORY COUNCIL
BEARING ON
THE IMPERATIVE NEEDS OF COLLEGES AND SCHOOLS
AND
RELATED DEPARTMENTS SUCH AS LIBRARY, PERSONNEL AND HEALTH SERVICE

To the President:

Pursuant to your request the Advisory Council has, during the past two weeks, held extended conferences with deans and directors of schools, colleges, bureaus and divisions, with a view to ascertaining their plans for the ensuing fiscal period and the demands which they will make upon the University budgets. In addition to the facts submitted by deans in person many of them have filed written statements and memoranda bearing on the needs of these several divisions. The Council has also received from the Business Office and from the Executive Secretary a mass of material listing salary and rank of teaching staff, student hours of instruction and number of majors by schools and departments, trends in budget appropriations and student loads for ten-year period, teaching loads by schools and departments during the current year, and other pertinent facts.

On the basis of these data, conferences, and surveys, the Council has tried to evaluate requests and recommendations in the light of the total budget picture as we understand it. It is needless to say that the Council has in some cases rejected many meritorious items which it would gladly recommend for consideration by the administration if a substantial amount could be added to the University budget. Despite the increase of 8.4 per cent in instruction load during the past year and the increasing demands for advice and guidance and public service of vital importance to the State, we are informed that the institutions of higher learning will enter the next fiscal year with a reserve about adequate for a six month period even if budgets are made on the basis of the present going rate.

Fortunately certain items of an emergency nature, introduced into our budgets during the year, have been reckoned as continuing and permanent provisions and are therefore included in the going rate indicated as maximum for the schools and departments. Knowing that certain requests made by deans and directors are doomed to rejection by the Chancellor and the Board, therefore, the Council has properly assumed the responsibility for early elimination in order that the University budget might include only provisions for the most pressing needs and for salary adjustments eminently deserved or long overdue. With only items of this nature included the budget should command the respect of Administration and the Board as a document that reflects faithfully the real needs of the institution.

The findings and recommendations of the Council are presented in the following pages with colleges and schools arranged in alphabetical order, and sections on Library, Personnel and related services and Health Service appended at the end:

Architecture and Allied Arts

The School of Architecture and Allied Arts presents a problem of inadequate budget and the necessity of maintaining the high standard of instruction and morale which won for the school such an enviable reputation and enabled it to draw students from a wide area. It is not exaggerating to say that the University of Oregon School of Architecture and Allied Arts is a regional institution in somewhat the same position as our Medical School in Portland.

During the past eight years the instruction load in this field has increased about one-fifth while the budget has been reduced about \$2,000. While majors have remained unchanged since 1936-37 the instruction load has increased 8 per cent. An increase in instruction load is not so easily absorbed by Architecture and Allied Arts as in some other departments since the bulk of the work takes the form of individual instruction and, with the exception of certain service courses, can not be handled in mass instruction. Individual criticism of work and suggestions for improving technique make large demands upon the instructor's time. Moreover, the increase has been unevenly distributed and has concentrated in the very fields that call for individual instruction.

The Dean of Architecture presented in his conferences with the Advisory Council some suggestions for relieving the situation without additional demands upon the budget of higher education as a whole. All these suggestions met with emphatic opposition and disapproval by the Council. The Dean's suggestion that an additional fee be charged on the ground that architecture and allied arts demand high cost instruction was rejected as inconsistent with the fundamental assumption underlying our State System that students be permitted to choose their field of educational endeavor undeterred by higher costs for tuition. Unless a uniform increase in fees were made for all branches of technical work it would mean undue discrimination against Architecture and Allied Arts.

A second suggestion of the Dean concerns the possibility of suspending the work in interior decoration. The Council believes that this would be a serious mistake. An increasing number of out-of-State students have come to Oregon, interested in interior decoration and attracted by the high reputation of our professional school. Moreover, interior decoration, along with home economics, represents a field of work that tends to attract and hold women students which enrollment has shown a steady and persistent decline despite the increase in general registration. Both these fields should be strengthened and enriched instead of curtailed.

The third suggestion of the Dean concerns the transfer of the structural option from the University to the College. Here again the Council doubts the expediency of the move. The structural side of architecture can not be neglected and is likely to increase in importance with certain clearly discerned trends in the type of building construction and the increasing demands for the engineering arts. The present minimum provision for the need must be retained.

Since these suggestions of the Dean for relieving the situation met with no favor, the Council recognizes the necessity for certain imperative changes in budget provisions in order that the standard of work be maintained. In the light of the general situation affecting the budget not all of the items requested by Dean Lawrence could be approved but the following changes seem imperative:

1. To strengthen the work in Landscape Architecture allocated to us on a major basis, the portion of Fred Cuthbert's salary now paid by Oregon State College, should be transferred to the University from the College budget, and his time devoted unreservedly to resident instruction at Eugene. In addition, the salary and services of W. Dorr Legg should be transferred from the College to the University. The present situation is anomalous for the salary roll of the major work at Eugene amounts to \$3,233 as against a provision of \$5,604 for the minor work at Corvallis, to say nothing of the landscape horticulture option in the School of Agriculture. By the suggested transfers of salary and services the proper proportion between major and minor work would be established. Note that this should not be regarded as an increase in budget provisions but a shift from the College budget to the University.

2. In keeping with the suggestion that the work in Interior Decoration be strengthened, the Council favors an addition to the staff of this department. Since the work was re-established after once being discontinued by the Board, the demand for this type of instruction has steadily increased. The enrollment has more than doubled and during the last year has increased 33 per cent. The Council can not, however, approve of the Dean's recommendation for a high salaried head at \$3,000. Instead they favor the retention of the present head and the addition of a teaching fellow at \$900 a year on a nine month basis, involving, therefore, an added charge on the budget of - - - - - \$900.00

3. In painting and drawing there is a clearly indicated need for assistance. The Fall Term enrollment showed an increase of 12-1/2 per cent over the previous year. This is the type of work that calls for individual instruction and makes large demands on the time of a teacher. Instead of the \$2,000 salary requested, however, the Council believes that a qualified instructor should be available at \$1,800, involving an extra charge on this year's budget of - - - \$1,350.00

4. The work in normal arts sustains an important relation to the School of Education and the placement of teachers. The addition of a fifth year in teacher preparation will require a longer period of instruction and demand a greater variety of courses, especially in the advanced field. The Council approves the Dean's request for a graduate assistant in Normal Arts at - - - - - 540.00

5. An increasing demand for service work in the courses taught by Mr. Zane makes it necessary to restore reader services in connection with the large sections in order that the work shall be held up to a proper standard. The Dean requested an allowance of \$750, but the Council believes that the compensation of a graduate assistant would meet the need. Hence, an added item of - - - - - 540.00

6. The Dean requested a material increase in the requisition budget from \$4,272.24 to \$6,500, an increase of \$2,227.76. More wages should be paid for necessary help, materials and supplies are increasingly costly, and the work in life classes has suffered for the want of models. The Council could not see its way clear to grant the full amount but recommended as urgently necessary an addition of \$500 to the present amount - - - - - 500.00

Total increase in 1938-39 budget - - - - - \$3,830.00

Certain items contained in the Dean's requests the Council was compelled to reject not because the need was not apparent but because of the small margin of possible funds available and the urgency of the needs elsewhere. These items disapproved include an additional assistant professor and graduate assistant in architectural design, and a graduate assistant in sculpture.

Arts and Letters

Arts and Letters represents one large division of the University in which the student hours of instruction show no increase despite the trend in general enrollment. This fact is all the more significant when we recall that a freshman class of unusual size in 1937 swelled the volume of instruction in the required course in English Composition.

The budget in English, the major part of Arts and Letters, is in an uncertain state because of a number of leaves granted for the current year and the uncertainty with regard to the return of absent members and the status and salary of some of these instructors. In the opinion of the Council the comings and goings should be so managed as to involve no net increase in the Arts and Letters budget, and if possible other leaves or resignations should be so arranged as to contribute some measure of saving. The opinion was expressed in the Council that the English Department is somewhat amply provided for in comparison with other divisions to which a major shift in enrollment is clearly indicated. The work in English Composition might be reorganized in such a way as to set free some portion of the instructors' time for advanced and graduate courses, thus enriching the offerings in this field.

In one department or division of English there seems to be a clearly indicated need for an addition to the staff. The work of the Speech Division represents an increased demand for service courses, for public discussion, for speech correction, and for radio speech preparation. This work is clearly allied to drama where also an increased demand is apparent. The Council approves a request for a full time instructor at a salary of \$2,000 (in Speech and Drama), thus involving an increase of \$1,500 on the budget of 1938-39 ----- \$1,500.

Business Administration

This represents a field of work toward which a distinct trend is clearly discernible. Since 1928-29 the instruction load has nearly doubled. The current budget of \$40,351 is almost exactly \$2,000 below that of ten years ago. The major school has an enrollment approximating 1,000, or one-third of the total enrollment of the University. There has been a substantial increase during the past year. The school has been able to handle the load only through the commendable policy of the staff to encourage electives in related fields, especially in Social Science.

The following recommendations of the Dean have been approved by the Council:

1. The salary of W. P. Riddlesbarger should be increased from \$2,700 to \$2,800 because of growing efficiency in his instruction work and his alertness in preparing himself by additional training in the field of law directly related to his field of instruction in Business. Addition to 1938-39 budget - - - - - \$75.00

2. Miss Ruth Chilcote who combines secretarial work with an increasing load of instruction in accounting and office management, should be increased from her present salary of \$1,600 to \$1,800. Her work in instruction in particular has been most successful and satisfactory, and her responsibility in this direction is likely to increase. Addition to 1938-39 budget - - - - - 150.00

3. Despite the Council's conservatism in approving salary increases, especially in large amounts, it earnestly requests the increase of Professor O. K. Burrell's pay to \$3,500. The position of Professor Burrell in Business Administration is unique, his instruction characterized by grasp of subject matter and clarity of exposition. No one contributes more to that solid body of instruction in business than does Professor Burrell. He is also able in research and happy in his contacts with business firms and with departments of the State government. Addition to 1938-39 budget - - - - - 262.50
 (Mr. Burrell was not present during consideration and did not vote upon recommendation affecting the Business Administration Supplementary Budget.)

4. The Council also approves an additional half-time instructor to be used in cooperation with Economics to supply assistance and strength, especially in the field of statistics. The salary of this person should be \$2,000, and would, therefore, involve an added charge in the 1938-39 budget of - - - - - 750.00

5. The increasing load of instruction makes imperative some addition to the requisition budget of Business Administration. The Council could not concur in the Dean's recommendation that materials and supplies be increased from \$685 to \$1,000. The amount recommended was \$800, involving an addition of \$115. The Dean's request for an added \$100 for travel was rejected, but the equipment budget was increased to \$450, involving an added charge of \$250. The Business School is gradually building up its assortment of accounting and calculating machines and some annual contribution to this purpose seems justifiable. The total approved addition to the requisition budget for 1938-39 is, therefore, - - - - - 365.00

Total increase in 1938-39 budget - - - - - \$ 1,602.50

The Dean of Business Administration requested a substantial addition of \$500 to the budget for the Bureau of Business Research. In the light of urgent demands elsewhere, and in the light of the fact that the heavy teaching load leaves a scant margin of time for business research and the issue of creditable bulletins, this request was disapproved so far as the 1938-39 budget is concerned.

00.30

07.031

School of Education

The volume of instruction given by the School of Education shows no increase over last year, and the number of majors has declined from 195 to 179. The importance of the School of Education must not be judged solely by the number of student credit hours or the number of majors. Students preparing for teaching often carry majors in other academic departments and come to Education for the necessary service work in pedagogy and practice teaching. The contact of the school with teachers' institutes, conferences, and school administrators are vital to the public relations program of the institution. The services rendered by the related bureau of teacher placement is of far-reaching importance to the program of keeping the University before the secondary schools of the State.

The following decisions were made by the Council on specific requests presented by Dean Jewell:

1. The Dean recommended indefinite tenure for Professor Macomber. The Council is deeply appreciative of Mr. Macomber's sound scholarship and his worth to the institution but believe that it is undesirable as a general policy to place men upon indefinite tenure at the end of the first year of service.
2. The Dean submitted an extended list of requests for the curriculum laboratory and called attention to the more ample provisions made for this work in the neighboring State of Washington. The Council believes that the curriculum laboratory is still in its experimental stage, and that under the pressing demand for funds from every quarter no additional appropriation should be made for the enterprise at present.
3. Professor Macomber's work with the methods of study course has been so important and promises to be of such substantial service to the University that the Council approves the Dean's request for the sum of \$50.00 additional for materials and supplies. Increase in 1938-39 budget - - - - - \$50.00
4. The clinical work done by Dr. Montgomery requires for its adequate provision a considerable expenditure for apparatus and equipment which Dean Jewell estimated would cost \$450. In the light of the existing situation the Council does not believe that the expenditure can be justified.
5. The Council recognizes the sound scholarship of Dr. Nelson Bossing and is keenly aware of his substantial contribution to the work of the School of Education. Since his salary is already at the \$3,500 level the Council could not approve in full the Dean's recommendation of a \$200 increase. An increase of \$100 was approved. Increase in 1938-39 budget - 75.00
6. The Council finds it impossible to approve the recommended increase for Mrs. Leighton which was to bring her salary to \$1,500. Instead we approve an increase from \$1,140 to \$1,300, effective July 1. Increase in 1938-39 budget - - - - - 160.00

7. The important work of placement subjects the budget to increasing demands. The number of teachers placed has increased by more than one hundred in a single year, and attendance and maintenance of offices at the Inland Empire Association at Spokane, Washington, while presenting important opportunities for contacts, makes heavy inroads on the limited budget. The Council therefore approves an addition of \$225 to the requisition budget of the Placement Bureau to avert an almost certain deficit in rendering the necessary services. Increase in 1938-39 budget - - - - -

\$225.00

8. Much as the Council appreciates the difficulties affecting the administration of the University High School and the Teachers' Training Program, it was constrained in the light of the stringency to reject two items presented by Dean Jewell in his conference with us. The Dean requested provision for a permanent secretary at \$720 a year to take care of clerical work in the Principal's office, and an allowance of \$1,200 for a new instructor who will at the same time act as dean of girls. Both items have a degree of urgency but cannot be placed in the class of indispensable needs.

Total increase in 1938-39 budget - - - - -

\$510.00

Journalism

In the field of Journalism there has been a marked increase both in majors and in the volume of instruction. In fact, the School of Journalism represents the department of work in which the largest increase in credit hours of instruction took place. During a single year (1937-38) the instruction load rose from 2,961 to 4,305, an increase of 47 per cent. When we recall that a great deal of individual instruction is given, that papers and exercises require patience and time, and that the school assumes general responsibility for supervision of student publications, the responsibilities are too great for the existing staff of 4.3 persons.

In the light of these facts the Council was impressed with the moderate requests made by Dean Allen for additions to his budget. All of the items were approved by the Council.

1. The Council, recognizing the sound scholarship, alertness and effectiveness of Charles M. Hulten, was prompted to approve an increase from \$2,600 to \$2,700 in his salary. The Council regrets that circumstances made it impossible to approve the Dean's request in full. This will involve an increase in the 1938-39 budget of - - - - -

\$75.00

2. The School of Journalism must maintain its contacts with the press of the State, both as a means of implementing its program of instruction and of placing its graduates. The meager travel account of \$50 is woefully inadequate. Dean Allen modestly requests an increase to \$100 which is approved. \$50.00

3. To make the program of instruction in Journalism realistic and practical the school must have direct wire service to the building. Dependence on the partial and morselized service from downtown newspapers involves delay and irritation. By special concession Dean Allen believes this service can be had for a maximum of \$300. Increase in the 1938-39 budget - - - 300.00

4. Dean Allen's program of keeping typewriters serviceable for Journalism students requires frequent replacement of used machines. This has proved by experience to be most economical in the use of typewriters. To continue his policy of replacement will require an additional \$250 - - - - - 250.00

[Mr. Burrell dissented on this decision, believing that students should in large measure provide their own typewriter service either by individual ownership or through a service fee.]

Total increase in 1938-39 budget - - - - - \$675.00

Law School

The School of Law presents no request for increase in maintenance, requisition account or materials and equipment except for a slight addition to its library budget. (See General Library budget.) The removal of the school to its new quarters in the Old Library, however, requires furniture and equipment appropriate to its new surroundings. The Law School has outside contacts that are all-important to the University. It is frequently visited by judges and prominent members of the bar. The crowded quarters in Oregon Hall with its crude and antiquated equipment could not fail to make an undesirable impression.

The new reading rooms, offices and extra classrooms in the new location will require furniture and equipment suited to the new surroundings and adequate to the tasks of the school. In reading rooms concrete floors and the steel stairways must be covered with protective material to minimize the noise and disturbance, suitable study tables must be provided and chairs and tables for the extra classroom, typewriter desks for the room where students transcribe and prepare digests of cases and reports, etc.

The Dean of the Law School prepared a carefully selected list of needed furniture which the Council scrutinized and approved with the exception of furniture for the student discussion room which the Council thought might be met from contributions from students and law alumni. With the exclusion of this item the total cost of furnishing the new quarters would come to \$4,095.40.

The Council while approving in full these necessary provisions for the Law School quarters, nevertheless recommends that the President make an effort to secure an appropriation from the emergency fund of 1937-38 to take care of this item. It is properly a charge on the budget for the current fiscal period. Furniture should be ordered at once and should be installed in time for the Summer Session beginning in June. Only by the removal of the Law School to the new location can Oregon Hall be vacated for needed alterations in time for occupancy by other departments before the opening of the Fall Term.

If it is impossible to secure an appropriation from the present emergency fund, the bill for finishing the new Law School must be regarded as an indispensable charge against the budget of 1938-39 to the extent of - - - - - (\$4,095.40).

Science and Lower Division

The volume of instruction in Science did not quite keep pace with increasing enrollment in the University. The student credit hours increased but 4.6 per cent as against 8.4 per cent for the institution as a whole.

The Dean of Lower Division and Science Departments presented a list of recommendations affecting his several departments. Since this division like Arts and Letters and Social Science, is departmentalized, the recommendations of the Dean and the decision of the Council are presented by departments in alphabetical order:

Biological Science Survey

1. The request for additional microscopes is a valid one but the Council, faced with the necessity of economy at every point, has cut the request from two to one and reduced the allowance from \$240 to \$120. Increase in 1938-39 budget - - - - - \$120.00

Botany

1. Again the item for binoculars was reduced from \$240 to \$120. Increase in 1938-39 budget - - - - - 120.00

2. The Council could not in the light of other demands and the limited scope of instruction in Botany, approve the Dean's recommendation for a salary increase for Associate Professor Sipe.

Chemistry

1. While appreciating fully the merit of the recommendation affecting Dr. Kunz, the Council has decided, with the exception of two or three unusual items to keep salary increases to a maximum of \$200. The addition of this amount to Dr. Kunz' salary is recommended. Increase to 1938-39 budget - - \$150.00

Dean's Office

1. The Council approves the modest increase asked for Alice Monjay, Secretary to the Dean and charged with a multitude of duties not directly associated with her primary responsibility as Secretary to Dean Stafford. The salary is increased from \$1,077.26 to \$1,200 with a concurrent change from 11-month to 12-month status. Increase in 1938-39 budget - - - - - 122.74

Geology

1. The Council could not in the light of other demands approve the increased request for \$200 additional on the requisition budget.

2. It did, however, recognize the merit of the recommendation affecting Lloyd Ruff. The modest increase of \$200 in his salary is well deserved. The extra charge will be - - - - - 150.00

Home Economics

1. It will be recalled that this is one of the departments in which the Council believes the work should be strengthened. Despite the return, therefore, of Mrs. Peterson from leave, the Council advocates the retention of Mrs. Farr. The Council, however, does not recognize the expediency of any salary increase of \$100 requested by the Dean. To minimize the extra charge on the budget, really large as compared with the present volume of instruction, the Council believes that the transfer of \$300 from the wages item should be effected as a partial offset to the salary item retained. Increase in 1938-39 budget - - - - - 1,300.00

Mathematics

1. The Council could not under the circumstances approve any increase in the allowance of \$600 now provided for a part-time instructor.

2. The Council does approve the recommended increase from \$2,000 to \$2,200 for Kenneth S. Ghent but with no change in rank since the recommended salary is below the minimum for the assistant professor rank. Increase in 1938-39 budget - - - - - 150.00

Physical Science Survey

1. In the light of the steady decline in enrollment in this course, and the possible release of some of Dr. Norris' time now occupied in the supervision of plant projects, the Council could not approve the requested increase for hiring two new instructors. The allowance of \$1,350 now in the budget could be used for employing one competent instructor.

Zoology

1. As in the case of Biological Survey and Botany, the contribution to the cooperative plan for the purchase of binoculars is reduced from \$240 to \$120. Increase in 1938-39 budget - \$120.00

Total increase in 1938-39 budget - - - - - \$2,232.74

Music School

1. The budget of the School of Music presents some complications due to the peculiar nature of the instruction, the source of income and the relation of the music staff to the supervision of teacher training in the schools of Eugene. Music School instruction because of heavy fees charged, suffered a marked decline in depression years from which it has completely recovered with the current year. The volume of instruction is now back to the level of 1928-29 and showed a slight increase for the current year.

The Council conferred with the Dean and its decisions with reference to Dean Landsbury's recommendations are recorded below:

1. The Council approves the consolidation of John Stehn's salary under one head where it will appear as a charge on the salary roll of the School of Music. This is only an apparent increase in the salary item for music since it is offset by corresponding reductions elsewhere.

2. The Council could not approve the recommended increase in Mrs. Beck's salary from \$3,600 to \$3,800. The Council is fully cognizant of the fact that Mrs. Beck in her supervision of teacher training in the Eugene schools incurs an added expense in local travel for which there is no authorized method of compensation. Mrs. Beck's salary, however, puts her in the upper brackets and any proposal for an increase in salary which might obtain even when the specific occasion for it has passed, would call for adverse criticism. Salary increases should be granted only on the basis of manifest merit and should be undisguised.

3. The Council, recognizing the expanding responsibility for the training of public school music teachers, acknowledges the