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Address to the Citizens of Monroe

Paul M. Hebert

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MR. CHAIRMAN AND GENTLEMEN:

It is a genuine pleasure for me to have the opportunity to address this representative gathering of the citizens of Monroe and I assure you that I feel indebted to the civic clubs sponsoring this meeting and also to Dean Colvert for the courtesy of the invitation to speak on this occasion. The City of Monroe and the citizens of this community should feel something of a close tie to Louisiana State University because the welfare of your Northeast Center - the Northeast Junior College here in Monroe - is inseparably linked with the welfare of L.S.U. And by the same token, we of L.S.U. feel that we are, in a sense, affiliated with the people of this section of the State in a very high degree because we are able to reflect with pride upon the educational service that the University is rendering in this area through the Northeast Junior College. We are also proud of the new facilities that have been made available for the fall semester - the new music building and an adequate library. These new

*in bringing 154
class to
students
in N.E. Co.*

additions to the physical plant here in Monroe mean that more effective work can be done by the talented Faculty of the Junior College during the coming year.

In the future it would be our policy to see that every proper
During the past two months, L.S.U. has been

passing through one of the most notorious and eventful periods in its academic history. It is no exaggeration to say that the eyes of the entire educational

world have been focused upon L.S.U. and her recent

We have been subjected to unspeakable embarrassments
troubles. ¹ Everyone is asking what effect recent

events will have upon the future program of the University. The public also is quite rightfully demanding a full explanation of plans and future policies of the University. There is so much to be said about L.S.U. that I hardly know where to begin.

First of all, I wish to emphasize that the disclosures of the past two months have been entirely connected with the financial and business management

of the University. *The academic standing has not been*
¹ Consequently, one of the first

steps required to be taken was to reorganize the entire business and financial organization. Upon

my recommendation, the Board of Supervisors created a new office - that of Vice-President and Comptroller,

*Considered
no question
to the
hands of
the H.C.
Center
Hodge
O'Hare*

*affected
through
the entire
U. is
under
close
scrutiny*

and to that position Col. Troy H. Middleton was elected. The rapid expansion of the past decade contributed to making our accounting system obsolete. If the University had had a proper accounting system it would have been impossible for the recent financial irregularities to occur. But unfortunately we did not have anything but an antiquated system without adequate personnel properly to supervise the financial affairs of L.S.U. - an institution with a budget of more than six million dollars. Drastic action was necessary for the installation of a proper accounting system. Accordingly, our next step was to employ a firm of nationally known experts in educational accounting. A number of years ago the University of Tennessee had a similar occurrence to ours, but on a somewhat smaller scale. Mr. Harcourt Morgan, formerly a member of the L.S.U. Faculty and now one of the directors of the Tennessee Valley Authority, was at that time President of the University of Tennessee. I got in touch with Mr. Morgan and he recommended the firm that we have employed to audit our books and install a new accounting system. To make sure that we were getting

the right people - the best in the United States from an educational standpoint - I contacted Professor Lloyd Morey, Comptroller of the University of Illinois, and also the Director of the Financial Advisory Service of the American Council on Education. Both of these gentlemen recommended the same firm that we had in mind and I was sure that we were on the right track. The firm was retained and they have been at work since early in July. When they shall have completed their work L.S.U. will have an accounting system with adequate controls of a character so as to make financial defalcations a practical impossibility.

Another thing that we did was to invite Mr. J. Harvey Cain, Director of the Financial Advisory Service of the American Council on Education to visit L.S.U. and to confer and advise with us regarding our plans. Mr. Cain spent ten days on the campus in an advisory capacity in connection with the preliminary work.

Because the impression of an outside expert may be of interest, I should like to take this opportunity to quote from an article which Mr. Cain wrote

following his visit to L.S.U. The article is published in School and Society - a leading journal of higher education and is entitled:

"The Situation at the Louisiana
State University."

Mr. Cain's article contains the following
excerpts:

(Quote)

Gentlemen, this report of conditions at Louisiana State University from an impartial educational authority from outside of Louisiana should be reassuring to the friends of L.S.U. regarding the future and with reference to the standing of the University in educational circles.

Louisiana State University has all of the essentials of a truly great educational institution -

we have an adequate physical plant that is matched by only a few institutions in the country; we have a talented and able faculty that has been carefully selected from among the outstanding scholars of the nation; we have a fine student body with which to work. With the continued support of the people of Louisiana - your State University should have a brilliant future of unimpaired development.

I do not mean to imply that there are not things requiring correction at the University. We all recognize the need for improvement, and no one should ever be satisfied with conditions in an educational institution. At the present time, all of our office forces are working overtime attempting to put the University in order.

There are two important phases to the work of the present acting administration of the University - First - we must exert every effort to uncover every past irregularity by proper investigation of each and every suspicious transaction. This we are doing every day. *Things are in a* We are cooperating with the two Grand Juries - we are assisting the W.P.A. investi-

gators and also doing everything in our power to aid the F.B.I., the N.Y.A., the P.W.A., the Supervisor of Public Funds, the S.E.C. investigators and every other agency interested in getting at the facts.

This is, of course, a time consuming matter. The University's attorneys have already filed suits for sums totaling more than a quarter of a million dollars and many more suits will be filed. ^{Building program will be an answer} In addition, the ¹attorneys are rather confident that a successful defense can be made against the demands of the banks for the half million dollars obtained by the former President on unauthorized loans. As to all past transactions, every possible and diligent effort is being made to protect the interests of the University.

A second phase of our work concerns plans for the future. The present acting administration has received the full support of the Board of Supervisors and the Governor as ex-officio President of the Board. The present administration of the University will insist on carrying out the following policies:

First: All undesirable political influences must be eliminated from the University. It is true that throughout this country, all State universities are in politics to a certain extent but ^{the admin. of L.S.U.} the people of Louisiana must now insist that L.S.U. be given freedom to develop without any political interference whatsoever. We must regain for L.S.U. the prestige to which it is entitled as a great institution of learning.

Secondly: Emphasis must be placed upon further academic advancement rather than continued physical expansion. ^{Buildings alone do not make a Univ.} It is the position of the present administration that the physical facilities of the University are now adequate. Our efforts should be devoted to concentrating on an intellectual growth in keeping with our splendid physical facilities. This means that our earnest efforts must be devoted to better teaching and to the encouragement of all forms of productive scholarship through research and writing and scholarly publications by members of the Faculty. ^{We have the staff to do this and this will certainly be accomplished.}

Thirdly: The Student Aid program of the University must be administered on the basis of academic

merit or scholastic ability coupled with financial need. I do not mean to imply that the University should discourage efforts to assist needy students to obtain an education. But I do insist that students who receive aid in the form of scholarships should qualify from the standpoint of scholastic ability as well as from the standpoint of financial need. The

plans and policies governing administration of students
Fourth: A thorough academic survey of the University must be made by some impartial authority of high standing in the field of higher education. We are making plans for such a survey. We will probably ask the cooperation of the United States Office of Education, the American Council on Education, and the Association of American Universities. This survey will, we believe, be reassuring to the people of Louisiana regarding the manner in which the educational function is being performed at Louisiana State University.

Fifth: In our program of education at the State University, there must be a renewed emphasis upon character building - there must be an increasing realization that it is the task of education to

inculcate the moral and spiritual values so necessary in this modern world and that these values are closely associated with the real traditions and with the history of the men who in the past have built up the Louisiana State University.

Sixth: We must insist upon the maintenance of a sound business organization. Constant vigilance in this department of the University's affairs is necessary, and this means that an adequate personnel must be maintained to see that the affairs of the University are above reproach. In addition, there must be periodic reports concerning the University's finances made available to the public in printed form. As a publicly supported institution, unless we at the State University are in a position to justify each and every expenditure we have no right to continue our existence as an educational institution. *[speaking of organization]*

Seventh: We must bring about a higher degree of faculty participation in the formulation of University policies. *When the Faculty has been given great latitude in academic work* There are very few educational institutions in this country where the Faculty has had as little opportunity for expression of the

on matter of educational policy

Faculty viewpoint [^] as they have at Louisiana State

University. This has been a source of criticism of

the University in academic circles. Some deliberative

body composed of Faculty members must be formed -

possibly a University senate or representative committee

similar to plans adopted at other outstanding uni-

versities. *I do not mean to say that Faculty can administer, but a wise administration will rule*

Eighth: Coordinated plans must be developed

recognizing the fact that L.S.U. is the principal in-

stitution of higher learning in the State - as recog-

nized by the Constitution of 1921. This means greater

emphasis on the higher learning at L.S.U.; emphasis

upon graduate study and professional training. We

must avoid unwise and uneconomic duplication of edu-

cational facilities in this State. Such unwise duplica-

is unnecessary
[^] *too* tion leads either to a lowering of standards or to an

expense [^] prohibitive for the tax payers to bear. The

other State supported institutions have now developed

to a point where, in the earlier years of college work,

they can adequately care for the students in their

region. This, in turn, should serve to stabilize the

enrollment at Louisiana State University and make it

possible for those of us at the Institution to realize the real dream for Louisiana State University as the State's principal institution of higher learning, with emphasis on graduate, professional and advanced academic work.

These policies I believe, merit the support of those interested in higher education in Louisiana -

1. Dean of the University -
2. Board of Supervisors
 - (a) Executive Committee
 - (b) Finance Committee
 - (c) Buildings and Grounds Committee
 - (d) Faculty and Studies Committee
3. Civil Aeronautics Authority
4. Bonds - Sinking Fund.
- *Legislative appropriation -*

Louisiana State University in this next session is entering its 80th year. During the past 79 years it has consistently rendered a great educational service to Louisiana. Its Faculty has contributed immeasurably to the welfare of the State; its graduates are found among the leaders of the civic and political life of the State. We have a well founded educational program—

There is much that I should like to tell you —

1. Union Division *{ orientation -
counseling -*
2. College of Arts and Sciences
3. Agriculture *{ teaching
research
extension*
4. Engineering
5. Medicine
6. Law
7. Journalism
8. Geology
9. Music
10. College of Chemistry and Physics
11. Commerce
12. Education
13. Library School

14. Graduate School
15. The Summer Session
16. The General Extension.

We must continue to build on the solid foundations that have been developed at the University. The people of Louisiana must not lose faith in your State University. *You know faith can often make sense out of the chaotic -*