

one important ingredient in their concern, however, and that has been the necessary leadership."

The lobby's recommendations propose additional revenue from increased taxes, which flies into the face of Bartlett's inflexible stand. Vincent says, "As long as there are a few politicians willing to be enough demagogues to say that we can progress without new revenue, we're going to have problems. Most politicians run quite honestly and openly. It only takes a few in key positions to make the situation difficult for the people to understand what's needed. For instance, in the last election both candidates for governor would not approve new taxes and said we could keep up without them. This is simply not true and they know it is not true. We could streamline our state government—all its services—and we still couldn't cut off enough fat to do anything significant for all the needs.

"We need tax reforms and tax increases. People say students are presumptuous in proposing tax increases since they don't pay taxes. That's an unfortunate and inaccurate way to look at it. Students pay all the taxes in the state except the property tax. Many of them pay income tax, and

all pay the sales tax. Taxes on auto tags and all the other various taxes are paid by students. On top of that the college student is the best taxpayer when he graduates and takes a job. His income is higher and consequently the revenue he returns in taxes is greater. We've recommended increases where it will hit us hardest—in the income tax—and we're willing to pay it.

"We need an increase in appropriations of about \$23 million this year to bring universities' salary levels up to the Big Eight conference average, to add 200 professors to the system to meet the most critical needs, and to make available an additional \$2 million for research, which will make our universities competitive with surrounding states."

In addition to suggestions for added money, the report also proposes reorganization of the system's boards of regents, consolidation of certain graduate areas of study, and a study of schools which are operating at high levels of "inefficiency" with the possibility of changing their function or closing them. Some four or five of the smallest schools are mentioned.

Says Vincent, "It will take a long time to enact some of our recommen-

dations. Parts will be difficult to implement. What we're most interested in, the crucial thing, is the financial part of the report. Our reorganization proposals we consider just a matter of foresight. They may merit sensational press but they're not our major interest. Money is. That's what this state needs now."

The lobby faces some problems. One is the transitional aspect of its leadership. In a few years all the leaders of today are gone. Vincent is not worried by this, however, he says. Others will come along.

Another problem is to be taken seriously. The lobby could gain needed respect from their elders if it could demonstrate political clout. If it could successfully direct public opinion so that an elected official feared for his political life if he failed to support education in the recommended manner, then it would be a lobby to be reckoned with.

It would be a lot simpler if all the many friends and supporters of education would put their money where their mouths are. Talk is cheap. Good education is expensive, and states which want to remain in the thick of a race pay the price.

PAUL GALLOWAY

The Lobby's Recommendations

In compiling these recommendations, one thought has been foremost—how can we, the young people of this state, find a way for more of us to seek our future with the growth and progress of Oklahoma? What follows is an effort to offer solutions which are tied to the expansion of our economy. We compliment the people of this state for wanting the best for their children and the past support they have given in providing it. It has been very difficult to find twentieth century solutions within the context of our present system, both management and fiscal. It has been even more difficult to please special interests, both political and institutional. For that reason, we offer this program to all the people of this state, saying in honesty that this is an idea which will produce hope for all of us, hope that Oklahoma will at last take that important step toward fuller economic participation in this growing society.

Problems

Higher education in Oklahoma faces the following problems:

1. A 50 percent increase in enrollment has been projected from 1964 to 1975.
2. Seven boards of regents exist for 18 colleges, producing, among other things, 50 percent more teachers than the state can absorb.

3. Faculty salaries in Oklahoma public institutions compare poorly, both regionally and nationally.

	U.S. Ave.	Reg. Ave.	Oklahoma
University	\$10,582	\$10,233	\$9,392
4-year College	9,138	8,510	7,995
2-year College	8,629	7,490	6,822

4. Over 50 percent of our college graduates leave the state for lack of employment opportunities.
5. In 1957, Oklahoma ranked 38th among the states in dollars appropriated per student. By 1965, we had fallen to 49th. Because of increased efforts in Tennessee, *Oklahoma now ranks 50th in the nation in expenditures per student.* This lack of support

STATE AND LOCAL TAXES PAID PER CAPITA

Year	U.S. Ave.	Okla.	Dif.	Okla's Rank
1953	\$132.07	\$132.37	+ .30	25
1957	169.22	153.53	-15.69	29
1958	175.34	161.18	-14.16	30
1959	183.59	168.63	-14.96	32
1960	200.67	177.07	-23.60	34
1961	209.20	181.15	-28.05	33

Source: *Governmental Finances*

for universities and colleges places Oklahoma in a poor competitive position.

6. The effect of this low support is obvious: academic standards in Oklahoma are declining. This is clearly indicated in the number of graduate assistantships. In 1956, there were 1.5 graduate assistants for each full-time faculty member. In 1967, there were 3.1 times as many graduate assistants as regular faculty. *The bulk of our teaching is now being done by the students themselves.*
7. Research, an increasingly vital role of higher education, is also becoming seriously neglected in Oklahoma. Rapidly we are becoming unable to compete with surrounding states. *OSU and OU rank well below the universities of Arkansas, Colorado, Kansas, Louisiana, Texas, Nebraska, and Missouri.* This poor position in research competition makes it increasingly difficult to meet its full potential in attracting industry.

The Need for Improvement

The attraction of industry to Oklahoma is potentially high but must be developed by an improved system of higher education. Oklahoma's declining standards and inadequate research facilities are caused by limited financial support. The state's failure to provide this support is a failure to pursue the best interests of the people. Each new industry in Oklahoma provides new income to the state and an increased tax base to finance government expenditures.

During the Middle Ages, European universities were isolated from society. Rarely was there free exchange between the academic community and the society in which it existed. Man moved out of his feudalism, and he received more benefits from the increased contact with the university. This occurred because, as man began to develop a more complicated society, education became increasingly vital to the individual and to the society. The classical, isolated university of the Middle Ages has been replaced by an influential and socially conscious educational system.

This change in the nature of society demands that higher education provide answers to cultural, social, and economic problems. This cultural improvement and the solution of social problems are approached through creative development and scientific investigation. The modern university is inadequate if it does not provide its students with a background in art, literature, and music, fields which make life more enjoyable and understandable. Investigation of personal relationships and social groups helps men better combat poverty, operate business enterprises, and effectively design a necessarily growing government bureaucracy.

Although the cultural and social influence of higher education is tremendous, the greater contribution of education improvement is its effect on standards of living and economic growth. This development in the role of higher education has become so significant that states now compete for industry with education. Not only does a well developed system of higher education help provide a trained labor force, but it also provides researchers often needed by complex industries. Colorado governor John Love recently remarked, "Yesterday the states com-

peted on the basis of availability of raw materials and a variable labor force. Today they compete on the basis of educational levels of the labor force and on the range and quality of educational programs available."

Successful industrial competition is vital if Oklahoma is to meet its full potential in technological and service industries. Already Oklahoma's system of higher education has made significant contributions. The most recent example of this is the announcement by IBM of plans to expand facilities in Norman.

Education and Industry

In a confidential survey of 200 industries across the nation, education ranked at the top in consideration of plant location. The survey was divided among service, technological, and heavy industries, and discovered that, aside from the potential market, educational facilities ranked first in importance among the heavy industries and no lower than third with service and technological industries.

Among the service industries surveyed were insurance companies, management consultant firms, and systems analysis companies. Technological industries included electronics firms, chemical manufacturers, and aerospace equipment producers and suppliers. Heavy industries included steel and automobile manufacturers.

What does all this mean to the average Oklahoman? It means that his income will increase as there is more industry and thus more demand for his services. It means that, in the age of automation, when his job is lost to a machine, there will be an opportunity for him to retrain so that he can learn how to operate the machine that replaced him. It means that there will be more jobs available, not only from giants like IBM, but from the lesser industries that supply the giants and go along with a growing community. It has been roughly estimated that for every dollar that a new company invests in a community, there is a \$3 increase in subsidiary investment. In addition to more job opportunities and higher income, there are other advantages to a thriving community. There are more sources for entertainment, greater selection of retail outlets, and more leisure time.

Reorganize and Unify

Oklahoma, like all states, has a variety of needs, and, in order for the state to progress, its educational system must vary to meet these needs. We believe the efficient way to meet these diverse needs within the educational system is through a unified system. Such a system would eliminate duplication of facilities when possible, providing for improvement rather than expansion for expansion's sake.

Some may ask, "Won't this tear apart the present system and eliminate much of the pride and tradition existing on our campuses?" The answer is no. The modification which the Lobby is proposing is not so sweeping or revolutionary as to cause a serious loss of identity for existing Oklahoma colleges and universities. Our purpose is to consolidate, particularly on the graduate levels, some programs and make it easier for young people to get a quality education.

Essentially, the proposals include the establishment of a

more versatile governing system for Oklahoma colleges and universities. Our purpose is to establish a single Board of Regents for Higher Education which would be the overall governing group. Under this group would be separate boards for (1) state universities, (2) four-year colleges, and (3) vocational and technical schools and junior colleges.

Reevaluate and Standardize

The Student Lobby also proposes reexamination of those institutions whose efficiency is questionable. Some operate at extremely low rates of efficiency. That is, each class period at some institutions is far more costly to provide than at other locations. These colleges should be carefully examined to determine whether a change in function or a gradual phasing-out will be most advisable. Inefficiency is measured in many ways and the emphasis here is on change in function.

Another goal for the Lobby is standardization of courses at the various state institutions to ease transfer from one school to another. Although this may sound like "duplication of facilities," in reality it is simply making the best use of facilities by enabling students to go to another campus for advanced work without having to repeat work already completed.

By reorganizing boards of regents and by adopting a systems approach to higher education, Oklahoma could have increased efficiency and coordination of institutions. A specific goal would be the reduction of duplication in doctoral programs where such changes would be in the interests of the system. As long as institutions are competing at the board of regents level, this kind of coordination is unlikely.

This consolidation would also allow for an increased amount of interuniversity cooperation. Coordinated research, intersystem exchange of graduate seminars, faculty, and expensive permanent equipment (computers, for example) would help raise academic standards as well as increase efficiency. But as long as salaries and machinery are financed by many separate boards, little exchange is possible.

A Third University

Any plan for higher education, however, must not only evaluate the present, but should also anticipate the future. As enrollment increases, every effort should be made to offset the "multiversity anonymity" which is virtually unavoidable in larger institutions. For this reason, the Lobby suggests that the Board of Regents designate one institution to be developed into a third university. The choice of this institution should be based solely on geographical location. This means that it should be located near one of the larger population centers and be geographically separated from the present universities. Consideration should also be given to location in an area where the economic impact would be maximized. The State Regents may also need to consider limitations on the size of the universities, while keeping educational opportunities open at four-year colleges.

In conclusion, let us say that the ultimate goal of this change is a more stable and efficient structure for Oklahoma's colleges and universities. Change is not advocated

simply for its own sake, but to give Oklahomans more education for their dollar. We have a rich heritage, but the system of the past is ill-suited for either the present or the future.

It Takes More Money

Although reorganization of the present system of higher education will bring about many improvements, there is only one way to a really adequate system: increased revenues. But just how much is needed for higher education? According to the State Regents, a minimum of \$23 million more is needed in the present fiscal year to bring Oklahoma up to acceptable standards. With this in mind, the following recommendations are presented to the people of Oklahoma so that appropriations to higher education can be increased:

- 1) More efficient tax collection by filing state tax on the federal forms. Estimated revenue: Four million.
- 2) Reduction of federal tax deductibility from 100 to 90 percent. Estimated revenue: Two million.
- 3) The following state income tax reassessment has an estimated revenue of seventeen million.

<i>Proposed Structure % Taxable Income</i>	<i>Dollars of Taxable Income</i>	<i>Revenue per \$1,000 Taxable Income</i>	<i>Gain 1,000</i>
1 percent	1st 1,000	\$10 per 1,000	\$ 0
2 percent	2nd 1,000	\$30 per 1,000	5
3 percent	3rd 1,000	\$60 per 3,000	15
4 percent	4th 1,000	\$100 per 4,000	25
5 percent	5th 1,000	\$150 per 5,000	40
6 percent	6th 1,000	\$210 per 6,000	50
7 percent	all above 6,000	\$280 per 7,000	65
_____	_____	\$350 per 8,000	80
_____	_____	\$420 per 9,000	90
_____	_____	\$490 per 10,000	100

- 4) Ad Valorem property tax enforcement:
 - a) Statewide study by an independent firm with an emphasis on assuring that all real property is on the state tax rolls.
 - b) Enforcement legislation allowing state monies only to those county school boards certifying full legal assessment.
- 5) A doubling of the Corporation Franchise Tax. Estimated revenue: Five million.
- 6) Acceptance of current legislative revenue proposals. Estimated revenue: Twenty million.
- 7) Personal property tax enforcement. The inclusion of a fourth page on current forms to be presented to auto tag agencies in evidence of paying said in order to be allowed to purchase an auto tag.

Stop Passing the Buck

Oklahoma's greatest resource is its people. Its future rests with its young people. That future, however, is our responsibility. Now is the time to prepare for that future, and the path to progress is paved with education.

The foundation of that path to progress is more money for higher education. The time has stopped for us as individuals to pass the buck. The ultimate responsibility is that of the voters. Sure, we elect our representatives, but they look to us for our sentiments concerning the issues of the day.

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