

Minutes of Board Meeting
April 14, 1932.

A special meeting of the Board of Regents of the Western Kentucky State Teachers College was held at the Seelbach Hotel on April 14, 1932, at eight o'clock, with Superintendent J. H. Richmond presiding.

Members present:

President H. H. Cherry
Judge Henry Hines
Sterrett Cuthbertson
Morgan Hughes
Charles Nahm, Treasurer of the institution and
F. C. Grise, on invitation.

Absent:

Sen. Charles Franklin

Items of Business

The oath of office was administered to the three regents present by Mr. Charles S. Nahm, and affidavit signed for filing. The following is a copy:

I do solemnly swear that I will support the Constitution of the United States and the Constitution of this Commonwealth and be faithful and true to the Commonwealth of Kentucky, so long as I continue a citizen thereof, and that I will faithfully execute, to the best of my ability, the office of Regent of the Western Kentucky State Teachers College, according to law; and I do furthermore swear that since the adoption of the present Constitution, I, being a citizen of this state, have not fought a duel with deadly weapons within this state, nor out of it, nor have I sent or accepted a challenge to fight a duel with deadly weapons, nor have I acted as second in carrying a challenge, nor aided or assisted any person thus offending, so help me God.

The above sworn to before me by Henry B. Hines, Morgan O. Hughes and Sterrett Cuthbertson at Louisville, Kentucky, in the Seelbach Hotel, Parlor B, this 14th day of April, 1932.

Charles S. Nahm
Notary Public, Warren County

President Cherry stated the purpose of the meeting and gave a brief outline of the proposed program of retrenchment of the Western Teachers College. A copy of his statement follows:

SUGGESTED RETRENCHMENT PROGRAM

By President H. H. Cherry for the
Western Kentucky State Teachers College,
Bowling Green, Kentucky.

EXPLANATION. The suggested policy given below has been prepared for the purpose of being used as a basis upon which the retrenchment program of Western should be organized.

STATEMENT OF GENERAL POLICY. Western believes that during the economic crisis it is now experiencing its success in carrying on, depends largely upon the faculty it will be able to maintain. It believes that this is true not only during a period of depression but at all times. It realizes that school systems, organizations, courses of study, buildings, grounds and equipment are dead and useless things unless they are vitalized by a faculty that has vision, character, leadership, and the spirit of service. Believing this, it recommends that the maintaining of a strong faculty and a fundamental course of study be the central themes and the first objectives in its work of organizing a retrenchment program. In order to achieve these objectives it recommends the following:

1. That all expenditure of all kinds for permanent or capital improvement be discontinued, except in the case of emergency needs made necessary to safeguard life and avoid a permanent injury to the plant when a few dollars would correct the defect.
2. That the purchase of school equipment of all kinds be reduced to a minimum emergency need.
3. That in case it becomes necessary to revise the course of study that only those courses be eliminated that would least affect the professional and academic standing of the institution.
4. That every form of retrenchment be practiced in the way of reducing the expense for electricity, water, power, telephone, insurance, janitor service, and all other items.
5. That as far as the finances of the institution will permit, the campus and grounds be maintained in a way to preserve the present beauty and attractiveness, but under no conditions additional expenditure be made for the extension of the campus or for additional permanent improvement of the grounds.

6. That all employees of the institution from the janitor to the President agree to a cut in their salaries in order to aid the institution to carry on its work of disseminating universal education. In recommending a cut in salaries Western realizes that it is not in the interest of professional and educational advancement and that it will serve a great hardship upon many strong men and women of matured age who have given themselves the highest preparation for their chosen work and who are still heavily in debt for their education. We especially feel that this policy is unfortunate when we realize that an M. A. degree including high qualities of life and leadership is the minimum qualification for all members of the faculty and that there are twenty-three members of the faculty who hold the Ph.D. degree and that the average salary is \$2498.00 for a period of twelve scholastic months.

7. Western recommends that the student fee be increased from \$6.00 to \$10.00 and that the summer school be reduced from twelve weeks to nine weeks during the summer of 1933. This, however, should not be done unless all of the Teachers Colleges agree to a similar policy. It may become necessary to abandon the summer schools for the year 1933.

8. That the administrative officers of the institution be authorized to continue the operation of the institution with all of its present activities and courses of study until the end of the present scholastic year including the present semester and the two summer terms of six weeks each, which opens June 6th and July 18th respectively. That they be further authorized to proceed as heretofore with the work of opening the Fall Session, announcing the date of the opening and doing other things that are necessary to carry on the work during the next scholastic year.

THE INCOME FROM THE STATE. It is difficult to estimate the amount of revenue the institution will receive from the State due to the fact that it receives 25% of the inheritance tax and there is no way to make an accurate estimate of the amount that can be depended upon. One-half of its income during the last fiscal year came from this source. The institution at this time is receiving but a small amount from this source and there is no indication of improvement. It is doubtful whether in organizing the budget for next year, the institution would be justified in counting on more than \$60,000 from this source and \$189,000 from other millage sources, making a total of \$249,000. If \$120,000 is allowed for revenue from the inheritance tax, the total revenue would amount to \$309,000 as a basis upon which to organize the budget for 1932-33. I doubt, however, whether the institution would be safe in counting on more than \$60,000 from the inheritance tax.

GENERAL OPERATING EXPENSES. The general operating expenses of the past biennial period has averaged about \$12,000 per month, or \$144,000 per year. There has been included in this expenditure such annual items of expense as: insurance \$10,000; renewals and repairs \$20,000; library \$10,000; power \$8,000; water \$2,700; electricity \$8,000; stationery and printing, advertising, postage, school equipment and numerous other items that enter into the operation of the institution. It also included certain items that were of the nature of permanent improvement, such as the payroll for the extension of the campus, the payroll for the maintenance department and the construction of the school equipment. We are only able to reduce the amount to \$8,000 by eliminating every form of expense of this nature as well as every kind of school equipment. After going into hundreds of other items, we find that the minimum amount for operating expenses cannot be brought under \$8,000 and this will require a reduction in the larger items mentioned above.

REDUCTION IN THE INSTRUCTIONAL AND ADMINISTRATIVE STAFFS OF THE INSTITUTION. Every member of the present teaching and administrative staffs is necessary if the institution is to continue its present program. As an emergency measure, however, some reductions in the teaching and administrative personnel may be possible. To do this, it will be necessary to increase the size of classes, changing in some instances the method of instruction from the regular recitation to the lecture method, to require teachers to carry loads beyond the standards set up by the accrediting associations, to eliminate some of the special work in the Training School and College and to substitute for some of the men and women holding advanced degrees persons having lower qualifications. I fully appreciate the fact that this will be most unfortunate and will be deplored but as far as I have been able to go into it myself and with those cooperating with me in a careful study, we see no other way out of the difficulty.

ELIMINATION. After all eliminations amounting to \$53,080.00 in salaries and holding a reserve of \$23,080.00 to take care of the faculty substitutes and additional members of the faculty needed because of the increased enrollment in February, April, and the summer terms, and after a cut of 10% in all salaries of those remaining on the faculty, the payroll will amount to \$309,162.00. The estimate given herein is made on the basis of eliminating some twenty-five to thirty members of the faculty.

ROOM RENT, BOARD, EXTENSION, ETC. In submitting the estimated budgets below we have included every possible revenue that might be derived from room rent, board, the Extension Department and other similar items. We have also included the extra revenue that might be derived from raising the incidental fee from \$6.00 to \$10.00

per semester. In calculating the revenue from this source, we estimated that (due to the depression, to the reduced school per capita and the inability of the student to bear a larger expense than is now being charged by the institution) there will be a reduced attendance of twenty-five per cent. We can only estimate this item. It may not work out as it appears in the submitted budget; however, it is the best we can do under the circumstances.

THE DEFICITS. You will observe from the following budgets that on an estimated basis of \$60,000 from the inheritance tax, the deficit will be \$64,662.00 and on an estimated basis of \$120,000 it will be \$4,662.00.

HOW TO MEET THE DEFICITS. The only way the deficit can be met is to receive a larger amount from the inheritance tax than we have included in either of the budgets submitted. If the inheritance tax does not show up better than indicated in the budget, then the only way to meet the deficit would be to make a larger cut in the salaries or to increase the incidental fee and further eliminate faculty members. If the enrollment should remain as it is now it would be difficult to eliminate faculty members; in fact, it would be impossible.

BUDGET NO. 1.
ESTIMATED ON THE BASIS OF AN
INCOME OF \$60,000 INHERITANCE TAX

State Treasurer (Millage)	\$189,000.00	
State Treasurer (Inheritance)	60,000.00	
Incidental fees	37,000.00	
Musio	2,000.00	
Laboratory fees	8,000.00	
Tuition	500.00	
Rents	1,000.00	
Training School fees	5,000.00	
Farm	8,000.00	
Extension	15,000.00	
Board	15,000.00	
Total Receipts		\$340,500.00
Salaries	309,162.00	
Current Expenses 12 mos. @ \$8,000	96,000.00	
Total Expenses		405,162.00
Deficit		\$ 64,662.00

BUDGET NO. 2
ESTIMATED ON THE BASIS OF AN
INCOME OF \$120,000.00 INHERITANCE TAX

State Treasurer (Millage)	\$189,000.00	
State Treasurer (Inheritance)	120,000.00	
Incidental fees	37,000.00	
Music	2,000.00	
Laboratory fees	8,000.00	
Tuition	500.00	
Rents	1,000.00	
Training School fees	5,000.00	
Farm	8,000.00	
Board	15,000.00	
Extension	15,000.00	
Total Receipts		\$400,500.00
 Salaries	 \$309,162.00	
Current Expenses 12 mos. @ \$8,000	96,000.00	
Total Expenses		\$405,162.00
Deficit		\$ 4,662.00

The above is most respectfully submitted

H. H. CHERRY, President,
 Western Kentucky State Teachers College,
 Bowling Green, Kentucky.

Following an extended discussion of the submitted program, it was moved by Mr. Hughes, seconded by Mr. Hines, that the plan as presented by President Cherry be approved and that he be authorized to confer with the presidents and boards of the other teacher-training institutions with a view of arriving at a general policy for all schools concerned; a report of the final recommendations to be made at another meeting of the Board of Regents in the near future. The motion was unanimously adopted.

The Board then adjourned.

The Motion

 Secretary Pro tem

James H. Cherry

 Chairman