MINUTES OF THE CLEMSON AGRICULTURAL COLLEGE
BOARD OF TRUSTEES HELD AT THE CLEMSON HOUSE

July 18, 1955

The Board convened at 9:30 a.m. with the following members present:
Messrs. R. M. Cooper, Chairman; T. B. Young; Paul Sanders; Edgar A. Brown;
Winchester Smith; F. E. Cope; T. Wilbur Thornhill; J. B. Douthit, Jr.; Ben T.
Leppard; W. A. Barnette. Others present were R. F. Poole, President; Harold
Major, Attorney; Melford A. Wilson, Comptroller; Douglas G. Mac Lean, Personnel
Director; H. J. Heneman and E. J. Bofferding, Cresap, McCormick and Paget Manage-
ment Consultants.

Messrs. J. F. Byrnes, Charles E. Daniel and J. F. McLaurin were unable
to attend due to previous engagements.

Mr. D. G. Mac Lean was unanimously requested to act as Secretary of
the Board at this meeting.

Item 1. Messrs. Douthit and Thornhill raised questions concerning action of the
Board at the meeting of June 17 re the Hartwell Dam resolution. Mr. Brown stated
that it was his understanding that the matter had been postponed for further study
upon receipt of a report from the Army Engineers associated with the project (which
report he distributed to members of the Board present) and further clarified his
reasons for opposition to the resolution.

Moved by Mr. Douthit and seconded by Mr. Sanders that Item 17 of the
minutes of the meeting of June 17 be deleted from those minutes and that it be
substituted that the subject of the Hartwell Dam Project is under study by the
Board.

APPROVED

Item 2. There being no other corrections or additions, the minutes of the
meetings of June 6 and June 17 were approved.

APPROVED

Item 3. Having successfully completed one of the regularly prescribed courses of
study and upon approval of the faculty and by authority of the President and the
Board of Trustees, the Bachelor's degree was conferred upon 254 men and the Master's
degree upon 8 men on June 5, 1955.

APPROVED

Item 4. The President recommended tentative approval of Appointments listed under
Item 5 of his June 6, 1955, Recommendations pending the Board's consideration of
complete action to be taken on the full survey report of our management engineers,
Cresap, McCormick and Paget.

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

APPROVED

Item 5. Since the survey team has recommended consideration of and changes in
present appointment practices, the President recommended that the Additional
Probationary Appointments and Second Appointments for the individuals listed
under Items 6 and 7 of the June 6, 1955, Recommendations be extended until such
time as the Board might consider the full actions to be taken from the survey
report and the total benefits recommended for faculty personnel improvements.

APPROVED
Item 6. In view of the organizational changes recommended in the survey report of our management engineers, the President recommended that the proposed Changes in Title listed under Item 8 of the June 6, 1955 Recommendations be deferred until such time as the Board might consider and decide on all factors affecting each unit under the survey proposals.

APPROVED

Item 7. Dr. G. W. Crawford, Associate Professor of Physics, at a salary of $4,908 has resigned. Dean Kinard has been successful in securing the services of an excellent man to take this position as Professor of Physics at a salary of $5,300.

In order to insure the services of this man and with the concurrence of Mr. M. A. Wilson, Comptroller, and the advice of Mr. E. J. Bofferding of Cresap, McCormick and Paget, the President authorized this transaction and requested approval of his action.

APPROVED

Item 8. The current budget carries a salary of $3,156 for a laboratory technician in Chemical Engineering. This position has been vacant for several months and Dean Sams has now been successful in securing the services of a qualified person to fill the position at $3,600. With the concurrence of Mr. M. A. Wilson, Comptroller, and the advice of Mr. E. J. Bofferding of Cresap, McCormick and Paget, the President authorized this transaction and requested approval of his action.

APPROVED

Item 9. Based upon an adjective rating of six candidates and a unanimous first preference of all six academic deans, the selection committee (consisting of the Personnel Director, the Comptroller and Mr. E. J. Bofferding, in an advisory capacity) and the President recommended that Mr. Walter Cox be appointed as Dean of Students at a salary of $9,000 per year.

Moved by Mr. Thornhill and seconded by Mr. Young that Mr. Walter Cox be appointed on a temporary basis as acting Dean of Students at his present salary.

APPROVED See Correction (Item 4 of the minutes of August 17, 1955)

Item 10. Because of the nature of the qualifications for the position of Vice President for Development, the President reported that it has not been possible as yet to find suitable candidates, either within the college or on the outside, to fill the position on a permanent basis. For a limited period, to get the work started and the activities organized, the President recommended Mr. Frank Jervey for Vice President for Development at a salary of $10,500.

Moved by Dr. Barnette and seconded by Mr. Leppard that the action on this position be held over until a future meeting.

APPROVED

Item 11. Moved by Mr. Thornhill and seconded by Mr. Brown that Mr. Frank Jervey be given the honorary title of Vice President of Clemson Agricultural College with the understanding that the giving of this title in no way shall conflict with the proposed position of Vice President for Development and that no precedent is hereby established.

APPROVED

Item 12. The President reported that Dr. Marion Kinard has accepted the position of Dean of the College. The President recommended that the salary for this position be established at $10,500 per annum retroactive to July 1, 1955.

APPROVED
Item 13. The President recommended Mr. Gustave Metz for the position of Assistant to the President and Secretary to the Board of Trustees at his present salary. Moved by Mr. Young and seconded by Mr. Brown that Mr. Gustave Metz be appointed to the position of Assistant to the President and Secretary to the Board of Trustees at the salary of $8,125 per annum.

APPROVED

Item 14. The President recommended Mr. K. N. Vickery be appointed Registrar at a starting salary of $7,500 per annum to replace Mr. Gustave Metz.

Moved by Mr. Young and seconded by Mr. Thornhill that Mr. K. N. Vickery be appointed effective July 18, 1955 to the position of Registrar at a salary of $7,500 (salary effective August 1, 1955).

APPROVED

Item 15. It was noted by the Chairman that the President and the Comptroller should continue to recruit for the position of Vice President for Development in the salary range of $8,000 - $10,000 per annum.

Item 16. The President presented for adoption a Policy Statement by the Board of Trustees Regarding Survey Proposals of our management engineers, Cresap, McCormick and Paget. On request of the President and with the concurrence of the Board, this policy statement was summarized by Mr. E. J. Bofferding of Cresap, McCormick and Paget. The policy statement is reproduced below and was approved except as noted therein:

"Policy Statement by the Board of Trustees Regarding Survey Proposals

This statement is issued by the Board of Trustees after review of the full administrative survey report of the college. The statement is issued as a guide to the administration in putting recommendations in effect, so that the administration will be aware of items approved and of the Board's policy direction regarding changes to be made.

ORGANIZATION CHANGES

The proposed top organization structure is approved by the Board as the official organization structure for the administration of the college. Any deviation from this structure, now or in the future, should be first submitted to the Board for approval before it is placed in effect.

The basic functions and organization structure proposed under each of the four top administrative officers is approved. Any deviation proposed from these plans of organization, now or in the future, should first be submitted to the Board for approval before it is placed in effect.

FINANCIAL ADMINISTRATION

The comptroller is designated as the chief fiscal officer of the college and the one to whom the President and the Board will look for leadership in the financial planning of all phases of the administration of the college. The comptroller shall be accountable to the President for all of his decisions and actions.

All expenditures of any kind must be approved by the Board of Trustees in a regular or supplemental budget, whether the expenditures are for normal operating purposes or capital improvement.

Equipment purchased should be the property of the entire college and not the exclusive property of any single organizational unit, even though the equipment might have been purchased from income produced by the organizational unit involved. Equipment not in use should be at the disposal of the comptroller who should serve as an equipment administrator for the college. In this function, he should see that each operating unit and branch has an approved system of inventory control and that such rules are established as are needed to obtain a maximum sharing of equipment. No new equipment should
be purchased in any unit without the certification of the equipment administrator that usable surplus does not exist or that existing equipment cannot be shared with other units. When equipment is sold, the income from the sale should be general college revenue and not available to the selling unit for expenditures without Trustees' appropriation.

Budgets prepared and submitted to the Trustees should incorporate the following principles:
1. Budgets should be prepared and grouped to show the cost of performing functions, activities, or projects, and
2. Historical costs and significant related workload volumes should be developed for each activity.

All activities of the college will be financed through budget approvals and all income produced by college activities, except those produced by the Athletic Department, shall be general college revenue to be expended only by approval of the Board in approved budgets. No income producing department shall have any claim on the funds it produces and each department or unit can spend only in accordance with its budget authorization. However, contractual service funds and trust funds shall be used only for the purpose intended.

The comptroller should establish such rules for cash handling throughout the college as will create maximum safeguard of the funds of the college.

The comptroller shall propose to the President for transmittal to the Board fiscal regulations to govern the financial activities of the college.

PERSONNEL ADMINISTRATION

The Board approves the development and maintenance of a personnel classification and compensation plan for all nonacademic employees and officers of the college. This plan should be submitted to the Board for approval. As soon as practical after the establishment of a classification and compensation plan, employee minimum standards for selection should be established for all classified positions.

The Board of Trustees declares its intent to establish a career system of personnel administration based upon selection and promotion of employees on a merit basis. To further this objective, a definite system of promotion from within shall be established and administered by the personnel director, a system of rating employees on their performance shall be established and administered, and advancement in salary or promotion shall be based on demonstrated meritorious performance.

Once the Board of Trustees has approved a classification and compensation plan, plus minimum standards for employee selection, the final authority to appoint such workers as are approved in the budget shall be delegated as follows:
1. The comptroller, upon recommendation of the responsible supervisor and the concurrence of the personnel director, for positions outside the academic ranks paying less than $5,000;
2. The President, upon recommendation of the responsible academic administrative officer, and the concurrence for fiscal control of the personnel director and the comptroller for all academic positions and for all nonacademic positions paying $5,000 per year or more, and
3. The Board of Trustees for the positions of President, deans of the various schools, and the four top administrative officers reporting to the President.
Until such time as a classification and compensation plan and minimum standards for employee selections are effective, appointments can be made in accordance with the delegation of authority under 1 and 2 above when approved in advance or in accordance with procedures approved by the Chairman of the Board of Trustees.

SPACE UTILIZATION

It is a policy of the Board to insure maximum utilization of academic space and facilities and that classes and laboratories be scheduled both in the mornings and afternoons to the extent practical before additional space is constructed.

The registrar shall have responsibility for developing class schedules and assigning classes or laboratories to any building where suitable space exists.

ACCOUNTING PRACTICES

The Board of Trustees approves of a single centralized accounting system, mechanized to the maximum extent practicable, and with appropriate monthly expenditure statements to each budget administrator. To implement this policy, the IBM unit of the registrar's office should be transferred to the comptroller, and decentralized accounting records, no matter where maintained, should be discontinued and centralized at the earliest practical date.

The accounting philosophy of the college should be changed from one of cash accounting to that recommended in College and University Business Administration, Volume I, as published by the American Council on Education.

Only those revolving funds found by the comptroller to be essential to the management of the college should be retained. All others should be discontinued and the funds therein transferred to the general funds of the college. All activities previously operated in whole or part from revolving funds should be budgeted the same as all other activities. Except for the Athletic Department revenue from athletic contests or alumni contributions for athletic scholarships, all income of any income producing activity of the college shall be general college revenue expended only through Trustee approval in a budget.

PURCHASING

The director of purchasing and the comptroller are charged with responsibility for determining the need for purchase of all major purchase items.

The director of purchasing shall have authority to standardize common use items of supplies and equipment which he will store for issuance upon requisition. To the maximum extent possible, small purchase orders shall be filled from stock maintained by the director of purchasing.

CENTRALIZED BUSINESS SERVICES

A central duplicating and addressing service should be established with all exceptions to centralized use of equipment approved by the comptroller.

An organized campus mail pick-up and delivery service should be established.

A central college mailroom should be established for processing all outgoing United States mail.

PHYSICAL PLANT SERVICES

The organization structure proposed in the survey report for the operation of the physical plant activities is approved. All maintenance and shop personnel now in different organizational units should be transferred to the division of physical plants.

All custodial services for public buildings should be centralized in the division of physical plant, with custodial per-
sonnel scheduled to work in the afternoon and evening.

Responsibility for security and traffic should be transferred to the division of physical plant.

All income producing or separately financed activities should be billed for utilities consumed.

As soon as practical and upon orders of the comptroller, a central motor vehicle pool should be established in the division of physical plant. This pool should be operated under regulations promulgated by the comptroller and should include all college owned vehicles except those specifically exempt by the comptroller. All exemptions of the comptroller should be listed with the Board of Trustees.

The comptroller shall propose travel regulations and a means of approving travel for consideration of the President and the approval of the Board.

The college should become a self-insurer for collision risks on college owned vehicles.

AUXILIARY ENTERPRISES

All dormitory space to be utilized shall be determined by the director of auxiliary enterprises. The dormitories should be operated under such policies that they are financially self-sustaining units.

The canteen should be operated on a self-sustaining unit and all surpluses remitted to the college treasury. Whatever amount the Athletic Department has invested in the canteen should be remitted to it out of profits produced. Similarly, the income from the filling station and barber shop should become general college revenue rather than revenue of the athletic department.

Moved by Mr. Thornhill and seconded by Mr. Sanders that the policy recommendations in the areas of operation of the Athletic Council, specifically with reference to the canteen, barber shop and gas station, be deferred for study and that representatives of the Athletic Council, including Coach Howard, be heard before the Board on these matters at a future meeting.

APPROVED

"The lease for the YMCA cafeteria should not be renewed.

All of the proposals in the survey report to increase the revenue of the Clemson House and provide better data on its operations should be effected at the earliest practical date. Where service staff will be reduced, every effort should be made to use them in other college operations or place them in a priority position for re-employment as need arises for additional employees with these skills. The comptroller should see that the recommendations proposed are carried out as expeditiously as possible.

STUDENT AFFAIRS

A director of student aid and placement should be appointed and all student aid, including placement, should be centralized in his office.

The Athletic Department should take over the management of intramural sports and should develop a program of compulsory physical education for all students physically qualified. The Dean of Students should approve of exceptions to this program and should formulate policies to guide the program.

A civilian two-year military training program similar to most land grant colleges should be substituted for the required military training program now in effect."
Mr. Thornhill recommended that full and complete publicity be given to the substitution of a civilian two-year military training program similar to most other land grant colleges for the current required military training program.

APPROVED

It was the consensus of opinion of the Board that this program should become effective in September 1955 with the beginning of the fall term.

APPROVED

"With the discontinuance of student affairs and compulsory class attendance functions by the Commandant's Office the college subsidy to the military office should be discontinued as soon as the comptroller can effectuate this change.

INSTRUCTIONAL FACTORS

It is the consensus of the Board that academic salaries at the college are badly in need of upward revision. To permit this change and in order to meet the rates of Clemson's major land grant college competitors, the Board adopts a policy that faculty size shall be related to teaching loads, in a ratio comparable to other state institutions similar to Clemson. The Dean of the College is instructed to study teaching methods, class section sizes and curriculum, and from this study make such recommendations to the Board and the President from time to time as will provide economic utilization of faculty in order to help pay the remaining faculty members substantially increased salaries which will be comparable with other similar land grant schools. The Dean of the College and the President shall keep the Board currently informed of progress toward this goal.

The Board approves the raising of admissions standards through the use of entrance examinations and directs the administration to work out plans for this requirement and to submit such plans to the Board for consideration and approval.

The Board approves the setting of higher academic standards for graduation and directs the administration to work out plans for this requirement and to submit them to the Board for consideration and approval.

The Dean of the College should study means of increasing the student and faculty utilization of the library and to this end he should immediately institute a required course of library orientation for all freshman students.

The Board approves the reorganization of the School of Arts and Sciences and the inclusion in this school of the former School of Chemistry. The organizational location of the present School of Education should receive further study by the President and the Dean of the College, with a recommendation to be made to the Board at its October 1955 meeting.

AGRICULTURAL ACTIVITIES

The Board approves in principle the survey report recommendations concerning the more effective and efficient operation of the agricultural teaching and public service activities of the college. The Board therefore directs the administration to proceed at once to place these recommendations in effect at the earliest practical dates and to inform the Board periodically of the progress in this endeavor. The Board makes one exception to the proposed organization structure. Instead of combining the extension and agricultural research activities, a separate and distinct director of extension should be retained. However, all other integrating proposals are adopted for both functions. The Board, in order to expedite this work, particularly affirms the following guiding principles to be used:
1. The heads of departments in the School of Agriculture should be responsible to the dean for teaching, research, and extension specialist activities, and they should supply the program departments with the qualified staff for carrying out each of these three functions.

2. A research director should be in charge at each of the experiment stations, and two stations, the Sandhill and the Coast Stations should be closed as soon as practical, with their staff and equipment utilized at other stations as needed.

It was the consensus of opinion of the Board that the matter of curtailment of activities at the Sandhill Station be deferred for study pending a report from the President on these matters at an early date.

APPROVED 11

3. As soon as plans can be developed for it, the home demonstration activities at Rock Hill should be transferred to Clemson together with their staff and equipment and merged with the appropriate services at Clemson.

It was the consensus of opinion of the Board that any action transferring the home demonstration activities from Rock Hill to Clemson be postponed.

APPROVED 14

4. The supervision of all extension activities at the district level should be coordinated and supervised by a district extension director who should be in charge of all extension work within the district.

5. The supervision of all extension activities at the county level should be coordinated and supervised by a county extension director who should be in charge of all extension work within the county.

6. The Dean of the School of Agriculture should be responsible for placing the recommendations concerning the extension service and the experiment station in effect as soon as possible, working with the comptroller to effect as many economies as practical at the earliest possible date. In carrying out this directive, the Dean of Agriculture, the comptroller and the personnel director should consider all displaced personnel for other assignments within the college where their services can best be used, filling all vacancies as they occur from these personnel marked for displacement before outside recruiting is used.

7. The Dean of Agriculture should take the leadership in improving the planning and reporting all research activities, and report to the Dean of the College and the President for transmittal to the Board periodically on the progress and plans for improving these functions. Individual departments should be required to use the farms department for labor and equipment and not employ their own labor staff or purchase their own equipment. All existing equipment in the agricultural activities at Clemson should be pooled in the farms department and excess equipment sold.

8. The Crop Improvement Association and the Foundation Seed Association should be made self-supporting out of their own funds.

9. The Dean of Agriculture should prepare a plan for making the soil testing laboratory self-supporting out of charges made for its work. This plan when developed should be submitted to the Board for approval.

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Nothing contained in this statement of principles and policies is intended to contravene any applicable Federal or State law or regulation; it is intended only to express principles of administration which should be carried out to the maximum possible extent.

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Moved by Mr. Cope and seconded by Mr. Sanders that the policy statement be approved with exceptions (as noted above).

APPROVED

Item 17. The President recommended that the Board of Trustees authorize the President and the Comptroller to reconstruct a budget for 1955-56 and present such budget to the State Budget and Control Board. This budget would be designed to reflect as nearly as possible the plans and budget thinking at the time the appropriation bill for 1955-56 was passed by the General Assembly. However, such changes in personnel and salaries as have been specifically approved by the Board of Trustees prior to or at this meeting would be reflected in this base budget. Also a notation would be included in the budget to indicate that an amount up to $75,000 is to be derived from currently undetermined items in the budget to provide a special fund for use at the pleasure of the Board. It is understood that this budget will be primarily for the purpose of establishing a benchmark against which a number of essential adjustments and changes will be made upon further study and implementation of the survey report. Proposed changes in budget allocations among categories to give effect to the above will be submitted to the Board for its consideration at the October meeting. During the interim the administration shall make every effort to maintain costs in all categories at the lowest practicable level consistent with the survey report.

APPROVED with the understanding that there will be no salary changes at this time or prior to Board approval.

Item 18. Dr. Barnette reported re the Land Use Project, pursuant to instructions received on June 6, 1955, that HR Bill 4280, dated June 16, 1955, has been proposed to clarify Clemson's legal rights under its deed to this land.

College Attorney, Mr. Harold Major, read from a telegram addressed to Dr. Poole and received from William Jennings Bryan Dorn, Member of Congress, as follows: "My submarginal land bill for Clemson passed House today. Goes to Senate. /s/ Wm. Jennings Bryan Dorn, MO"

Moved by Mr. Thornhill and seconded by Dr. Barnette that, since the Bill is acceptable to the College Attorney, members from South Carolina of both Houses of the U. S. Congress be urged support of HR Bill 4280, dated June 16, 1955. (President R. F. Poole immediately contacted Senator Strom Thurmond, Senator Clin D. Johnston and Representative Dorn by telegram to this effect.)

APPROVED

The Board recessed for lunch at 1:05 p.m. and reconvened at 2:30 p.m.

Item 19. Since the June 17 meeting of the Board of Trustees it has been necessary to make some changes in personnel. These changes were discussed with Mr. E. J. Bofferding of Cresap, McCormick and Paget, for his advice, and were reported by telephone and by letter to the Chairman of the Board of Trustees. Since the changes were routine and with no increase in the salary specified for the positions, the President asked approval of this action.

APPROVED

Item 20. The President recommended for approval a Statement of Personnel Policies and Principles as reproduced below:

"Statement of Personnel Policies and Principles

Introduction

The Board of Trustees, as a matter of policy, is desirous of establishing and operating in the college a system of personnel administration based upon modern, accepted principles of personnel administration. To do this, the Board adopts the following principles to guide the operation of this system."
The following policies and principles are designed to apply to Clemson's non-academic employees, although many of them may also be applied later to the academic staff.

**Career Employment**

It is the intent of the Board to establish a career system of personnel administration based upon selection and promotion of employees on a merit basis. To further this objective, a system of promotion from within shall be established, employees shall be rated objectively on the performance of their work, and advancement in salary or promotion shall be based upon demonstrated meritorious performance. All employees on regular appointments are assured continuity of employment during satisfactory performance of their duties, provided sufficient funds are available and existing functions continue. Any reductions in staff because of lack of funds or discontinued functions shall be effected under rules established to give due recognition to quality and length of service. Through constant improvement in methods and processes, equal pay for equal work, objective employee performance ratings, and equal opportunity for promotion, the college pledges to make employment with Clemson pleasant and rewarding.

**Freedom of Inquiry**

The college cannot emphasize too strongly its pledge to all Clemson employees that they can seek information or advice from officers of the college on any matter which is troubling them, or call attention to any conditions which may appear to them to be operating to their disadvantage. No individual need hesitate to do this, and his standing with the college will not thereby be prejudiced in any way. He will find his immediate supervisor or the Personnel Office ready to talk over any of these matters with him at any time and to give him every possible assistance in finding satisfactory solutions. The college believes that most difficulties can be satisfactorily adjusted between the individual and his supervisor. If for any reason, a person is not satisfied with such an adjustment, he or she is at complete liberty to bring the matter to the attention of the next level supervisor or to any appropriate officer of the college.

A definite and formal procedure for getting assistance on personal problems and grievances will be developed and will be available to anyone who may wish to use it.

**Improvements in Methods and Processes**

The continued development and introduction of new and improved methods and processes, as well as the revision of current procedures and policies, are the signposts of a living and growing organization. Nevertheless, before such improvements are made, careful attention will be given to any possible effect upon the individuals concerned. Through this policy the college adopts improved methods essential to its growth and at the same time endeavors to avoid individual hardships.

The college welcomes constructive suggestions from all Clemson employees on all matters concerned with the operation of the college. A formal suggestion system will be developed, whereby all suggestions can be considered impartially and suitable recognition given for original ideas adopted and placed into effect.

**Classification Plan and Job Descriptions**

All non-academic employees and officers of the college will be included in a job classification study which will clearly differentiate various levels of duties and responsibilities. Accurate descriptions of each position, including minimum qualification standards, will be developed and published. Equitable pay scales will be established for each classification level and each individual will know what is required of him in his particular job.
Performance Ratings

It is the intention of the college that every employee know from time to time how well he is measuring up to expected standards of job performance. A formal rating system will be developed whereby all employees will be measured on a scheduled basis against known standards of performance for the work they are doing. This rating will serve as one of the criteria for salary advancements or promotions. In this manner, the college desires to reward its employees who make the best contribution to the effective operation of the college.

Salaries and Wages

It is the intention of the college:

1. Through the classification plan to develop, establish and maintain salary and wage scales on the basis of equal pay for equal work.

2. To pay salaries and wages consistent with those generally prevailing throughout the State for similar work performed under comparable conditions and requiring like responsibility, experience, effort and skill.

Promotion

The college aims to provide clear channels of promotion and to systematically advance Clemson people to more responsible work. Insofar as practicable, promotions will be made from within the college. Current employees of the college will be considered ahead of other applicants for filling of established position vacancies and new positions. Promotions will be made on the basis of ability, experience, training, competence, record of workmanship and, where applicable, length of service.

Reduction in Force and Re-employment

In the event of conditions requiring reduction in the force, consideration will be given to individual ability, experience, training, competence, workmanship and length of service. These same factors will determine the re-hiring of any who may have been released. An employee affected by a reduction-in-force action will be released from employment by the college only when it is determined that his services cannot be utilized effectively anywhere in the college system to the mutual advantage of the college and the employee. Insofar as possible, the college will endeavor to assist any employee so released in securing new employment. Any employee who has been released by reduction-in-force procedures and whose work has been satisfactory will be given priority over all other persons for re-employment in the college for similar work.

Employee Handbook

An employee handbook will be developed, published and distributed to all Clemson employees. This manual will contain statements of policies and descriptions of services, procedures and opportunities available to Clemson people.

Item 21. The President recommended that the Board of Trustees give authority to the Comptroller to act for the Board as its chief fiscal officer and in such capacity to withdraw funds from the State Treasurer, negotiate contracts approved by the Board, approve payrolls, and sign checks or warrants for debts of the college incurred in accordance with approved budgets.

He further recommended that the Comptroller be granted authority to delegate to employees of his office such authority as is necessary to assure continued and expeditious functioning of his office, and that any employee to whom such authority is delegated shall be appropriately bonded before such delegated authority is effective.

APPROVED
Item 22. During the 1954-55 regular session the fees and living charges to the student were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>1. Board</td>
<td>$351.00</td>
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<tr>
<td>2. Room Fee</td>
<td>127.00</td>
</tr>
<tr>
<td>3. Room H&amp;L &amp; Jan. Serv.</td>
<td>45.00</td>
</tr>
<tr>
<td>4. Laundry</td>
<td>40.80</td>
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<tr>
<td>5. Hospital</td>
<td>20.00</td>
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<tr>
<td>6. Student Activity Fee</td>
<td>18.20</td>
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<tr>
<td>7. Maintenance Fee</td>
<td>17.60</td>
</tr>
<tr>
<td>8. Class &amp; Lab Fee</td>
<td>50.00</td>
</tr>
<tr>
<td>9. Matriculation Fee</td>
<td>3.00</td>
</tr>
<tr>
<td>10. Tuition (S. C. Resident)</td>
<td>100.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$772.60</strong></td>
</tr>
</tbody>
</table>

Out of State Students
Pay $300.00 Tuition,
Add $200.00

**$972.60**

The administration sees no reason at this time to make any changes in these charges and the President recommended that these be established for the 1955-56 regular school session.

APPROVED

Item 23. The architects for the agricultural construction program have approved invoices for final payment to the Daniel Construction Company under the terms of the contract in the amount of $635,795.76 and have requested that payment be made to the Daniel Construction Company in this amount.

Also, invoices have been received from the architects in the total amount of $22,139.16 for full and final settlement for their engineering and professional services under the terms of the contract. A letter from Mr. Jeff B. Bates, Treasurer of the State of South Carolina, advises that the proceeds of the second tuition bond issue should be available on or about July 23 or 24, and the President requested authority to make the final settlements in the above matters when these funds are received.

APPROVED

Item 24. When the Clemson House was completed in 1950, the Daniel Construction Company advanced funds in the amount of $70,431.28 to properly equip it since there were no available funds from other sources to furnish this equipment. Subsequently, through the sale of duplex prefabricated houses and a donation, this debt has been reduced from its original amount to $62,061.28. A copy of the letter of July 4 from Daniel Construction Company regarding the matter is reproduced as follows:

"Daniel Construction Company
Greenville, South Carolina

July 4, 1955

Mr. Hamilton Hill, Business Manager
Clemson College
Clemson, South Carolina

Dear Mr. Hill:

Mr. Daniel is away on a long delayed vacation, and during his absence, we are making a strenuous effort to clean up many of our construction projects and the back accounts on our books.

I do not know the details of the situation with reference to the account of $62,061.28 representing the balance in connection with the Clemson House contract of several years standing.

However, our auditors have urged on more than one occasion
that we make some disposition of this account. Therefore, it would be
greatly appreciated if you would advise us if the college will be in a
position to pay all, or a substantial part of the same, before September
30, the end of our fiscal year.

Your cooperation will be greatly appreciated.

Sincerely yours,

/s/ C. G. Englund
Vice President

The only possible source of funds for meeting this obligation that
the administration will have available is approximately $80,000 to $90,000 from
the proceeds of the second tuition bond issue provided authority could be obtained
from the Budget and Control Board for using those monies for this purposes. It is
believed that this payment should be made from these funds because the administra-
tion sees no other alternative.

(Mr. Douthit pointed out that it was his opinion, since the School of
Agriculture had been promised money on several occasions, that the addition to
the Agricultural Engineering Building should have prior claim on the money. Mr.
Douthit's opinion was accepted as information).

APPROVED

Item 25. The President recommended that $18,000 of the balance of the tuition
bond issue, upon approval of the Budget and Control Board, be allocated to the
Research Fund for research purposes.

Moved by Mr. Cope and seconded by Dr. Barnette that the President's
recommendation be approved.

APPROVED

Item 26. The administration plans to make a thorough review of our investment
programs and present specific recommendations regarding the mechanics for handling
such investments as soon as practicable. In the meantime, the following items
should be reinvested, and the President recommended consideration of the same:

"Item 1. U. S. "G" bonds held for the account of Athletic Gym Fund,
maturing 7/1/55 in the amount of $25,000.

We recommend that the funds be reinvested in $25,000 U. S.
Treasury Bonds, 2 1/2% due 3/15/66-71 which were quoted on
7/11/55 at 95 22/32.

Item 2. U. S. "G" bonds - $8,000 - held for account of Trust Fund
Investments, maturing 9/1/55.

We recommend that the bonds be cashed when due and that
consideration be given at the October meeting of the Board
to the reinvestment of these and other funds that may be
available at that time.

Item 3. U. S. 90-day Bills in the amount of $50,000 held for accounts
of Trust Fund Investments and S. C. Crop Improvement Associa-
tion.

These were rolled over on July 6, 1955 and will be due
October 6, 1955. We recommend that approval be given to
changing this investment on 10/6/55 to longer term U. S.
Treasury bonds.

Item 4. U. S. "F" and "G" bonds held for account of YMCA and maturing
between 6/1/55 and 12/1/55.
We recommend that bonds be cashed on maturity dates and that approval be given to reinvest the proceeds in selected Federal and Loan associations located in South Carolina with no investment of more than $10,000 in any one such association.

Item 5. We recommend that the following items continue to be held in trust as at present until the disposition on these funds is determined by the owning organizations.


b. Block C Club - U. S. "FM" bonds due 9/1/54 - $25; and 5/1/55 - $50.

c. Class of 1916 - U. S. "FM" bonds due 1/1/55 and 2/1/55 - $2,950.

d. Clemson College Band - U. S. "FM" bonds due 5/1/55 - $150.

e. Phi Kappa Phi Society - U. S. "FM" bonds due 7/1/55 - $350.

The Chairman questioned Mr. Bofferding regarding investment services offered by his firm. Mr. Bofferding stated that his firm was not prepared to offer such services. He further stated that he was sure that free investment counseling from reputable firms was available to the administration upon request.

APPROVED

Item 27. The Corps of Engineers of the United States Army visited Clemson on June 15 with further regard to the determining of the proper site upon which to construct the proposed United States Army Reserve Armory and selected as the most suitable site an area located to the east of the present seed laboratory just off the Clemson-Pendleton highway. This area has a frontage of 210 feet and a depth of 630 feet which they request that the Clemson Agricultural College of South Carolina deed to the United States of America for this purpose. The President recommended that the Board deed this land in compliance with their request.

Dr. Barnette questioned the desirability of the location. The President advised that the proposed location would be desirable for students in the Reserve. Mr. Brown stated that he had information to the effect that the proposed Armory would not be built prior to 1957.

Moved by Mr. Thornhill and seconded by Dr. Barnette that the Board consult the master planners firm regarding this matter.

APPROVED

Item 28. Upon Dean Kinard's recommendation, the President recommended that Dr. H. L. Hunter be appointed Dean of the School of Arts and Sciences and that he recommend a head of the Department of Chemistry and Geology.

APPROVED

Item 29. Upon Dean Farrar's recommendation, the President recommended that Professor George B. Nutt, Head of the Department of Agricultural Engineering, be appointed Director of the Extension Service for Clemson College at a salary of $8,500 per annum.

APPROVED

Item 30. Moved by Mr. Brown and seconded by Mr. Sanders that Dr. Barnette be appointed a committee of one to assist the Dean of Agriculture and the newly appointed Director of the Extension Service in developing policies in this area re livestock.

APPROVED
Item 31. In order to provide for the immediate functioning of the recently established office of the Comptroller, and also to provide for present staff, the President made the following Personnel Assignments with no increases in salaries and asked approval of his actions:

- Budget Officer: Hamilton Hill
- Chief Accountant: Trescott Hinton
- Director of Physical Plant: D. J. Watson
- Director of Auxiliary Enterprises: Henry Hill
- Director of Personnel: Douglas G. Mac Lean
- Director of Purchasing: Earl Liberty
- Internal Auditor: K. R. Helton
- Manager of Clemson House: Fred Zink
- Position Classifier (Under Louie L. Law, Personnel Director)

APPROVED

Item 32. The President recommended that a temporary position of Staff Assistant be established in the Office of the Comptroller until December 13, 1957, and that Mr. A. J. Brown be assigned to this position at his present salary.

APPROVED

Item 33. The President requested that he and the Comptroller be authorized to recruit and appoint a Methods and Procedures Supervisor in the salary range of $5,400 - $6,000 per annum.

APPROVED

Item 34. The President requested that he be authorized to distribute copies of the report of Cresap, McCormick and Paget to the Deans of the College and that authority also be granted the Comptroller to make copies of the report available to members of his staff at his discretion.

APPROVED with the understanding that the material contained therein is strictly confidential and is to be properly safeguarded.

Item 35. The Board of Trustees wishes to go on record as commending Mr. G. Hamilton Hill for his extra work and loyal service to the college during the period of his service as Acting Business Manager. The Board requests the President to convey its appreciation to Mr. Hill.

Item 36. The Board of Trustees wishes to go on record as commending Mr. A. J. Brown for his loyal service to the college during the period of his service as Treasurer and Secretary of the Board of Trustees. The Board requests the President to convey its appreciation to Mr. Brown.

Item 37. The President distributed copies of the following material to members of the Board present:

- Letters from the American Institute of Architects to Dr. Poole, President, dated June 24, 1955.
- Report on Clemson College Investments as of June 30, 1955, from the Secretary-Treasurer.

This material was ACCEPTED as information.
Item 38. The Chairman proposed and it was mutually agreed that the next Board meeting be held on August 17, 1955 at Clemson.

APPROVED

Item 39. Dean Marion Kinard reported briefly on academic personnel matters.

The Chairman requested a full report from the Dean of the College and the President at the August 17, 1955 meeting on savings effected in the area of academic personnel staffing; such report to include notation of the college policy, as stated in the By-Laws, in re probationary periods and, also, firm indications as to what actually can be accomplished re savings within one year from September 1955.

Item 40. Moved by Mr. Thornhill and seconded by Mr. Sanders that the administration be authorized to assure the faculty that the Board of Trustees, seriously concerned over the level of faculty salaries, is desirous of effecting economies wherever possible in all college activities to permit increasing faculty salaries.

APPROVED

Item 41. The Board approves the academic classification and salary plan recommended in the Clemson College survey report (submitted to Cresap, McCormick and Paget on April 30, 1955, Volume IV, Chapter II), as an objective which the college should achieve at the earliest possible date. In order that the Board may have full information on the total amount of funds to be available to increase faculty and administrative salaries, the President, Comptroller and the Dean of the College are directed to continue the studies now in progress in the business, service and academic areas of the college.

The President and the Dean of the College are requested to study the requirements of the college for faculty teaching and research purposes and the funds needed for faculty salaries. This study should include:

1. Adjustments in teaching loads on a basis comparable with similar institutions;
2. Adjustments in class sizes and teaching methods;
3. Adjustments in course offerings and in the frequency of offerings to meet demonstrated requirements;
4. A determination of the funds for reallocation.

The Board directs that these studies be completed and proposals submitted to the Board in time for action at the October 1955 meeting of the Board.

All salary increases, except as specifically authorized, both administrative and academic, will be withheld until the plan to be prepared by the administration is submitted to and acted upon by the Board.

APPROVED

Item 42. Mr. E. J. Bofferding, Cresap, McCormick and Paget, presented copies of a special space utilization study to those members of the Board present. This report was ACCEPTED for information and study.

Item 43. The President recommended that Mr. Bruce D. Cloaninger's salary be advanced to $8,000 per annum effective August 1, 1955.

APPROVED (subject to polling of the seven absentee members.)

See Correction (Item 4 of the minutes of August 17, 1955).
Item 44. A student committee consisting of Messrs. G. W. McDaniel, R. S. Brantly, J. R. Gause and C. D. Miller was heard in the matter of the increased rentals on the prefab housing (which were approved at the June 17, 1955 meeting). The Board accepted their report as information to be discussed at the August meeting with the provisions that a full report on this matter be prepared and presented to the Board on August 17, 1955, and that the Chairman of the student committee be notified accordingly.

Item 45. The Chairman requested the President to propose an official title (to include the name of the college) for the Wellman Project at the next meeting of the Board.

Item 46. RESOLVED that all measures and recommendations made at this the July 18, 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; ten members present voting "aye".

Item 47. There being no further business, the Chairman declared the meeting adjourned - 6:00 p.m.

APPROVED:  R. M. Cooper, Chairman
CORRECT: D. G. Mac Lean, Acting Secretary
Action on Item 43: Affirmative votes have been received from six of the seven absentee members. Although one vote has not yet been received, this makes a total of twelve affirmative votes. The recommendation "that Mr. Bruce D. Cleaninger's salary be advanced to $8,000 per annum effective August 1, 1955" is therefore recorded as APPROVED.