1-1-1926

President's Report to Board of Trustees, 1926-04

Clemson University

Follow this and additional works at: https://tigerprints.clemson.edu/pres_reports

Materials in this collection may be protected by copyright law (Title 17, U.S. code). Use of these materials beyond the exceptions provided for in the Fair Use and Educational Use clauses of the U.S. Copyright Law may violate federal law.

For additional rights information, please contact Kirstin O'Keefe (kokeefe [at] clemson [dot] edu)

For additional information about the collections, please contact the Special Collections and Archives by phone at 864.656.3031 or via email at cuscl [at] clemson [dot] edu

Recommended Citation
University, Clemson, "President's Report to Board of Trustees, 1926-04" (1926). President's Reports to the Board of Trustees. 78. https://tigerprints.clemson.edu/pres_reports/78

This Article is brought to you for free and open access by the Office of the President at TigerPrints. It has been accepted for inclusion in President's Reports to the Board of Trustees by an authorized administrator of TigerPrints. For more information, please contact kokeefe@clemson.edu.
The Honorable Board of Trustees
Of The Clemson Agricultural College.

Gentlemen:

Under the By-laws of the college it is my duty again to submit a report of the work since your last meeting in December. The session of the General Assembly was so lengthy this year that it necessitated a postponement of the Board meeting from March 19th to this date. This change was very satisfactory to me, since I had planned to have a Memorial Service for Dr. Riggs in April. I therefore combined the two for the same date, making it possible for a number of the Trustees to be present for the Memorial Service. The exercises were held in the college chapel this afternoon at four o'clock, at which time the memorial tablet installed last September was unveiled. Since you were all present at this service, it is not necessary for me to do more than make mention of it in this report. As soon as they are printed I shall be glad to send you a bulletin containing the speeches that were made.

General Statement:

It is a source of much regret to me, and I am sure to you also, that the President of your Board, Senator Alan Johnstone, is unable to be present with us today. As you know, he was taken sick in Columbia during the legislative session and has not recovered his health to the extent that made it possible for him to make the trip to Clemson. Some
days ago he notified me that he would be unable to attend either the Memorial Service or the Board Meeting, but asking that both be carried on without his presence. Knowing of his friendship for Dr. Riggs and his interest in all matters pertaining to Clemson College, we must face the fact that his condition of health is precarious, else he would be here with us on this occasion.

At the last meeting of the General Assembly, Messrs. I. M. Mauldin, R. M. Cooper and J. J. Evans were reelected as State Trustees, and Mr. Frank C. Cope of Cope, S. C. was elected to take the place of Mr. H. C. Tillman, resigned.

Since your last meeting in December, the Life Members of the Board have had a meeting, and report to me that they elected to take the place of Col. M. L. Donaldson, deceased, Mr. Paul Sanders of Ritter, S. C.

Work on the rebuilding of the agricultural hall has proceeded as rapidly as was possible during the winter weather. Some parts of the building are now in use, and we hope very soon to have the entire building ready for occupancy. On April 10th the office rooms were completed, making it possible for the officers using the Trustee House to vacate those rooms. I was glad that this could be done so that you need not again be inconvenienced by being housed elsewhere on the campus for this meeting.

I trust that as many of you as can will take occasion to visit the rebuilt agricultural hall and note the improvements and changes therein.

Legislation:

The legislative session of 1926 was a very quiet one for Clemson College. No unfavorable legislation affecting us were required to withdraw at the end of the first semester on
was passed, with the exception of $100,000.00 for a much needed barracks, all of our requests were granted without reduction. We requested for collegiate instruction $123,657.36, and in addition for equipment to help replace that lost in the agricultural hall fire of last spring, $37,500.11, and for rebuilding the agricultural hall, $38,936.31. This total, $200,093.78, was granted.

The following is a list of the appropriations made for the college by the last General Assembly -

For extension service..................................$ 110,652.85
For agr'l & cotton research work...................... 75,000.00
For crop pests and diseases........................... 10,000.00
For live stock sanitary work............................ 75,000.00
For hog cholera serum work............................ 25,000.00
For collegiate maintenance.............................. 200,093.78

Total..................................................$ 493,956.63

The presence of Senator Alan Johnstone in the General Assembly is of untold help to us in having our appropriations passed. He is never forgetful of Clemson College and her needs. Also, I wish to express to the Board my deep appreciation of the interest of Dr. W. K. Lewis in all matters bearing on Clemson College in the legislature. He keeps in close touch with happenings there, and notifies us at once if there is anything we should do. He was of great assistance to me during the last session.

The Work of Instruction:

The instructional work of the college has gone on well. Excellent spirit has prevailed among the student body and among the faculty. The students have had much more latitude in visiting among themselves and on the campus in the evening, in being granted week-end permits, etc., but the Faculty is of the opinion that these privileges have in no way mitigated against the standard of scholarship. More students than usual were required to withdraw at the end of the first semester on
account of failing to maintain themselves in their classes, but it is hoped and believed that when the cadets realize that the faculty rules in this respect are to be strictly enforced, they will apply themselves more diligently, and the rule will work no hardship.

Instructional work in the agricultural department has been more or less hampered by the lack of class room and laboratory facilities. The offices have for the most part been located in the Trustee House and in the old Methodist Church, and classes have been carried on wherever there was available space. However, the laboratory work will be carried on on an intensive scale during the next two months, when space for this will be available in the agricultural building. by the close of the college we hope to be able to move the library equipment into the new building, and become settled there. This change will make available several additional classrooms on the second floor of the mainbuilding for the agronomy division, which will be housed there. There has been a marked spirit of cooperation during this time of inconvenience which is very gratifying.

The spirit in the corps has been excellent throughout the session. At your December meeting I reported the changes and modifications in the Regulations already in effect. I think that these modifications have done much toward making a contented student body, and in few cases has undue advantage been taken of the lighter rules. Col. Cole has submitted to me plans for extensive changes in the Regulations, but I prefer to submit these to you at your summer meeting. If approved then, a new edition of the Regulations can be printed during the summer, the new copies distributed at the opening of college in September, and the new Regulations become effective then. I believe that will be wiser rather
than to make the wholesale change while a session is in
gress.

This year our Spring Holidays began on the afternoon
of April 1st. No other notice was taken of the day except
that the edition of "The Tiger" for the week was given over
etirely to an "April Fool Number." I believe that we will
have no more trouble on April Fool's Day.

We have had no disciplinary trials of cadets during
the present session, and to date forty-four discipline recom-
mandations by the Commandant. During the first semester we
had several breaches which were turned over to the students
for solution. They made their recommendations to the President.

Had the culprits not accepted the punishments recommended,
they would have been offered trial by the Discipline Committee.
However, in all cases they accepted the punishment recommended
by the students and imposed by the President. This procedure
places more responsibility upon the cadets themselves, and
boys found guilty by their comrades are invariably willing to
abide by their findings. They feel sure that they have
received a "square deal," which is not always true if punished
by the President, the Commandant or the Discipline Committee.

The following is a summary of demerits incurred by
the cadets through April 1st -

<table>
<thead>
<tr>
<th>Cadets with 0 demerits</th>
<th>1st Semester</th>
<th>2nd Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>476</td>
<td></td>
<td>550</td>
</tr>
<tr>
<td>Cadets with 1 to 19 demerits</td>
<td>286</td>
<td>244</td>
</tr>
<tr>
<td>Cadets with 20 to 29 demerits</td>
<td>142</td>
<td>67</td>
</tr>
<tr>
<td>Cadets with 40 to 59 demerits</td>
<td>34</td>
<td>14</td>
</tr>
<tr>
<td>Cadets with 60 to 64 demerits</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Cadets with 67 to 84 demerits</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Cadets over 85 demerits</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

During the first semester there were only two cadets
who exceeded the demerit limit, and so far none during the
second semester. There were cadets were required by the President
to withdraw for violation of the hazing pledge. During the
session, five cadets have deserted college.

On April 9th and 10th we had the annual inspection
of the corps and of barracks by the War Department. The pre-
liminary R.O.T.C. inspection was made in February, resulting
in Clemson being recommended for a general inspection later in
the spring. Though we have not yet been notified of the result
of this latter inspection, and have no information as to the
officers' grading, I have no fear but that we will again attain
the distinction of a "Distinguished Military College." The
cadets showed up to splendid advantage in every detail.

As a result of my policy to allow certain upper classmen
to live out of the barracks as "day students" or "special
students," we now have forty-three of these living in various
places in the community. Of this number nine continue to take
their meals in the messhall.

The Health of the Corps:

It is with deep regret that I report to you the death
of Cadet J. N. Tolbert of Greenwood County in the college
hospital on December 21st, 1925, of meningitis. The young man
had been ill for several days, and his parents had been
notified. They came to the college, bringing with them their
family physician. His trouble was diagnosed as meningitis,
and although everything possible was done, we could not
save him.

With the exception of this case we have had no other
serious illness among the students. However, again this year
we had an epidemic of mumps after Christmas, and a little
later quite a number of cases of influenza. With the passing
of winter and the coming of warmer days, the influenza has
disappeared. We continue to have a few cases of mumps.

Dr. Lee W. Milford, who took charge of the cadet hospital on January 4th, is showing up well. He is a young man about thirty-five years of age, of pleasing personality and genial manners, and is liked by the cadets. He has a warm, human attitude in his dealings with the boys and we have had no complaints regarding his treatment of them. I trust that our troubles along that score are at an end.

It is with sorrow that I report to you officially the death of Mrs. Inez Sledge Bryan on December 27th, 1925. Mrs. Bryan was the wife of Prof. A. B. Bryan, now Agricultural Editor in the Extension Division. Mrs. Bryan was sick for about ten days and died in Atlanta, where she had gone to spend Christmas. Her malady was diagnosed as "sleeping sickness."

She will be greatly missed in all phases of the college activities.

Athletics:

As you have seen from the papers, we have been subjected to considerable criticism regarding our athletics, particularly in regard to the football record. Our record during the past season was disastrous, and I have not yet come to the real trouble. I am giving the matter deep consideration and hope to be able to write you something definite at your June meeting.

It is possible that I shall make some changes in the organization of athletics, but am not ready as yet to make public the nature of this change.

We employed an additional coach this year, Mr. M. P. Gillam. Mr. Gillam is a full-time coach and fits in well with Clemson conditions.
The Cadet Mess:
Throughout the past session we have kept the price of board at $17.50 per month. However, it seems that we are not able to meet all expenses at this figure. Food prices have continued to increase, and we will next year raise our table board to $18.50 per month, as has been previously authorized by your body. It is likely that we will have a small deficit on this item with the close of the present session. I trust that with the additional raise next session to $18.50 we will be able to furnish a more varied board and keep within the figure.

Uniforms:
During the past session the cadets have worn the newly adopted dress coat of blue material with a roll collar. They are pleased with the coat, especially since it has no stiff collar.

The Finance Committee met in Columbia on March 18th and awarded the contract for the uniforms for next session. Again we have given the contract to William C. Rowland of Philadelphia.

Fiscal Affairs:
On April 1st the fertilizer tax was $193,613.71. The receipts on April 23rd, 1925, totalled $212,365.65, and on April 22, 1924, they were $212,140.00. Our budget with the legislature was predicated on a fertilizer tax of $225,000.00, which amount will hardly be reached. The amount received for rents and interest will also likely be reduced.

Last year our legislative appropriation was applied entirely to salaries. The same policy will be followed this year, with the exception of the two items specifically requested for rebuilding the agricultural hall, $38,926.31, and for additional equipment to replace that lost in the
agricultural hall fire, $37,500.11. At the June meeting, 1925, the budget was so designed that we had no balance on hand on December 31st, as had been arranged for during preceding years. We deemed it wiser when we came to ask the legislature for money in January that our books should show no balance, even though this balance was for the purpose of carrying us through the first half of our fiscal year, which is different from that of the State.

The Extension Service:

Dr. Long of the Extension Service is very much worried over the apparent encroachment of the Smith-Hughes forces into the Smith-Lever work. Sometime ago he submitted to me for approval an agreement which he had drawn up, and which had met with the approval of the authors of the two bills. I approved this agreement and we submitted it to the State Superintendent of Education, Mr. Hope, and to Prof. Peterson, in charge of the Smith-Hughes work in South Carolina, for their approval. So far we have not been able to get their signatures to the agreement, nor have they offer any modifications to the same.

I wish to quote the following from Dr. Long's report to me on this subject -

"The work of the Smith-Lever and Smith-Hughes forces is so similar in many respects that it is difficult for the people to differentiate between them. It is very necessary that the people have a very definite understanding of the duties of the two organizations; otherwise they will think there is duplication of the work - thus the appropriation of either may be endangered. Appreciating this fact, the Extension Service prepared an agreement setting forth the duties of each organization which met the approval of the authors of the two bills, and it was submitted several months ago to Superintendent Hope and Director Peterson. Up to this time they have given no evidence that they intend to sign the agreement, nor will they offer any modifications. The Smith-Hughes teachers are invading every field of agriculture, both of an experimental and extension character, and unless some agreement is reached in an impartial and patriotic way the two organizations will be forced into partisan politics which will destroy one or both of the organizations."
"The Director of Extension of Alabama has just written me that a man has announced his candidacy for the Commissioner of Agriculture in that state, his chief plank in his platform being the abolition of the Extension Service and turning the funds over to the Smith-Hughes organization. This situation is likely to develop in South Carolina as well as in other states of the Union. It is unthinkable that the agricultural colleges will sit idly by and see the mouthpiece of their institutions devitalized by some other organization under the direction of the State Superintendent of Education, a political office. Since Superintendent Hope and Director Peterson show no disposition to settle this matter, I am recommending that you and the Board of Trustees request the Chairman of the State Board of Education for a hearing at an early date in order that a definite agreement maybe reached."

We do not want our extension work to suffer embarrassment or danger. In my recommendations I shall ask that you authorize a meeting in regard to this matter at an early date.

At your December meeting I submitted a number of recommendations affecting the extension division, some of them carrying the appropriation of funds. Since there was no quorum at that time, the eight members only approved these recommendations subject to ratification at this meeting. I shall later present for approval and appropriation these same recommendations.

The work of the extension division has progressed about as usual. The report of the year's work is included in your report to the General Assembly, and is full in nature.

Agricultural Research:

In your annual report to the Legislature is a summary of Prof. Barre's annual report of the work of agricultural research. The passage of the Purnell Bill has given great impetus to research work in agricultural economics and rural sociology and the work is developing rapidly. In this line the extension work in marketing and the teaching work have also assumed added importance. Directors Barre, Long and Calhoun think it wise that a Division of Agricultural Economics
and Rural Sociology be created to include the research, extension and teaching work along these lines. I shall recommend that such a position be created.

Prof. Barre thinks it necessary that the site for the Sand Hill Station be definitely selected before the June meeting of the Board. Although we plan to begin our buildings not earlier than the summer of 1926, any open land on the station should be planted in corn and forage so as to produce feed for the livestock for next winter and spring. There is a sub-committee of the Board to pass upon the site, and I shall ask that this committee be empowered to recommend to the Agricultural Committee, (which is the Board of Control of the Experiment Station,) a site for this station. The Agricultural Committee should also decide on a method for advertising the bids in money and donations of land for the location of the station.

In my recommendations I shall ask that we be allowed to budget for the Experiment Station $10,000.00 of the amount approved by the legislature for the reequipping of the burned agricultural building. Since this has already been appropriated by the legislature, a mere budgeting by the Board is all that is necessary to make the money available.

Since your last meeting we have had another meeting in the state in regard to rural electrification. The Chicago National Officer, Dr. A. E. White, came to South Carolina again in February for the purpose of organizing a State Committee to go further into the matter. Mr. Wannamaker has shown much interest in this project and has attended the meetings. At the Greenville meeting in February, the State Committee was appointed, with Prof. H. W. Barre as Chairman. On April 6th, 7th and 8th, a meeting of southern states was called in Montgomery, Alabama, bearing on the
same question. Mr. Wannamaker and Professors Barre, Earle and McAlister attended this meeting also. Prof. Barre thinks that as the project comes more and more before the people, and as the work progresses, the college must make some provision for financing the travel of its local committee. He asked that an appropriation of $500.00 be requested at this time, but I think this matter can properly be deferred until a later meeting.

Prof. Barre has also made certain recommendations in regard to building a house for the herdsman of the Animal Husbandry Division, contingent upon a new rental system being adopted for all employees of the college. This matter will come before the Board at its June meeting, and I shall therefore wait until that time to present to you his plan for building the additional residence.

Report of the Board of Health:

The report of the Board of Health was received in December, after your meeting in Columbia. In the main it compliments the college highly, calling attention to a few minor improvements that should be made. Should you care to have me read the report, I shall be very glad to do so.

The Board of Visitors:

This is the meeting at which the 1926 Board of Visitors should be elected. The inspection under the By-laws is made on the first Wednesday in May, which this year will be on May 6th.

For your convenience I have indicated below the congressional districts by counties, and have given also a list of the members who have been invited to serve on the Board during the past three years. There is one member to be selected from each congressional district –
The Housing Situation:

Prior to this meeting I submitted to the members of the Executive Committee and the Chairman of the Finance Committee my views in regard to the housing situation at Clemson. The situation at Clemson for housing the faculty and employees of such a character that a definite policy must be formulated if we are to hope to attract efficient and capable men for our faculty and to retain the promising young men now with us. The desire to own one’s home is inherent and this is especially true with men in the teaching profession, who after all can leave little to their families, due to moderate salaries as we are forced to offer them. To know that they have provided a home to shelter their families...
removes much anxiety and enables them to do their work with
greater enthusiasm and efficiency.

I do not believe it wise for the college to adopt the
policy of building houses for the faculty, as it entails
much cost in the original construction, and subsequent
repairs. Also, we lose the effect of interest and contentment
derived from ownership, which means permanency of faculty.
Unless some plan can be evolved enabling men to build homes
on college property, I very much fear that no large number
of those we desire to hold would be interested in property
surrounding the college. The distance in some directions,
and the high price of land demanded by certain owners would
deter men from buying. The larger part of the desirable area
available off the campus has already been purchased and
developed by employees of the college and others. There are
a number of factors necessarily involved if it be thought
wise to build homes on college grounds by members of the faculty.

In my recommendations I have included my wishes in
this respect. Since there is no appropriation involved,
I shall request that this policy go into effect at once, in
order that we may begin plans. It may be that some members
of the faculty may wish to erect homes at once.

Pension of Miss K. B. Trescot:

I wish to present again for your consideration the
question of continuing the pension of Miss K. B. Trescot,
the former Librarian.

Miss Trescot resigned her position on September 1, 1924,
as she was physically unable to continue the work. The Board
allowed her salary to continue under the By-laws at the rate
of half salary for nineteen months, these months representing
the number of years she has served the college. The nineteen months have expired. Miss Trescot has grown old and I understand needs the small amount which we have been paying her. I should regret very much to see this payment discontinued. The amount necessary for the pension for next year, $750.00, was included in my budget to the legislature, and has been approved. It will not therefore cost the college anything to keep up this small payment. In view of the fact that we contemplate changing the retirement regulation prescribed in the By-laws, and since these are not in force as regards other officers, I shall later recommend that Miss Trescot be pensioned at the rate of $62.50 per month for the next year, May 1, 1926 to May 1, 1927.

Proposed Changes in the Rental System:

It is my hope to have a more equitable system of rents on the college residences. To this end I appointed a committee to make a study of the present system, and to submit suggestions for changes. In my recommendations I shall ask that you accept the following proposed rental system, effective July 1st, - subject to modifications deemed necessary by the President when put into effect -

<table>
<thead>
<tr>
<th>Present Annual Rental</th>
<th>Proposed Annual Rental</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. M. Martin</td>
<td>$360.00</td>
</tr>
<tr>
<td>G. M. Furman</td>
<td>$360.00</td>
</tr>
<tr>
<td>S. B. Earle</td>
<td>$360.00</td>
</tr>
<tr>
<td>Surgeon</td>
<td>$360.00</td>
</tr>
<tr>
<td>D. H. Henry</td>
<td>$360.00</td>
</tr>
<tr>
<td>E. W. Sikes</td>
<td>$360.00</td>
</tr>
<tr>
<td>J. C. Littlejohn</td>
<td>$360.00</td>
</tr>
<tr>
<td>D. W. Daniel</td>
<td>$300.00</td>
</tr>
<tr>
<td>W. H. Mills</td>
<td>$320.00</td>
</tr>
<tr>
<td>W. W. Long</td>
<td>$300.00</td>
</tr>
<tr>
<td>J. M. Peck</td>
<td>$00.00</td>
</tr>
<tr>
<td>J. L. Marshell</td>
<td>$213.00</td>
</tr>
<tr>
<td>F. H. E. Calhoun</td>
<td>$200.00</td>
</tr>
<tr>
<td>J. G. Lindsay</td>
<td>$150.00</td>
</tr>
<tr>
<td>J. D. Harcombe</td>
<td>$150.00</td>
</tr>
</tbody>
</table>
These changes, however, are not to go into effect until the houses or apartments are vacated by the present occupants. In the event that a present occupant vacates the house or apartment now occupied by him and
remains in the employ of the college, we recommend that
his salary be increased by the difference between the
old rental on his house or apartment and the rental now
suggested in the new scale.

Additional Analyst for Fertilizer Inspection & Analysis:
The latter part of March Dr. R. N. Brackett informed
me that the work of fertilizer inspection and analysis was
so heavy that it would be necessary for him to employ an
additional analyst for three months. I gave him this
permission, authorizing him to employ Mr. R. M. Simpson
of Columbia at the rate of $200.00 per month. In my
recommendations I shall ask approval of my action, and also
an appropriation of $600.00 to cover Mr. Simpson's salary
for the above period.

Dr. Brackett also informs me that last year there
was a deficit of $200.00 on Mr. Robertson's salary, from
which we were paying Mr. Simpson in Mr. Robertson's place,
whereby we were not able to pay Mr. Simpson's entire salary.
I shall ask also that you appropriate this amount in
addition to cover this deficit.

Additional Trustees:
Since your last meeting two additional members have
been added to your number, - Mr. Paul Sanders, a Life
Trustee, succeeding Colonel M. L. Donaldson, and Mr. F. C.
Cope, who was appointed by the legislature to succeed Mr.
Tillman. Mr. Tillman was a member of the Agricultural and
Fertilizer Committees and his place is still vacant. Also,
it will be proper at this time for Mr. Sanders to be
appointed to membership on some of the standing committees.
Hearing of Mr. A. F. Gannon, et al:

Some days ago I received a request from Mr. A. F. Gannon asking that he be allowed to appear before the Board to present a report on certain demonstrations being carried on along poultry lines in McCormick County. I notified Mr. Gannon that he and his friends would be given a hearing before the Board, and asked that he send me in advance a report covering his desires and plans. This he did, and I have the report here for your information. Mr. Gannon and his friends are present to appear before you to explain their proposition.

Committee on Organization and Correlation:

Being desirous of acquiring a more intimate knowledge of the business methods of the college and of being able therefrom to make readjustments and coordinations where considered necessary, early in January I appointed the following Committee to study conditions and make a report to me:

Dr. W. W. Long, Chairman; Prof. H. W. Barber; Col. O. R. Cole; Mr. S. W. Evans; Mr. J. C. Littlejohn

For your information I desire to include their report in full in this report. Each member was sent a copy in advance of the meeting, therefore unless you desire it, I shall not read it now. The Committee makes a number of recommendations for changes and improvements, some of which I shall include at this meeting. Others I may present later.

After the report to the Board was in readiness, I received from this Committee an additional report on the question of Group Insurance and Retirement through the Carnegie Foundation. This is added as an appendix to their full report.

Respectfully submitted,

E. W. Sikes, President
REPORT OF COMMITTEE ON ORGANIZATION AND CORRELATION.

Your Committee on Organization and Correlation respectfully submit their report based on your letter of January 12, 1926. Your Committee realizes that many of the changes herein suggested were contemplated by the late President Riggs. The knowledge of this fact strengthens the belief of the Committee that these recommendations are wise and necessary. The Committee appreciates that in reorganizing and correlating the affairs of an institution or corporation that the character of organization depends upon the type of duties the President is to perform. The Committee thoroughly understands that the President in the last analysis is responsible for the successful administration of every office, division and department of the college. The Committee has been informed by the President that the Board of Trustees is anxious for him to appear frequently before the general public to inform it of the many advantages and opportunities offered by the college to the young men of the State in securing an agricultural, engineering and industrial education. The Committee has had in mind to perfect an organization where the President could go at will and the wheels of business as well as teaching would continue efficiently to revolve.

In considering some of the changes recommended below, the Committee has not been unmindful of the comfort and convenience of the faculty, employees and laborers. The Committee realizes that all employees show a greater enthusiasm, interest and contentment when they appreciate that their superior officers are mindful of their welfare.

The recommendations are submitted and will be presented in which they are most deeply concerned, in certain activities...
in detail under the following heads:

1. Employment of a Dean of the College.
2. Employment of a Director of Athletics.
3. Employment of a Business Manager.
4. Combination of Engineering and Textile Departments.
5. Creation of a Division of Grounds, Roads and Hauling.
6. Salary and Training of Faculty.
7. The Signing of Vouchers by the President.
8. Reports of Teachers and Officers.
9. Report Relative to a Department of Arts and Sciences.
13. Transferring Fire Apparatus from Engineering Department to Military Department.
15. Installation of Lights and Necessary Sanitary Equipment in Homes of White Laborers.

1. The Employment of A Dean:

With a growing student body many educational problems confront the institution. Between the departments there should be close cooperation and a unity of purpose. Entering classes equalling about 40 percent of the student body demands consideration as to how they may be more effectively assimilated. A transfer from high school to college is often abrupt and the freshmen must be guided and helped. The college must work in close cooperation with the public schools. There should be a multiplication of contacts between teacher and student lest we lose sight of the individual. There must be thorough cooperation and coordination of the work where more than one department is concerned.

Clemson's present teaching organization is one made up of more or less independent schools in which a single student during his college course may take work in every school save one. The men who head these schools or departments may in their zeal lose sight of this fact in furthering the interest in which they are most deeply concerned. In certain activities
the college has made its impression upon the people of the state, and the friends of the institution are no doubt looking forward to the time when the educational work as a whole should be second to none. There is a feeling that conditions are now most favorable to a great forward movement.

There should be some one who could devote all of his time and attention to all the teaching work of the college. A first-class educator with "horse sense," - one who is in sympathy with our type of education; one who is patient and sympathetic with young men; one with a broad vision; - might be selected to fill the position of Dean of the College and be responsible for this most important phase of the work of the institution.

The Committee recommends that as soon as practicable there should be employed a Dean of the College, whose duties would in general be outlined in the following necessary addition to the By-laws -

The Dean of the College:

The Dean of the College shall be the representative of the President in the supervision of the teaching work of the college, including the Library. He shall devise ways and means of promoting the effectiveness of instruction. He shall advise with the President and with Directors of Departments, and shall be responsible for keeping the scholastic work of the whole institution on a high plane.

He shall concern himself with the scholastic welfare of individual students and shall hold conferences with students for the purpose of advising, commanding or reproving in accordance with the rules of the faculty. He shall also conduct correspondence with parents and students concerning class standing and similar matters.

He shall be in charge of the schedules for classes and of examinations.

He shall be responsible for the enforcement of the rules of the faculty governing class work for students.

2. The Employment of a Director of Athletics:

The Committee realizes that the athletic situation
has caused much criticism and has placed the college in an unenviable light. It is the sense of this Committee that a Director of Athletics shall be employed and shall have the same standing and recognition as any other Director of the institution. He will employ the necessary coaches and provide a course in physical culture for the student body. Inasmuch as the head coach at the different institutions throughout the country is paid a salary in many cases more than directors and professors, it might be necessary to pay the Director of Athletics a salary less than is being paid the head coach, and a salary in keeping with the salaries paid the other Directors of the college. This would be around $3,500.

3. The Employment of A Business Manager:

The modern Land Grant College with its many and varied activities might be likened unto a great public service corporation expending large sums of money. Just as a Dean may be necessary for the teaching work, so should a Business Manager bear the same relation to the business side of the college. We are looking forward to a period of expansion and growth, and cannot afford to overlook our organization from a business point of view.

The Business Manager should work in close cooperation with the Treasurer of the college; he should relieve the President of much detail work; he should have under his supervision many activities not at present under a Director; and also be able to relieve certain teachers from much detail connected with outside work so as to permit them to devote full time to their most important tasks.

The President of the University of North Carolina states -
"The University has had for some years now a Business Manager who is in general charge of the whole business side of its activities; namely, the upkeep and operation of its plant, including dormitories, class rooms, buildings, dining halls, power plant, and so forth. With the fixing of salaries, of the allotment of new men to the departments, and with purely educational aspects of University finance, naturally the Business Manager has no power. I certainly feel that such a position pays for itself many times over."

In addition to having general supervision over several non-teaching activities, the Business Manager should help prepare the annual budgets; he should prepare for the President useful data regarding the cost of teaching; and in general be the representative of the President in dealing with business affairs.

In certain of the activities which may be assigned the Business Manager, such as the power station, problems will arise from time to time requiring the need of expert technical advice and assistance. In determining the kind of coal best suited for the plant, in the purchase of machinery, etc., the services of a mechanical or electrical engineer will be necessary. Also, the apparatus in the power station is used by the students for experimental purposes. This will necessitate having the Director of the Engineering Department continue to have charge of the power station proper, or be retained in a consulting capacity.

In the work of the Construction and Repair Division the Professor of Architecture should continue as College Architect, but be relieved of the detail work in connection with the J. & R. Division.

The Committee recommends the employment of a Business Manager, and the following suggested addition to the By-laws outlines the duties of the Business Manager -

The Business Manager:

The Business Manager shall serve as the representative of the President in the supervision of all strictly business operations of all branches of the college not designated to the Directors, the Treasurer or other officers. It shall be
his duty to cooperate to the fullest extent with the
Treasurer of the college and with the other administrative
officers to obtain and maintain the maximum of efficiency
in these operations. He shall be expected to act freely
and responsibly in his field of labor and shall have
control of all officers and employees under his supervision,
with authority to make such changes in personnel in his
field of activities at any time as he may think consistent
with the best interests of the college, subject to the
approval of the President. He shall make nominations to
the President for the employment of officers under his
supervision.

The Business Manager shall have the same rank and
perform the duties outlined in the By-laws as a Director
of a Department, except as otherwise specified. He shall
be the purchasing agent for all activities under his super-
vision, and as such shall pass upon all requisitions, sign
all orders and approve all bills chargeable to these
activities. He shall maintain for these activities such
system of bookkeeping as has been prescribed by the Finance
Committee.

The Business Manager shall have supervision of and
be responsible to the President for the following:

1. The heating and power plant and other services to
   the college buildings, including heat, light, power,
   water, and sewerage of the entire corporation.

2. The upkeep and repairs to all college buildings and
   residences.

3. The student mess shall, the student laundry and the
   Clemson College Hotel.

4. The campus, grounds, roads, walks and hauling of
   materials from the freight station.

5. He shall with the advice of the President or other
   officers designated by the President, assign college resi-
   dences to officers and employees.

In the performance of these duties he shall advise
freely with the President and with the individuals actively
in charge of the activities.

He shall collect and consolidate for the President
the annual inventories of the college.

He shall assist the President and the Treasurer in
the preparation of the budgets for the Board of Trustees.

The Business Manager shall be the representative of
the President in the supervision of the construction of new
buildings on the campus. The supervision of such con-
struction shall be conducted in accordance with existing or
future contracts or agreements between the Board of Trustees
and the College Architect.

In the construction of new buildings, the President
shall appoint a Building Committee of the faculty, consisting
of the Business Manager, the College Architect, the Director
of the Engineering Department and the Director of the Department concerned. The Building Committee shall be responsible to the President for the planning and construction of new buildings to serve the best interests of the college. Any changes or alterations in the plans of any new buildings or of its permanent equipment shall be approved by the Building Committee and ratified by the President.

4. Combination of Engineering and Textile Departments:

The organization of a college like Clemson should depend largely upon the major functions of the institution. Being a Land Grant College, its two greatest fields of activity are agriculture and engineering, and these will no doubt continue to remain such.

The development and expansion of the textile industry in our state brings to the college a great opportunity to serve further the two great industries of our state—agriculture and cotton manufacturing. The establishment of an engineering experiment station on a working basis whose major projects should be textiles and road building, would give Clemson the leading place in this field, and at the same time make the college more valuable to the people of the state. The work relating directly to agriculture is best grouped in a single department, but not so in engineering.

The Engineering Department and the Textile Department have much in common. It is believed that if these two were combined so as to include all engineering work, it would make for greater efficiency and economy, and at the same time broaden the field of activity and usefulness. There is no more reason why architecture or civil engineering should be separate departments than for a separate Textile Department.

Transferring the non-teaching activities of the Director of the Engineering Department to the Business Manager would enable two allied units of our organization to be
consolidated under the leadership of the Engineering Director. The present Director of the Textile Department could be continued as Professor of Textile Chemistry and Dyeing without a reduction in salary, and when the opportunity presents itself, all engineering could be housed in an engineering group of buildings. It is thought by many that the present Textile Department is not measuring up to its opportunities, and this Committee recommends that steps should be taken as early as possible to make the textile work of the college an asset to the state's largest manufacturing activity.

The Committee therefore recommends that steps be taken as soon as possible to consolidate the Engineering Department and the Textile Department, and that the organization be placed in charge of the present Director of the Engineering Department, Professor S. B. Earle.

The Committee further recommends that Professor W. S. Bogdett be retained at his present salary as Professor of Textile Chemistry and Dyeing.

The Committee further recommends that Professors Earle and Lee be relieved of certain non-teaching activities in connection with the heat, light and water, and the Construction and Repair Division, so as to enable these two men to devote their full time to the most important phase of college work—namely teaching.

Should this recommendation be adopted the By-laws should be changed to read as follows:

Sec. 68: The college shall include six departments—namely, 1. Agriculture; 2. Engineering; 3. Chemical; 4. Academic; 5. Military; 6. Student Affairs. A Director shall preside over each department except as otherwise provided.

Sec. 70: The Engineering Department shall embrace the following Divisions—Mechanical Engineering, Electrical Engineering, Civil Engineering, Drawing, Designing and
Architecture, forge and Foundry, Machine Shop, Wood Shop, Carding and Spinning, Weaving and Designing, Chemistry and Dyeing, Industrial Education and such other related Divisions as the Board may from time to time add hereto.

Sec. 70b: Repeal this paragraph. See By-law suggested for Business Manager.

Sec. 71f: Repeal this paragraph, as it has been included in Sec. 70 above.

5. Creation of a Division of Grounds, Roads and Hauling: Owing to the rapid development of the horticultural interests in the state and the necessity for reliable and efficient research work, your Committee believes that Prof. Newman is not qualified by training or experience to perform this work satisfactorily, nor is he entirely satisfactory as an extension man in horticulture. Your Committee believes that Professor Newman teaches some horticultural subjects efficiently and that he is a good landscape gardener and floriculturist, and handles his labor in such a manner as to get work done well, although in some cases at an excessive cost. He deserves credit for the manner in which he has built up the campus and beautified the grounds. The campus and roads and hauling make a natural unit in administration that we think should be together under one man. We recommend that Professor Newman be relieved of his present position as head of the Division of Horticulture and be placed in charge of a Division of Grounds, Roads and Hauling. We recommend further that Professor Newman be retained as a Professor of Horticulture and be required to teach certain courses in vegetable growing, landscape gardening of floriculture, this teaching to be under the general supervision of the new head of the Horticultural Division. We believe that Professor Newman's salary should remain as at present.

Should this change be made the following salary and wage scale will apply -
<table>
<thead>
<tr>
<th>Part salary, C. C. Newman</th>
<th>$1,250.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full salary, C. C. Newman</td>
<td>$3,250.00</td>
</tr>
<tr>
<td>Full salary, J. P. Lewis position</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Campus Labor - Half-time foreman(Pickett)</td>
<td>$660.00</td>
</tr>
<tr>
<td>Common labor</td>
<td>$2,340.00</td>
</tr>
<tr>
<td>Common labor (truck drivers for roads &amp; hauling)</td>
<td>$2,800.00</td>
</tr>
<tr>
<td>New head of Horticultural Division</td>
<td></td>
</tr>
<tr>
<td>1/3 salary from college sources</td>
<td>$1,200.00</td>
</tr>
<tr>
<td>Proposed Outlay</td>
<td>$7,950.00</td>
</tr>
</tbody>
</table>

Necessary increase in appropriation from college sources | $1,700.00 |

To make the By-laws conform to these recommendations, they should be adopted. Section 78 should be amended to read -

Sec. 78: The Division of Grounds, Roads and Hauling; the Division of Public Utilities (formerly known as Heat, Light and Water, and Construction and Repair); and the Cadet Messhall and Laundry shall be under the supervision of the Business Manager.

Sec.78a: All other lines of work not included in any of the aforesaid departments shall be directly under the President or his authorized representative.

6. Salary and Training of Faculty:

To make a study of the salaries paid by the various state colleges in a comparatively simple matter. It is also easy to determine the maximum, the average, the median average or the minimum for such a group; but for a College President or a Board of Trustees to decide which individual merits a given salary is a task of no small magnitude.

It should be noted at the outset that there seems to be no such thing as a uniform salary scale in an institution having a number of very different departments as we have at Clemson. Too many factors enter to make such a scheme possible; for certain departments must to an extent at least meet the competition of the commercial world
and they must have men with sound scientific training, good judgment, tact and experience, such as will fit them for teaching, for research work and for meeting the public as an extension worker. In certain divisions and departments of the college the teachers may have three months vacation, while in others one month or less is customary. That intangible quality - the personality of the individual - also enters to complicate further the making of a uniform salary scale. The college should meet the heads of divisions and departments with the strongest men available and pay whatever is necessary, within reason, to get and to hold such individuals. Subordinate positions may then be filled with younger and inexperienced assistants who should under the guidance of the division head produce the desired results. These younger men may under proper guidance make up for lack of experience in initiative and enthusiasm. It should probably not be the policy to retain in a subordinate position the type of individual who is content to remain at a medium or low salary. Most of the young assistants should be encouraged to pass on after a year or two for further preparation and experience, and be available as more competent men later, if desired. The modern tendency in selecting teachers, especially in the secondary schools, is to place great stress upon the individual's training for teaching. Just as a young college graduate entering the employ of a concern such as the General Electric Company would be expected to have a thorough training in the fundamentals of mechanical and electrical engineering, so should it be expected of the young teacher to be trained in fundamentals of "how to teach." In addition the personality and the native ability are also of prime importance. be worthy of careful consideration in determining
Promotions to higher positions and increases in salaries should therefore be based not only on experience and personality, which is an intangible quality, but also on additional training for the position. In institutions accredited by the various college associations, the following standard has been fixed as the goal:

"Training of Faculty: The training of the faculty of professorial rank should include at least two years of study in their respective fields of teaching in a fully organized and recognized graduate school. The training of a head of a department should be equivalent to that required for the doctor's degree or should represent a corresponding professional or technical training."

The fact that in our institutions today are many of the older men with years of valuable experience and who entered the teaching field at a time when professional training was unknown, cannot be overlooked. It is these men who have a sympathetic and real understanding of the thinking and the attitude of college students. Their training has come through long years of experience. The changing conditions and the accessibility of graduate schools mean that we should no longer expect an inexperienced person to start afresh, but he should be trained and should have carefully studied a digest of the valuable teaching experience of those who have preceded him. In the engineering end possibly some other professions it is neither feasible nor desirable to prolong graduate training as in some other lines.

For these men the commercial fields offer excellent training, provided the prospects of larger salaries do not tempt them to forego teaching. Some of the large manufacturing concerns operate the equivalent of summer schools for college professors.

The question of salaries for college professors seems always to evoke much discussion, but these preliminary statements should be worthy of careful consideration in determining
a policy of vital importance to the welfare of a college.

The average college teacher is not primarily interested in making money, but he is interested that his wage shall insure him reasonable standards of living, a chance to improve his professional training, and an opportunity to provide for old age and dependents.

The Committee does not make any specific recommendations, but it does feel the need of adopting some definite policy if we expect to maintain our place in the educational world. If a policy were formulated both the college and its employees would know what each expects of the other.

The table headed "Salaries in Southern Colleges and Universities" shows how the maximum and the average salaries at Clemson compare with the leading state colleges and universities in the South.

Salaries at Southern State Institutions.

<table>
<thead>
<tr>
<th></th>
<th>Clemson Average</th>
<th>Southern Average</th>
<th>Percent Clemson Below Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors</td>
<td>$3,791.00</td>
<td>$4,219.00</td>
<td>11% lower</td>
</tr>
<tr>
<td>Professors</td>
<td>$2,836.00</td>
<td>$3,392.00</td>
<td>16% lower</td>
</tr>
<tr>
<td>Assoc. Prof's</td>
<td>$2,336.00</td>
<td>$2,727.00</td>
<td>13% lower</td>
</tr>
<tr>
<td>Asst. Prof's</td>
<td>$2,115.00</td>
<td>$2,241.00</td>
<td>5% lower</td>
</tr>
<tr>
<td>Instructors</td>
<td>$1,736.00</td>
<td>$1,680.00</td>
<td>3% higher</td>
</tr>
</tbody>
</table>

We are furnishing a detailed table of Southern Colleges and Universities giving the maximum and average salaries at each of the institutions.
7. The Signing of Vouchers by the President:

Under the present arrangement the President performs much routine work in the signing of all vouchers. For example, the President is required to sign approximately 3,600 salary vouchers during a year. In the making up of the budgets, the Directors, the President and the other business officers prepare a detailed budget covering all expenses. This itemized budget is also approved by the Trustees.

To relieve the President of much detail it is suggested that before an expenditure is authorized a requisition in duplicate, and possibly giving more information than the one made by Directors and others in charge of college work for used at present, be presented to the President. When such a requisition is approved the original should be returned to the Director as at present, and the duplicate should be filed with the Treasurer. The party may then proceed with the expenditure and the Treasurer issue a check based upon the itemized voucher and the duplicate requisition signed by the President, sort of his work. In recent years the officers of the college have approved the nature of the expenditures in the various divisions of the college with a minimum amount of detail.

Certain papers might require the signature of the President, and it might be advisable for him to sign while vouchers whose totals exceed a certain figure, but at the present time the signing of many of the vouchers is merely perfunctory.

The Committee recommends that the President be relieved of the detail work connected with the signing of vouchers, and that Sections 24, 25 and 31 of the By-laws be changed as follows -
Sections 24 and 28: Before an expenditure of any funds appropriated by the Board of Trustees can be made, a requisition must be approved by the President. The requisition must give sufficient information to be understood by the President and indicate as nearly as possible the amount to be expended, the item or items of appropriation involved, approximately the funds available for payment, and whether or not the payment will overdraw the appropriation. The President shall not approve any requisition after the amounts appropriated therefor have become exhausted. After approving a requisition the President shall return the original to the Director or other college officer concerned, and the duplicate to the Treasurer of the college. Approval of a requisition by the President shall be authority for the expenditure of the funds. The Treasurer of the college upon receipt of voucher containing the requisition number, and the approval of the Director or other officer empowered to expend the funds, shall issue a check therefor in payment.

Sec. 41: The President shall pass upon all requisitions made by Directors and others in charge of college work for the expenditure of any funds. He shall approve only such requisitions as are covered by appropriations made by the Board of Trustees.

8. Reports of Teachers and Officers:

Your Committee is also of the opinion that there should be uniformity in the filing of daily reports of business and notes to the President, Section 40 of the By-Laws reads: "Weekly report of his work. In recent years the officers of the college who do no teaching were also required to file a weekly report on the same card used by the teachers. This report form no longer serves the purpose for which it was intended, because the college has grown and it is impossible for the President to devote sufficient time to the study of approximately a hundred reports cards to secure worthwhile information. The President must, as in other matters, depend upon the Directors to see that the teachers and officers efficiently perform their duties. Instead of this weekly card, your Committee recommends the following -

(a) That all persons who devote their time in full or in part to teaching forward to the executive offices at the beginning of each semester a schedule of their work on such
forms as may be prescribed by the President. At the end of the semester a more detailed report covering their activities be forwarded with the final grades - this latter report to furnish such information required by the President to enable him to judge of the efficiency and regularity of the work done.

(b) That all elected officers who do no teaching, except stenographers and clerical workers, forward to the executive offices a schedule on a prescribed form of their duties - these reports to be filed during the first week in September, the first week in February, and the first week in June.

(c) That all stenographers and clerical workers shall file monthly with their Directors an accurate report of their work on a prescribed form.

Your Committee is also of the opinion that there should be uniformity in the making of daily reports of absences and lates to the Commandant. Section 75c of the By-laws reads -

"The teachers ** and shall report daily to the Commandant, cadets who are late and absent from classes, and any violation of the Regulations coming under their notice."

Some teachers make this report each day, regardless of whether or not they have anything to report, while others file a report only when they have students absent or late. The practice should be uniform throughout the year.

Last spring the faculty voted to make these reports only when there were matters to report, but some Directors ruled that the By-laws required that reports be made daily, and others ruled that they should be made only when there were absences or lates.

For the benefit of those who handle these reports in the Commandant's office, the Committee suggests uniformity throughout the college.
In the event it is decided to abandon the weekly report in favor of a semester report, Section 40 of the By-laws should be changed to read as follows -

Sec. 40: All teachers and officers located at the college shall furnish periodically an accurate record of their work on a prescribed form. Such records shall be made through the Director to the President at the beginning of each semester and in addition these teachers and officers employed during the summer vacation months shall furnish a third report the first week in June.

Stenographers and clerical workers shall make a monthly report on a prescribed form which shall be kept on file in the offices of the Directors.

9. Report Relative to A Department of Arts and Sciences:

In considering the college as a whole, the Committee realizes that there are certain subject-matter divisions, such as physics and geology, which have little in common with other divisions in the departments in which they are included. These divisions are service divisions and teach students of all departments. The same is true of the chemistry department and the academic department. In the interest of efficiency and economy, the Committee believes that it would be well to look forward to combining the present academic department with the teaching work in Chemistry, together with the division of geology, into a large service department of Arts and Sciences.

Your Committee recommends, therefore, that at such time as the President and the Board of Trustees deem wise, a Department of Arts and Sciences be created, this department to include the academic subjects physics and geology, and the teaching of chemistry.

When this is done we suggest that you seriously consider the advisability of placing the analytical work in chemistry connected with the fertilizer inspection and analysis under the supervision of the Director of the Experiment Station.
The fertilizer chemists are already doing the analytical work for the research workers in the Experiment Station, and are drawing part of their salaries from Experiment Station sources, so it would seem in the interest of efficiency and economy to combine these phases of the work under one Director.

10. Production of Vegetables for Student Body:

Your Committee recommends that the college do not undertake the production of vegetables on an extensive scale at the present time. Our reasons for this recommendation are as follows:

1. According to Captain Harcombe's statements made to the Committee, there are very few vegetables that can be utilized to advantage in feeding Clemson students. These are potatoes, sweet potatoes, green peppers, onions, carrots, celery, head lettuce, tomatoes, snap beans, turnip salad, etc.

2. Such vegetables as snap beans, green peppers, head lettuce, tomatoes, carrots, could not be furnished for a long enough time in the spring before school closes to make their production worth while. In order to produce these vegetables for fall use, an irrigation plant would be necessary, and we doubt the advisability of this at the present time.

3. During the year of 1924-1925, the mess paid $3,459.90 for vegetables, including potatoes and peas. Captain Harcombe does not believe that he could use to advantage a very much larger quantity of these than was consumed during this period. The cost of producing the amount (as estimated by Professor Newman and Captain Harcombe) that could be used to advantage totals $4,840.00, besides the equipment which would be needed and cost an additional $20,000.00. These figures for 1924-1925 include the high prices paid for such vegetables as celery and head lettuce in mid-winter when
they could not be produced locally. From these costs and estimates it does not seem to your Committee that it would be either practical or economical to attempt to grow all of the vegetables consumed by the college mess.

In this connection the Committee feels that you will be interested in certain statements in the report of Mr. S. L. Jeffords, Extension Agronomist, who visited Winthrop and made an intelligent investigation of the producing and furnishing of vegetables to the student body of that institution. These follow:

"Regarding garden products practically all green vegetables and fresh potatoes are furnished for the summer school students. For the winter school students only about two weeks in May and two to three weeks in the fall term, are garden products furnished. In this case all of the garden products are not furnished by the farm during the above period of time, but the amount is supplemented by purchase from wholesale grocery firms. The amount of sweet potatoes furnished the winter school students is only limited to the storage capacity of the curing house on the college farm. The agricultural teacher stated that the limiting factors in furnishing garden products for winter farm students is limited - (1) by lack of sufficient labor on the farm; and (2) by cold storage opacity; and (3) by the unwillingness of the matron in charge of the messhall to depend on the farm for the entire supply.

The matron stated that the amount of vegetables delivered from the farm was a waste that varied from 25 to 40 percent. She also stated that she considered the garden products from the farm as only being of value about the last two weeks in the spring term for the winter students; that those delivered in the fall were of even poorer quality, and in her opinion sweet potatoes were the only garden product that came up to the commercial products that she used in the mess kitchen. Another criticism she had of the college garden products was that it took extra labor to call the vegetables produced on the farm previous to their preparation for use on the table. She was entirely satisfied with the beef, pork, dairy and poultry products supplied from the farm as regards their comparative quality with those secured on the market."

College has never been able to undertake any experimental or investigational work or to give a satisfactory course in poultry husbandry for the want of a modern poultry plant. This can be done by Mr. Patrick with the present farm turnips by the Farms Division of the Experiment Station.
Your Committee appointed a sub-committee of college equipment and probably at less cost than if a separate organization were set up for the purpose. This matter can be handled by the mess officer and the Business Manager in cooperation with the Head of the Farms Division and the Director of the Experiment Station, the approximate amounts of each product and the price to be paid to be agreed to in advance of the planting season.

11. Establishment of A Poultry Plant In Division of Animal Husbandry:

Your Committee appreciates that poultry husbandry is constantly increasing in importance in this state. Four years ago South Carolina shipped its first carload of poultry. The second year twenty-three cars were shipped. Last year seventy-eight cars were disposed of in the eastern market. This year there will be at least 150 cars, if not more, offered for market. There are a number of hatcheries located in different sections of the state ranging from 1,000 to 10,000 egg capacity. An egg-laying contest of a national character involving an expenditure of some $25,000 is now being conducted at McCormick. Thousands of dollars for equipment are being expended by a great many farmers throughout the state. Poultry is playing an important part in adding to the revenue of hundreds of our farmers. Your Committee is of the opinion that it is absolutely necessary that the college place itself in the position not only to encourage but to render intelligent assistance to those who are engaged in establishing this important industry. Clemson College has never been able to undertake any experimental or investigational work or to give a satisfactory course in poultry husbandry for the want of a modern poultry plant. It is the only institution of its character in the South that has not established a poultry plant.
Your Committee appointed a sub-committee of college and extension men who made a special study of poultry plants for egg production, and for teaching and experimental purposes. This sub-committee sent a questionnaire to a large number of agricultural colleges seeking information as to the size of plant necessary to provide eggs for 1,000 students, to furnish flocks for teaching and judging purposes and a limited amount of experimental work.

Information gathered from these questionnaires and from other sources indicated that the majority of the agricultural colleges maintain poultry plants and find them as necessary and as profitable as other livestock enterprises.

The average size of the plants studied comprised thirty-one acres of land and cared for 2,063 hens, the cost of the equipment averaging $16,166.00.

After carefully considering all of the information available and applying this to the conditions existing at Clemson, the Committee is of the opinion that a plant here could comprise about fifteen acres and include about 1,500 hens. To main a 1,500 hen flock would require raising from 3,000 to 4,000 each year.

The total estimated cost for equipping such a plant here and operating it for one year would be as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>House for plant foreman</td>
<td>$2,600.00</td>
</tr>
<tr>
<td>Fencing</td>
<td></td>
</tr>
<tr>
<td>Laying houses</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Brooder houses</td>
<td></td>
</tr>
<tr>
<td>Water and electric lines</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Equipment (brooders, incubators, feeders, etc)</td>
<td>$1,700.00</td>
</tr>
<tr>
<td>Stock (1,500 hens)</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Salary of foreman</td>
<td>$1,500.00</td>
</tr>
<tr>
<td>Feed and other supplies</td>
<td>$2,100.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$15,000.00</strong></td>
</tr>
</tbody>
</table>

After the plant is established and operated for one year the income from eggs and surplus chickens should
pay all cost of operation except the salary of the foreman. The cost to the college therefore should not exceed $1,500 per year after the first year.

The initial cost of a plant of course seems large, but the Committee believes that the Board of Trustees will appreciate the necessity for having a fully equipped plant at the outset if we are to succeed in the important undertaking. A residence for the foreman would be necessary at the outset, because the plant is planned so as to occupy the full time of one man and it will be necessary for him to be on hand day and night, especially during the season when he is running the incubators and raising chickens.

The sub-committee looked over the farms and available land with a view of finding a suitable site for a poultry plant and found two locations which are suitable.

These are in the Harper Field near the hay-shed and a site on the upper end of the pasture field about a half-mile south of the wireless station. Both of these sites seem well suited for such a plant and we believe either would be satisfactory. The interests of the farms and the other divisions of the college and Experiment Station will of course need to be taken into consideration in making the final selection.

The sub-committee also drew up a tentative plan for laying out a plant and this is appended, together with their full report for your information.

12. Furnishing Power by Southern Power Company:

The Committee appreciates that if the college is to grow and develop, the electric power to meet this growth and to meet even the present demands, must be increased. So that and it invited Colonel Fox of the Southern Power Company to confer with the President, the Director of Engineering and faculty or any visitors on the campus, to say nothing of their
this Committee to ascertain if the company would be interested in coming to Clemson. After a general discussion Colonel Fox manifested considerable interest, and Director Earle was requested by Colonel Fox and President Sikes to furnish the necessary information for a basis to determine the question of cost and the feasibility of the college securing power from this Southern Power Company.

The Committee feels that in as much as this is a technical matter about which it is ignorant, that further action should be taken by President Sikes, Colonel Fox, and the Southern Power Company, and the Director of Engineering.

12. Transferring Fire Apparatus from Engineering Department to Military Department:

The Commandant, who under the By-laws is Fire Marshall, should have control of the fire apparatus and be responsible for its upkeep and he should have a fire drill from time to time of the students and of such of the faculty as would be interested; therefore, it is the sense of the Committee that the apparatus and control of same should be transferred from the Engineering Department to the Military Department.

14. Additional Quarters for Army Officers Living in Barracks:

The army officers are forced to live in the barracks, one on each floor, with a bedroom, and are compelled to use the same showers for bathing purposes as the student body.

The Committee realizes that this is an uncomfortable and frequently embarrassing condition of living. Therefore, the Committee recommends that each officer be given a bedroom, living room and bath, the living room to be furnished at the expense of the officers. Under existing conditions they are unable to entertain their friends among the student body, faculty or any visitors to the campus, to say nothing of their
individual comfort and contentment, this cost, as this is most important, we estimate the probable cost as follows:

16. Installation of Lights and Necessary Sanitary Equipment in Homes of White Laborers:
The Committee feels that water and light should be placed in the houses of the following white laborers:

1. Allison, J. W. .......... Night Watchman ....... 4 in family
2. Wilbanks, W. .......... Night Watchman ....... 3 in family
3. Miller, Mrs. M. J. ........ Printer ............ 3 in family
4. Reeves, Henry .......... Dairyman ............ 2 in family
5. Vacant
6. Wilbanks, J. W. .......... Firing Engines ....... 4 in family
7. Henderson, Taylor ....... Dairyman .......... 10 in family
8. Henderson, Newt ......... Farmer ............. 3 in family
9. Shelton, J. L. .......... Engineer ............. 4 in family

The main line of the college sewer runs close to houses 1 to 6; another line runs close to house 9. These employees, most of them, have large families and have been in the employ of the college for a number of years. This consideration would add to their material comfort as well as create a finer spirit for the institution.

In the event that a department of Athletics is

16. Group Insurance and Retirement of College Officers Through the Carnegie Foundation:

Appreciating the importance of some such provision, your Committee is now in communication with the Carnegie Foundation, and as soon as the Foundation furnishes rates and estimated costs to the college, this information will be furnished you. In this connection it might be of interest to know that this service is rendered by the Carnegie Foundation of Registrar could then be discontinued, thereby saving to Winthrop College and the University of South Carolina. Certain costs for this service is provided for in the budgets of the two institutions.

It is the sense of the Committee that all or its recommendations other than the core for the creation of a Department of Arts and Sciences should be put into effect at once, as the Committee gave greater consideration to the immediate in considering any changes in the organization, the
Committee has kept in mind the possible cost, as this is most important. We estimate the probable cost as follows -

Salaries:
- Salary of Dean (maximum): $4,500.00
- Salary of Business Manager (maximum): $4,000.00
- Clerical help for Business Manager: $1,500.00
- Salary of Director of Athletics: $3,500.00
- Creation of Grounds, Roads and Hauling Division: $1,700.00

Possible savings by transfer of certain college officers: $6,900.00

Estimated cost in reorganizing and correlating certain offices within the college: $8,300.00

Estimated cost of poultry plant: $15,000.00

Total additional cost requiring additional funds: $23,300.00

Cost for sanitary equipment in the homes of the white laborers, and installing of bathing facilities in the quarters of not included in the above, as it was thought that this expense could be taken care of in a large measure by using the college plumbers and laborers.

In the event that a Department of Athletics is created and the position of Business Manager authorized, the office of Director of Student Affairs can be abolished and will make available $3,600 for these new positions. A Dean could be placed in charge of the Registrar's work and with sufficient clerical help carry on the work of both the Registrar and the Dean, because it is difficult to draw a dividing line between the two places. The present position of Registrar could then be discontinued, thereby making available $3,400 to be applied to these new positions.

It is the sense of the Committee that all of its recommendations other than the one for the creation of a Department of Arts and Sciences should be put into effect at once, as the Committee gave greater consideration to the immediate necessities of the college than to its future growth.
As Chairman of the Committee, I wish to commend my co-workers for the interest and unselfishness they have manifested in preparing this report. I am especially grateful to Mr. J. C. Littlejohn for the intelligent assistance rendered, growing out of his intimate knowledge of every phase of college activities.

(Signed) W. W. Long, Chairman

First: That the teachers and others over 50 years of age be retired at the age of 70, and that college pay to each an annuity in twelve equal monthly installments as listed on page 1.

Second: That for the insurance of an annuity upon retirement for teachers and others under 50 who have been in the service of the college three or more years, a policy in the teachers' insurance and annuity association of America on the deferred annuity plan be taken out for each, and that the premiums be paid by the college and individual jointly in the proportion indicated on attached list.

I do not recommend an annuity policy for men over 50 years of age because the high premiums make such a policy practically prohibitive. However, as I feel that these men should be paid an annuity and believe that it would be cheaper for the college to pay the annuity outright.

In the list of teachers and others, we do not include any one who has not received a permanent appointment. You note also in this list that the suggested age for retirement for men 20 to 29 inclusive, is 60; 30 to 39 inclusive, is 67; 40 to 49 inclusive, is 68; above 20 is 50.
SUPPLEMENTARY REPORT TO THE
REPORT OF COMMITTEE ON ORGANIZATION AND CORRELATION.

If the age of retirement for all were fixed at 60, the

Your Committee, feeling that some provision should be
made to provide an annuity upon retirement for teachers and
others who have spent their lives in the service of the
college, beg leave to recommend -

First: That the teachers and others, over 53 years of age,
be retired at the age of 70, and that the college pay to each
an annuity in twelve equal monthly installments as listed
on page 1.

Second: That for the assurance of an annuity upon re-
tirement for teachers and others under 53 who have been in
the service of the college three or more years, a policy in
the Teachers Insurance and Annuity Association of America on
the deferred Annuity plan be taken out for each, and that the
premiums be paid by the college and individual jointly in
the proportion indicated on attached list.

We do not recommend an annuity policy for men over 53
years of age because the high premiums make such a policy
practically prohibitive. However, we feel that these men
should be paid an annuity and believe that it would be cheaper
for the college to pay the annuity outright.

In the list of teachers and others, we do not include
any one who has not received a permanent appointment. You
note also in this list that the suggested age for retirement
for men 50 to 52 inclusive, is 69; 40 to 49 inclusive, is 67;
36 to 39 inclusive, is 66; below 35 is 65.
The cost to the college to provide for the annuity at the ages suggested would be approximately $8,000.

If the age of retirement for all were fixed at 68, the cost would be materially reduced.

### Retirements at the Age of 70 Years

<table>
<thead>
<tr>
<th>Age</th>
<th>Amount Paid by Individual</th>
<th>Amount Paid by College</th>
<th>Amount Carried by College</th>
</tr>
</thead>
<tbody>
<tr>
<td>80</td>
<td>0</td>
<td>0</td>
<td>1,200.00</td>
</tr>
</tbody>
</table>

### Retirements at the Age of 68 Years

<table>
<thead>
<tr>
<th>Age</th>
<th>Amount Paid by Individual</th>
<th>Amount Paid by College</th>
<th>Amount Carried by College</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>0</td>
<td>0</td>
<td>1,200.00</td>
</tr>
<tr>
<td>69</td>
<td>0</td>
<td>0</td>
<td>1,200.00</td>
</tr>
<tr>
<td>70</td>
<td>0</td>
<td>0</td>
<td>1,200.00</td>
</tr>
</tbody>
</table>
## Retirement at the Age of 65 Years

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Paid by Individual</th>
<th>Amount</th>
<th>Paid by College</th>
<th>Amount</th>
<th>Annuity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mrs. E. S. Shiver</td>
<td>50</td>
<td>$120.00</td>
<td>College</td>
<td>$90.00</td>
<td>192.50</td>
<td></td>
</tr>
<tr>
<td>Mrs. Crown Terrance</td>
<td>50</td>
<td>$120.00</td>
<td>Expt. Sta.</td>
<td>192.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Henry, H.</td>
<td>46</td>
<td>$120.00</td>
<td>College</td>
<td>182.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Bradley, M. B.</td>
<td>48</td>
<td>$120.00</td>
<td>&quot;</td>
<td>182.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Harle, C. B.</td>
<td>46</td>
<td>$120.00</td>
<td>&quot;</td>
<td>182.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Mitchell, J. E.</td>
<td>46</td>
<td>$120.00</td>
<td>&quot;</td>
<td>182.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Harcombe, J. D.</td>
<td>46</td>
<td>$120.00</td>
<td>&quot;</td>
<td>182.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Barre, H. W.</td>
<td>46</td>
<td>$120.00</td>
<td>Expt. Sta.</td>
<td>161.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Rhodes, S. R.</td>
<td>46</td>
<td>$120.00</td>
<td>College</td>
<td>161.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Freeman, B.</td>
<td>44</td>
<td>$120.00</td>
<td>&quot;</td>
<td>141.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Evans, S. W.</td>
<td>44</td>
<td>$120.00</td>
<td>&quot;</td>
<td>141.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Eaton, R. K.</td>
<td>43</td>
<td>$120.00</td>
<td>&quot;</td>
<td>121.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Fessley, R. C.</td>
<td>42</td>
<td>$120.00</td>
<td>&quot;</td>
<td>121.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Harris, D. N.</td>
<td>41</td>
<td>$120.00</td>
<td>&quot;</td>
<td>108.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Shubert, W. O.</td>
<td>41</td>
<td>$120.00</td>
<td>&quot;</td>
<td>108.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Marshall, J. L.</td>
<td>41</td>
<td>$120.00</td>
<td>&quot;</td>
<td>108.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Rosenkrans, D. B.</td>
<td>40</td>
<td>$120.00</td>
<td>&quot;</td>
<td>107.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Ludwig, C. A.</td>
<td>40</td>
<td>$120.00</td>
<td>Expt. Sta.</td>
<td>107.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Gasque, Miss E. M.</td>
<td>45</td>
<td>$120.00</td>
<td>College</td>
<td>122.00</td>
<td>900.00</td>
<td></td>
</tr>
<tr>
<td>Sloan, Miss J. B.</td>
<td>45</td>
<td>$120.00</td>
<td>&quot;</td>
<td>122.00</td>
<td>900.00</td>
<td></td>
</tr>
<tr>
<td>Sadler, Miss M. L.</td>
<td>40</td>
<td>$88.00</td>
<td>&quot;</td>
<td>95.00</td>
<td>900.00</td>
<td></td>
</tr>
<tr>
<td>Goodman, H. G.</td>
<td>45</td>
<td>$98.50</td>
<td>&quot;</td>
<td>98.50</td>
<td>900.00</td>
<td></td>
</tr>
</tbody>
</table>

## Retirement at the Age of 66 Years

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Paid by Individual</th>
<th>Amount</th>
<th>Paid by College</th>
<th>Amount</th>
<th>Annuity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aull, W. B.</td>
<td>39</td>
<td>$106.00</td>
<td>College</td>
<td>106.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Patrick, C. S.</td>
<td>39</td>
<td>$106.00</td>
<td>Expt. Sta.</td>
<td>106.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Starkey, L. V.</td>
<td>38</td>
<td>$100.00</td>
<td>College</td>
<td>100.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Hall, E. R.</td>
<td>38</td>
<td>$100.00</td>
<td>Expt. Sta.</td>
<td>100.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Littlejohn, J. C.</td>
<td>38</td>
<td>$100.00</td>
<td>College</td>
<td>100.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Clarke, E. L.</td>
<td>37</td>
<td>$95.00</td>
<td>&quot;</td>
<td>95.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Hoy, J. T.</td>
<td>37</td>
<td>$95.00</td>
<td>&quot;</td>
<td>95.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Crandall, W. G.</td>
<td>36</td>
<td>$89.00</td>
<td>&quot;</td>
<td>89.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Hoffmann, G. P.</td>
<td>36</td>
<td>$89.00</td>
<td>&quot;</td>
<td>89.00</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Robinson, M. H.</td>
<td>35</td>
<td>$84.50</td>
<td>&quot;</td>
<td>84.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Riley, J. A.</td>
<td>35</td>
<td>$84.50</td>
<td>Expt. Sta.</td>
<td>84.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Burley, E. B.</td>
<td>35</td>
<td>$84.50</td>
<td>College</td>
<td>84.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Doggett, Miss E. V.</td>
<td>39</td>
<td>$86.00</td>
<td>&quot;</td>
<td>86.00</td>
<td>900.00</td>
<td></td>
</tr>
<tr>
<td>Graham, Miss C.</td>
<td>33</td>
<td>$70.50</td>
<td>&quot;</td>
<td>70.50</td>
<td>900.00</td>
<td></td>
</tr>
<tr>
<td>McHugh, Miss Hallie</td>
<td>25</td>
<td>$46.50</td>
<td>&quot;</td>
<td>46.50</td>
<td>900.00</td>
<td></td>
</tr>
</tbody>
</table>

## Retirement at the Age of 67 Years

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Paid by Individual</th>
<th>Amount</th>
<th>Paid by College</th>
<th>Amount</th>
<th>Annuity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lamar, J. P.</td>
<td>34</td>
<td>$87.50</td>
<td>College</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Mueser, A. M.</td>
<td>34</td>
<td>$87.50</td>
<td>Expt. Sta.</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Carpenter, E. L.</td>
<td>34</td>
<td>$87.50</td>
<td>College</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Glenn, H. E.</td>
<td>34</td>
<td>$87.50</td>
<td>&quot;</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Pollard, F. R.</td>
<td>34</td>
<td>$87.50</td>
<td>&quot;</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Elmore, E. B.</td>
<td>34</td>
<td>$87.50</td>
<td>&quot;</td>
<td>87.50</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Washington, M. H.</td>
<td>33</td>
<td>$82.80</td>
<td>&quot;</td>
<td>82.80</td>
<td>1,200.00</td>
<td></td>
</tr>
<tr>
<td>Kyser, E. D.</td>
<td>33</td>
<td>$82.80</td>
<td>&quot;</td>
<td>82.80</td>
<td>1,200.00</td>
<td></td>
</tr>
</tbody>
</table>
Armstrong, G. M. 23 41.40 Expt. Sta. 41.40 600.00
Brearley, H. C. 32 82.80 College 82.80 1,200.00
Lippincott, W. L. 38 82.80 College 82.80 1,200.00
Eddy, C. C. 28 70.50 1/2 Col. 70.50 1,200.00

McAllister, J. T. 32 78.50 College 78.50 1,200.00
Morgan, C. L. 31 74.00 " 74.00 1,200.00
Collinge, G. H. 31 74.00 " 74.00 1,200.00
Buie, T. S. 30 70.50 " 70.50 1,200.00
Jensen, W. C. 30 35.25 Expt. Sta. 35.25 600.00
Cheatham, R. J. 30 70.50 College 70.50 1,200.00
Goodale, B. E. 29 67.00 " 67.00 1,200.00
Rogers, W. B. 29 67.00 Expt. Sta. 67.00 1,200.00
Roderick, D. B. 29 67.00 College 67.00 1,200.00
DuRant, A. L. 28 65.50 Expt. Sta. 65.50 1,200.00
Aull, G. H. 27 60.00 " 60.00 1,200.00
Campbell, M. E. 24 52.00 College 52.00 1,200.00

Amount Paid by Individual
Amount Paid by College
Annuity

J. H. Beacharge, Assistant Agricultural Painter. Salary $1,800; Effective March 15, 1926. (Successor C. L. Mott, resigned.)

To be paid as follows -

G. E. Prince, "under, Division of Horticulture." Salary $3,300; Effective May 1, 1926. (Successor W. R. Shands, resigned.)

Hospital Division:

Exp. Sta. 1,145.90

Livestock Sanitary Work: 120.50

Total: $9,343.35

Chemistry Division:

B. M. Simpson, "Fertilizer Analyst." Salary $2,000 per month; Effective March 25 - June 30, 1926. (New position due to rush of work.)

A. RESIGNATIONS:

Under the authority given me in the by-laws, I have accepted the following resignations and ask your approval of my action.

Extension Division:

D. R. Whitcomb, "Chief, Division of Markets." Salary $1,000; Effective January 31, 1926.

I. L. Willard, "Assistant Agricultural Painter." Salary $1,000; Effective January 31, 1926.

B. C. Godby, "Animal Husbandry Specialist." Salary $2,000; Effective April 30, 1926.
3. SECOND PROBATIONARY YEAR:

The following officers having satisfactorily completed approximately one year of service, I recommend that they be elected to their second probationary period:

Extension Division:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Salary</th>
<th>Date of 1st Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. R. Hawkins</td>
<td>Livestock Specialist</td>
<td>$2,700</td>
<td>4-20-25</td>
</tr>
</tbody>
</table>

4. THIRD PROBATIONARY YEAR:

The following officers having satisfactorily completed approximately two years of service, I recommend that they be elected to their third probationary period:

Extension Division:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Salary</th>
<th>Date of 1st Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>D. H. Hall, Jr</td>
<td>Boultry Husbandman</td>
<td>$2,400</td>
<td>1-1-24</td>
</tr>
</tbody>
</table>

5. PERMANENT POSITIONS:

The following officers having satisfactorily completed approximately three years of service, I recommend that they be elected to permanent positions:

- Extension Division:
  - Laboratory Furniture and Fixtures: $500.00
  - Replacing scientific journals and reference books: $2,000.00
  - Microscopes, electrical, photographic and Laboratory Furniture and Fixtures: $900.00
  - Laboratory scientific equipment: $500.00

Agronomy Division:

- Laboratory and scientific equipment: $700.00

Total: $10,000.00
Extension Division:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Salary</th>
<th>Date of 1st Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>W. D. Moore</td>
<td>Extension Pathologist</td>
<td>$2,650</td>
<td>3-30-23</td>
</tr>
</tbody>
</table>

Research Department:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Salary</th>
<th>Date of 1st Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>E. E. Hall</td>
<td>Research Agronomist</td>
<td>3,000</td>
<td>5-1-23</td>
</tr>
</tbody>
</table>

6. At Dr. Long's request, I recommend that you authorize the President to ask the State Board of Education for a hearing at an early date in order that a definite agreement may be reached concerning the Smith-Lever and the Smith-Hughes work.

7. At the request of Prof. Barre, I recommend that the site for the Sand Hill Experiment Station be definitely selected before the June meeting of the Board; I also recommend that the Agricultural Committee be empowered to act finally on the report of the sub-committee consisting of Gov. Manning, Mr. Mauldin and the President of the College.

8. Upon Prof. Barre's request, I recommend that $10,000 of the amount appropriated by the legislature for equipment lost in the agricultural hall fire, be budgeted for use by the Experiment Station at once, and as follows -

<table>
<thead>
<tr>
<th>Division</th>
<th>Equipment Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment Station of Library</td>
<td>Furniture and fixtures</td>
<td>$600.00</td>
</tr>
<tr>
<td></td>
<td>Bound vols., books &amp; bulletins</td>
<td>2,000.00</td>
</tr>
<tr>
<td></td>
<td>Replacing scientific journals and reference books</td>
<td>3,000.00</td>
</tr>
<tr>
<td>Botany Division</td>
<td>Microtome, incubators, photographic and other scientific equipment</td>
<td>1,600.00</td>
</tr>
<tr>
<td></td>
<td>Laboratory furniture and fixtures</td>
<td>600.00</td>
</tr>
<tr>
<td>Entomology Division</td>
<td>Laboratory furniture and fixtures</td>
<td>700.00</td>
</tr>
<tr>
<td></td>
<td>Laboratory and scientific equipment</td>
<td>600.00</td>
</tr>
<tr>
<td>Agronomy Division</td>
<td>Laboratory furniture and fixtures</td>
<td>700.00</td>
</tr>
<tr>
<td></td>
<td>Laboratory and scientific equipment</td>
<td></td>
</tr>
</tbody>
</table>

Total: $10,000.00
9. I make the following recommendations in regard to the housing situation at Clemson College -

(a) That the section of the campus lying along the left side of the Penielton Road and extending feet from the lot now occupied by Mr. Rhodes be divided into lots containing one-half acre, or more, or sufficiently large for house, garage, garden, etc., on which members of the faculty may erect homes.

(b) That this privilege be extended to members of the faculty who have been with the college three years or more.

(c) That the architectural plans and the minimum and maximum cost be approved by the college authorities. (It is presumed that these houses would cost about $4,000.)

(d) That the members of the faculty building these homes may reside in same as long as they are connected with the college; and that upon retirement or death his wife, children or dependents may continue to occupy the same.

(e) That the college agrees to purchase the same when the owner leaves the college, and when his wife, children or dependents wish to dispose of it, the purchasing price to be determined by three disinterested parties and to be based upon the original cost, which it may not exceed.

(f) That no title to any lands goes with the erection of these homes, which are to be paid for by the members of the faculty.

(g) That the college will build suitable roads, sidewalks, sewer and light lines, but all connections are to be paid by the owners.

(h) That should the member of the faculty desire to use the B. & L. Association in the erection of the home, the college treasurer may deduct monthly from his salary such amounts as have been promised the B. & L. Association.

(i) That an attorney prepare a contract setting forth and embodying the above purposes and plans.

10. Effective July 1st, I recommend the creation of the position of "Dean of the College," or of "Instruction," at a salary to be decided later.

11. Effective July 1st, I recommend the creation of the position of "Business Manager," at a salary to be decided later.
12. Effective July 1st, I recommend the creation of the position of "Director of Athletics," at a salary to be decided later.

13. Effective July 1st, I recommend the combination of the Engineering and Textile Departments under the heading "The Engineering Department," with Prof. S. B. Earle as Director of the combined departments; also that Prof. C. S. Doggett be retained at his present salary as Professor of Textile Chemistry and Dyeing.

14. Effective July 1st, I recommend that Prof. S. B. Earle be relieved of his duties as Superintendent of the Heat, Light and Water Division; and that Prof. R. E. Lee be relieved of his duties as Superintendent of the C. & R. Division, if the position of Business Manager is created.

15. Effective July 1st, I recommend the creation of a "Division of Grounds, Roads and Hauling," this new position to take the place of the one formerly occupied by Mr. J. P. Lewis, deceased, and by Prof. C. C. Newman, who had charge of the campus.

16. Effective July 1st, I recommend that Prof. C. C. Newman be relieved of his present position as Head of the Division of Horticulture; that he retain his present title of Professor of Horticulture under the general supervision of the new head of the Horticultural Division; and that he be placed in charge of a "Division of Grounds, Roads and Hauling."

17. I recommend at such time as in the judgment of the President and the Board it seems wise, the creation of a "Department of Arts and Sciences," this department to include the academic subjects, physics and geology and the teaching of chemistry.
Upon the creation of this department, I recommend that all analytical work in chemistry connected with the fertilizer inspection and analysis be placed under the supervision of the Director of the Experiment Station.

18. Following my investigation into the matter of growing a vegetable garden for the use of the cadet messhall, I recommend that the President be authorized to take no steps in this direction. I recommend that the Farms Division of the Experiment Station furnish to the messhall certain staple food products, as sweet potatoes, potatoes and turnips.

19. I recommend the establishment of a poultry plant in the Division of Animal Husbandry, the initial cost of which will be $15,000, as soon as funds can be secured. (For details, see body of report.)

20. I recommend that all fire apparatus and control of same shall be transferred from the Director of the Engineering Department to the Commandant, who under the By-laws is "Fire Marshall'' of the college.

21. I recommend that Miss K. B. Trescot, former College Librarian, be given a pension of $62.50 per month for one year, May 1, 1926 to May 1, 1927.

22. I recommend the appropriation of $600.00 from Fertilizer Inspection and Analysis Funds to pay the salary of Mr. R. M. Simpson, Emergency Analyst, from March 22nd to June 22nd, 1926; Also, I recommend an additional appropriation of $200.00 to cover a deficit on Mr. Simpson's salary of last spring.
29. Upon the recommendation of Director Long, I recommend

25. With the moving of the General Library into the Agricultural Hall and the combining of this library and the Experiment Station Library (Authorized in December), I recommend the following personnel in charge of "The Clemson College Library" -

Mrs. Crown Torrence, ............ Asst. Librarian

24. At the request of Director Barre, I recommend that $2,000 from Farm Products be allowed for running expenses during the remainder of the fiscal year, should so much be needed for this purpose.

26. At the request of Director Barre, I recommend that he be allowed to borrow $2,000 from his Farm Products account, or from a B. & L. Association, for the purpose of building a residence for the animal husbandry division herdsman. I recommend also that the rent of the Experiment Station residence occupied by Mr. Gillison, as well as the rent to be charged the animal husbandry division herdsman, be paid monthly on this debt until same is paid in full.

27. Effective July 1st, I recommend that all college residences be included on the rental basis submitted with my report.

28. Upon the request of Director Calhoun, I recommend that an appropriation of $490.00 be made to complete the installation of a refrigerating machine authorized at the meeting in June, 1925.
29. Upon the recommendation of Director Long, I recommend that Mrs. Boulah Farmer be paid $28.33 for stenographic work performed for her husband, Mr. Rudolph Farmer, County Agent in Oconee County, during the month of December 1924; and that Mrs. Elizabeth S. Napier be paid $28.08 for stenographic work performed for her husband, Mr. J. M. Napier, County Agent in Darlington County, during the month of January, 1925.

30. At the request of the Librarian, Miss Doggett, I recommend the creation of a revolving fund for the Library, from fines collected from overdue books, and other dues and fees coming into the Library.

31. At the request of Prof. Lee of the C. & R. Division, I request the following emergency appropriations for this division:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-B-4</td>
<td>Unforeseen repairs to public bldgs.</td>
<td>$500.00</td>
</tr>
<tr>
<td>H-3</td>
<td>New walls, Chemistry Building</td>
<td>$58.00</td>
</tr>
<tr>
<td>H-3</td>
<td>Sash in partition, Engineering Bldg.</td>
<td>$14.00</td>
</tr>
<tr>
<td>H-3</td>
<td>Outside doors to dye room to Text. Bldg.</td>
<td>$19.00</td>
</tr>
<tr>
<td>3-B-4</td>
<td>Repairs to public buildings</td>
<td>$193.00</td>
</tr>
<tr>
<td>H-3</td>
<td>Garage for C. &amp; R. Division and Roads and Campus Division trucks</td>
<td>$370.00</td>
</tr>
</tbody>
</table>

Total: $1,154.00

32. At the December meeting of the Board, the following recommendations were approved by the eight members present, subject to ratification at a later meeting. I present these for ratification and for appropriations to cover, where necessary.

Creation of New Positions:

**Academic Department:** "Instructorship in Academic Work," Salary $1,200. Effective September 1, 1925.

**Chemistry Department:** "Temporary Instructorship in General Chemistry," Salary $150.00 per month, October 17, 1925 to June 1, 1926.
Miscellaneous: "Alumni Secretary and Director of Publicity," Salary $1,500; Effective July 1, 1925.

"Stenographer, Alumni Secretary and Director of Publicity," Salary $800.00. Effective July 1, 1925.

"Stenographer, Horticultural Division," Salary $900.00, to be paid equally from college, research and extension funds.

Salary Changes:

By Director Barro - Experiment Station:

(a) G. M. Armstrong, "Head, Division of Boll Weevil Control," from $3,600 to $4,000. Increase effective January 1, 1926.

(b) G. H. Aull, "Assistant to the Director of Research," from $2,100 to $2,400. Effective January 1, 1926.

(c) W. B. Rogers, "Assistant Agronomist," from $1,600 to $1,800. Effective January 1, 1926.

(d) J. A. Berly, "Assistant State Entomologist," from $2,200 to $2,400. Effective January 1, 1926.

(e) J. L. Groves, "Assistant State Entomologist," from $2,200 to $2,400. Effective January 1, 1926.


(g) H. B. Hook, "Assistant State Veterinarian," from $2,250 to $2,400. Effective January 1, 1926.

(h) F. K. Peterson, "Assistant State Veterinarian," from $2,250 to $2,400. Effective January 1, 1926.

(i) R. A. Mays, "Assistant State Veterinarian," from $2,250 to $2,600. Effective January 1, 1926.

(j) R. K. Donly, "Clerk," from $1,750 to $1,920. Effective January 1, 1926.

(k) J. L. Wilson, "Clerk," from $1,800 to $1,920. Effective January 1, 1926.

(l) J. H. Leaphart, "Clerk," from $1,200 to $1,320. Effective January 1, 1926.

By Dr. W. K. Lewis, State Veterinarian:

(c) M. L. Boyd, "Assistant State Veterinarian," from $2,250 to $2,400. Effective January 1, 1926.


(g) H. B. Moore, "Assistant State Veterinarian," from $2,250 to $2,400. Effective January 1, 1926.

(h) F. K. Peterson, "Assistant State Veterinarian," from $2,250 to $2,400. Effective January 1, 1926.

(i) R. A. Mays, "Assistant State Veterinarian," from $2,250 to $2,600. Effective January 1, 1926.

(k) J. L. Wilson, "Clerk," from $1,800 to $1,920. Effective January 1, 1926.

(l) J. H. Leaphart, "Clerk," from $1,200 to $1,320. Effective January 1, 1926.
Emergency Appropriations for the C. & R. Division:

- New gutters on power house: $110.00
- New gutters on Engr. Bldg., as follows:
  - Main building: $181.00
  - Machine shop: 106.00
  - New mechanical laboratory: 189.00
  - Foundry: 108.00
  - Wood Shop: 105.00
Total: $685.00

My recommendation that we have two classes of stenographers - that one group be known as "Executive Assistants," with a maximum salary of $1,500, and that the other be known as "stenographers," with a maximum salary of $1,200; and that the President be authorized to increase to the maximum at his discretion.

My recommendation that $500.00 be appropriated from the Interest Fund to reimburse the salary of Mr. S. M. Byars, County Agent in Anderson County by the same amount. Also, that $197.88 be appropriated from the Interest Fund to reimburse the salary of Mr. C. B. Cannon, County Agent in Lee County. Both of these agents lost these amounts by failure of the county to live up to its agreement.

My recommendation that Mr. E. G. Godby be reimbursed $54.26 from the Interest Fund for personal expenses incurred in having a shipment of rams made to South Carolina farmers.

My recommendation that an appropriation of $750.00 be made for the purchase of a new entrance for the agricultural hall.

My recommendation that an appropriation of $900.00 be made to pay the salary of Mr. L. E. Meyers, Emergency Assistant in the Chemistry Department, and that the item for Fellowship, $500.00, be used to supplement this amount, bringing the salary up to $1,400.
My recommendation that $100.00 be appropriated to cover the cost of student lockers for the Chemistry Department.

35. I recommend that the receipts for rental of college residences for this fiscal year be not turned into the general fund, but be set aside to be used at the discretion of the President of the college for the purpose of properly housing the officers and faculty of the college; details of expenditures to be submitted to the Board at a later date.

34. In the event of the creation of the position of Business Manager, I recommend that the signing of vouchers be left to the option of the President; provided, however, that the President shall sign requisitions authorizing such expenditures.

36. In order that there might be some equitable basis for making promotions and increases in salary, I recommend that the standard set by the Association of Southern Colleges be adhered to as closely as possible. Promotions and increases in salary will be based upon professional training and improvement rather than upon mere length of service.

36. I recommend that the report of the State Board of Public Welfare regarding free tuition for the present college session be approved. Mr. Evans has this report if you care to see it.

37. In recognition of the valuable service rendered the college by Dr. W. K. Lewis at all times, and especially during the meeting of the General Assembly, I recommend that he supplement his salary
by $500.00 for this year only, out of the surplus derived from
the sale of hog cholera serum.

39. I recommend that a Committee to be composed of one member
of the Board, the President of the College and the Commandant, be
appointed to study the Cadet Regulations, with a view of revising
same; the suggested changes to be submitted for your approval at
the June meeting of the Board.

39. I recommend that the President be authorized to select
such names from suggestions made by the Woman's Club and from a
Faculty Committee, for the various streets on the campus; also
that he be given authority to have the campus streets laid off and
so marked. (Attached is a map of the grounds prepared by the
Woman's Club, with suggested street markings and names.)

40. I recommend that the Board proceed to the selecting of a
Board of Visitors to inspect the college on May 5th and 6th, as
required by the By-laws.