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President's Report to Board of Trustees, 1922-04

Clemson University

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it is gratifying to report that the numbers of students have not only held up since the opening in only 1% more than the low figure of last session. It may be remembered that our losses last session were only the result of the previous eleven year average.

To the Honorable Board of Trustees
Of The Clemson Agricultural College.

Gentlemen:

As required by the By-laws, I present herewith a report covering the period since your last regular meeting in December. Remembering that you have an important special order to consider, I shall make this mid-session report brief, reserving greater detail for my report at the end of the fiscal year.

The general spirit and attitude of the corps of cadets has on the whole been quite satisfactory. Our discipline has been maintained on an efficient basis, although perhaps not with the strictness which appeared last coming fall. Administration Col. Pearson is an entirely different type of officer, well suited to present day conditions and the temper of the public towards military discipline. He is jovial and democratic, personally well liked by the students, and at the same time is a very efficient officer. I have not had a single complaint of him during the whole session, and so far

PART I.

The enrollment of the college to date is 1,007, - by far the largest in the history of the institution. The average enrollment for the past five years is 843. Of our total enrollment, approximately 50% are the sons of men actually engaged in farming, and about 70% are the sons of farmers and merchants.

As stated in my last report, there is a tendency among the new students to swing towards the engineering courses and away from the agricultural courses. This is emphasized by the fact that out of a total of 223 scholarships open to students in agriculture, only 112 are filled. Perhaps these hard times will cause the scholarships to be more eagerly sought during the coming summer, and by that means the proportion of men selecting the agricultural courses next fall will be increased.

In spite of the financial difficulties which parents undoubtedly have encountered in keeping their boys in college,
it is gratifying to report that the number who have dropped out since the opening is only 1% more than the low figure of last session. It may be remembered that our losses last session were only one-half of the previous eleven year average.

The general spirit and attitude of the corps of cadets has on the whole been quite satisfactory. Our discipline has been maintained on an efficient basis, although perhaps not with the inflexibility which marked Col. Cummine's administration. Col. Pearson is an entirely different type of officer, well suited to present day conditions and the temper of the public towards military discipline. He is jovial and democratic, personally well liked by the students, and at the same time is a very efficient officer. I have not had a single complaint of him during the whole session, and as far as I can learn, the boys like and respect him.

Many of the oldest members of the faculty believe that the general spirit and attitude of the corps towards the military department, and in fact towards the entire faculty, is unusually good.

The Discipline Committee has held only ten trials this session, and seven students only have been dismissed or suspended. This is an unusually good record, especially when we consider that our attendance is nearly 20% above normal.

The Commandant's policy of making 2nd Lieutenants of all the Senior privates continues to work well, and this innovation has removed one of the sore spots which has long existed.

We have had no serious cases of sickness among the cadets, although during the latter part of February and early in March, we had a great many boys sick with a form of grippe which while not serious, necessitated their being kept in bed
for a week or ten days. One hundred and twenty-seven men missed their second term examinations, in whole or in part, and so numerous were the cases of sickness that we had to take one of the halls on the upper floor of barracks, employ two additional trained nurses and establish a temporary hospital there. The epidemic was safely overpassed with only one pneumonia case, and that not a serious one.

I regret to say that Prof. Godfrey, Professor of Physics, last week developed a case of smallpox, and as a result vaccination of everybody on the campus, students and civilians has been required. There has been no panic or trouble in this connection. Prof. Godfrey's case has never been serious, but will of course require his remaining in quarantine for sometime yet.

Standards of Admission:

Our constantly increasing attendance, reaching this year the high water mark, and the fact that over half of our student body are from "simon-pure" farmers, is most gratifying when the gradual elevation in our entrance standards during the past ten years is considered.

When I became President in 1910 our standard of admission was two years of high school work - the equivalent of six to eight units. This was probably lower than at any other college of recognized standing. In 1912 our entrance requirements were increased to ten units; in 1916, to 11 units; and in 1917, to 12 units. In 1920-21, which was last session, our standard for admission was made 15 units with three conditions - the equivalent to 12 units.

Our ability to increase our entrance standards without shutting out the very class of boys whom Clemson was intended primarily to serve, is due of course to the great improvement during the last decade in the school system of the state.
Not only are there now at least 148 good high schools, but the country schools under the stimulus of the Smith-Hughes Act and recent farsighted legislation have greatly improved. Also, there is at least one accredited high school in each county.

With the improvement of the schools the colleges have been able to go forward in the advancement of their admission standards. We are today the only college that I know of which publishes the entrance standard of 15 units with as many as three conditions. Every college in South Carolina except Clemson has a 15 unit standard with two conditions, and I am convinced that we must adopt that standard unless we are willing to place our graduates at a very great disadvantage in competition with graduates of other colleges. Already our graduates are complaining because in other states they cannot obtain teachers’ licenses without examination, or practice civil engineering without an examination, or get proper credits at universities where they go for advanced degrees— all this because we have only 12 units for admission. The S. C. Association of colleges has recommended to the State Superintendent of Education that after two years no graduate of a college having less than 15 units with two conditions for entrance be granted a teacher’s license without examination.

In short, the colleges of the state are preparing to "read us out of the church" unless we adopt the minimum standard which now obtains among colleges. In competing for students we cannot afford to have our standing justly rated below our competitors.

Our faculty is unanimous in its opinion that next year we should require the minimum recognized standard for entrance. We will then have fewer failures and fewer disappointed parents by virtue of the better preparation of the boys who enter the freshman class. As a happy result we will have a
larger percent of our freshman class to graduate after four years of effort.

There is another reason which I have not mentioned, and that is the complaint made by the high schools that we take their students before they finish eleven grades, and in that way make it impossible for them to maintain their higher classes. For this reason there is an increasing resentment towards us among the high schools of the state, whose ill will we dare not incur without risk of suffering a very heavy handicap thereby.

However, in our desire to improve the standing of the college, we do not forget a substantial element of our school boys whose facilities are limited, and who having completed all that their local school gives, are yet unprepared for college. They are unprepared even to meet our present 12-unit standard. The faculty proposes, therefore, that we inaugurate a two year course in agriculture, and as soon as practicable, a two year course in mechanic arts, these courses to be designed for the dual purpose of preparing men for the freshman class and giving them a vocation. The first year of these two year courses would be so designed that a boy with as scanty school preparation as 10 units could enter, and having completed the first year, transfer over into the freshman class with full entrance credits. Or, he could take the second year of the two year course, getting a good vocational training in agriculture, in automobile mechanics, or in some other practical line. This would mean that a boy who would not now enter Clemson or any other college in the state could come here, and in five years get his degree, if that were his purpose. In some respects, these short courses would be similar to a one year preparatory class, without that loss of standing which a college maintaining such a preparatory course would suffer.

The faculty feels also that as soon as practicable the
present one year agricultural course could be changed to the two year course above referred to. Such a change would require legislative action in regard to the present one year scholarships, but such action could no doubt be readily obtained, since it would mean giving a two year course instead of a one year course to the winners of the scholarships. Our one year scholarships have not been eagerly sought. In fact, this session out of a total of 53 such scholarships, only 15 are filled. The one year course seems to offer the queer contradiction of being too long and too short - too short for those who would like to get a real college education, and too long for those who are satisfied with a limited training in agriculture.

The faculty also believes that graduation should be conditioned upon the completion of 155 semester credits instead of completion of the rigid four year curriculum which now obtains. This would not change our present requirements for graduation, but would enable us to put into our courses optional subjects which the students might under certain conditions take in preference to those prescribed in the regular courses.

The faculty also is of the unanimous opinion that no person should be given a bachelor's degree unless he has had at least one year in residence at Clemson.

As the last and most important and far-reaching recommendation, the faculty believes that we should abandon our present arrangement of three terms and adopt the more universal college practice of having only two terms. Two terms instead of three would reduce the time lost in examinations and the distraction and annoyance of examinations to the faculty and the students, by one-third. We could have two terms of equal length rather than three terms of fifteen, ten and ten weeks.
respectively. With two terms it would be possible to reduce the number of subjects taught at any one time, reduce the number and cost of textbooks, reduce the number of deficiencies and failures to be made up, reduce the difficulty of scheduling irregular students, and make possible the scheduling of optional subjects which cannot now be gotten in because of the large number of subjects carried. As an incidental advantage, the work of the Registrar's Office would be measurably reduced. Instead of sending home 3,000 reports each session, the number would be reduced to 2,000; and instead of having to enter on our books 21,000 grades, only 14,000 would have to be entered. These are practical features worthy of consideration, as is the continual call for the records of students and the possibility by the new plan of reducing the number of entries that have to be made in such reports.

The only objections I can think of to advance against the unanimous wish of the faculty for the change, are the interruption of Christmas holiday and the longer period which would be covered by an examination. Over against these objections, however, can be argued the almost universal practice of the colleges of the country. Only two colleges in South Carolina besides ours have the three term system, and probably less than 10% of the colleges of the nation adhere to the older plan. As a matter of history, it might be mentioned that Clemson for many years operated on the two term plan, but changed to the three term arrangement under Dr. Mell's administration. Dr. Mell came from Auburn where the three term plan was in operation.

These recommendations I shall bring up later for your consideration. It is a rare occasion when a faculty as large as ours is unanimous in its decision on any matter, and the faculty's unanimity in the above recommendations is backed by my own judgment.
The Faculty:

The work of the faculty this session has been unusually good, and the esprit and general harmony exceptionally fine. There has been no friction or heart burnings anywhere that I know of. Even the parable of the laborers in the vineyard, which I think must have been written especially for college professors, has not lately been invoked. On the whole, I think our faculty is well satisfied with the present salary scale, although here and there we shall need to make some adjustments at the July meeting. Our salaries are not up to the salaries at The Citadel and at the University, and much below the average of state institutions in the country over.

The Chief Investigator, Mr. Telford, gave me the following comparative figures as to salaries, which may be of interest to the Board. These figures include his estimate of the cash value of all perquisites received by teachers at the University and at The Citadel, in addition to cash salary.

Average compensation of the 44 teachers at
The University.......................... $3,040.00
Average compensation of the 17 teachers at
The Citadel.............................. 3,301.00
Average compensation of the 78 teachers at
Clemson College....................... 2,223.00

This makes the cost of instruction per student figure as follows -

At the University.............. $223.00
At The Citadel............... 204.00
At Clemson..................... 173.00

I do not vouch for the exactness of these figures, but from my scrutiny of the salary lists submitted to the legislature, I think they are about right. The comparison between Clemson and fifty-two colleges as compiled by the Bureau of Education in December, 1920, is as follows -
Average of 52 colleges......$4,427.00...$3,372.00...Not given...$2,241.00...$1,659.00
Clemson College averages. 3,391.00... 2,786.00...$2,307.00. 2,038.00... 1,530.00

I mention these facts to indicate to you that our salaries are not high, and if anything will likely increase as time goes on. Certainly they are not subject to reduction when other colleges are paying so much more than we are. A policy of reduction would cause us to lose our good men and retain only those whom nobody else wants.

I think our faculty recognizes that living conditions are more favorable at Clemson than in Charleston or Columbia. At the same time, opportunities which are attractive to educated men are comparatively limited at a college located in the country. Under rural environment, professors must resign themselves to live a narrower and more provincial life than if they lived in a city where they would have greater civic and social opportunities.

Civil Engineering:

One of the recommendations of the Committee on Economy and Consolidation which met with considerable feeling was the suggestion that the civil engineering at The Citadel and at the university be all transferred to Clemson. I believe I can say, without now violating any confidence, that I advised the experts against such a recommendation. I stated that Clemson did not care for the handful of students taking civil engineering at these two institutions, and I reminded them also of the fact that civil engineering had long existed quite successfully at the University and at The Citadel, and was a part of the history and tradition of these institutions.

However, the discussion which resulted has indicated an
inclination on the part of the University, or some of its friends, actually to increase the courses of engineering taught there. The intimation was quite clear in a publication on this subject that Clemson should be confined to agricultural work only. Under the Morrill Act and the will of Mr. Clemson, such a restriction would be of course impossible, but the situation holds within itself the germs of an unseemly contest to which I am sure neither institution desires to be a party.

The best way for us to nip in the bud any technological aspirations at the University will be to out-distance them in the one course which we now both give - namely - civil engineering. I think we ought to make our course in this subject equal to any in the South, and that will mean the addition of one more teacher and the building of a first-class testing laboratory, which if possible we should induce the State Highway Commission to use. The Committee on Economy and Consolidation reported that the Commission is now spending $20,000 annually for testing work. Some of this of course is for testing which is done at cement plants. Much of the testing, however, we could do for the Commission, and this work would give our students experience and the college a prestige and standing with the Commission which is most desirable. The very fact that some of the testing work for the Commission is now being done at the University gives that institution a distinct advantage, particularly when it comes to placing its graduates in the State Highway work, or in getting opportunity for its undergraduates to do practice work during the summer. Also, the University has a decided advantage over us in that it gives a C.E. degree not even predicated upon a Bachelor of Science degree. I think we should also give the C.E. degree, but only after a year of postgraduate work.

There is another reason why we should establish the
testing laboratory referred to. There has been pending in Congress for many years an act to establish engineering experiment stations similar to the agricultural experiment stations. This bill has been held up by a contest between institutions of the University type and the agricultural colleges. Both classes of institutions have sought to secure exclusive rights to any appropriation that Congress might make. The net result of the contest has been to defeat or defer Congressional action. Sooner or later, however, such a bill will pass and if the decision is left to the state legislature, that college will have the strongest bid for the funds provided which already has established some lines of research work in agriculture. It is not practical for us to do much research work along electrical or mechanical engineering lines, but we could do some good research work with postgraduate students in civil engineering, and particularly in connection with road materials and road building. It would not be very expensive to install the kind of laboratory we would need. Probably $2,000 worth of apparatus in addition to our present equipment, would give us an outfit equal to all requirements.

The mechanical engineering laboratory and the new testing laboratory should occupy the wing of the engineering building now occupied by the Wood Shop. The basement room below the present Wood Shop would furnish the necessary facilities for hydraulic work. The roof over the present commercial wood shop, the south wing, could be raised and an additional story added to furnish the necessary space for the wood shop instruction. The present space occupied by the mechanical engineering laboratory is poorly suited to the purpose, having no basement facilities for pumps, condensers, etc. This space could be used for storage of civil engineering instruments, which now have to be toted to the third floor. The remainder of this space contiguous to the machine shop could be used for giving
short-course instruction in auto mechanics, a great need at present in this state. The total cost of building up the civil engineering testing laboratory, building the new story for the wood shop and making the other adaptations, would not cost all together more than $7,500, and $7,500 would be a small price to pay for the many advantages which would accrue from these changes and additions.

News Items:

1. During the month of December and early in January a large basketball gymnasium was built to the rear of the textile school. The money was raised in a small part by subscription and the large part borrowed from the Athletic Association, which had in hand funds contributed for building a stadium on the new athletic field. The new building is used for spring practice in baseball as well as for basketball practice, and gives a satisfactory floor on which to hold the larger student dances. It is my hope that we may meet all dancing needs, and the much needed space in the Agricultural Hall now used for that purpose be utilized for other purposes.

2. The plans for the new laundry have been perfected and the excavation begun. It is our hope to have the building finished by the summer vacation so that the machinery may be moved from the old plant and installed in the new before the opening of the next session. This new laundry is going to be one of the greatest conveniences recently furnished to our students, and the saving in expense as well as the saving in steam, will represent at least 15% of the investment. I have not yet worked out a plan to use the old laundry building, but will probably be prepared to suggest some suitable use at the July meeting. While it lasts it could well be used as a storage for lumber for the wood shop and for building material.
for the C. & R. Division, even if possible, is going to be necessary, because some of the highest officials of the company have been here. The U. S. Postoffice Department accepted our proposition in regard to the local postoffice. The changes and equipment necessary will cost approximately $4,500, and this expenditure you authorized at the December meeting. The government agrees to take a ten year lease at an annual rental of $1,000. It seems, therefore, that we are making a good investment of the $4,500 appropriation.

4. At the December meeting the Board authorized me to approach the General Education Board of New York for financial assistance. Nothing definite has yet come of our preliminary overtures, but the Board has offered an opportunity to present our case fully on April 17th. The General Education Board from a special fund of $50,000,000 fund has distributed a great deal of money in the last two years to ninety-one institutions, in which list only six state institutions are included. These six institutions had each some special reason, just as we have, for asking assistance. Our situation is so unique, both as to our method of support and our necessities, that the action of the Foundation in other cases encourages me to feel that we may be favored also. I shall ask for at least $250,000, enough to pay back our loan of 1921 and prevent borrowing in 1922.

5. I am glad to report to the Board that the prospects seem good for the Bell Telephone Company entering this territory and installing a thorough-going telephone system for the citizens of our campus, Calhoun and the surrounding territory. I have referred elsewhere in this report to an act passed by the legislature requiring this service of the telephone company. However, Solicitor Henry informs me that such legislation is absolutely worthless. The fact that the company did not take any notice of it, to my mind confirms the Solicitor's opinion. I do
not think that compulsion, even if possible, is going to be necessary, because some of the highest officials of the company have assured me of their favorable attitude. The matter is now going through the usual procedure of determination, and I think that very soon we will have a decision, and I trust a favorable one;

I have offered the Bell Telephone Company space for their exchange, wire facilities on our pole lines, current for charging their batteries and the use of any switchboard equipment we now have, — all free of charge. We will of course expect in return that the company will give us a favorable rate on the fifty or more phones used in the college offices. I am sure that the final outcome will be a better service to the college at no greater cost than at present. The college, (lacking the necessary expert attention which has to be given,) is not prepared properly to handle a telephone exchange of its own. The telephone company can handle us along with Pendleton, Seneca and Central, and in that way give us a supervision and quality of service which we could not hope for and do not get under our own operation.

6. The Board may remember, (perhaps with some amusement), the published statement that Mr. John Armstrong Chaloner was going to bequeath the sums of $10,000 to Clemson and other colleges, to establish scholarships. Mr. Chaloner has several times been put in the asylum by his relatives, and I think his chief purpose in life now is to see that none of them get any of his estate when he "is gathered to Abraham's bosom" — as he expresses it. I wrote to Mr. Chaloner expressing appreciation of his intentions, and suggesting that instead of establishing a single scholarship, he turn his benefaction to Clemson into a "John Armstrong Chaloner Loan Fund." At first he did not favor the suggestion, but several months later he wrote me that he
had changed his mind and had come to agree with me, and he would therefore change the provisions of his will to make the $10,000 a loan instead of a scholarship fund.

The Public Service:

I shall make no special mention here of our many lines of public service, except to say that in every line the work is being efficiently done.

Regarding Extension Service, the increase in the appropriation available for next year under the terms of the Smith-Lever Act amounts to $33,431.48. Of this increase, one-fourth, or $8,357.87, goes to Winthrop College for home demonstration work, leaving $25,073.61 additional for Mr. Long's work. Unfortunately there is danger of our losing some or all of the $40,559.58 representing our share of the supplementary Smith-Lever Fund, as a strong effort is being made in the U. S. Senate to reduce the supplementary appropriation by half a million dollars. In addition to the supplementary Smith-Lever Fund the Department of Agriculture last year contributed $34,000 to our work. Whether this gratuity will be possible after the attacks of Mr. Dawes and the other economists of the Republican Party remains to be seen. In short, no prediction can be made at this time as to the aggregate funds which may be available at the beginning of the next fiscal year. The aggregate may be actually less than what we are now receiving.

For several years past Mr. Long has directed the energies of the Extension Service very largely into the lines of diversification, organization and marketing. Much of the county agents' time has been given to such work. We have realized that the extension work will be, as it should be, increasingly subject to close public scrutiny. It has passed through the initial stages when novelty helped it in public
favor, and the future will see its development along broader lines in which the individual farmer will be the minor rather than the major factor in the work. The extension organization must be the agency for state-wide propaganda, as well illustrated by our work in connection with the organization of the Cotton Marketing Association. Old Dr. Knapp's idea of extension work was to teach the farmer on his own farm the A. B. C's of agriculture. However, through that kind of work our farmers have now gotten beyond the kindergarten stage and are needing more and more the assistance of highly trained experts and specialists. We can now begin to realize how wise was our decision taken at the outset not to employ as county agents men who were not scientifically trained.

The Extension Service has been the moving spirit in the organization of the Sweet Potato Association, the Tri-State Tobacco Association, and at the request of the legislature has been practically conducting the campaign for cotton pledges under the auspices of the Cotton Association. Already two hundred thousand of the four hundred thousand bales required of South Carolina re pledged. An arrangement has been made with the Peanut Association of North Carolina and Virginia for handling the peanuts raised in this state, and later a state association will be formed. Cooperative creameries have been established at a number of points.

In addition to these state-wide activities, a number of local marketing associations have been organized, such as the South Carolina Products Association of Meggett's; the South Carolina Asparagus Association of Williston; the Bamberg County Truckers Association of Bamberg; and other smaller companies. Later it is hoped to federate these local organizations into a state-wide marketing association.

Mr. Long concludes his report on this subject to me
with this very significant paragraph -

"We believe the work accomplished by the Extension Service within the last year in attempting to solve the many marketing problems of the farmers of this state shows greater progress than any fifty years of the state's agricultural history, and we have every reason to believe that the business end of agriculture which is largely the marketing of products for the farm, will be organized on a business basis within the next five years. When this is accomplished, millions of dollars will be saved to the people."

We have on hand as interest money from the Smith-Lever Fund $6,077.62, and out of this Mr. Long asks for a small appropriation to put on tests in boll weevil poisoning.

This is too obviously important to need discussion. It is also our desire to install at Clemson a wireless transmitting station so that our Extension Service can talk directly to the farmers and to the county agents on matters of agricultural interest. With a transmitting station so near as at Clemson, the necessary apparatus needed in the farmers' homes for receiving our messages would be quite inexpensive. Not only can we transmit to them the weather and market reports, but we can give them every night the results of our research work, results of our experiments with the boll weevil poisons, etc. Eventually we can give agricultural lectures and agricultural instruction. In fact, the field of utility of the wireless telephone is wellnigh limitless. In addition to talking to farmers, Mr. Long and the specialists at the college can hold nightly conferences with the county agents, the district agents and others in the employ of the college. Not only will the installation of this system be a striking testimony that we are keeping up with the times, but it will direct the people's attention to their agricultural college and furnish opportunity for getting information direct from Clemson never dreamed of a year or so ago. The transmitting station will cost about a thousand dollars. We will probably want to locate it in the
extension building, from which point information, conferences and addresses can be transmitted to a state-wide audience.

The following additional legislative acts affecting extension service have been passed:

Legislation:

We have probably never had a legislature more favorably disposed towards Clemson than the General Assembly of 1922. About ninety-three of these gentlemen had visited Clemson from time to time in small groups. They had been shown over the college and had carefully explained to them its aims and purposes and its financial methods. So far as I know or believe, all of these visitors are now our friends.

Coupled with the personal testimony of these ninety-three members, was the complimentary report of the Legislative Committee on Economy and Consolidation. The report of the experts who visited the college and upon whose opinions the report of the Legislative Committee was largely based went into greater detail and was even more complimentary than the report of the Committee itself. The general impression prevailed in the legislature, I am sure, that the trustees and faculty were to be congratulated on the excellent showing which the institution had made, and the excellent service it was rendering to the state.

Although the aggregate of our total appropriations exceeded by approximately $16,000 our total of last year, every dollar asked for was appropriated as follows:

<table>
<thead>
<tr>
<th>Appropriation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>For extension service</td>
<td>$110,862.85</td>
</tr>
<tr>
<td>For tick eradication</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>For live stock sanitary work</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>For agricultural research work</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>For crop pest commission work</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>For slaughter of diseased live stock</td>
<td>$2,000.00</td>
</tr>
</tbody>
</table>

Total: $242,862.85

With the exception of the extension appropriation which is not available until next July 1st, and will be covered in the annual report submitted at that time, the above state
appropriations were allocated by the Board at the December meeting and are now in effect.

The following additional legislative acts affecting the college were passed –

1. A loan act similar to that of 1921 authorizing the college to borrow if necessary as much as $150,000.00.

2. An amendment to the Crop Pest Commission act giving to the Commission authority to prevent fraud or misrepresentation in the sale of fruit trees, vines, shrubs, bulbs, etc.

3. An act giving the Crop Pest Commission the power to prevent the introduction and dissemination of contagious diseases in honey bees.

4. An act setting up specifications for calcium arsenite and placing upon the Crop Pest Commission the authority of enforcing the same.

5. A joint resolution requiring the Bell Telephone Company, within six months, to open and operate a telephone exchange for the benefit of the citizens of Calhoun, Clemson College and the territory immediately surrounding.

6. A section was included in the appropriation act forbidding state institutions to advertise in newspapers or other periodicals except as may be necessary "for the advertising of scholarships competitions, summer school work or other special activities, of which there should be published notice."

None of the acts passed are objectionable to the college, and in fact the President of the College and the President of the Board were given full opportunity to present their views while the legislation was pending. The Agricultural Committee, which is also the Crop Pest Commission, has considered the acts requiring additional service at the hands of the Commission, and adopted the necessary regulations to put the new provisions into effect.
At the recent meeting of the Columbia Alumni Chapter I suggested that since the college was limited in its advertising to formal notices, this chapter set the example of furnishing advertising matter in behalf of the college over the signature of prominent alumni. This suggestion met with an instant response and the chapter agreed to the suggestion, and agreed to recommend similar action to other alumni chapters over the state. I believe we shall by this plan get an original and valuable type of advertising, because an advertisement signed by men well known and prominent in their counties telling of the advantages of Clemson will have much greater effect than any advertisement signed by the college officers.

In this connection it is most important that we reduce the student living expenses as much as possible next session. Times will likely be as hard next fall as they are now, and the college offering education at the lowest possible costs will be performing a distinctly patriotic service, and at the same time gaining a substantial advantage.

Fiscal Affairs:

Up to date, the fertilizer tax for the past nine months of this fiscal year amounts to $111,798.86, as compared with the low water mark of $144,456.15 last year and the high water mark of $265,217.24 the year before. We will do well if the tax goes to $125,000.00 by next July 1st.

I am sincerely glad that the Board has made a special order of the financial future of the college at this meeting, because the sooner this matter is settled and we can begin our plans to carry out the Board's decision, the sooner can we get the assistance of our friends and alumni in the state and build our fences in the legislature. I need not here repeat in detail the views which I have held for several years past,
in regard to our method of support. The Board is well acquainted with them. I think we should be put ourselves upon a flat appropriation basis, with the provision, (if possible) that all present sources of income, such as the fertilizer tax, be authorized and left in our hands rather than turned into the State Treasury. This year only $84,000 would have been necessary by way of supplementary appropriation, and I rather hoped that with such a favorable showing we might get our nose under the legislative tent. (See budget submitted to Telford.)

If the decision is made to go on an appropriation basis, then there are a number of things we should do during 1922 to get our house in order for the new method of housekeeping. We will need to square up some of the deficits which exist on our agricultural accounts, using the fictitious "building sinking fund" for that purpose. I say "fictitious" because with the overdrafts on our agricultural accounts are equal to or greater than the balance in our sinking fund. We therefore really have no sinking fund.--Our reserve disappeared last year. We need to drop some of our semi-collegiate activities, as for example the college hotel. Such activities swell our apparent expenditures and receipts and are objectionable for that reason. We shall need to modify our cooperative arrangement with Mr. Swearingen, by which we have acted as his banker to the extent of about $27,000 annually in carrying on the agricultural teacher-training work under the Smith-Hughes Act. We shall need to operate during 1922, not on a starvation basis as during the past two years, but on a normal basis so that the last year of operation under our own budget will not be too small to be typical of our normal needs. It goes without saying that the legislature will hardly approve a budget at state expense which exceeded the budget we made while operating on our own resources.
We shall need in July to adjust a few salaries, whether we pay these salaries to the present incumbents or not - because of the difficulty which might confront us in getting needed increases should we come under the hand of the legislature. In short, we shall need to set up during 1922 a typical year of operation. This would suggest that between now and next December we do such things as are necessary to be done within the next two or three years.

We should by all means go forward with our increase in the power station equipment, plans for which were authorized at the December meeting. These additions will represent $25,600 expenditure. The new laundry has already been begun and will be completed by next fall, representing an expenditure of approximately $12,000. These two items added to our normal operating expenses will give the legislature a fair index of our usual needs, because in a big organization such as ours, some such items, although different items, enter every year, but our building program.

If the Board reaches only a tentative decision, leaving final decision contingent upon the elections this summer, it would be wise for us to proceed finally as if we had decided finally to go upon an appropriation basis, because by that means we would have less to lose and much more to gain.

When I consider the amount of money which even in so hard a year as this the legislature gives to the other state institutions to meet their minimum requirements for maintenance, I cannot but believe that our share would amount to more than we have ever received as net fertilizer tax. I do believe that the minimum which the legislature would think of giving us, over and above our present resources, would put us on "easy street," and give us a chance to resume our normal growth.

Not many years ago Clemson was the envy of all other southern agricultural colleges because of its attendance and resources. Today I do not know of an agricultural college which has not
gone 25% beyond us in attendance, and with the exception of Auburn and Georgia Tech., practically doubled financial resources. Meanwhile, like "Prometheus Bound," we have necessarily stood still, our growth checked and for the last two years, our very existence threatened. That we cannot continue on the present borrowing basis is all too obvious. When the General Assembly meets again, we will be in debt probably $250,000. Already will we be a doubtful asset for them to take over. On an appropriation basis, our debt would of course be cancelled as the alternative to the annual appropriations necessary for its liquidation. There would be no point in loading down successive budgets to pay the State Treasurer, who had borrowed the money on the good faith and credit of the state.

I shall look forward with the greatest interest to your solution of this important question. Upon it hangs the future of the college. Not only is our maintenance, but our building program for the years to come is in the balance. We cannot hope by any other means than appropriations to get the million dollars which we shall need during the next ten years if we are to keep our place among the agricultural colleges of the South and meet the demands of South Carolina. Recently the University of Georgia raised a million dollars among its alumni and friends; Georgia Tech. raised over a million and a half, and Auburn is now engaged in the task of raising a million. Unfortunately Clemson is so much younger than most other southern colleges that it cannot hope as yet to capitalize the patriotism of its alumni. The oldest graduates of Clemson are as yet only men in middle life, and most of them having gone back to agriculture are not possessed in large measure of this world's goods. It seems to me, therefore, that our only hope lies with the state, and our ability to present a united front for this support depends, of course, upon your willingness that this
should be done. Loyalty to the Board's decision will be
the guiding principle of the President, faculty and alumni
in their efforts to help you promote Clemson's future welfare.

1. Under authority of the By-laws I have accepted the following
resignations and ask your approval of the same:

Respectfully submitted,
[a] W. D. Salmon, "Assistant Animal Husbandman," Station;
Salary $2,000; - Effective March 31, 1922.
[b] W. M. Riggs, "Assistant Plant Pathologist," Station;
Salary $2,000; - Effective February 1, 1922.
R/S
[c] C. B. Nichols, "Assistant Entomologist," Crop Pest Com-
mission; Salary $2,000; - Effective March 1, 1922.
Salary $2,400; - Effective March 31, 1922.

2. Under authority of the By-laws, I have made the following
appointments for one year and ask your approval of the same.
Salary $1,800; - Effective November 16, 1921.
[b] C. E. Nichols, "Assistant Research Entomologist," Station;
Salary $2,000; - Effective March 1, 1922. (Transfer)

3. I report to the Board the resignation of Prof. C. J. Haydan,
Associate Professor of Horticulture, in violation of Section 52 of
the college By-laws, and after acceptance of his resignation had
been refused.

4. In accordance with the revised report of the State Board
of Public Welfare, I recommend that the following students be
granted free tuition:
[a] Smith, J. F., Jr. Berkeley County
[b] Wallace, W. H. Laurens County
[c] Sanders, W. Jr. Beaufort County
[d] Stoken, H. E. Darlington County
PRESIDENT'S RECOMMENDATIONS.

1. Under authority of the By-laws I have accepted the following resignations and ask your approval of the same.

(a) W. D. Salmon, "Assistant Animal Husbandman," Station; Salary $2,000; - Effective March 31, 1922.

(b) H. S. McConnell, "Assistant Research Entomologist," Station; Salary $2,000; - Effective February 1, 1922.

(c) C. B. Nichols, "Assistant Entomologist," Crop Pest Commission; Salary $2,000; - Effective March 1, 1922.

(d) C. W. Schmolke, "Dairy Husbandman," Extension Service; Salary $2,400; - Effective March 31, 1922.

2. Under authority of the By-laws, I have made the following appointments for one year and ask your approval of the same.

(a) C. G. Cushman, "Agent in Dairying," Extension Service; Salary $1,800; - Effective November 15, 1921.

(b) C. B. Nichols, "Assistant Research Entomologist," Station; Salary $2,000; - Effective March 1, 1922. (Transfer)

3. I report to the Board the desertion of Prof. C. J. Hayden, Associate Professor of Horticulture, in violation of Section 52 of the college By-laws, and after acceptance of his resignation had been refused.

4. In accordance with the revised report of the State Board of Public Welfare, I recommend that the following students be granted free tuition -

(a) Smith, J. P., Jr. ..........Berkeley County
(b) Wallace, W. H. ..........Laurens County
(c) Sanders, E. Jr. ..........Beaufort County
(d) Stokes, K. E. ..........Darlington County
5. The following students over age and applying in their own right, appeal from the adverse ruling at the December meeting, and request free tuition -

   (a) Davis, C. R. ............... Oconee County
   (b) Sutherland, J. L. ............ Pickens County
   (c) Pearson, A. S. ............... Spartanburg County

6. I recommend the following changes in the Cadet Regulations -

   (a) Add to Section 303 the following sentence -

       "Between the dates of November 1st and April 5th, the
       hair shall not be worn shorter than one inch."

   (b) Add as Section 263½ the following -

       "Effective next session no day cadet or cadet in barracks
       shall own or operate as his own any automobile or motorcycle
       during the regular session of the college."

   (c) Amend Section 10 to read as follows -

       "The Field and Staff Officers shall consist of a Colonel,
       a Lieutenant-Colonel, a Major for each Battalion, and
       such other Staff Officers of suitable rank as may be
       recommended by the Commandant as being necessary, and
       as may be approved by the President."

   (d) Amend Section 11 to read as follows -

       "The Line Officers shall consist of a Captain, a 1st
       Lieutenant and such 2nd Lieutenants as may be appointed
       thereto by the Commandant, with the approval of the
       President."

6. I recommend the following changes and additions to the By-laws -

   (a) Add as Section 10½ the following new matter:

       "Sec. 10½: No course of study shall be instituted in the
       college without the approval of the Board of Trustees, but
       the content of all such authorized courses shall be deter-
       mined by the President with the advice and assistance of
       the Faculty."
(b) Amend Section 50 to read as follows:

"Sec. 50: (a) The first appointment or election of a teacher or officer shall be for a period of twelve months unless mutually agreed upon for a shorter period, and unless terminated as provided in Sec. 53. The first period of employment shall terminate June 30th or August 31st.

Retention beyond the first period of service shall be conditioned upon successive re-elections by the Board at the regular meetings next preceding the expiration of the period. The third re-election shall be for a permanent position during good behaviour and satisfactory service. This provision shall apply to all teachers and officers not yet elected, (April 1922) to permanent positions. (Provision as to periodic re-election thereafter pending.)"

(c) Add as Section 50½ the following:

"Sec. 50½: Every teacher or officer who is appointed, elected or re-elected to a position in the college organization shall be notified in writing by the President and informed as to his salary, title, tenure, and any special terms of employment, and furnished with a copy of these By-laws. If he accepts the position it will be understood by both parties that the college By-laws, together with any additional conditions embodied in the notice of appointment or re-election, constitute a contract between the college and the party accepting employment. The party notified of his re-election shall be given thirty days in which to accept in writing the position offered."

(d) Amend Section 52 by the addition of the underscored words:

"Sec. 52: At least sixty days notice shall be required before the resignation of a teacher or officer whose term of service is not covered by the special agreement outlined in Sec. 50½ shall become effective. The sixty days notice may be waived by mutual consent between the teacher or officer and the President of the college or the Board of Trustees only. No resignation of an officer who is also a teacher shall become effective during the regular session of the college except by special action of the Board of Trustees **********"

(e) Add as Section 50½ the following new matter:

"Sec. 50½: Beginning with July 1, 1925, the employment of all teachers and officers over seventy years of age shall terminate, and thereafter the tenure of all teachers and officers shall automatically terminate at the end of the fiscal year in which the teacher or officer reaches the age of seventy years." (See Exhibit A.)
(f) Amend Section 97 of the By-laws by the insertion of the words underscored:

"Sec. 97: The session of the college shall extend from and include the first Wednesday in September to and including the first Tuesday in June. The following holidays shall occur during the session - Christmas holiday, approximately ten days, including Christmas and New Year's Days; Thanksgiving Day; Lee's Birthday; Washington's Birthday and Calhoun's Birthday, (1/2 holiday), and one holiday at the discretion of the President between the first and second semesters."

7. I recommend that beginning next July 1st, the following reinvestment accounts be discontinued as such, and the activities represented be put on a regular appropriation basis as part of the Experiment Station Budget, under the heading, "Sale of Farm Products,"

(a) College Farm.
(b) Dairy Husbandry.
(c) Animal Husbandry.
(d) Coast Station.
(e) Pee Dee Station.

8. I recommend that with the approval of the Chairman of the Finance Committee, and prior to July 1, 1922, the existing "Building Sinking Fund" of $49,902.50 be distributed to cancel certain "frozen" overdrafts on reinvestment accounts as illustrated by Exhibit B.

9. I recommend that beginning with July 1st, a holding company consisting of Messrs. D. H. Henry, S. W. Evans and W. M. Riggs, be created to take over and operate the Clemson College Hotel, the funds for this enterprise to be handled through the Fort Hill Bank; the accounts to be audited for each calendar year by a reliable auditor and the auditor's report presented to the Finance Committee of the Board at the spring meeting. It shall be the purpose of the
holding company to operate the hotel for the benefit of the patrons of the hotel. No member of the holding company shall draw any salary for his services in this connection, nor shall the members of the holding company be responsible for losses in the conduct of the business. As at present, the college will assume responsibility for any loss sustained.

10. I recommend that the following appropriations be made or authorized -

A. From College Funds:

(a) Laying cork floor, north wing dairy bldg. ............... $50.00
(b) Misc. repairs to public blgs., C. & R. Div. .............. 300.00
(c) Glass ware and laboratory materials, Text. Dept. .... 25.00
(d) Misc. small laboratory apparatus, Text. Dept. ........ 25.00
(e) Emergency assistance, Treas. office .................... 120.00
(f) Auditing assistance, Dec. 1921, Treas. office .......... 325.73
(g) Carload of crushed stone .................................. 89.50

Total ................................................. $935.23

B. Authorize the Following:

(h) Power Station equipment .................................. $25,600.00
(i) Added story and changes, Engr. Dept. ................. 4,700.00

C. From S-L Interest Account:

(Extension Service)

(j) Wireless transmission station .......................... $1,000.00
(k) For boll weevil poisoning experiments .................. 450.00
(l) Expenses of representatives to cotton conference .. 344.38

D. Transfers:

(m) Transfer $97.00 from "Item 203, Dyke Lewis Bottom," and $150.00 "Repairs to Barn" to Item 201, "Ditching Lewis Bottom."

(a) Exchanging two year courses in agriculture and engineering for one year courses in the same.

11. I recommend that for next session the following reductions be made in the cadet living expenses -

(a) Board, from $17.00 to $16.00; (b) H. L. & W. from $2.25 to $2.10; (c) Laundry, from $1.50 to $1.33 1/3; (d) Hospital, from $1.35 to $1.25. (See Exhibit C)
12. At the earnest request of Director Long, I recommend that
the salary of Mr. L. H. Lewis, Marketing Agent, be increased
from $2,400 to $2,800, effective March 15, 1922. (See letter of
W. W. Long.)

13. I recommend that the salary of "Assistant Animal Husband-
man," Experiment Station, paid from S. C. appropriations,
(position now vacant), be increased from the figure originally
fixed, $2,200, to $2,400 in order that a competent man may be
obtained.

14. I recommend that any unexpended balances for Experiment
Station appropriations, Extension Service appropriations, or State
appropriations, which if not expended would lapse into the Federal
or State Treasury, be expended in the discretion of the President,
with the advice of the Director concerned.

15. I present the unanimous action of the General Faculty on
the following matters and request approval of the same -

(a) Raising the entrance requirements for regular college
courses to 15 units with two conditions, instead of 15
units with three conditions as heretofore.

(b) Inaugurating two year courses in agriculture and
mechanic arts with entrance requirements not exceeding
10 units.

(c) Requiring 155 semester credits for graduation.

(d) Requiring at least one year of residence for a Bachelor's
Degree.

(e) Dividing the session into two terms or semesters
instead of three terms.
1. Special Order - Financial future of the college.
2. Study of English Bible as an optional cultural subject.
4. Hawaiian trip of football team.
5. Correspondence with the General Education Board.
6. Election of Board of Visitors.