The Board convened at 9:15 a.m. with the following members present:
Messrs. R. M. Cooper, Chairman; W. A. Barnette, Edgar A. Brown, Charles E. Daniel, J. B. Douthit, Ben T. Leppard, J. F. McLaurin, Paul Sanders, Winchester Smith, T. Wilbur Thornhill, and T. B. Young. Others present were R. F. Poole, President; F. M. Kinard, Dean of the College; Melford A. Wilson, Comptroller; G. E. Metz, Assistant to the President and Secretary of the Board of Trustees; and E. J. Sofferding of Cresap, McConnick and Paget, Management Consultants.

Messrs. J. F. Byrnes and F. E. Cope had advised of their inability to attend.

Item 1. The Chairman charged the new Secretary that the minutes of the Board of Trustees constituted an official record and could not be changed without approval of the Board of Trustees.

Item 2. The Chairman reminded the President that the Board had passed a resolution that the recommendations of the President must be in the hands of the Board at least a week or ten days prior to the time of meeting; and the Chairman went on record that unless the President's recommendations are in the hands of the Board this long in advance, he would rule that they cannot be considered.

Item 3. The Chairman called attention to the fact that the President had inadvertently released information that Mr. Walter Cox was appointed Dean of Students and that the minutes of the July 18 meeting read "Acting Dean of Students".

Item 4. The Chairman proposed the following corrections to the minutes of the meeting of July 18:
(1) that Item 9 be corrected by adding after "his present salary" the words "of $8,000 per year", and (2) that Item 43 be corrected by substituting for the recommendation contained therein the recommendation "that Mr. Bruce D. Cloaninger be appointed Director of the Fertilizer Inspection and Analysis Department at $8,000 per annum effective August 1, 1955."

The Chairman asked for any additional corrections; and Mr. Thornhill said that he did not "raise questions" as indicated in Item 1 and that the minutes should be corrected by the deletion of his name from this item.

The Chairman asked if there were any objections to the corrections proposed. There were none and the minutes were approved as corrected.

APPROVED

Item 5. The Chairman announced for the record that Dr. Frank Jervey had declined the honorary title of Vice President of Clemson Agricultural College as extended him by the action of the Board at the July 18 meeting.

Item 6. The President said that since the July 18 meeting of the Board the administrative officers of the college had worked almost night and day to implement the policies adopted by the Board regarding the Survey Proposals, and that such efforts at implementation had met with a wholehearted spirit of cooperation on the part of every member of the staff. He said that there were some phases of the Survey Report and the policies of the Board that the staff did not quite understand and that he hoped the Board would clarify these items, but that there was no evidence of any unwillingness to cooperate in the new set-up.
Item 7. The President read a copy of a telegram he had sent to Dr. Joseph J. Moder, Jr., Research Associate Professor, Georgia Institute of Technology: "Would you consider position as Director of Research at Clemson? Would you visit us on August 12 or 13 for interview and discussion?" The President then read the reply in which Dr. Moder stated: "I do not feel that I am ready at this time to leave technical work for the administrative field."

Item 8. Based upon a recommendation of the Administrative Council, the President recommended that the space proposals of Cresap, McCormick and Paget be implemented through the following policies:

(1) That until such time as all of the extension activities scattered throughout the State (other than the county work) and the home economics headquarters at Rock Hill are moved to Clemson, that the entire School of Agriculture at Clemson be housed in the Agricultural Center as soon as practicable.

(2) That Long Hall, the Dairy Building, the Old Chemistry Building, the temporary building used by the Vice-Director of the Engineering Experiment Station and the Fertilizer Inspection Building be designated as general classroom, laboratory and office space to be used for instructional purposes.

(3) That the administrative office space in Tillman Hall be expanded by converting classroom space to office use to accommodate the new administrative set-up.

Item 9. The Board action under Item 8 above was reviewed in relation to the space-utilization policy adopted at the July 18 meeting, and the Board reiterated its position that maximum utilization of academic space and facilities be insured by scheduling classes and laboratories in both mornings and afternoons and assigning classes and laboratories to any building where suitable space exists.

Item 10. Following the directions of the Board of Trustees as contained in Item 15 of the Minutes of the meeting of July 18 the President recommended that the name of the Wellman Sheep Project at Johnsonville, S.C., be changed to The Clemson College Eastern Experimental Sheep Farm.

The Chairman asked for suggestions from members of the Board. Through discussion the Board arrived at a consensus that the project be named THE CLEMSON COLLEGE SHEEP EXPERIMENT STATION -- WELLMAN DIVISION, and the Chairman asked if there were any objections to this name. There were no objections.

Item 11. The President reported that at the July 18 meeting of the Board he was instructed to consult the firm of Perry, Shaw and Hepburn, Kehoe and Dean, master planners, with regard to the proposed location of the armory for the Army Reserve Corps. He quoted from a letter of Mr. T. M. Shaw dated July 29, 1955:

"If I am correct, the proposed site for this building is located on Route 26 about one-half mile east of its junction with 123 on north side of road. The location is so remote from the Clemson campus that I can see no possible objection to placing an armory there."

The President stated that this area is located to the east of the present seed laboratory just off the Clemson-Pendleton highway and has a frontage of 210 feet and a depth of 630 feet. The President recommended that the Board deed this land in compliance with the request of the Corps of Engineers of the United States Army.
Moved by Mr. Thornhill and seconded by Mr. Brown that this matter be placed in the hands of Mr. Daniel, Mr. Cooper and the President.

APPROVED

Item 12. The President recommended that the Board approve the following Committee to develop a master plan for the Land Use Area:

- Agricultural Economics Department - Dr. G. H. Aull
- Agricultural Engineering Department - A. W. Snell
- Agronomy Department - Dr. W. R. Paden
- Animal Husbandry Department - E. G. Godbey
- Botany-Plant Pathology - Dr. Koleman Lehotsky
- Dairy Department - J. P. LaMaster
- Engineering Experiment Station - H. E. Glenn
- Engineering School - Dr. J. H. Sams
- Entomology-Zoology Department - Dr. J. H. Cochran
- Extension Service - G. B. Nutt
- Farms Department - C. S. Patrick
- Horticulture Department - A. M. Musser
- Poultry Department - C. L. Morgan
- Soil Conservation Districts - J. B. Douthit
- Soil Conservation Service - T. S. Buie
- Forestry and Wildlife - M. H. Bruner, Chairman

as that Messrs. Bruner, Garrison, Douthit and Glenn act as an Executive Group.

Moved by Mr. Thornhill and seconded by Mr. McLaurin that with the addition of "Ceramic Engineering - G. C. Robinson" to the Committee the recommendation be approved.

APPROVED

Item 13. The President reported that since the newspapers published articles announcing that Clemson College has been granted authority to dispose of lands deeded to it by the United States of America, the College has received many inquiries from individuals interested in purchasing some of these lands. He recommended that none of these lands be sold until time will permit the preparation of detailed policies and procedures relating thereto.

The President further recommended that the development of such policies be deferred until the Master Plan is completed.

Moved by Mr. Daniel and seconded by Mr. Leppard that the College make a statement to the public that the Board has no immediate plan of selling land from the Land Use Area but that any requests for purchase of land in the Area may be filed with Mr. H. E. Glenn for submission to the Board for future consideration.

APPROVED

Item 14. The President reported that the Kewaunee Manufacturing Company had donated a wood carving entitled "Earth and Water" to Clemson College and recommended that the Board of Trustees accept this carving with thanks.

Moved by Dr. Barnette and seconded by Mr. McLaurin that the donation be accepted with thanks and that the President write a letter to the Kewaunee Manufacturing Company expressing appreciation for this gift.

APPROVED

Item 15. In the interim between meetings of the Board, the President approved filling the following vacancies and new positions with the concurrence of Mr. R. M. Cooper:

<table>
<thead>
<tr>
<th>Replacements</th>
<th>Present Salary</th>
<th>Range of Replacement</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. O. Stakely, resigned, Asst. Prof. of Architecture</td>
<td>$4800</td>
<td>$5100 - $5700</td>
</tr>
<tr>
<td>Allen Berne-Allen, resigned, Prof. and Head of Chemical Engineering</td>
<td>$5820</td>
<td>$6000 - $8400</td>
</tr>
<tr>
<td>J. D. Glenn, resigned, Asst. Prof. of Civil Eng.</td>
<td>$4560</td>
<td>$4500 - $5400</td>
</tr>
<tr>
<td>F. T. Tingley, resigned, Prof. of Elec. Eng.</td>
<td>$5628</td>
<td>$5400 - $6000</td>
</tr>
<tr>
<td>E. F. Stenstrom, on leave, Asst. Prof. Ind. Eng.</td>
<td>$4500</td>
<td>$4000 - $4500</td>
</tr>
<tr>
<td>Von Kaenel, Instr. Mech. Eng. transferred to Drawing and Design</td>
<td>$3900</td>
<td>$3800 - $4000</td>
</tr>
</tbody>
</table>
W. R. Leard, resigned, Lab. Technician $2700 - $2600 - 2600
J. Z. Bennett, on leave, Asst. Prof. of English 3700 3600 - 4000
G. W. Crawford, resigned, Assoc. Prof. of Physics 4908 4800 - 5500
B. W. Sloope, resigned, Asst. Prof. of Physics 4200 4000 - 5000

New Positions

Assistant Professor of Drawing and Design $3900 - 4200
Instructor, Drawing and Design 3600 - 4200
Assistant Professor, Mathematics 4000 - 4500

The President recommended that the Board approve this action.

Moved by Mr. Thornhill and seconded by Dr. Barnette that the recommendation be approved.

Item 16. In order that the College may be able to meet anticipated class schedules in September, the President recommended that the Administration be authorized to fill the following teaching positions as soon as practicable.

Replacements

For E. F. Byars, Asst. Prof. Mech. & Hydraulics (on leave) $1200
For C. E. Littlejohn, Assoc. Prof. Chem. Eng. 4000 - 4800
(recommended for promotion)
For H. E. McLeod, Instr. in Agric. Eng. (on leave) 3600 - 3800

New Positions

Assistant Professor of Architecture $4800 - 5100
Instructor in Industrial Engineering 3900

Moved by Mr. Thornhill and seconded by Mr. Brown that the recommendation be approved.

Item 17. Appointments for the following individuals were approved by the President in late May and early June. They were not listed in the June 6 Recommendations (Item 5) because the previous practice was to report September appointments at the October meeting of the Board. All the appointments are Replacements at no increase in salary and are to be effective on September 1, 1955:

Name and Title Salary
Donald A. King, Assistant Professor of Mathematics $4000
Knox S. Landers, Instructor in Chemistry 3500
Hooper C. Spurlock, Associate Agricultural Economist 5208
Woodrow W. Tingle, Instructor in Geology 3500

The President recommended tentative approval of these appointments the same as was granted by the Board for similar appointments under Item 4 of the July 18 minutes.

Moved by Mr. Thornhill and seconded by Mr. Brown that the recommendation be approved.

Item 18. The President recommended approval of the following appointments which are replacements in positions vacated through resignations, transfers or leave of absence, with appointments to be effective when employment begins:
Item 19. The President recommended the following Changes in Title:
Effie Jeanette Henderson - from Negro Assistant Home Demonstration Agent, Richland County to Negro Home Demonstration Agent, Chester County, at no change in salary.
Sara Graham - from Acting County Home Demonstration Agent, Berkeley County to County Home Demonstration Agent, Berkeley County, at no change in salary.

Moved by Mr. Thornhill and seconded by Mr. Brown that the recommendation be approved.

APPROVED

Item 20. The President recommended that W. S. Snelling, currently serving as Assistant County Agent, Richland County at a salary of $3,800, be appointed Extension Poultryman at a salary of $4,800, effective September 1, 1955. (Replacement)

Moved by Mr. Thornhill and seconded by Mr. Smith that the recommendation be approved.

APPROVED

Item 21. The President recommended that G. E. Bell be appointed to the New Position of Assistant County Agent, Hampton County, at a salary of $3720, effective when employment begins.

Moved by Mr. Thornhill and seconded by Mr. Smith that the recommendation be approved.

APPROVED

Item 22. The President reported that when the Farm and Home Development Program was activated in 1954-1955, a total of $176,207.69 was appropriated for this work in South Carolina under the Agricultural Extension Service; and that for 1955-1956 an additional $136,443.09 has been made available but with the condition similar to that in 1954-1955 that 85 per cent of these funds must be used in employing new personnel in counties to carry out the Farm and Home Development Program.

The President stated that since these funds were made available as of July 1, 1955, six weeks had elapsed on this fiscal year and that the College needs very badly to be able to employ the required personnel and carry out this program to which the College is committed.

The President recommended that authority be granted the Extension Service to employ this new personnel and carry out the Farm and Home Development Program.

Moved by Mr. Thornhill and seconded by Mr. Sanders that the recommendation be approved.

APPROVED
Item 23. The President reported that the Head of the Department of Agronomy had resigned and recommended that Dr. Gilbeart H. Collings, Sr., Professor of Agronomy, be made Head of the Agronomy Department at his present salary, subject to further consideration of salary at the October meeting of the Board.

APPROVED

Item 24. Upon the recommendation of Dean Hunter and Dean Kinard, the President recommended that Dr. F. B. Schirmer, Head of the Chemistry Department, be appointed Head of the Department of Chemistry and Geology at his present salary, subject to further consideration of salary at the October meeting of the Board.

APPROVED

Item 25. Upon the recommendation of Dean Sams and Dean Kinard, the President recommended that Dr. Charles E. Littlejohn, Associate Professor of Chemical Engineering, be promoted to Professor and Acting Head of the Department of Chemical Engineering at his present salary, subject to further consideration of salary at the October meeting of the Board.

APPROVED

Item 26. With the advice of Dr. Frank Jervey, Dean Walter Cox, the Comptroller and the Personnel Director, the President recommended that Mr. Joe Sherman be appointed Director of Public and Alumni Relations at the entrance salary of $7200 per annum effective at the earliest practicable date.

Moved by Mr. Douthit and seconded by Dr. Barnette that action on this recommendation be postponed, and further that the President make a study of the public relations and publicity situation of the College with regard to what is being done by the personnel and what should be done in this area, and make a report at the October meeting of the Board with specific recommendations.

APPROVED

Item 27. Upon the recommendation of Dean Walter Cox and with the concurrence of the Comptroller and the Personnel Director, the President recommended the appointment of Mr. D. G. Hughes, currently serving as Assistant Professor of Drawing, to the position of Director of Student Aid and Placement at a salary of $4800 per year, effective September 1, 1955.

APPROVED

Item 28. The President recommended that the Athletic Director be authorized to employ two students to assist with the intramural program and that these students be paid from athletic funds at salaries to be determined by the Comptroller and the Dean of Students.

APPROVED

Item 29. To clarify the Y.M.C.A. and Student Union activities, the President recommended that the General Y.M.C.A. functions be maintained as in the past under the Y.M.C.A. Advisory Board reporting through the Dean of Students and the President of the College to the Board of Trustees, and that Dean Cox be authorized to allocate the staff to the best interests of maintaining the Student Union and the Y.M.C.A.

APPROVED

Item 30. Upon recommendation of the Dean of the College and with the endorsement of the Educational Council, the President recommended that the probationary period of new appointees to the faculty be extended from the present one-year period to three successive probationary appointments of one year each.

APPROVED

Item 31. The President stated that Georgia Institute of Technology, North Carolina State College, and other institutions comparable to Clemson in scope and objectives, recognize graduate work and research by having graduate schools headed by graduate deans; and that it is equally important for Clemson to retain a graduate school as a distinct entity with the graduate program under a Dean of the Graduate School. The President recommended that Dr. H. J. Webb, Dean of the Graduate School, be continued in this position, that the Graduate School be continued as a distinct entity, and that the Dean of the Graduate School be responsible to the Dean of the College in the organizational structure.
The Board reaffirmed its previous action which by the adoption of the top organization structure proposed in the Survey Report placed the functions of the Dean of the Graduate School in the hands of the Dean of the College, and further implemented this action by assigning Dr. F. M. Kinard the dual title of Dean of the College and Dean of the Graduate School.

Item 32. In order to provide for the immediate functioning of the recently established Physical Plant Division of the Comptroller's Office, and also to provide for present staff, the President reported that he had made the following personnel assignments with no increases in salaries and asked approval of these assignments effective August 17, 1955:

Superintendent of Grounds - James C. Carey
Superintendent of Buildings - W. E. McGuire
Superintendent of Planning and Engineering and Acting Superintendent of Utilities - Earl H. Swain

APPROVED

Item 33. The President recommended that the title of Mr. Joseph Walker be changed from that of Cashier to Bursar. This change in title is consistent with the Cresap, McCormick and Paget report and is in keeping with the functions of the position.

APPROVED

Item 34. In order to further implement the recommendations of the Management Consultants in regard to the operation of the dormitories, the President reported that he had made the following personnel assignments, with no increases in salaries and asked that they be approved:

Dormitory Manager - H. W. Rimmer
Assistant Dormitory Manager - W. T. Davis

APPROVED

Item 35. To further implement the report of our Management Consultants and to provide for the immediate functioning of the organization of the Director of Auxiliary Enterprises, the President requested that the Comptroller be granted authority to make the following appointments:

(a) Student Dormitory Counselors in the ratio of one counselor per fifty students living in the dormitories; each such appointee to receive $25 per month during the school session.

(b) A Supervisor of Duplicating Services at an entrance salary range of $3600 to $4200 per annum.

APPROVED

Item 36. The President requested that the Comptroller and the President, with the advice of the Director of Physical Plant and the Personnel Director, be authorized to recruit and appoint a Refrigeration Mechanic at an entrance salary from $3600 to $4100 per annum.

APPROVED with the understanding that this action would not duplicate functions of other personnel and that the appointment be handled by transfer if possible.

Item 37. The President requested that the Comptroller and the President, with the advice of the Director of Physical Plant and the Personnel Director, be authorized to recruit and appoint a Motor Pool Supervisor at an entrance salary from $3600 to $4100 per annum.

APPROVED

Item 38. The President reported that the College had received invoices from Cresap, McCormick and Paget for professional services through July 30, 1955 which complete the billings for Clemson Assignment No. 1, and requested authority to make payment from available funds.

APPROVED

Item 39. The President asked for the authority to provide funds in the budget to meet the costs of the Management Consultants' Clemson Assignment No. 2 which is scheduled to continue through June 1956 and to pay invoices as submitted.
The estimated cost for professional services for the remainder of this fiscal year is $6,000 plus actual cost of travel and living expenses.

APPROVED

Item 40. The President submitted the following information and recommendation:

Paragraph 3A of the College Rental Housing Lease states the following:

"That if Party of Second Part fails to pay the rent of any part thereof when it is due, this contract or lease shall immediately terminate, and the Party of the First Part, or by his agent, shall have right to take peaceful possession of the premises leased without process of law."

It is recommended that this part of the lease be amended by adding the following:

"Further, if Party of Second Part is a student of the College and fails to pay rent or any part thereof when it is due, the College reserves the right to drop the student from class rolls and not permit him to re-enter college until delinquent rent is paid in full."

By adding this statement to the contract the College establishes a policy which is consistent with the practice of dropping other students from class rolls who do not meet their financial obligations. The Director of Auxiliary Enterprises and Dean of Students could determine hardship cases and circumstances of a temporary nature, which would preclude the strict enforcement of this regulation.

The recommendation was APPROVED.

Item 41. The President reported that two married student families had been assigned 3 bedroom units because other size units were not available and requested authority to charge these students the 2 bedroom duplex rate until other units of this size are vacated and can be re-assigned to them.

APPROVED

Item 42. The report on prefab rentals as called for in Item 44 of the July 18 minutes was presented as prepared in the Office of the Comptroller.

It was MOVED AND PASSED that the new rental and utility rate provisions for prefabs, as adopted at the June 17 meeting of the Board of Trustees, be amended to allow each student occupant who signed a prefab contract prior to July 1, 1955 to pay the rental rates in effect at that time for metered units during his term of occupancy. In addition, the Board confirmed its June 17 decision to have all prefab units metered and to have regular electric rates charged to all tenants.

APPROVED

Item 43. The President presented the following information and recommendations:

Our analysis of the budget thus far indicates that funds will be available to provide for some increases in salaries this year. In order to expedite our work, it is recommended that the Administration be authorized to reflect in the adjusted budget to be submitted to this Board in October, such salary increases for both academic and non-academic personnel as available funds will permit. Proposed increases in academic salaries would be based on the specific recommendations of the appropriate deans and would be checked for reasonableness and consistency among schools and departments by the Dean of the College, the Comptroller, and the President. Increases in non-academic salaries would be based on the recommendations of the supervisor involved and checked for consistency by the Personnel Director, the Comptroller and the President. It is further recommended that the October budget make provision for increases in academic salaries to be effective September 1, 1955 and for increases in non-academic salaries to be effective November 1, 1955.

THE CHAIRMAN RULED that no authorization was necessary to establish the type of recommendation which the Administration would present at a later meeting -- that the Administration is free to make whatever recommendations it wishes.
Item 44. The Chairman requested a full report from the Dean of the College and the President at the October meeting of the Board giving a comparison between the faculty-student ratio in October 1955 with the faculty-student ratio at the time of the peak load following World War II, along with the number of faculty members needed if the institution complied with the faculty-student ratio of 1 to 16 as proposed in the survey report.

Item 45. The Chairman proposed and it was mutually agreed that the next Board meeting be held on October 26 at Clemson.

Item 46. Mr. Daniel referred to the need on the part of the College for better public relations especially in the area of textiles. He said that there were several textile executives who would be willing to appear before the Board if such a procedure were thought desirable. The Board decided to invite such a group to appear before the Board at a later meeting.

Item 47. The President reported that the College Administration has adopted and is following the principle of finalizing an acceptable faculty-student ratio in conformity with the policies of the Board of Trustees.

Item 48. In order that the faculty may not be completely over-loaded in any one department this fall, and in order that appointments, re-assignments, and replacements may be made and laborers employed, the President presented the following recommendations for procedures on personnel matters to be followed on a tentative basis without any intention of contravening the policies adopted at the July 18 meeting:

(1) That the Comptroller, upon the recommendations of the appropriate supervisors and with the concurrence of the Budget Officer, be authorized to approve non-academic personnel appointments, re-assignments, and replacements, except for professional workers in the Extension Service and Experiment Station, and professional positions immediately under the four top administrative officers. Such personnel actions are to be taken only after investigation by the Personnel Director to determine the need for the appointment, re-assignment, or replacement in terms of the Board's expressed long-range objectives, the requirements of the position, and the qualifications of the applicants.

(2) That the President be authorized to approve appointments for professional Extension Service and Experiment Station research personnel upon the recommendation of the appropriate director and the Dean of Agriculture and with the concurrence of the Budget Officer, the Personnel Director, and the Comptroller.

(3) That in those instances where the teaching load is clearly excessive the Dean of the College be authorized to approve adjustments in teaching assignments and where necessary, to approve the employment of additional teaching staff, not to exceed the rank of Assistant Professor.

(4) That the Personnel Director be authorized to approve the employment of day laborers and other menial laborers, which are non-permanent and of short duration, upon certification by the respective supervisor or department head that such labor is justifiable and necessary and that required funds are available.

The recommendations were APPROVED provided that such actions on personnel be taken with the advice of Mr. E. J. Bofferding of Cresap, McCormick and Paget, and provided further that if the College at any time proposes to act contrary to such advice, no action be taken until approval is secured from the Chairman of the Board.

Item 49. RESOLVED that all measures and recommendations made at this the August 17, 1955 meeting, which according to the By-Laws, require a roll call vote of nine or more members, be hereby adopted and confirmed, and that the Comptroller be authorized to issue his checks for all expenditures authorized at this meeting.
The resolution was unanimously ADOPTED on roll call vote; eleven members present voting "aye."

Item 50. There being no further business, the Chairman declared the meeting adjourned - 12:30 p.m.

APPROVED: CORRECT:

R. H. Cooper, Chairman

U. E. Metz, Secretary