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INTERVIEW WITH HENRY J. DONNELLY  
Newark, Delaware  
August 7, 1974

Interviewed by: Rebecca Button

HD: Mr. Donnelly

RB: Rebecca Button

RB: This is an interview with Henry J. Donnelly, a faculty member at the University of Delaware in business administration at the time of his retirement in 1974. The interview is on August 7, 1974, at his home in Newark.

Mr. Donnelly, how long were you at the University?

HD: I was at the University for nine years, beginning in 1965.

RB: And before that what had you been doing?

HD: I came here from Washington, D. C., where I had been Director of the Audit Division for the Internal Revenue Service. I had been with Internal Revenue for 30 years and retired at that time and came here to teach.

RB: How did you decide to teach after all those years?

HD: Well, I had taught before I went with Internal Revenue for two years in \_\_\_\_\_ City in Pennsylvania. I did a lot of teaching while I was with Internal Revenue, training in-service people at various levels--both technical and managerial training. So I had always enjoyed teaching. In fact, I had a teachers' certificate in the State of Pennsylvania which entitled me to teach high school in Pennsylvania long ago.

RB: Where did you have your early training?

- HD: I went to Wharton School (?) at the University of Pennsylvania and graduated from there in 1928. And I later, in the very early thirties, went back to the University and took courses in business (?) education, which was the background in which I was certified to teach in the public schools.
- RB: The Wharton School is a graduate program, isn't it?
- HD: No. The Wharton School was an undergraduate program. It's not like the Harvard School of Business which is a graduate school. Wharton now has both graduate and undergraduate, but it was an undergraduate program when I was there.
- RB: And part of the University of Pennsylvania?
- HD: Part of the University of Pennsylvania, yes.
- RB: I see. What did you do before you went to the Wharton School? Where did you grow up?
- HD: I was born in Philadelphia, and I grew up in Philadelphia and went through the high schools in West Philadelphia.
- RB: So it was natural to go to Wharton School from there. You thought about it when you thought about business. It has a good reputation.
- HD: As a practical matter, I went to the Wharton School because I had a four-year scholarship to the University of Pennsylvania. And it was just economically sound to go there, ha, ha.
- RB: Well, how did you earn that scholarship?
- HD: That was earned by a competitive examination given to all the high school graduates in Philadelphia who wished to compete.
- RB: Immediately after you finished there, at the Wharton School, did you go to the Internal Revenue Service at that point?
- HD: No. I went to work for a Certified Public Accountant, Charles H. Steele & Co., which is long gone, of course, now. I was with them for about a year and a half. And then I became the assistant secretary and accounting officer for the F. H. White Co., which was a luggage manufacturing company in Philadelphia. And I stayed there until the fall of 1933 when I went to \_\_\_\_\_ City to teach at the McKean (?) School of Business. And I taught there from the fall of '33 to the summer of '35. And I joined Internal Revenue as a revenue agent in Williamsport, Pennsylvania, in July of 1935.

RB: What are the major changes that you saw that a layman could understand in the operation of Internal Revenue? That's a very big question, I know, but you must have seen many, many changes because of population increases if for no other reason.

HD: Also and changes in the tax laws. When I went with Internal Revenue in 1935, I think we received something like seven or nine million individual income tax returns a year. Today, the figure is closer to ninety million income tax returns a year. We had, for example, a professional staff of something like 3,000 accountants who were called revenue agents when I went with Internal Revenue in 1935. When I left there in 1965, we had about 13,000 professional accountants as revenue agents, conferees, and so forth throughout the country. Actually, at the time I was Director of the Audit Division from 1962 to 1965, we had 18,000 people in the Audit Division through some 60 district offices and maybe 500 suboffices throughout the United States. It is a very big organization. And, of course, that was one of the reasons very frankly why I retired as soon as I was eligible to because managing an organization like that took me away from home a great deal. I guess I was 25 or 30% of the time in the air. At the end we did all our traveling by air and. . .

RB: Would you, as the Director of Audit, have to do this kind of traveling? You had to be on the site, as it were, many times?

HD: Well, the only way you can really run an organization like that is to meet the people face to face. We found that you could write letters, you could write instructions, and you could get results that way; but, if you really wanted the best results, you had to have a personal relationship with the person. To write a letter to a man in San Francisco is one thing; to sit down and talk with him about his problems is something entirely different, much more effective. Of course, I didn't do the whole thing myself. I had a staff obviously to help. We had a staff, I guess, of, oh, including clerical people, almost 300 in Washington, the headquarters office.

RB: Did you start, when you went with the Internal Revenue Service, you were an agent. But how did you start going, as it were, up the ladder? Were you in auditing mostly?

HD: A revenue agent is basically an auditor, yes. He is an accountant and he is an auditor. I started going up the ladder, I suppose, primarily because of my teaching back-

HD: (Cont'd)

ground. I was used in the, what was known as the unjust enrichment tax, which was rather complicated and not probably worth explaining here.

RB: Well, it might be. Unjust enrichment. Would that be something like the unreported gift or the enlarged value of the gift of Presidential Papers for example?

HD: No, no. This had nothing to do with anything like that. This was a tax on the unpaid taxes which were withheld by processors under the Agricultural Adjustment Act. When that act was questioned in the Supreme Court as to its Constitutionality, the persons on whom the tax was assessed stopped paying it to the government. But, at the same time, they were required to put the money in escrow in the event they lost the suits. Also, these people were processing agricultural commodities which were sold to their customers. And the sale price to their customers included ostensibly this tax. So, had they been able to get the money back out of escrow, the theory was they would have been unjustly enriched because they had in fact collected the tax from their customers.

RB: Oh.

HD: So this was the problem of the government representing the general public, collecting this tax from them to the extent that it had been passed on in increased prices to their customers. It was a cost accounting problem, really, and one of the very first times when Internal Revenue got into economics as well as accounting. And it got in there through this Agricultural Adjustment Act which was one of the depression relief measures passed in the early Roosevelt administration and thrown out by the Supreme Court in January, 1936. So I did instructing here; and from this, I then was appointed as instructor to take a course and give it nationally in the excess profits tax when the defense taxes were enacted in 1939 and 1940 in preparation for World War II. And I lectured throughout the country to revenue agents on that tax and also wrote texts for them which were published by the Government Printing Office. Incidentally, I gave John Dawson a set of those texts for the University Library. I thought it might be interesting that they have those.

RB: When you talk about this kind of really very complicated instruction to revenue people in the accounting process

RB: (Cont'd)

so they understand the tax laws, it sounds as though it were a very specialized kind of training--an ongoing, specialized training.

HD: Oh, it is. It is. It's in-service training, and this was training for persons who had senior positions in the auditing forces. This is distinct from what you might call the introductory training which I also worked on for Internal Revenue. The newly hired revenue agent today gets a three-month classroom course, interrupted by some on-the-job time, when he is first hired in tax law, procedure, regulations, Constitutional rights, evidence, this kind of thing, after he is a graduate of an undergraduate program such as we have at Delaware. In fact, some of our graduates at Delaware were hired during my tenure here by Internal Revenue to start as revenue agents. And they would begin with this elementary training; and, as they progressed through their careers, they would take this advanced training. Revenue has a very, very expensive training program. And they produce practically all--not all, but practically all--of their own top executives. There are only two persons in the whole Internal Revenue Service out of the 70,000 who are appointees, i.e., political appointees. The rest are all career people.

RB: This probably ensures that the Internal Revenue Service operates at a very high level of efficiency and probably so that it can continue to be a voluntary service. As someone has said--Secretary Simon, when he was interviewed recently, talking about the very important element of the voluntary response to Internal Revenue.

HD: Well, the voluntary compliance with our Internal Revenue laws in this country is a very delicate thing. And this is one reason why it was so serious, at least considered so serious by persons who know anything about it, that there were reports of abuses in this area recently. Now, about 96%, as I remember, of the \$300 billion that the Internal Revenue Service takes in each year is brought in through voluntary payments, citizens and corporations filing their own returns and assessing themselves. And it's only the last few billion that are taken in as the result of the audit enforcement. And I think, as I recall the figures for fiscal '73, the Internal Revenue Service Audit Division brought in through its audit program about \$5 billion. Now that's a lot of money; but, at the same time, compared with \$300 billion, it's rather small. It's rather small.

RB: Ninety-six percent is a high percentage.

HD: Yes, very high. And this is the delicate thing because if there ever were, for example, a taxpayer revolt--if taxpayers just all of a sudden said, "We're not going to file any more returns," there aren't enough policemen in the United States. . .

RB: Or courtrooms or jails.

HD: Or courtrooms or jails or lawyers or accountants to find them out and force them to do it. And this is the problem of keeping the public confidence in the Internal Revenue Service. And this is why two of the commissioners that were appointed in the Nixon administration resigned rather, rather than. . .

RB: Did Mr. Walters resign?

HD: Johnny Walters resigned and Randolph Thrower (?) also resigned. Both of them because of this climate. And this was really their means of expressing disapproval of the instructions that they apparently were getting through some of the people in the White House. And the present commissioner, Don Alexander, as I understand it although this is not firsthand information, took the job knowing of these problems and with assurances that he would not be subjected to them.

RB: This seems to me to be a very healthy, respectable attitude. If people know this, it's very good.

HD: Well, we hope people know it. Of course, on the other hand, I don't think we should be misled. Each year some employees of Internal Revenue are prosecuted for bribery, taking bribes, misconduct in office. When you have 70,000 people and all this money, you're going to have some bad apples or some apples that go bad. And the inspection service that was set up in 1951 by the Internal Revenue Service, which is really its internal auditing organization to check on its own operations, has done a very fine job in this respect and is available to the public generally if they want to make complaints if they are approached. And there have been instances of rings of people in the Service who, for example, were in a position to control the audit of returns or the collection of amounts due. There have been attempts to fudge the books, to show that you have paid when you didn't pay, all for a price. But this has been very, very minor in perspective. But still, when we hear of an Internal Revenue agent getting a \$50,000 bribe, that sounds like a very bad

HD: (Cont'd)

case. And it is a bad case. But you just never will get to the point where there won't be any of it.

RB: Of course not. The machines now. When did the Service start. . . Did the machines keep up with the traffic?

HD: The computers?

RB: Yes. In other words, as you began the enormous volume increase between the \$6 and \$7 million to the \$90 million, did you find that you were able to always call on new technology to help?

HD: Well, there was always a lag. There was always a lag. Let's say that. Actually, World War II was the time in which this burgeoning of returns took place. They did have machine accounting; they did have all kinds of addressograph machines, bookkeeping, billing machines, this kind of thing. But this still doesn't get away from the fact that you have to open the bags of mail that come to the offices. And at filing times, the district directors' offices even in World War II there would be a mountain of mailbags there each morning waiting to be opened with all the returns and the money. And the use of the computer has done a great deal. In fact, it would be impossible without the computer. But this doesn't say that the computer is the perfect answer. And the use of the computer itself has caused a great many problems. In fact, they've had to set up what are known as these regional centers which are really service centers, computer centers, where they hire hundreds and thousands of temporary employees to take care of the peak periods when the returns are coming in. The checks have to be separated from them and sent to the bank, and the returns are then processed and data taken off the returns. Of course, the data from the returns is the basis for the statistics of income which are published annually and which are one of the basic sources of economic information in the United States. And this processing time that is required just to get this data from the income tax returns, i.e., a sample of the income tax returns, into the statistics of income is, of course, one of the things which holds up the processing of refund checks and the auditing of returns and so forth. Everything has to wait for this. This is done first. And this is the normal thing. But the computer has been a tremendous help. The automatic electronic typewriters, for example, where I can write you a letter selecting from thousands of standard paragraphs, the three, four, or five that suit your particular case and insert in the right places an amount of money. And by just pushing a button, the typewriter types that letter; and it's all mailed to you automatically. These things are fabulous.



RB: Well, without that, it would be impossible to operate, wouldn't it?

HD: Well, you'd have to have so many people. . .

RB: You wouldn't have your data in within the year's time to make the report.

HD: Well, it's impossible to guess. And you wouldn't have enough people. You couldn't find enough people. And, of course, the federal budget couldn't stand it. The number of employees would be just completely unreasonable. The space requirements--just places for them to sit down to work--would be horrible. As it is, it's bad enough.

RB: Yes. Well, when you talk about those mailbags coming in at filing time, most people do file, don't they, within the last two or three days?

HD: Well, not within the last two or three days, but certainly within the last two weeks. There are a great many who file early if they are asking for a refund. But those who are going to owe Uncle Sam a little more, they will wait until the last week or so. You can file anytime after the end of the year. And, if you're going to get a refund, the earlier you file, the earlier you'll get the money.

RB: Well, what about that process when those mailbags are sitting there in those two weeks before the deadline and through the deadline period. Do you need extra storage space even? How do you physically handle that. . .?

HD: Well. . .

RB: That crunch?

HD: Well, the physical problems are very real. They're very real; and, unless they can take those--and they work 24 hours--and keep the volume, that stack of mailbags within control, well then the first thing you know they'll back right up to the post office. There's no place to bring them, no place to put them. But they've done, I think, a marvelous job in taking care of just the physical problems of this. And, of course, you also have a security problem because within those mailbags still there are a lot of people who send cash. You're not supposed to, but people do. And people can tell. As the type of person who will do it can tell whether an envelope has currency in it by the feel of it.

RB: The sounds too.

HD: Yes, some of them by the sounds.

RB: One question. This is really, I realize, not really about the University of Delaware but it's about a man who has taught here and about special problems you know about. This is a question that probably many taxpayers wonder about. The person who can barely understand, who goes through the day and earns a daily wage and who is confronted with the problem of figuring out that return. There are a lot of people in this country who are operating this way. How does the Service manage to get an accurate reporting or is there a residue of unreportable and unscanned people?

HD: There is unquestionably a group of people who should but don't file tax returns. Hopefully, and I think actually, it's probably quite small. And these are people, if they did file, their tax liability would either be zero or minimal. These are the people who are not conscious evaders that I am speaking of now. Of course, one of the things that you have to be able to do in order to file a tax return if you have any income of any substance, a substantial income, you have to be able to read. And there are a great many people, while they have been in school and can read simple sentences, can't really read anything that has much complication attached to it. And unfortunately the income tax law is a complicated thing merely because, if for no other reason, Congress has constantly tried to achieve an equitable result to the extent that they can, rather than just taking a broad ax and a crude approach. For example, they have tried to give what is called a retirement income credit to the elderly citizens to sort of put on a comfortable footing those who have retirement income from pensions as opposed to Social Security. The reason being that Social Security is tax-free, and most pensions are at least in part taxable if not wholly taxable. Well, to try to give people on small pensions the same treatment that a person getting Social Security receives taxwise gets into a very complicated thing. And they have found that a lot of these elderly people can't make the computation. So rather than struggle with it, they forget it. They just don't do it. While the maximum, I think, that you can save by making the computation is something like a tax of maybe \$240, which doesn't sound like very much in today's market. At the same time, to these people, that's the equivalent of \$20 a month. And in their pension, that could be substantial. And they have tried to further simplify this. And, of course, the Revenue Service has also extended its assistance to taxpayers. You can go to them and ask them for help in making out your return. But this, of course, involves making a trip to the Internal Revenue office and taking your data with you and knowing in advance really what data you need. So it's not quite as simple as it sounds. This is one reason also, I suspect, why organizations like H & R Block have become so large.

HD: (Cont'd)

They have performed a service that the people need, and they have done it fairly reasonably, that is, financially. But, again, there's, I guess, an ethical question as to whether this should be necessary. But an income tax is not a simple tax. Even for the small person. The wage earner, of course, he has nothing but salary. He has a W-2 that shows the amount, and his tax can be verified and checked for him. And they'll do this. They check mathematically every return that is received. So that if he overpays, he gets the refund automatically; if he underpays a significant amount--they won't send you a bill for 50¢--but if he underpays a significant amount they will send him a bill for it and tell him that he's made a mathematical error in this amount and please remit. But these things, like most other computer-generated notices are difficult for some people to understand also because people are baffled by something that comes out of a computer. If it were written in longhand, lots of times they would understand it. The printed computer sheet scares people.

RB: It won't probably for the next generation. The people in school now are used to gridding (?) in their scheduling for example. . . (double voices)

HD: The average twelve-year old now knows more about computers than the average fifty-year old does. This is true.

RB: When you decided to retire because of the fact of your own kind of, uh, the use of you, the 25-30% in the air for example, how did you decide on the University of Delaware?

HD: Well, the University of Delaware was one of about three institutions that I was originally looking at. Basically, it was a matter of geography, by which I mean it would be on the East coast, centrally located in the New York to Washington, D. C., area and close to the seashore which I'm very fond of. And secondly, of course, its reputation. And I'm not ranking these necessarily. Its reputation for academic excellence and also financial soundness and the fact that it was in a small town rather than in a big city. I, for example, did not apply with any big city universities although I had been offered a post at one or two. I was not interested in going to Philadelphia or even teaching at a Washington, D. C., university as far as that goes.

RB: Although you had lived in Washington a long time, you still wanted (double voices). . .

HD: I had lived in Washington since 1941 except for my army time. And I had of course still ties in Philadelphia. So, from that standpoint, Newark was ideally situated. We were close to our Philadelphia friends. We were close to our Washington friends. We don't have much family, and once I came here and met Dean Austin and other members of the faculty of the College of Business and Economics, we were very much impressed by them not only from the standpoint of their academic qualifications but also their personal characteristics. And, as it happened also, we had some friends here in Newark, the Clark family--Neal Clark who used to be manager of the department store was a classmate of mine at the Wharton School and a fraternity brother. We had kept in touch all these years. And oddly enough, although it was coincidence, my mother was born in Wilmington.

RB: She was!

HD: She was born in Wilmington although her family were primarily from the western shore of St. Mary's County, Maryland, down around Leonardtown (?) and Great Mill (?). And we had cousins who used to live on The Strand in New Castle.

RB: What was your mother's name?

HD: My mother's maiden name was Wise.

RB: Any relation to Carl Wise who was the editor of The Morning News?

HD: I don't believe so. I don't believe so. Although I can't swear to that. There may be some distant relations. . .

RB: He now lives in Rehobeth full-time.

HD: They were. . . It was an English name, and they were as I understand it both farmers and cabinetmakers. In fact, some of them worked in the shipyards in Wilmington and Chester at one time, doing the cabinetwork for instance in the captain's and passengers' quarters on ships. But, basically the ones in Maryland were farmers; and they had been here, oh, I don't know, prior to the Revolution.

RB: Like most Marylanders down along the bay, both shores.

HD: Yes, they were oldtime residents. And the people on The Strand were cousins of my mother's. They were the Cavanaugh's. And they had the house right on the south side of Packet Alley, the house that backs into the river on the riverside.

HD: (Cont'd)

And I had remembered coming there as a boy and watching the ships come down the river from the second-story porch.

RB: So you knew you wanted to be near the Delaware anyway somewhere or the Atlantic Ocean.

HD: The Atlantic Ocean primarily. And, of course, we're very fond of the bay too. We're very fond of the bay. Mrs. Donnelly and I both like to swim.

RB: Have you been down in Lewes in quite a while?

HD: Yes. Yes, we've been to Lewes. In fact, we had dinner at the Anglers down there just this past Wednesday a week. A week from today. We were down in Chincoteague (?) for a few days swimming in the ocean down there.

RB: Well, you came in 1965?

HD: Yes.

RB: And what were your teaching responsibilities, and did you find uh. . . When you contrasted it with almost a generation before, in terms of classrooms, what were the. . . First of all, what about the level of enthusiasm for the program, when you were teaching your students, I mean?

HD: Well, I think the students in 1965 were much more blasé than the students in 1935. A lot of water has gone over the dam in 30 years. And, of course, they were in the middle of a depression in 1935; and those students were very much interested in acquiring enough knowledge so that they could hopefully get a job. In 1960 jobs weren't so scarce. The demand for accountants has been very high. And, of course, as you undoubtedly recall, the Sixties had some other things involving students that were not really academic in the strict sense of the word. But, at the same time, I guess you could call them in some ways a learning experience or something of that kind. But the students were very likable. I don't want to disparage them in any way. I enjoyed the students very much here. And I always did throughout the whole nine years. And I taught accounting sometimes, but primarily I taught business law. And then I also taught, of course, an income tax accounting. But, basically it was quite a switch, of course, from teaching management and in-service technical courses to more experienced accounting. But it was still very enjoyable. I had to go back and relearn a lot of commercial law. I had gone

HD: (Cont'd)

to law school in Washington, George Washington University.

RB: Did you have your degree in law?

HD: Yes, I got that under the G.I. Bill after World War II. I went part-time in Washington and graduated. . .

RB: To which law school?

HD: George Washington University. That's where I got my Juris Doctorate degree from there. And that switched me, I guess, from being a C.P.A. to a lawyer. I don't know, ha, ha.

RB: Have you thought of either opening your own kind of C.P.A. or tax office or are you going into private law practice now?

HD: No, I have no intention of going into practice. In fact, ever since I came here, I have refused to accept any clients at all. I felt that it was probably not fair to the client and possibly also not fair to the government for me to go into practice. And I have done consulting for the Treasury Department and the IRS since I came here. And then, of course, I served also as chairman of the Tax Appeal Board here in the State of Delaware under Governor Peterson for over two and a half years. And that is similar in the Delaware tax setup to the United States Tax Court in the federal setup. It's the trial court for contested Delaware tax cases. And I felt that having that connection also, it would be rather awkward for me to practice. And I wasn't eager to practice in any event, really.

RB: Well, will you find. . . Are you still or are you serving now under Governor Tribbitt?

HD: No, I resigned from the Tax Appeal Board shortly after Governor Tribbitt was elected. And I did not seek reappointment. In fact, I didn't seek appointment as far as that goes, ha, ha. But I thought I had served enough. And the function of the group at the time I was on it was really to get the Tax Appeal Board better organized. The whole Tax Division and the whole setup for state taxes was pretty badly disorganized when Peterson was elected. And, as you may recall, they brought Kennedy in from the district office of IRS to be Tax Commissioner. And actually it was Kennedy who recommended that I be brought in as chairman

HD: (Cont'd)

of the Tax Appeal Board because I had, prior to being Director of Audit, been Director of what was known as the Appellate Division in Internal Revenue, which is really the division that acts on disputed cases just before they get to trial in the Tax Court to try to weed out the ones that should be closed without a trial as opposed to those that should be tried on merit. So I had experience in litigation. And so I was sort of a natural for this; at least that's what they thought. And I stayed there, as I said, until I guess it was December of '73 or '72, '72. But that period was about two years and eight or nine months. And what we did was. . . Well, the first thing we had to do was find what cases were before the Board because the files were in such condition that it was very difficult to know even how many cases the Board had to deal with. And we finally, I think, got those things pretty well organized and got a lot of the old cases cleaned out so that the Board worked with fairly current ones at the time Peterson's regime was finished. And we didn't finish all the cases. That doesn't involve so much, I guess, probably \$2 million a year or something. But it's about the amount in dispute there which doesn't sound like very much when you think of the federal amounts which were about a billion and a half. That's a little different scale, but it's still the same problem.

RB: What is your feeling about the merits of the sales tax that people are talking about? It seems to me that we have a very fortunate place here. It's very nice to be able to pay for what you get and not pay the additional tax.

HD: Well, I'm really not an expert on excise taxes or sales taxes. But there's one thing about a sales tax that you always hear--it's called regressive. Which means that the poor people pay more of it than the rich people do in proportion. As a practical matter, I'm not so sure that this is as true as it appears to be on the surface because without a sales tax there are other taxes assessed against business. Franchise taxes, for example, is an obvious one and a tax on inventory, this kind of thing. Any tax that is assessed against business is normally passed on to the customers. So it may be there and we not see it. The sales tax is there and we do see it. We're conscious of it.

RB: Of course, the other thing, the arguments. . . The things that are priced basically like automobiles, for example, that would be more difficult to put the hidden tax on in terms of purchase price. Don't people who don't have a sales tax benefit there?

HD: Sometimes. Except that the stated price of an automobile really has gotten to be not much more than a number. Very few people go to an automobile dealer, as I recall, and pay the amount that's on that sticker on the window of the car. This is a figure that you know you won't have to pay, and what you worry about is how much less am I going to have to pay. But I think it's like everything else. There's no question but what part of the tax will be borne by the people who buy the goods. And whether you get the same distribution when you call it a sales tax or something else is very difficult. They made studies, for example, when we were in Washington as to the relative tax burden of persons living in the District, Maryland, and Virginia. And they had different tax setups in those three jurisdictions. And when you took families in different income brackets and added up all the taxes they would pay, it was surprising how close they came to being equal. Even though the taxes in one jurisdiction were denominated one thing and in another jurisdiction were denominated something else.

RB: That's interesting.

HD: We had in Virginia, for example, something that we don't have here. We had a personal property tax. And you had the option of listing all your personal property--your clothing, your furniture, your jewels, your radio, your television, and so forth--and valuing them and then paying a percentage on that to the state. Or, if you wanted to take a shortcut, you could take the assessed valuation of your home or your annual rent and pay a percentage of that. We don't have that in Delaware. This was something that other states have or don't have. Your automobile, for example, in addition to buying your license tags, we paid a personal property tax figured separately on the automobile. And this was quite substantial. It might be sixty or seventy dollars. This is a tax on owning an automobile in addition to the twenty dollars for state tags. That was in Virginia when I lived there. So, I don't know. You pay for government. There is also, I think, the tendency for government to spend whatever it can collect. And this is, I think, one of the good arguments against any new tax. If you can hold off on a new tax, you do put some kind of a control on government spending. But economists will argue for weeks. And, of course, this is a little beyond my field, too, so I shouldn't argue with it.



RB: Do you have plans for. . . Are you going to be writing or are you going to be enjoying retirement doing traveling?

HD: Well, we've sort of decided that we're going to play it by ear for six months and see what happens. And, if I get horribly bored. . . In fact, I told Dr. Marcel (?), the department chairman, if I got horribly bored by next January I'll come back and say, "How about letting me teach a course?" Ha, ha. But, otherwise, I think we're going to just. . .

RB: Can you go back and teach a course in the department? Are you able to do that? Is mandatory retirement mandatory?

HD: No. You see, I already did stay one year after the normal retirement period. You're supposed to retire at the end of the school year in which you reach your 65th birthday. And I reached that the year before last. And they asked me if I would stay over, and I told them that I would stay one more year. What they do is they engage you on a year-by-year basis. If you are able, and if they feel a need for you. And, at the end of this year when they asked me if I wanted to stay another year, I told them "No," that I would stay with my original decision and drop it. But, as I say, if I felt that I couldn't stand doing nothing, why I would come back and put my hat in my hand and ask them for a job in January. Ha, ha, ha. I don't think they'll need me by January, though. They'll have their roster filled up, and they'll be in good shape. They won't miss me; they'll do all right.

RB: You believe in the expendable teacher.

HD: Well, nobody is indispensable. I don't think there's any question about that, that's true. You get to the point where you think that somebody is indispensable; but, as a practical matter, life goes on and organizations go on without you.

RB: Well, thank you very much.

HD: You're very welcome. I guess I talked more than I should have, ha, ha.

(END OF INTERVIEW)