1-1-1923

President's Report to Board of Trustees, 1923-03

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, 1923-03" (1923). President's Reports to the Board of Trustees. 89. https://tigerprints.clemson.edu/pres_reports/89

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.
Gentlemen:

I am always an optimist in regard to the work of the college and its future, but it seems to me there was never a time when there was more reason for this feeling.

The physical plant of the college, though incomplete, is in excellent condition. The beautiful college campus is in a state of continual improvement and development. Our attendance is up to our maximum capacity; the health, discipline and class work of the students so far this session have been very satisfactory. And over and above these local conditions stand out the confidence and regard in which the college is held by the people of the state, - this being reflected in the favorable action of the legislature in regard to every matter in which the college was concerned.

With all of South Carolina now the campus of the college, with an able and consecrated Board of Trustees, with a faculty working harmoniously and with reasonable efficiency, and with a student body diligent and at present well behaved, with maintenance insured through legislative assistance when needed, and with the prospect of a bond issue for buildings - surely the future of the College was never brighter or more assured.

In 1914 we were not getting a single dollar from the for any of our widespread activities. Last year we asked for money legislation:

At the outset of any discussion of legislation affecting $269,867.65. This year for the first time we asked for money
the college, grateful acknowledgment should be made of the splendid patriotic services of Mr. Barnett in the House, and Senator Cooper and our President, Senator Johnstone, in the Senate.

The General Assembly of 1923 exhibited towards the college the same considerate attitude as did the General Assembly of 1922. I believe that this friendly attitude is due in large measure to our bringing the members here in small parties and showing them thoroughly the work and plans of the college. In the 1922 General Assembly there were 93 members who had thus visited Clemson, and in the present body there are 60 who at one time or another have been on our campus. Last fall I invited 70 members of the General Assembly, which is almost exactly half of the total number, and of those invited 30 came. It is my intention to invite the other half during this spring and next fall and then make an effort to get some of those who have once before been invited, but who were not able to accept our invitation.

During the last ten years, during which period we have been following this plan of informing the members of the legislature as to Clemson, we have never had a bill pass which was hostile to the college, nor have we had a set-back in any request for appropriations.

Done, I think, forever are the old days when at every session some one introduced a bill to take away some of the fertilizer tax and give it to Winthrop or the common schools, or reduce the tax per ton, or do something to injure or annoy us. In 1914 we were not getting a single dollar from the legislature for any of our wide-flung activities. Last year our total for public service was $242,867.85, and this year $269,867.85. This year for the first time we asked for money
and consideration for the college proper, and all that we asked was done. None of those spectres which we apprehended arose to embarrass us in getting our nose under the legislative tent. The Chairman of the Ways and Means Committee stated to his Committee that the legislature might as well from now on expect to make appropriations for Clemson as it did for other institutions. In this I am sure he is correct. Clemson is a state institution, - the one I believe, nearest to the hearts of the people, - the one which in the end will be able to command the largest legislative support.

In appearing before legislative committees, I have never gone there as a suppliant, but have stated frankly yet boldly our needs, never conceding that our estimates could be cut without detriment to the service.

When I observe the friendly attitude of the General Assembly, reflecting as it does that of the people of the state, I like to think of a sentence which occurs in the first report which as a "rat" president I presented to this Board in 1910. At that time Clemson had practically no public expression by way of extension service. Probably the Lever Act had not yet shaped itself in the mind of its distinguished author. The sentence to which I refer was in advocacy of taking over the extension work which was then supported entirely by the General Education Board, supervised by Dr. Knapp, and administered in South Carolina by Governor Blease and Commissioner Watson. This was the sentence -

"I feel deeply that the safety of the college, as well as its usefulness to the people who support it, depends upon full recognition of our obligation to carry the gospel of enlightened agriculture to every farm in South Carolina. When we do this we will make Clemson College so dear, because so helpful to our people, that we need have no fear of the demagogue who has yearly sought to tear the college down."

I am sure in recent years and this year in particular we have lived to see the fulfillment of this prophecy.
A complete list of the legislative appropriations made at the last General Assembly is as follows:

- For extension service: $110,862.85
- For tick eradication: $20,000.00
- For live stock sanitary work: $50,000.00
- For agricultural research: $50,000.00
- For crop pest commission: $10,000.00
- For slaughter of diseased live stock: $4,000.00
- For boll weevil laboratory: $25,000.00

**Total**: $269,862.85

This is exactly the same amount as we asked for and received in 1922, with the addition of $29,000 for slaughtered live stock and $25,000 for the boll weevil control work. In addition, our request for $90,856.66 for collegiate maintenance was granted, making the total appropriated $360,719.51. Also expenditures from other sources to the amount of $305,059.49 for public service and $252,472.34 for collegiate work were authorized, making the total appropriated or authorized, $909,251.34.

With regard to our debt to the State Treasurer, the legislature ordered that this be extended, with the proviso that if our fertilizer tax exceeded $150,000, all in excess should be applied to our indebtedness. The prospects of a substantial increase in our fertilizer tax and a dissipation on my part ever to pay anything on debts that take the place of appropriations, led me to suggest to Senator Johnstone that this proviso be eliminated in the free conference. This he accomplished for us, and if the tax does not reach $200,000.00, his action will be worth $50,000.00 to the college. That with the $25,000.00 we have made on our contract with the Veterans Bureau may enable us to build the needed dormitory, even though we asked no buildings at the hands of the legislature.
With regard to the debt which we owe the Treasurer, I think we ought to make every honorable effort to get the legislature to cancel this obligation. To pay it would be an admission that Clemson is not a state institution and not entitled to state support. This year we included in our request $40,249.26 to make the 1923 payment as the Borrowing Act required. The legislature wisely decided not to make this appropriation and extended the obligation. I believe they will do this every year and eventually cancel it. The State Treasurer has promised me to appear at our next hearing if we so desire and recommend that the debt be cancelled. I am sure I can get rid of the debt if the Board will but give me permission to work to that end. Surely we need the $251,000.00 which we owe too badly for the building of Clemson to pay it on debts that we can have cancelled by the same power that made them.

In addition to the appropriations already listed, the following acts affecting the college were passed:

1. The King-Sheppard Act providing for the inspection and analysis of calcium arsenate and other fungicides.

(This Act was designed by us and approved by the Crop Pest Commission of the Board. It may be remembered that a somewhat similar Act was passed in 1922 but proved to be impracticable of enforcement.)

2. An Act creating the office of Recorder at Clemson, and providing that this officer be recommended by the Board and commissioned by the Governor.

(This is a revision of our present law which barred our Magistrate from jurisdiction in Pickens County. Under the instructions of the Board, the Act was drawn by Mr. H. C. Tillman in consultation with Mr. Barnett.)

3. An Act clarifying and strengthening our tick eradication laws, particularly as they refer to the disinfection and movement of cattle in affected areas.

4. A Joint Resolution authorizing the cooperation of the
college with the Federal Department of Agriculture in the establishment of the boll weevil laboratory at Florence, and ordering an appropriation of $25,000 to carry on the work.

(This Act came very nearly getting an unfavorable report from the Agricultural Committee of the House, and but for the skillful tactics of Mr. Barnett might have incurred that fate. However, in the end it received a substantial majority approval by the Committee, and after the matter had really resolved itself into a vote of confidence in the college, passed the House by a four to one vote. In the Senate following a power speech by President Johnstone, the measure passed by a five to one vote.)

5. An Act changing the one year agricultural scholarship to two year scholarships.

The college is always concerned with having some bills killed, as well as with having some bills passed. Probably the greatest menace that confronted Clemson and the other colleges as well was the Christensen-Lightsey bill providing for a centralized purchasing board in Columbia. The presidents of the state colleges held several meetings to formulate an opposition to this bill and the writer was requested to represent the colleges in the hearing before the Finance Committee of the Senate. The President of this Board was kind enough to say that my argument resulted in the bill never getting out of the Committee.

Previous to the meeting of the legislature, overtures had been made to the college to assume the function of buying and distributing calcium arsenate. With the sanction of the Board given at the November meeting, I wrote to several interested legislators, and as a result this onerous duty was not suggested for Clemson. After some uncertainty as between the Commissioner of Agriculture and the Warehouse Commissioner, it was finally unloaded on the latter.

Early in the session of the General Assembly, I called a meeting of the state college presidents in Columbia to
discuss the matter of a bond issue for buildings at the state institutions. A conference with Governor McLeod was arranged. The outcome was his special message advocating ten million dollars for a ten year building program at educational, penal and charitable institutions. On its passage the Senate added two million dollars for school buildings. This addition will perhaps strengthen the issue when it goes before the people, and perhaps lessen opposition from our denominational college friends. If the House will pass the bill I believe we can organize the alumni of the University, The Citadel and Clemson and make a man to man canvass of the registered electors among the men, and Winthrop with its Alumnae Association should be able to handle the registered voters among the women.

In our discussions with the Governor it was finally agreed that no college should attempt to lodge any estimates in advance, but that the legislature, which would be restricted to two million dollars in any one year, would appropriate this fund as the needs of the college were made apparent. If the Bond issue passes, Clemson ought to get between one and a half and two million dollars as its share, and this would be enough to complete the college plant and increase its capacity to at least fifteen hundred students.

The fertilizer bill that appears annually requiring a specific statement as to the percentages of ammonia from the different organic sources was introduced, and passed the House. However, through Mr. Johnstone's knowledge of the subject and his opposition, the Bill got an unfavorable report from the Senate Agricultural Committee and was overwhelmingly killed in the Senate.

Another Bill introduced by Mr. Hbole provided for the drawing of fertilizer samples by magistrates, school trustees and others, and provided that even the manufacturer's name should
not be given the college when the sample was sent in. In addition to the obvious reflection upon the honesty of the college, the Bill would likely involve us in making many duplicate analyses. Fortunately this Bill was also killed in the Senate.

THE WORK OF INSTRUCTION:

This is our first session under the two-term or semester plan. I am glad to be able to report that the grades for the first semester are fully as good as those which we had under the three-term system. Our only fear was that the longer period covered by the semester examinations might lead to a greater number of failures. This fear did not materialize. The students and the faculty have both felt a great relief in the reduction of the total time spent in examinations and in preparation therefore.

The faculty adopted the rule of sending home at the end of the first semester those who were hopelessly delinquent. Under this rule one Senior, three Juniors, nine Sophomores, four Freshmen, one irregular and two one-year agricultural students, a total of twenty-one - were dropped. Seven Freshmen were transferred to the live-saving two-year agricultural course.

Post-graduate Work:

We think the time has come when the college should give work in certain lines leading to a master's degree. By so doing the reputation of the college would be greatly enhanced. It would not be practical to give post-graduate work in all lines. Then too, so far as our own students are concerned, I think it is better for them to take their master's work at another institution in an entirely different section of the country. However, there are certain lines of work, such as in
horticulture and agronomy, where local conditions make it advisable to take master's work in the section in which the graduate is to practice his profession. We find too that there is a demand that work done in our summer school be credited towards a master's degree in Agricultural Education.

Also, in order that we hold our own with the University of South Carolina, which gives the degree of C.E.(Civil Engineering) we ought to confer that degree upon men who have finished our regular four year course, or come to us from other institutions with four years training, after a fifth year of work. To give this degree would greatly enhance the value of our civil engineering course and add to the prestige of the college in this line. As it is, some of our men go to the University, not to get more advanced work, but to get the C.E. degree, so highly prized by civil engineers the country over.

I think that for the present we should go no further in giving this post-graduate degrees than we can go without extra expense and without interference with undergraduate work.

New Entrance Requirements:

It is with particular pleasure that I report to the Board that our new entrance requirements, with a maximum of two conditions allowed, has not hurt our attendance or militated against the admission of students from rural schools and rural districts. In our present Freshman Class of 284, 139 or very nearly half, entered on fifteen units without conditions. Of this total quite a substantial proportion were country boys.

Our new two-year agricultural course which serves the dual purpose of a vocational course and a one-year preparatory course for the Freshman Class, had in it this year eighteen students who were not able to enter our Freshman Class. Any one of these,
if he passes successfully on his work, can qualify for the regular Freshman Class.

Death of Prof. Morrison:

The death of Prof. W. S. Morrison, after twenty-nine years of service, marks the passing of one of the most picturesque and unique characters in the college organization. Despite his peculiarities he will perhaps be remembered longer by Clemson graduates than any other teacher under whom they sat. His homely sayings, his pugnacious temperament, and his genuine interest in Clemson men, serve to differentiate him from the less colorful members of the faculty. I have ordered the usual memorial tablet to be erected in chapel to his memory, and will set aside the morning hour of April 7th, — his birthday — to unveil this with suitable ceremonies to his memory.

Reorganization of Division of History and Economics:

With the passing of Prof. Morrison, Dr. Daniel and I think that the time has come to split the division into two separate chairs, — one of history and the other of economics and sociology. It is hardly practicable nowadays to find a man who is well trained in all of these lines. Then too, it is our wish to promote Prof. Holmes and we would not consider him qualified to fill the dual role. We believe that he will fill very acceptably the professorship of history, and as such we shall wish to recommend him. In case the Board approves of making the two divisions, we shall seek to find an outstanding man well trained in economics and sociology, and especially in that phase of the latter subject generally termed citizenship.
Salary Scale:

The salary scale at Clemson is distinctly below that of the University and The Citadel, and about 20% on the average below that of similar institutions the country over. Eventually we should make some adjustments. There would be no advantage and no necessity for increasing the salary of a great many men now on our faculty, because they are not worth any more than we are now paying. However, as we select new men to fill new positions or to fill vacancies, we ought to get men of such training and experience as cannot be procured at existing salaries. For example, Prof. Morrison’s salary was $2,800, and that is a sufficient salary for Prof. Holmes. However, if we can get an outstanding man for the chair in economics and sociology, we may not be able to get a man for less than $3,000. It is a fact that we probably cannot fill any position on our faculty, even with men equal to those we now have, for anything like the same salary.

Education of Disabled Soldiers:

To the present training we are giving to disabled soldiers at the college, we have had added recently under another contract the training of men now on their own farms, after completing their course of training at the college. There are now forty-four of these men scattered over the state from Beaufort to Oconee, and it will require the services of several itinerant teachers to visit each man at least once a week. Our contract with the government for this work allows the college $30.00 per month per man. With the present number of men on placement training, we figure that we can carry on this work at a cost of not exceeding $900.00 per month, which would leave us a net profit of approximately $5,000.00 a year on this new work. Exact figures cannot be given because the location and number of these
trainees will vary from time to time, as will also the expense of having them looked after. When we renewed our contract last July for the teaching of disabled soldiers here at the college, the Federal Board agreed to add 10% for overhead expense. It is my intention to request that the Board allow this amount to go to the President, Treasurer and those other officers who bear the responsibility and burden of this additional work.

For the benefit of your special committee which was called I am glad to be able to report to the Board that we seem to be passing out of the fog of war psychology into a brighter day. It is not the same day that we used to have before the war, but this year and last the pinch of poverty and the sacrifice which parents had to make to send their boys to college have given a serious-mindedness to our students which has been conspicuous for its absence since 1918. The present Senior Class is the Freshman Class of the 1920 rebellion. Only two of the famous Freshman Committee of eight remain. Both of them, Bryan and Savage, are good students. The class as a whole has shown an excellent spirit of good will and cooperation and has been equally considerate of the President, whom four years ago they sought to destroy. On my fiftieth birthday, last January 24th, they were I think at the bottom of a celebration by the corps of cadets at which I was presented with a beautiful silver vase. The incoming Freshman Class adopted the honor system, so that now both the Freshman and Sophomore Classes are on that basis. Frankly, I am not sure that we are getting effective results. The Junior and Senior Classes, who stand their Lord’s examinations under military surveillance, are in favor of that
system, and they think that for the first time every student, whether at heart he be honest or dishonest, has the same chance to succeed on examinations. When we remember that the majority in both of these classes was strongly in favor of an honor system, but gave up the idea rather than bring about a split with the minority, special weight will be given to their testimony on this point.

For the benefit of your special committee which was appointed to study the honor systems at other colleges, I have collected information from twenty-five representative colleges in this state and in the nation. From these twenty-five only one college in South Carolina and only three of all who have the honor system, are satisfied with its operation. The opinions received confirmed an opinion I received from a similar inquiry made some ten years ago. Evidently the weak point everywhere is the disinclination on the part of students to report the fellows who transgress the honor system.

Religious Life:

Recently in order to answer a specific inquiry, I had occasion to make a canvass of the religious work that is carried on in the college, and I think the Board will be interested in a brief summary of this.

In the first place, the college as you know contributes to the salaries of the ministers and the Y.M.C.A. Secretary $3,000 - probably a larger sum of money than any other college in South Carolina spends for a like purpose. Every cadet is required to attend church on Sunday morning, and a fifteen minute devotional service in chapel every weak morning, except Saturday. The chapel service consists of Bible reading, the singing of a hymn, and an invocation concluding with the Lord's Prayer, in which the students join. The ministers in the
various churches have free access to barracks and do pastoral work among the students and this is one of the important phases of their work. 99.7% of 971 students on whom we have this data are church members.

Under the auspices of the Y.M.C.A., Bible Classes are conducted in barracks every Sunday night, and these classes have a total enrollment of about 550 students. There are also ten morning watch groups which conduct prayer service in barracks every morning. There is a Friendship Council, whose aim is to render all possible help — morel and otherwise — to students who are in need. The Y.M.C.A. conducts a Vesper Service every Sunday evening, at which the local ministers or visiting preachers or laymen speak. Student delegations are sent to all religious gatherings where the college should be represented, and a substantial delegation of students attends the Blue Ridge Conference School every summer. In addition to these activities, the Y.M.C.A. conducts special services and meetings in order to interest students in the various religious callings.

Naturally also, a great many members of the faculty are interested in contributing to the religious life of the students. A large number of Sunday School teachers come from the faculty, as do also a number of Bible Class leaders.

It should be remembered too, that our curriculum now contains as an optional subject the study of the English Bible.

As an indirect influence there might be mentioned the very wise requirement of the Trustees that every faculty member shall attend the morning chapel services. This provides at Clemson the very unique spectacle of having on the rostrum every morning a very large percentage of the faculty.
ATHLETICS:

Our team coached by Mr. Stewart and Capt. May gave a good account of itself in most of its games, although eliminated on the first round in the S.I.A.A. competition. I believe ours was the best basketball team in South Carolina, although Newberry College would probably dispute this claim. Although not satisfactory to him, Prof. Henry under pressure from the Athletic Council, recommended Coach Stewart for reelection at the end of his second year, and with equal reluctance I appointed him. Stewart is an agreeable fellow, a good promoter and popular with the faculty and students. However, I agree with Prof. Henry that he is a poor coach and inefficient in the handling of the business affairs of the Athletic Division, - a business which amounts to nearly $30,000 annually. Also, I am afraid that he is an intriguer and a trouble-maker. I was greatly relieved when he later received an offer from the University of Texas and tendered his resignation. He will leave June 1st. His successor has not yet been selected.

In designing our athletic rules, I believe I made a mistake in allowing students and alumni participation in the selection of the Athletic Coach and Director. Probably we should have gone the whole gamut of faculty and trustee control, giving to students and alumni participation, if at all, only by allowing them to select faculty representatives on the Athletic Council. I am sure the Council should be composed entirely of faculty members and that the Athletic Director, who is also a full professor on the faculty, should be appointed or elected just as are all other teachers and officers. At present the Athletic Council is composed of four students and two faculty members elected by the students; two alumni and one faculty member elected by the alumni; and four faculty members which I expected.
appointed by the President; - one of whom is the Director of Student Affairs. This in effect gives to the students and alumni a representation of nine members as against the President's representation of four.

Although they have only the power of recommendation, the Director of Student Affairs is put in the embarrassing position of having to report his power as Director of Student Affairs after losing a battle in the Council, or else be a good sport and accept the judgment of the Council as his own. His views are heralded throughout the barracks and dissatisfaction and dislike are engendered towards one whose usefulness depends largely on his hold on the respect and affection of the cadets.

When it comes to the appointment of the "Athletic Director", no member of the Council really knows anything about his qualifications for his job except Prof. Henry. The students, alumni and faculty members on the Council must base their opinions upon their personal likes or dislikes, or the result of his games. Only the Director of Student Affairs knows the man's ability to handle the business of the Association, his reliability in dealing with other colleges, his loyalty, his influence on his players, and all those other features as important - even more important - than mere ability to coach.

At this meeting I shall not recommend to you a change in the make-up of the Council, but I shall recommend that Prof. Henry be not a member of it, and that after July 1st next the Athletic Director be elected or appointed by the President and Board of Trustees as are all other teachers and officers. Later, if that still seems necessary, I think we should entirely recast the personnel of the Athletic Council so as to make it an out-and-out faculty body. The present mongrel arrangement, for which I take the responsibility, has not given the results which I expected.
Athletic Policies:

At a luncheon given by the Greenville Boosters of the Chamber of Commerce on last November 25th, I was called upon to make a short talk on athletics. I took occasion to point out some of the dangers connected with intercollegiate athletics, and some ways in which the public could help us and at least quit misjudging us.

Rather to my surprise these remarks were quoted from one end of the country to the other, and though often misquoted, there was a general chorus of agreement with the thought imputed to me - that athletics was going too far and needed to be checked. The publicity which was given to my remarks convinced me that the public was ripe to have faculties and trustees take a very strong position with regard to athletic control. As a matter of fact, in some quarters my remarks were construed as in opposition to intercollegiate athletics, although no such inference could properly be drawn from what I said. In order to state my position fully, and also to give the public something to think about, I gave to the newspapers a two-column article, copy of which I mailed to each member of the Board. This article likewise met with general public approval.

The demand is growing in insistence that collegiate athletics shall be under the same faculty supervision as are other college activities. At the last annual convention of the Association of Colleges and Secondary Schools, one of the largest educational bodies in the nation, the following recommendations by the Executive Committee were endorsed by the Association -

"That the Association's standards regarding athletics be made more specific with regard to faculty control, to the extent that final decision in all matters of athletic policy shall rest unequivocally with the faculty; rigid enforcement of entrance requirements and scholarship standards; abolition of the seasonal in favor of the full-time coach, who shall rank as a member of the faculty; ***"

These recommendations are in line with what we are attempting at Clemson.
The Cadet Mess:

You will recall that for this session we reduced the price of board from $17.00 to $16.00, and I think in the main the students have been well satisfied. However, prices on all commodities are rapidly rising, and it may be necessary another year to go back to the $17.00 charge. I am convinced that it is both an economy to the parents as well as a factor of satisfaction, to keep the price of the mess at a figure which will enable us to give good service.

Uniforms:

We shall propose to the Finance Committee when it meets to award the contract for uniforms, a change in the olive-drab blouse from the high standing collar to the turn-down collar, such as the Canadian army wore, and which has been adopted by a number of colleges. We shall not require a discarding of the blouse with standing collar, but in a year or two uniformity will come about without any extra cost and the new uniform will be found much more comfortable, dressy and distinctive.

Military Life and Discipline:

The conduct of the cadet corps this session has been excellent. I have never seen better college spirit and in the main, better cooperation and harmony.

The demerit record of the corps to date has been excellent, 39.6% receiving no demerits and a total of 82.5% being entitled to a place on the honor roll so far as conduct is concerned. Only three have exceeded the limit of demerits.

The Discipline Committee has held but few trials during the session. Only one cadet has been suspended and three dismissed. Considering our increased numbers, this is an excellent record.
However, no one can tell how a session will end, and good conduct during even a large portion of the session is no guarantee that the coming of April 1st and the sap-rising days of spring may not bring an ample amount of trouble. In fact, the line which divides a well-behaved corps of cadets from an uncontrolled mob is a very fine line, and may be stepped across almost in an instant. Last April for the first time in many years we had a revival of disturbances which if allowed to grow, may end as did a similar course in 1908, when 504 cadets were dismissed. Therefore, it is our intention to warn and intercede, but after that to deal with vandalism, indecency and disrespect with an iron hand.

While I think that conditions have greatly improved, Clemson cannot hope to escape the war psychology which has everywhere affected the spirit, attitude and conduct of student bodies. No longer can college officers feel instinctive respect and willing submission to authority which characterized student bodies of the older days. More often is there a questioning of all authority and a disposition to demand a larger share in government.

The Board has heard me discuss at length the difficulties and dangers of military discipline. The fact that I regard this method of government as one of the most valuable features does not hide from me the danger of mass action which inheres in an organization trained to act in concert. The sensation of sitting on a magazine is always with those of us who bear the heavy responsibility for keeping the leash eight or nine hundred young South Carolinians, with all their modern notions superimposed upon the natural bent of South Carolinians towards nullification and secession. With the possibilities of a new dormitory, it is appropriate perhaps to look a little further into the future and consider whether or not it will be
wise to continue Clemson on a basis of military discipline for all. Looking backward through its history, one cannot
hardly think of Clemson without its present form of military
government, and yet looking into the future, one cannot
contemplate with assurance a perpetuation of it. The public
has little sympathy with discipline, and students come up from
the home and through the schools to get their first taste of it here.
To retain the essential features of our military
discipline and eliminate unnecessary restraints and require-
ments has been my thought ever since I became President. To
that end, for instance, I have long ago eliminated class
marching and marching to church; the working hours have been
gradually reduced until as a rule all classes are now over at
four o'clock instead of at five or six as was the case ten years
ago; week-end permits and the extension of call-to-quarters
on Friday night until nine o'clock and on Sunday night until
eight o'clock have further helped to lighten and brighten the
military regime.
But in spite of these concessions military discipline
is regarded by a good many, including I am afraid some members
of our faculty, as out of joint with the times and more suitable
to preparatory schools than to colleges. In some quarters
there is an idea that boys in most of an agricultural and
engineering education should not be required to have to submit
to a disciplinary regime for four years in order to get tech-
nical training. A good many of young people who are ready to
go to college are more interested in having a good time than
in getting an education under conditions of efficiency and
economy, and are led by the solicitors from other colleges
to look upon life at Clemson as remote from the bright lights
which stand for amusement, and as a remaining fortress of discipline where restless and refractory students are given short shift into the discard. These notions are not held by our students or our alumni, but they find lodgment in the minds of those who know nothing of cadet life.

At Clemson we must have some certain method of control to keep order, to insure promptness, to require decent living conditions, to give opportunity for study and to require attendance upon classes, to keep students on the college grounds, and otherwise to direct their daily lives. The alternative is to turn things over to them and let them run them in their own way under one of the many guises of student government. I am one of those old-fashioned educators who believes that students are sent to college in order to learn with other things to obey authority and not themselves to exercise the functions of government.

Military discipline seems to me, (perhaps because I know that system best), the ideal one to lubricate the work of the college, and cause it to run in that manner which has elicited so much praise from every inspecting body that has ever been here. It is true that other colleges get along without this discipline, but I doubt if they can show the same efficiency as can Clemson. I am one of those who believes that the advantage which we see Clemson men enjoy when they go into business and come into competition with the graduates of the greatest universities of the country, lies in their having lived for four years under military discipline. The characteristics of a military man are courtesy and loyalty, and the feeling that whatever is ordered or even requested must be done, whether it can be done or not. The value of such qualities in any business cannot be over-estimated.

The other side of the shield is whether or not such a
system constitutes a bar to the use of the college by the people, and whether or not it does cause mature men who would be especially desirable as students of agriculture and other technical lines to hesitate in coming here because of their disinclination to submit to what seems to an outsider the petty requirements of military discipline. If the military government stands in the way of the agricultural and industrial development of our state, as we grow and reach out for more students we may be compelled eventually, at however great a sacrifice, to compromise with our present ideals of four years of discipline for all.

Additional Barracks:

The prospects of soon erecting an additional dormitory bring to the front the question as to whether or not at the beginning of the junior year we should permit students who have satisfactorily completed two years of military discipline to live outside of barracks as civilians. At first few would avail themselves of this advantage, because all of their friends and their connections would be in barracks and the facilities on the outside would for a while at least be limited. Gradually, however, the numbers on the outside would increase and we would be confronted with all of the problems of a civilian and a military student body. On the other hand, the fact that a man need not remain in barracks after he had finished the sophomore year would create a psychology distinctly to our advantage. There are always a few chronic complainers in regard to the messhall and a few chronic kickers against the military discipline. Probably these would be the last to leave barracks if the opportunity were offered, but they would be robbed of influence and their mouths would be shut if every student knew that they might have shuffled off the coils
of life in barracks had they so desired.

It is my feeling for the present that we make no provision for civilian students, even if we later create such a class, but that we add another wing to Barracks No. 1, in order to increase our messhall capacity and take care of our present crowded conditions. It would be my suggestion to build out on the north side of Barracks No. 1, extending the messhall in the same direction and have it constitute the first floor of the new structure. With the funds available we could perhaps provide for 150 students and increase the messhall at the same time to meet an eventual demand of 1,500. That I believe would be the best policy at present. By the time we come to build a more pretentious dormitory and one of larger capacity, we could then consider building this in another part of the campus, where it might be used eventually for civilians, provided that policy is adopted by the Board.

Fiscal Affairs:

To March 28th, the fertilizer tax was $154,000.00 as compared with $108,500.00 last year and $158,000.00 the year before. Mr. Stackhouse and I estimate a total for this fiscal year of $175,000.00. For a while we hoped it would show a $200,000.00 tendency, but recently sales have fallen off.

Our requested legislative appropriation of $90,856.66 was put entirely on salaries, and this amount will apply to the last half of this fiscal year and the first half of next. I am informed by the Budget Secretary that we are not bound by the items of expenditure which are not appropriated for by the General Assembly.

At our June meeting I think we ought to design our budget so as to have no balance on December 31st, 1923. In other words, we ought to use up whatever funds we have, because
the needs are great and every dollar that we carry forward on January 1st will simply reduce the amount that we can ask at the hands of the legislature. So long as the legislature allows us to retain the fertilizer tax and our other sources of income, without turning them in to the State Treasury, even the largest amount we are likely to need for maintenance will seem small by the side of the request from other colleges.

If we were sure that the state was going to continue on the calendar year, it might be well for us to change our fiscal year to correspond. However, if a change is likely any time in the near future we had better continue as at present from July 1st to the following June 30th. At the coming June meeting unless the Board instructs me otherwise, I shall make out a budget as usual and we can use this same budget to represent our expenditures for 1924 when we make our showing to the legislature.

EXTENSION SERVICE:

As the extension service grows in magnitude, now representing an annual expenditure of over $411,000.00, I sometimes wonder whether we are getting the best possible returns for this large outlay.

It is my intention between now and the June meeting, if I can possibly get enough time from other duties, to make a careful examination into these results and make you a special report thereon.

Mr. Long feels, and I agree with him, that the county agents must become more and more leaders of people in the mass rather than the counsellors to the individual farmer. We have passed the a-b-c stage in extension work and what is now most needed in the counties is good leadership around which may center the efforts of other organizations and indi-
viduals. Mr. Long thinks, and I agree with him, that in every county seat the county agent ought to have a conveniently equipped modern office, with some stenographic help to enable him efficiently to direct the work of others and give information which is as often sought by mail as personally.

You will recall that at the November meeting Mr. Long proposed that we reduce the number of specialists we are now carrying on our payrolls, with the intention of having fewer men and more capable men in these positions. Of this policy you approved, and later I shall make an exhibit showing the eight men out of twenty-four field specialists whom Mr. Long proposes to drop and the money that will be saved thereby.

Unspent balances which will approximate $7,000 by the end of this fiscal year will enable us to set up one-third of the offices this year, and the money saved by the specialists dropped will meet the costs and expenses during succeeding years, and leave with something/which to improve as opportunity offers the grade of our retained force of specialists.

The maximum expenditures proposed per county are $300.00 for office equipment, $180.00 for office rent, and $340.00 for stenographic assistance, a total per county of $920.00.

This matter of having a habitation and a home for the county agent where he can be found and where he can handle his mail and dispatch his business is of first importance in increasing the present efficiency of our field force.

AGRICULTURAL RESEARCH:

To the usual appropriation of $50,000.00 which I trust has now become habitual with the legislature, was added the $25,000.00 for special work on boll weevil control. In accordance with the general plans approved by the Agricultural Committee, the headquarters of this work will be at Florence,
although experiments in control will be duplicated on selected farms throughout the state and at the college and coast station. The government will contribute an amount approximately equal to that which the state has appropriated, and will act with us jointly in planning and supervising the experiments.

In consultation with the Agricultural Committee, we offered Dr. W. F. Gee of the University of South Carolina the position as leader in this boll weevil work. Dr. Gee at first accepted but later declined to accept the professorship of rural sociology at the University of Virginia. In consultation with Messrs. Wannamaker and Manning we then selected Mr. E. N. Winters, hitherto part-time extension agronomist, to head up the work. Mr. Winters is a well trained man, having finished his work this year at Cornell for his doctor's degree. He is thoroughly trained in research and has had ample experience, having been in charge of one of the experiment stations in Texas for a number of years. He had abounding energy and is one of the best public speakers we have ever had connected with the extension service — so much so that he has earned for himself the title of "The Billy Sunday of Agriculture." Mr. Coker and others who are interested in the boll weevil work seem very much pleased at this selection and I am confident myself that we have picked the best man available. The salary agreed upon was $4200.00 per annum, half of which will be paid by the college and the other half by the Department of Agriculture.

Since this boll weevil project is a cooperative nature, it will be necessary to lodge with the President a large amount of discretionary power in the employment of individuals and in the carrying out of plans, with the understanding of course that he will keep in close touch with the Agricultural Committee and Mr. Herwin Jordan, the college has been given the old...
of the Board in order to benefit by their suggestions and advice.

The first necessity at the Florence Station was to add to our present office space. By having the work done under Mr. Curri'n's supervision we are adding four rooms at a cost of approximately $1,200. The plans of the station are well known to members of the Agricultural Committee, but for the benefit of those not on this Committee, I might say that they include a fair and thorough testing out of all the leading methods advocated for boll weevil control, and in addition contemplate experiments which may lead to new methods based upon the agronomic and entomological features of the cotton plant.

I realize that the college has assumed a tremendous responsibility in taking the leadership in this work, and I hope that the research staff will have the frank opinions, advice and criticism of the members of the Board. We cannot afford to fail to do all that can reasonably be expected of us, although of course after that is done, no one can with confidence predict success. These facts were plainly and forcibly presented to the Senate by Senator Johnstone, and I think that the legislature realizes that we are going into this work without any promises, except to do the best we can to aid our agricultural people.

It is barely possible that we may receive additional funds from Dr. Hutchinson for assistance in our experiments, and for trying out ideas which he may have. With him as with others we stand ready to cooperate. We have made it clear to Dr. Hutchinson and to the Cotton Association that we would cooperate with either or both. It is a fact, however, that after the extension service had helped organize the Cotton Association, under the leadership of Mr. Scottowé Wannamaker and Mr. Harvie Jordan, the college has been given the cold
shoulder, and neither its help nor advice has been sought.

Right recently Mr. Harvie Jordan has approached Mr. Long with regard to helping the Cotton Association with its plans, and Mr. Long offered him the same cooperation we have sought to extend to any who have money or ideas.

This we decline, however, to get involved in any controversy with conflicting agencies.

**REGULATORY WORK:**

The adoption of the calcium arsenate bill for the inspection and analysis of calcium arsenate and other fungicides has necessitated the drafting of suitable regulations by the Agricultural Committee. The passage of this bill will somewhat increase our labors and responsibilities, but our acceptance of the work and the responsibility is in line with our policy that the college should do all work of education, extension, research and regulatory which has an agricultural background. The cotton seed meal inspection is the only agricultural feature of any importance which is not administered by us.

Through the course of the last six or eight years we have gradually accumulated a balance of about $12,000.00 on our hog cholera serum work. It is not possible of course to make the expenses and receipts exactly equal, although that is our plan. The price of serum has been now reduced to one cent per c.c. and will be still further reduced if market prices of serum justify further reduction.

I think it will be well to let the $12,000.00 remain in this fund as a working capital and in the future we can take slightly greater risks in adjusting the price of the serum to its cost.
Ever since I have been resident the college has been inspected in behalf of the Board of Health by Dr. E. A. Hines of Seneca, one of the most distinguished physicians of the upper country. We have I believe always received a good report. This year the inspection was made for the Board of Health by Mr. E. L. Filby, a sanitary engineer, and Dr. A. H. Hayden, epidemiologist.

The conclusions of these health officers were both highly complimentary to the college, although they found here and there conditions which they criticized, and also they made a great many recommendations covering everything from the curriculum to the milk supply. To put all of these recommendations into effect would cost us not less than $20,000; some of them are totally impracticable; and some of them positively undesirable. For instance, to install a sprinkler system in barracks would result in the buildings being continually flooded by the pranks of mischievous boys. To put in an equipment of commercial fire extinguishers would simply put another instrument in the hands of old students with which to pester new students, and they would never be in working order.

The screening of the entire college plant which these inspectors so glibly recommend would certainly be unnecessary, as well as involving us in an expense of five or six thousand dollars.

I have gone over all of these matters carefully with Dr. James A. Hayne, and have a letter from the Chairman of the Board, Dr. Eggleston, approving of every modification suggested. I shall present the recommendations of the State Board at a later time, with a statement from Dr. Hayne as to what are the requirements of his Board, and what are simply suggestions.

In the reports of Mr. Filby and Dr. Hayden we come in for...
a great deal of praise as well as for some criticism. Mr. Filby concludes his report with the following sentence —

"The institution as a whole from a sanitary standpoint is in fine conditions, and with remedying of the few points mentioned, the safety and health and happiness of the students should be assured."

Dr. Hayden says in his report —

"The health of the student body during the present college year has been remarkable."

In commenting on the messhall, Dr. Hayden says —

"Messhall in excellent condition of cleanliness and great care in this respect was evident. Kitchen, pantry and commissary and laundry all look spick and span, and were in every way attractive and indicated close attention and interest taken in the health and comfort of the students."

Referring to the messhall, Mr. Filby, the engineer, says —

"The kitchen is a model one, and the best that the writer has observed. A tile floor enables the kitchen to be scrubbed three times a day and the messhall twice a week. Plenty of fresh air, sunlight and white paint present an attractive interior. The employees wear clean white suits. Modern machinery is in use. Steam tables and electric dish washing machines, steam dryers, etc., facilitate the handling of the food and utensils. **** No odor was noticeable in the cold storage rooms. The bake shop is modern and clean. **** Most of the storage rooms are underground but they are free of odors and growths."

These comments only confirm my feeling that in Capt. Harcombe we have the right man in the right place. The only two severe criticisms are directed against the condition of the physics class room, for which Prof. Godfrey is immediately responsible, and against the milk room at the dairy, and the creamery in the dairy building, which interests are under the responsible charge of Prof. LlMaster.

Unfortunate the reports of the inspectors, intended for the State Board, were given into the hands of newspaper reporters, who picked out the above criticisms and played them up in glaring headlines. It seems to me that this is not fair to an institution, but that only such criticisms should be published as the Board upon due consideration has found to
merited. Sanitary conditions are very largely matters of opinion with the inspectors. A change of personnel may lead to an altogether different set of recommendations. This is illustrated in the recommendations made by Dr. Hayden and Mr. Filby, who felt that a great many things should be done which had never been referred to by any inspector during the last decade. Dr. Hayne regretted very much that the inspectors' reports got into the newspapers and stated to me that they were merely preliminary and that the Board of Health itself had intended to follow up these reports with an inspection by the full Board. However, the Board was not able to do this and published the reports of the inspectors instead. In some way we should have protection against this sort of thing in future, because there will never be a time in a plant of this size when it will be impossible to find a dirty classroom, a few flies somewhere, or a milk rag thrown out upon the ground. To herald small transient conditions like this in the newspapers is to create an altogether unwarranted impression. If the newspapers would publish the entire reports, I would have no objection, but Alas! Criticisms seem to be better news than compliments. I shall later submit the reports above referred to in their entirety for the Board's consideration and action.

**MISCELLANEOUS ITEMS:**

**Board of Visitors:**

I would remind the Trustees that at this meeting the Board of Visitors for 1923 must be selected, and I would again suggest the policy of putting on this Board several prominent newspaper editors. Last year we included on the Board Mr. Robert Latham of Charleston and Mr. W. W. Ball of Columbia. The favorable impression made by the college on Mr. Ball has been constantly reflected in his editorials dealing
with agricultural matters with which the college is concerned. He did not even raise the question of life trusteeship when our request for appropriations was made public, and that I think was probably the severest test to which he could have been subjected. Mr. Lathan was not able to attend last year, and it might be well to elect him again, and also choose one of the editors in Greenville or Spartanburg. After all, the chief value of the Board of Visitors is to increase the number of men whom we can invite to the college at our expense in order to give them full information regarding the college. The suggestions made by them have never been of much value. I believe, therefore, that the basis of our selection should be the position which the party has in the state, and the influence with he can exert in our benefit. Prominent newspaper men and business men, as well as men who are prominent politically, should I think be included on these Boards of Visitors. I trust at some convenient place in our proceedings they may report their observations to the Board.

The Calhoun Mansion:

From time to time a demand comes from people in the state to make of the Calhoun Mansion more of a state asset than we have been able to do thus far. This was one of the first matters which I presented to the Board when I became President, but the Board thought it unwise to take any steps during the life of Mrs. Calhoun. However, the family is now very largely scattered, only Miss Ida Calhoun and Mrs. R. C. Shiver living in the Mansion. I think the time has come when we should restrict their use to a portion of the Mansion so as to give more room for a display of the furniture and other possessions of Calhoun and Clemson. It might be well to create a commission to begin a study and a development of the Mansion which in the course of years will bring it back as nearly as
possible to its condition during the time when Mr. Calhoun occupied it. If we wait too long to do this work, we will miss acquiring some of the relics which are now in the hands of other people. The opening of college in September, this very important matter has been delayed for a year by the

The Meeting of Southern Agricultural Workers: At the special request of the officers of the Association of Southern Agricultural Workers, I requested as many of the Agricultural Committee of the Board as could, to attend the meeting at Memphis on February 6th, 7th and 8th, at which the special subject for discussion was the boll weevil situation and boll weevil control. Only Messrs. Wannamaker and Manning were able to go, and I am sure they found the meeting and the contacts they made profitable as well as pleasant. As President of Clemson, I was very proud to have these two members of the Board along with me, and they gave a good account of themselves in the meetings and in the discussions. I trust at some convenient place in our proceedings they may have an opportunity to report their observations to the Board.

Committee on Industrial Relations: Governor McLeod sent to the Legislature a special message suggesting the appointment of a Commission to inquire into the relative industrial development, particularly as between North and South Carolina, during recent years. The General Assembly passed a joint resolution creating a Commission of five, and on this Commission Governor appointed Senator Johnstone, Mr. B.E. Geer and the writer. It was quite a compliment to Clemson that on a state-wide committee of five Governor McLeod should have hit upon three Clemson officers.
Telephone System:

I am glad to report the Bell Telephone Company expects to begin very soon the installation of a local system here, - this to be completed by the opening of college in September. This very important matter has been delayed for a year by the enactment of an unwise law requiring this service of the Bell Company. Federal Judge H. H. Watkins first granted a 30-day injunction, and about the first of March in a just and well expressed decision, made the injunction permanent. I was then notified by the Bell Company that the work of installation would be promptly begun.

Inspections by the Board:

I should like very much for members of the Board to inspect the new laundry, the new civil engineering laboratory, the new second story of the wood shop, the new postoffice equipment, the new power station, the new turbine and boiler equipment, and the new radio station just about completed. Probably few, if any, members of the Board have seen these additions to the college plant made during the last two years.

My recommendations follow as part of this report.

Respectfully submitted,

W. M. Riggs, President.
RECOMMENDATIONS.

1. Under authority of the By-laws, I have taken the following actions and ask your approval of the same:

   (a) Resignations: I have accepted the following resignations -
      Carlisle, B. E., "Assistant State Veterinarian," salary $1,900;
      Effective October 1, 1922.

   (b) Appointments for first period: I have made the following appointments for one year, or less -

      Shelton, E. P., "Agent in Dairying," (Succeeds D. C. Badger);
      Salary $2,250.00. Appointment effective December 28 to June 30, 1923.

      Moreland, R. W., "Asst. Entomologist," (Succeeds himself);

      (Temporary appointment caused by death of Prof. Morrison)

      Winters, N. E., "Leader, Boll Weevil Control Work," (New position); Salary $2,100. Appointment effective March 1 to Dec. 31, 1923. (U.S.D.A. pays $2,100 also)

2. Second Probationary Year: The following men having satisfactorily completed approximately one year of service, I recommend that they be elected to their second probationary period ending June 30, 1924 -

   Extension Service  Title                          Salary       Date of first appointment
   Keegan, W. J...."Dairy Husbandman"....$2,400.00.... May 11, 1922
   Hamilton, R. W...."Peanut, Soy Bean and Cowpea Specialist"... 2,500.00.... July 10, 1922

3. Third Probationary Year: The following men having satisfactorily completed approximately two years of service, I recommend that they be elected to their third probationary period ending June 30, 1924 -

   Extension Service  Title                      Salary       Date of first appointment
   Keegan, W. J...."Dairy Husbandman"....$2,400.00.... May 11, 1922
   Hamilton, R. W...."Peanut, Soy Bean and Cowpea Specialist"... 2,500.00.... July 10, 1922

   (Temporary change in effective date listed.)
Extension Service.  Title  Salary  Date of first Appointment
Jeffords, S. L. .... "Forage Crop Spec'st" .... $2,750 .... April 15, 1921

Agricultural Research.

Jones, I. R. .... "Asst. Dairyman" ....... $2,000 .... July 16, 1921
Kyzor, E. D. .... "Res. Asst.F.D.Sta." .... 2,000 .... Mar. 15, 1921
Juli, C. H. .... "Asst.to Dir. Exp.Sta." .... 1,900 .... June 1, 1921

Treasurer's Office.

Burley, B. B .... "Asst. Bookkeeper" .... 1,660 .... June 1, 1921

4. Permanent Positions: The following men having satisfactorily completed approximately three years of service, I recommend that they be elected to permanent positions beginning July 1, 1923 -

Extension Service.  Title  Salary  Date of first Appointment
Lewis, L. H. .... "Asst. Mkt'ng" ....... $2,600 .... June 20, 1920

Agricultural Research.

Buie, T. S. .... "Asst.Agronomist" ....... 2,200 .... July 1,1920

5. At Director Long's request, I recommend:

(a) That the position of Tobacco Specialist, salary $2,750, created at the July meeting of the Board, be abolished, and that in its place be created the position of "Extension Pathologist,"

(b) That Mr. W. D. Moore, a graduate of this college in the class of 1920, now in his third year of graduate work at Rutgers College, N. J., be elected to the position.

6. I recommend the following -

(a) That Mr. E. E. Hall, now "Extension Plant Breeder," be transferred to the boll weevil control work, with the title of "Research Agronomist," Boll Weevil Laboratory, without change of salary or status, - this transfer to be effective May 1st.
(b) That Item No. 140, Extension Budget, representing the salary of H. E. Daniel, Assistant District Agent in charge of the negro demonstration work, be increased from $1,400 to $1,500, the latter figure to apply for this fiscal year.

(Mr. Long states that the salary of $1,400 was put in through an error on his part in making up his budget last July.)

(c) That Sergeant-Major Cripps be granted a remission of $7.00 per month on his house rent, effective September 1, 1922, in return for assistance rendered the Commandant's office outside of his regular duties to the R.O.T.C.

(d) That Mr. T. W. Timms, who was seriously ill during the months of January and February, and lost time amounting to $82.80, be paid one-half of this amount, ($41.40) in recognition of his long and faithful service to the college.

(Mr. Timms has been in the employ of the C. & R. Division since January 1911, and before that time worked for a number of years at the barn and elsewhere at the college.)

(e) That an increase in the salary of H. K. Donnally, Chief Clerk in the office of the State Veterinarian, from $1,600 to $1,750, effective January 1, 1923, made by me, be approved.

Free Tuition: The State Board of Public Welfare makes the following recommendation in the case of cadets who have applied for free tuition since the November meeting of the Board:

1923
F. L. Gambrell Anderson County
F. S. Gilmor Anderson County
J. A. Kinard Colleton County

William L. Dunlap Laurens County
Pay Tuition:

Based upon subsequent investigations, the State Board of Public Welfare requests that their recommendations in the following cases be changed from "pay tuition" to "free tuition":

D. M. Sanders .......... Sumter County
L. S. Bouknight .......... Lexington County

W. F. Heller ........... Anderson County
H. E. Waffney ........... Cherokee County

I recommend that all of these rulings be adopted.

8. I recommend that Mr. J. E. Pickett be nominated to the Governor as Recorder of the Clemson College Corporation.

9. I recommend that the Board of Trustees elect Mr. Louis Miller, 1st Sergeant, U. S. A. retired, and now acting as Campus Marshall, as a Constable of the Clemson College Corporation.

10. Upon the unanimous recommendation of the Faculty, I recommend that at the coming Commencement, the degree of Bachelor of Science be awarded to Mr. C. Y. Wigfall and Mr. James Lynah of Detroit, as members of the class of 1922.

(Mr. Wigfall completed the Junior Class at Clemson in 1908, afterwards graduating with the degree of Bachelor of Arts, (A.B.) from Wofford College in 1915; the degree of Bachelor of Sacred Theology, (S.T.B.) from Yale University in 1920; and the degree of Master of Arts (M.A.) from Columbia University in 1922. Mr. Wigfall spent part of this session, (1922-1923) here, resigning to take a pastorate in the West.)

(Mr. Lynah attended Clemson until he was dismissed in January 1902 for disciplinary offenses while a member of the Senior Class. He then entered Cornell in September 1902, graduating in June 1905 with the degrees of M.E. and E.E. He has become a distinguished engineer, serving with the Du Pont Company during the war, and is now with the General Motors Corporation of Detroit.

Both of these men desire degrees from Clemson solely because of their loyalty to the institution.)
11. I recommend:

(a) That the present division of History and Political Economy be divided into two divisions - one of "History" and the other of "Economics and Sociology."

(b) That the Chair of "Economics and Sociology" carry the usual title and salary of other full professorships in the Academic Department, namely "Professor of Economics and Sociology," salary $2,800.00.

12. I recommend that Prof. A. G. Holmes be elected to the position of "Professor of History" at the salary of $2,800 per annum, effective September 1, 1923.

13. I recommend the following academic policies:

(a) That the college adopt the policy of giving the degree of M.S. in such lines as the President and Faculty may deem wise, provided the additional work can be done without material increase of expense, or without neglect of the undergraduate work.

(b) That work done in the Division of Education during the summer school be recognized as eligible for credit towards the M.S. degree.

(c) That the college offer the degree of Civil Engineering, (C.E.) after one year of successful postgraduate work in that course.

(d) That no major undergraduate course advertised by the college be given unless at least five men elect such course.

14. I recommend the following By-law changes and additions:

The section numbers refer to the July 1922 edition of the By-laws.

(a) That Section 3 of the By-laws be amended so as to fix the dates for the three regular meetings of the Board on the third
Fridays in October, March and June, instead of the second Fridays in these months as now provided.

(b) After Sec. 51 add a new section to read as follows:

"County and home demonstration agents and other officers jointly appointed or compensated by the college and the U.S.D.A. shall be appointed annually by the President for a period not exceeding one fiscal year. In regard to such appointees when these By-laws differ or conflict with the regulations, interpretations or usages of the U.S. Department of Agriculture, the regulations, interpretations and usages of the said Department shall govern."

(c) Add a new section following Sec. 54, to read as follows:

"The provisions of Section 58 of the By-laws shall apply to teachers and officers who retire, though not incapacitated, after the age of sixty, provided they have been in the employ of the college not less than twenty-five years, or who retire, though not incapacitated, at seventy years of age, having served not less than fifteen years."

15. I recommend the following changes in the By-laws bearing upon the control of athletics, to become effective July 1, 1923.

(The section numbers refer to the July 1922 edition of the By-laws.)

(a) Annul Section 86d which reads as follows:

"He, (the director of athletics) shall be nominated by the Athletic Council’ and by the Director of Student Affairs, and shall be appointed by the President of the College at a salary to be determined by the Athletic Council with the approval of the Director of Student Affairs."

(b) Amend Section 85a to read as follows, the additions being shown by the underscored words:

"He, (the director of athletics) shall sustain the head of the Department of Student Affairs the same relation as do other heads to directors, except as otherwise specified, and he shall be elected or appointed as are other teachers and officers of the college."

(c) Amend Section 86e to read as follows, the words added to the section being underscored:

"His salary shall be determined by the President of the college in consultation with the Director of Student Affairs, and shall be paid from the athletic reinvestment account. The contract covering his employment shall not involve college funds not appropriated by the Board of Trustees. The same procedure and conditions shall apply to the selection and appointment of all paid assistant coaches and other paid assistants in connection with athletic work."
Cost during 1923-24:

(a) 16 stenographers @ $340.00 per year .......... $ 5,440.00
(b) 16 rents @ $180.00 per year .................. 2,880.00
(c) Equipment, rent and stenographic services for 2nd group of 16 offices.
April 1st to June 30th, 1924 .................. 6,880.00

Cost 1923-24 .................. $15,200.00*

*(To be paid in 1924 by saving on specialists.)

Cost during 1924-25:

(a) 32 stenographers @ $340.00 .................. $10,680.00
(b) 32 rents @ $180.00 per year .................. 5,760.00
(c) Equipment, rent and stenographic services for third group of 14 offices.
April 1st to June 30th, 1925 .................. 6,020.00

Cost 1924-25 .................. $22,660.00

Cost during 1925-26 and thereafter:

(a) 46 stenographers @ $340.00 per year .......... $15,640.00
(b) 46 office rents @ $180.00 per year .......... 8,280.00

Cost 1925-26 and thereafter .................. $23,920.00

17. At Mr. Long's request, I recommend that after January 1, 1924, all specialists employed by the Extension Service be located in Columbia.

18. I recommend that authority be given to the State Veterinarian to assume the expense of the U. S. Bureau of Animal Industry on tick eradication work from March 1 to June 30, 1923, on the understanding between Dr. H. A. Ramsey, the U. S. Bureau of Animal Industry, and Dr. W. K. Lewis, State Veterinarian, that after the beginning of the fiscal year, July 1st, the federal government will take over a like amount of the state’s expenses from July 1st to October 31st, 1923.

19. I recommend the adoption of certain rules and regulations of the local Board of Health. (See MSS)

20. I recommend that the following emergency appropriations be made:

(a) Repairs to coal shute at Calhoun .................. $ 572.18
(b) Repairs to house of workmen, A-H Div ........... 200.00
(c) Sanitary closets for campus .................. 300.00
(d) Memorial tablet for W. S. Morrison .............. 50.00
(e) Bronze memorial plate for L. I. McHugh ........... 25.00
(f) One additional forge, Forge Shop Div ........... 37.50
(g) Cattle and hog shed, A-H Div. (burned) ........... 282.00
(h) Cost of audit by L. A. Searson .............. 565.00

TOTAL .................. $2,051.66
COST OF CARRYING OUT CERTAIN SUGGESTIONS OF STATE BOARD OF HEALTH.

(Figures in last column comply with Board's requirements)

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Screening Barracks No. 1</td>
<td>$748.00</td>
<td>$61.00 (OB)</td>
</tr>
<tr>
<td>2.</td>
<td>Screening Barracks No. 2</td>
<td>$544.00</td>
<td>207.00 (OB)</td>
</tr>
<tr>
<td>3.</td>
<td>Screening Barracks No. 3</td>
<td>$1,015.00</td>
<td>255.00 (OB)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$2,310.00</td>
<td>$513.00 (OB)</td>
</tr>
</tbody>
</table>

**Screening:**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Agricultural Hall</td>
<td>$907.26</td>
<td>$122.44 (CAC)</td>
</tr>
<tr>
<td>5.</td>
<td>College building</td>
<td>$752.66</td>
<td>76.35 (CAC)</td>
</tr>
<tr>
<td>6.</td>
<td>Chemical buildings</td>
<td>$548.23</td>
<td>71.73 (CAC)</td>
</tr>
<tr>
<td>7.</td>
<td>Dairy building</td>
<td>$270.78</td>
<td>53.26 (CAC)</td>
</tr>
<tr>
<td>8.</td>
<td>Electrical laboratories</td>
<td>$54.35</td>
<td>54.35 (CAC)</td>
</tr>
<tr>
<td>9.</td>
<td>Engineering buildings*</td>
<td>$1,071.92</td>
<td>92.38 (CAC)</td>
</tr>
<tr>
<td>10.</td>
<td>Textile department*</td>
<td>$699.93</td>
<td>65.57 (CAC)</td>
</tr>
<tr>
<td>11.</td>
<td>Printery*</td>
<td>$43.00</td>
<td>--</td>
</tr>
<tr>
<td>12.</td>
<td>Dairy barn (impractical)*</td>
<td></td>
<td>--</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$4,348.13</td>
<td>$536.08 (CAC)</td>
</tr>
</tbody>
</table>

*NOTE: Not practical to screen dusty laboratories and not necessary to screen chemical laboratory, etc.

**APPROPRIATIONS RECOMMENDED**

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td>Toilet &amp; dress rm. for bar. help</td>
<td>$672.00</td>
<td>$672.00 (CAC)</td>
</tr>
<tr>
<td>14.</td>
<td>Sterilizing equip for S-pool*</td>
<td>$500.00</td>
<td>???*</td>
</tr>
<tr>
<td>15.</td>
<td>Crescent shaped toilet seats</td>
<td>$525.00</td>
<td>As needed</td>
</tr>
<tr>
<td>16.</td>
<td>Chlorinator, filtration plant</td>
<td>$500.00</td>
<td>500.00 (CAC)</td>
</tr>
<tr>
<td>17.</td>
<td>Sprinkler system, barracks</td>
<td>$6,500.00</td>
<td>Impractical</td>
</tr>
<tr>
<td>18.</td>
<td>Chemical extinguishers for bar.</td>
<td>$152.00</td>
<td>Impractical</td>
</tr>
<tr>
<td>19.</td>
<td>Fire alarm, Bar. to power sta.</td>
<td>$60.00</td>
<td>Unnecessary</td>
</tr>
<tr>
<td>20.</td>
<td>Filling wells or using pumps**</td>
<td>$1,800.00</td>
<td>500.00** (CAC)</td>
</tr>
<tr>
<td>21.</td>
<td>Extra stools, n &amp; s. toilets***</td>
<td>$210.00***</td>
<td>210.00 (OB)</td>
</tr>
<tr>
<td>22.</td>
<td>Drinking fountains, Bar. Gangways</td>
<td>$150.00</td>
<td>150.00 (CAC)</td>
</tr>
<tr>
<td>23.</td>
<td>Lavatories &amp; towel racks for barracks toilets</td>
<td>$550.00</td>
<td>550.00 (OB)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>$11,619.00</td>
<td>$2,582.00***</td>
</tr>
</tbody>
</table>

* Dr. Haynes states that there is no satisfactory method yet determined.
** Other approved arrangement or device.
*** Extra story as suggested not possible.
21. I recommend the adoption of the following budget for the live stock sanitary work:

```
<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>LIVE STOCK SANITARY WORK. (Appropriation $50,000)</td>
<td></td>
</tr>
<tr>
<td>200S. Salaries (State Veterinarian)</td>
<td>$1,870.00</td>
</tr>
<tr>
<td>201S. Salaries (Asst. State Vet'ns)</td>
<td>$24,150.00</td>
</tr>
<tr>
<td>203S. Salaries (Assts to Vet'ns)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>205S. Salaries (Deputy State Vet'ns)</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>207S. Traveling expenses</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>209S. Telegraph and telephone</td>
<td>$250.00</td>
</tr>
<tr>
<td>211S. Office supplies</td>
<td>$750.00</td>
</tr>
<tr>
<td>213S. Other supplies</td>
<td>$8,250.00</td>
</tr>
<tr>
<td>202S. Office equipment</td>
<td>$175.00</td>
</tr>
<tr>
<td>204S. Other equipment</td>
<td>$750.00</td>
</tr>
<tr>
<td></td>
<td>$50,000.00</td>
</tr>
<tr>
<td>TICK ERADICATION. (Appropriation $20,000)</td>
<td></td>
</tr>
<tr>
<td>300S. Salaries (Clerk)</td>
<td>$1,750.00</td>
</tr>
<tr>
<td>301S. Salaries (Cattle inspectors)</td>
<td>$12,500.00</td>
</tr>
<tr>
<td>303S. Other supplies</td>
<td>$500.00</td>
</tr>
<tr>
<td>305S. Traveling expenses</td>
<td>$500.00</td>
</tr>
<tr>
<td>307S. Laundry &amp; disinfecting supplies</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>309S. Wages (cattle inspectors)</td>
<td>$1,750.00</td>
</tr>
<tr>
<td></td>
<td>$20,000.00</td>
</tr>
<tr>
<td>SLAUGHTER OF DISEASED LIVE STOCK. (Appropriation $2,000)</td>
<td></td>
</tr>
<tr>
<td>401S. Reimbursement for slaughtered live stock</td>
<td>$2,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>HOG CHOLERA SERUM. (Sales, est., $50,000)</td>
<td></td>
</tr>
<tr>
<td>501S. Salaries (2 clerks)</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>503S. Serum, biologics, etc.</td>
<td>$47,000.00</td>
</tr>
<tr>
<td></td>
<td>$50,000.00</td>
</tr>
</tbody>
</table>
```

22. The Board of Trustees having extended its water and electric lines, has

The property in good condition as to prevent its being a

manage to the safety of the water and light service on the

(b) That funds due the Fort Hill Land Company for connect

with this system (bill receivables) and amounting to

approximately $300.00 be turned over to the college to con-

TICK ERADICATION. (Appropriation $20,000)

three shall be required to pay $50.00 as a connection charge

and all such payments shall go into the sinking fund described

in Sec. (b).

(a) That the college undertake and agree to repair and keep

SLAUGHTER OF DISEASED LIVE STOCK. (Appropriation $2,000)

the system in good condition and to the present system, in addition to the

401S. Reimbursement for slaughtered live stock | $2,000.00|

2 That owners of property having permission of the

President to connect to the present system, in addition to the

connection charge of $50.00, be required to pay all expenses of

connecting to the nearest water, electric line or sewer main;

all such connections to be made by the college, or in accordance

HOG CHOLERA SERUM. (Sales, est., $50,000)

501S. Salaries (2 clerks) | $3,000.00|

503S. Serum, biologics, etc. | $47,000.00|

charge, the charge for light and water service, or any assess-

ment for repairs and upkeep, or other indebtedness to the

college, within thirty days after receipt of bill, shall be dis-

connected and so remain until the indebtedness, with $1.00 added

for the cost of disconnecting and reconnecting, be paid in full.
22. The Fort Hill Land Company, to whose property the Board of Trustees extended its water and electric lines, has now dissolved, and there remains no organization to keep up this property in such condition as to prevent its being a menace to the safety of the water and light service on the college property.

In conference with a committee of the citizens owning property on the Fort Hill Land Company's tract, consisting of Messrs. Sease, Clinkscale, Henry, Wertz, Hunter, Barre and Dr. McCollum, the following plan was agreed upon and I recommend it to your favorable consideration:

(a) That title to the electric, sewer, and water lines be deeded to the college by the present owners.

(b) That funds due the Fort Hill Land Company for connections with this system (bills receivable) and amounting to approximately $500.00, be turned over to the college to constitute a working capital for repairs and upkeep.

(c) That the actual cost of repairs and upkeep be assessed against all householders and business houses connected to the system.

(d) That every new connection to the mains of the Fort Hill Land Company, whether for water, light or sewerage, or all three, shall be required to pay $50.00 as a connection charge and all such payments shall go into the sinking fund described in Sec. (b).

(e) That the college undertake and agree to repair and keep in working order the sewer, water and electric light mains now installed or hereafter to be installed, the cost to be paid as provided in Sec. (c).

(f) That owners of property having permission of the President to connect to the present system, in addition to the connection charge of $50.00, be required to pay all expenses of connecting to the nearest water, electric line or sewer main; all such connections to be made by the college, or in accordance with a plan approved by the college and by workmen approved by the college.

(g) That any person or firm failing to pay the connection charge, the charges for light and water service, or any assessment for repairs and upkeep, or other indebtedness to the college, within thirty days after receipt of bill, shall be disconnected and so remain until the indebtedness, with $1.00 added for the cost of disconnecting and reconnecting, be paid in full.
23. I present the following statement regarding the training of disabled soldiers with special reference to the apportionment of the 10% allowed for overhead supervision:

Under Contract No. 1. Resident Instruction.

1. Balance on hand, June 30, 1922.................. $23,328.10
2. Estimated receipts, 1922-23............. $18,000.00
   Cost of Instruction........ $15,000.00
   10% overhead............... 1,800.00
   Estimated Balance, June 30, 1923........... $24,528.00


(Dating from March 1, 1923)

1. Estimated receipts @ $30.00 per month per man, (at present 44 men).................. $15,840.00
2. Estimated cost* of instruction (maximum)........ 8,500.00
3. Estimated 12 months profit........ $7,340.00

* No allowance for overhead.

Disposition of the 10% for overhead allowed by the government on present Contract No. 1.

SUGGESTIONS.

I BRING TO THE ATTENTION OF THE BOARD, WITHOUT RECOMMENDATION, THE FOLLOWING MATTERS:

1. The selection of the Board of Visitors. (One from each congressional district.)

2. The basis of preparation for the budget for the June meeting. (Shall it be made for 6 months, 12 months or 18 months?)

3. Policy as to having any balance December 31, 1923.

4. The policy of the college as to the repayment to the state of our loans of 1921 and 1922, totalling $251,557.90, vs getting consent of the legislature to cancel these notes.

5. The future policy as to military discipline and the question of allowing students at the beginning of the Junior Class to choose between a military and a civilian status.

6. Consideration of the location of Barracks No. 4. (Addition of approximately 100 ft. to north of Barracks No. 1 recommended. Approximate cost $50,000. Capacity in dining hall 400; in rooms 150.)

7. Destruction of college records after the lapse of a definite period of years.

8. Development of the Calhoun Mansion as an historical asset of the state.

9. The report of the Committee on Honor System and the methods of administering student discipline. (H. C. Tillman, Chairman.)

10. The possibility of interesting Mr. J. B. Duke, through Mr. Geer, in building at the college a new textile school bearing his name.

11. A consideration of the status of the local Board of Health. (Correspondence attached.)

12. Report from Messrs. Warrnamaker and Manning as to their attendance upon the Association of Southern Agricultural Workers in Memphis, February 6th, 7th and 8th.

13. Action in regard to Professors Godfrey and La Master because of omissions in their divisions, which conditions were criticized by the State Board of Health, and the college thereby given unfavorable publicity.