

1-1-1911

## President's Report to Board of Trustees, 1911-03

Clemson University

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PRESIDENT'S ANNUAL REPORT

to

THE HONORABLE BOARD OF TRUSTEES

of

THE CLEMSON AGRICULTURAL COLLEGE.

No 4  
No 4

March 6th, 1911.

Gentlemen:-

Section 3, or Article X of the By-laws, reads:-

"It shall be the duty of the President at the said annual meeting to submit a written report covering the work of the College in all Departments, its progress and status, the workings of the institution, and make such suggestions as he may deem advisable."

In obedience to the above section, I submit the following report covering the present fiscal year beginning July 1st, 1910, and extending up to the present time.

I shall try to make the report as brief as is consistent with completeness, and rely upon verbal explanation to supplement and make clear any part that is obscure or needs amplifying.

For the convenience of the Board, I have divided it into the following sections:-

- 1 - General Conditions.
- 2 - The Student Interests.
- 3 - The College Interests.
- 4.- The Public Work.
- 5.- Recommendations.

I. GENERAL CONDITIONS.

The session opened Sept. 14th, one week later than usual. Our total enrollment to date is 703, probably the largest in the history of the institution. Commencement will fall on June 13th, and the Faculty and Acting President hope that as many of the Trustees as can will attend these exercises.

The College has been subjected to two examinations, - one



in November by the Board of Health represented by Dr. Hines, and to establish two or more Experiment Stations.  
 the other in December, by the Legislative Investigating Committee, consisting of Messrs Rogers, McMahan and VanderHorst.

Dr. Hines was well pleased with conditions, and the report of the State Board to the General Assembly is in the main, complimentary. A copy of this report is appended.

The Legislative Investigating Committee visited the College in December, and was shown every reasonable attention and courtesy, and given the fullest opportunity to see the College in its every detail. Their published report, (copy of which is appended) contains very little information regarding existing conditions here. Most of it is devoted to the discussion of issues which some might consider foreign to the purpose for which the Committee was created.

We have had the pleasure of entertaining the following Conventions:-

- The State Farmers' Institute.....Aug.31 & Sept.1st.
- The Conference of Rural Ministers.....Feb. 13th & 14th.
- The State Farm Demonstration Agents of the Piedmont Section.....Feb.28th & Mar.1st.

In the case of the Farmers' Institute, a small charge was made to cover table expenses, but the Ministers and Dr. Knapp's Demonstration Agents, comparatively few in number, were entertained as the guests of the College. We took especial pains to have Dr. Knapp's men see the College, and especially our methods of fertilizer inspection and analysis. From the resolutions unanimously adopted at the close of the meeting, I quote the following significant sentence:-

"We wish to assure Pres. Riggs and the Faculty of the College that we are heartily in sympathy with the work of the institution, and we pledge our hearty co-operation with her and all her forces in the up-building and development of the Agricultural resources of the State."

I feel that to the vigilance and loyal, unremitting, and effective I beg to call the attention of the Board to the passage of the following Acts by the recent General Assembly:-

- 1. An Act to require the analyzation of fertilizers without requiring the purchaser to give the name of the manufacturer or the per cent of the ingredients contained. This law is in no embarrassing to us, because it merely legalizes what is already our practice.



2. An Act to authorize and empower the Board of Trustees to establish two or more Experiment Stations.

3. An Act to give a scholarship to Jerry Moore and Archie Odom. This act has a worthy purpose, and I trust will not prove in any sense a boomerang to the College.

4. An Act to make the scholarship requirements uniform in all the State institutions. This act practically puts appointing power into the hands of the faculty of the institutions instead of in the hands of the County Boards of Education, and is in every way a most desirable improvement over our present methods.

5. A joint resolution calling on the Attorney General to inquire into the legality of the State obtaining complete control of the College.

6. A report calling on the Attorney General to institute quo warranto proceedings against the Life Trustees to determine whether or not they are State officers.

The three most important hostile measures before the House were the Edwards Bill to establish Agricultural schools, using half the income from the fertilizer tax for that purpose; the Mitchum Bill, limiting the amount which the College might spend out of the fertilizer tax to \$175,000; and the Browning Bill, which provided that all of the fertilizer tax should be put into the State Treasury, and the College get its appropriation direct from the Legislature.

At the request of the Chairman of your Board, I appeared with him before the Ways & Means Committee in connection with the last two bills. I had the pleasure on that occasion of hearing him make one of the most earnest, able and convincing speeches that it has ever been my pleasure to listen to. Both of the bills referred to got unfavorable reports from the Committee, which at the outset was inclined to be hostile towards the College. The Mitchum Bill was defeated by a large majority, and the Browning and Edwards Bills <sup>were</sup> continued until the next session.

I feel that to the vigilance and loyal, unremitting, and effective efforts of your Chairman, the College owes largely its immunity from any attacks in the Senate, and any effective opposition in the House.

Several laws were introduced touching upon the fertilizer inspection and analysis, but none except the <sup>one</sup> mentioned passed.



The President's Office: The changes in the arrangement of the President's office and reception room, and the new inter-office telephone system, have greatly improved the conditions under which the executive head of the College has to work.

In the office, I have retained my Department stenographer, Miss Sadler, as well as the Registrar. Even with the two, I have been unable to keep up with the clerical work. In order that the President's capacity for work may be increased, and he have time occasionally to get out of his office and see what is going on, and have time to give to the consideration of the larger questions affecting the welfare of the College, the office of Registrar, which is a \$900.00 position, should be abolished, and a position of Assistant to the President at a larger salary be created. What is needed is a man of sufficient experience and ability to handle a large part of the correspondence, in addition to doing the work of the Registrar, and assisting the President with visitors and with any work that comes to hand. The correspondence of the office last year was 9,640 letter pages, and for January and February of this year, has been at the rate of nearly 12,000 letters per year. The suggestions along this line will be embodied in recommendations at the close of this report. A few of the By-laws need clarifying. A few I should like to see amended, and one addition I think is necessary. My suggestions along this line will be embodied in recommendations at the close of this report. Repair Division, Teamster and Laundry, need to be handled by a competent Assistant.

During the past eight months, I have been called upon to make seventeen appointments. I have made these appointments with the greatest care, seeking in all cases, other things being guided by the By-laws, and to require obedience to these laws by equal, to get Southern men, because I believe that teachers from the officers of the College, and to remind members of your Board our own section understand our students, our conditions and problems of their provisions, when that was necessary in the interest of better than do others. All but three are Southern men or have perfect organization and proper procedure. It has been my purpose to seek to build up an organization based upon justice, mutual Every appointment was made upon the recommendation, or with the esteem, reasonable consideration and proper methods. This is a work approval of the Director of the Department concerned. I think in that will require time, tact and patience, and I trust that the almost every case we have made a fortunate selection, and I trust President of the College may have in this important work the sympathy and active help of every member of the Board. The success permanent position will come up at the July meeting, at which time of such a policy will depend largely upon the individual attitude from our experience with him, a fair estimate of each man's ability



of the Trustees toward it. Loyal support of the President of the College so long as he proceeds along proper lines and in accordance with the By-laws, is (what is most) needed to bring about results of which every Trustee and every officer of the College may be proud.

Where rests large responsibility, there must large power also repose. I conceive that the Board desires for the College a concentrated Presidential Government, and have provided for this in the By-laws. Proceeding upon that theory, I have assumed and exercised full authority, realizing that I must assume full responsibility for results as well.

In a few cases it has been necessary to call specific attention to the provisions of the By-laws, for organization cannot be perfected or maintained by overlooking the little violations. Proper discipline for efficiency, like liberty, is maintained only at the price of eternal vigilance.

A few of the By-laws need clarifying. A few I should like to see amended, and one addition I think is necessary. My suggestions along this line will be embodied in recommendations at the close of this report.

During the past eight months, I have been called upon to make seventeen appointments. I have made these appointments with the greatest care, seeking in all cases, other things being equal, to get Southern men, because I believe that teachers from our own section understand our students, our conditions and problems better than do others. All but three are Southern men or have taught in the South a number of years. Five are Clemson graduates. Every appointment was made upon the recommendation, or with the approval of the Director of the Department concerned. I think in almost every case we have made a fortunate selection, and I trust that these appointments will be confirmed. Re-election for a permanent position will come up at the July meeting, at which time from our experience with him, a fair estimate of each man's ability



and suitability can be given for your guidance. A detailed explanation of each appointment is made in the Department reports which follow, and I am ready to submit full information, testimonials, etc., if desired.

Financial Statement: Mr. Stackhouse reports that on Feb. 13th, the receipts from the Fertilizer Tax were practically the same as for the preceding year, the amount being in round numbers \$119,000. He estimates that the trade this year will exceed that of last by 15% or 20%. Last year, the total receipts after refunds had been deducted, were approximately \$227,000. Putting the tax at \$260,000, we would have the present fiscal year the following approximate resources:-

|  |               |
|--|---------------|
| From the Fertilizer Tax.....           | \$ 260,000.00 |
| Balance brought over from '09-'10..... | 53,000.00     |
| From all other sources.....            | 40,000.00     |
|  | <hr/>         |
| Total.....                             | \$ 353,000.00 |

The appropriations already made, aggregate \$307,000.00, leaving an apparent balance of approximately \$46,000.00.

I shall ask for only such appropriations at this meeting as cannot well be postponed, because I believe we ought to carry forward a substantial balance to tide us over until our funds begin to come in. The appropriations which will be recommended aggregate \$

*Note*  
\*Aug-7-22-  
One of these became  
the celebrated "Ace"  
in the World War  
Pagen another of Union

II. THE STUDENT INTERESTS.

The discipline of the students and their general conduct has been good. No cadets have been dismissed, or suspended for disciplinary reasons, but two were dismissed for breaking into the Exchange and stealing \$75.00, \*one for making a false official statement in a written explanation, and one suspended for making a false report to a sentinel on duty. Aside from these four cases out of over 700 students, we have had no serious troubles, and the general deportment and spirit of the corps has been excellent.



The Class Co-operative Committees inaugurated last session continue to be of great assistance to the President, and a safe-guard against internal troubles. I have continued my occasional chapel talks to the boys, and have found prompt and sympathetic response to every appeal to their College loyalty, good sense and good breeding. I have sought to draw a sharp distinction between boyish pranks and crimes, and have sought by personal work to prevent so as not to have to punish. Fond of boys as I am, and desiring to serve them, I have found this part of my work the most agreeable as it is most important.

I have sought, too, to reach the parents and elicit their help and sympathy in the boy's behalf, and especially to reduce that great number who grow discouraged and fall by the educational wayside. While work of this nature increases greatly the correspondence of the President's office, it is work that ought to be done, and I am striving to do it.

I regret to have to report that on Feb. 12th, Cadet W. R. Chavis of Marlboro County died of pneumonia following a severe attack of grippe and measles. This is the first death that we have had in the Hospital in the past five years. College exercises were suspended on Feb. 13th, and fitting memorial services, attended by the entire faculty and student body, were held in the Chapel. An escort of six students was delegated to accompany the body home and represent the College at the funeral.

In spite of our poor hospital facilities, Dr. Redfern our competent Surgeon, maintains his fine record for efficient service. At the opening of the session every cadet who needed it was vaccinated, and as a result, we have had little fear and no panic, in spite of repeated rumors of small-pox in the vicinity. The health of the student body has been good, except for colds and coughs which have been quite prevalent since Christmas. Our annual visitation of measles and mumps has been less severe than usual. In his report, Dr. Redfern calls attention to the urgent need of



better hospital facilities, and this need is emphasized in the report of the State Board of Health. This is a matter to which we should give attention as soon as possible.

I believe that at the opening of each session, we ought to employ a specialist to examine the eyes, ears and throats of our students, in order to suggest to parents any needed special treatment or operation. This examination might very well extend to their teeth also. The work cannot well be done by Dr. Redfern, because of lack of time and necessary experience in such matters.

The Mess-Hall: The service in the Mess-hall has improved in every way. Both in quality, quantity and variety, the food has been better. We are still using cadet waiter service on the tables, hoping that this may be made satisfactory, - as yet, <sup>it is</sup> not altogether so. It is lacking in neatness and efficiency. By equipping the waiters with white coats and aprons, we have contributed a good deal to neatness, and by careful selection, we can perhaps get efficiency, and at the same time, aid worthy and needy boys. I have perfected the system of daily reports which give the cost of each meal, a list of the food, the bill of fare for each man, and the cost per man per day. This daily cost is running about 18¢ per man for the three meals, or about \$6.50 per month, when all charges are included. In spite of the fact that the Cadet Department is paying for everything it gets, - butter from the Dairy at 32¢ per lb., ensilage for the beef cattle at \$4.00 per ton, etc., I look with confidence to there being no deficit on the Cadet account at the end of the session.

We are selling the best of the table scraps to the convicts at \$2.00 per day, in this way making a substantial saving to the College, and giving the prisoners a better variety of food. The remainder of the slop is sold to the Farm at \$2.00 per day, and payment taken in pork. These two credits amounting to nearly \$1,000 per session, about balance off with the pork, and the ensilage necessary to feed the beef cattle.



Every division of the Cadet Department is now run on a strictly business basis, paying for everything received, and charging for every article or service rendered. At the end of each month, an inventory of all commissary supplies is made, and a cost sheet gotten out and checked against the daily reports.

Since Christmas, we have been substituting occasionally for beef, sausages, lamb chops and sometimes eggs.

Our method of getting written competitive bids on all our large orders for provisions continues to give us satisfactory results in quality and cost.

I desire at this point in my report, to pay tribute to the loyal and efficient service of Mr. A. Schletter, to whose excellent management and hearty co-operation is largely due the success that has attended my efforts to improve and economize in the Mess-hall service. His assistance in entertaining visiting delegations is worthy of special mention also.

Beef Cattle: We renewed our contract this session for North Carolina cattle, because we have found that in this way we can get a satisfactory quality of beef at a minimum price. The animals are driven down from the mountains, judged by our Animal Husbandrymen, and paid for by their weight on our scales. In this way, we save shrinkage in transportation, which often amounts to 10%. Up to Christmas, we got very good animals. Since that time, they have not been so good, but by feeding them for ninety days or more, we get satisfactory results. It is not possible to tell accurately until the end of the year what our dressed beef costs us, but I think it will average about 8¢ delivered at the barracks.

The Cadet Department buys its own cotton seed meal, and pays the farm \$4.00 per ton for ensilage, and gives the farm the manure from the cattle in return for the labor of feeding and bedding. Since Mr. Goodman's death, we have reduced the cost of the butchering and feeding from \$120.00 to \$55.00 per month,



continuing the two Goodman boys in our employ. ~~From the accounts~~  
~~temptations to spend money. Similar accounts are given by~~

The Laundry: Since the installation of the new machinery, the work of the Laundry has been much improved. The quality of the work is better, the service is in the main, prompt and competent, and button breaking, about which there was such complaint, seems to have subsided. I am not sure but that the work could be done a little more economically, but I have not yet had time to give this feature of the work my attention. I have sought first of all to get reasonably good service at reasonable cost. It will be in order next to seek to reduce this cost.

The Religious Life: ~~The religious life of the students continues~~

Heat, Light & Water: The cost for heat, light and water per month per student amounts to about \$1.00. The College and Cadet Departments divide the cost of operating the Power Station. I am now having a careful estimate made of the service received by the College and by the cadets, in order that the division of operating cost may be divided on the basis of relative service. Our new system of heating the barracks is very satisfactory, and the lighting is equally so.

~~The student honor system which is intended to prevent~~

The Cadet Exchange: The Cadet Exchange continues to save the boys many dollars annually by selling to them books, etc., at approximate cost.

~~It is my purpose to advise next year the inauguration~~

of the student advisor system, which is trying at some of the larger  
Student's Accounts: In the matter of handling the students' ~~Universities and Colleges of the country. The essentials of this~~  
accounts in the Treasurer's office, we have adopted a system of ~~system are that every new student is assigned to some member of the~~  
notifying the parent when any money is refunded a cadet for ~~faculty who acts as his personal advisor in all matters pertaining~~  
serviceable uniform. This information materially aids a parent ~~to his College and personal welfare. The faculty member selected~~  
in financing his boy through College by lessening the amount that ~~should preferably be one of his teachers. Such a system has great~~  
he has to send him for the purchase of books, etc. We have also ~~possibilities for good, because the average boy comes to College~~  
made improvements in the matter of handling the uniform account so ~~without a definite idea of what he expects to do, and needs advice~~  
as to more fully protect us against possible errors. ~~in his choice of courses. He needs also personal encouragement and~~  
sympathy, - particularly at the beginning of his College life.



Expense: Every effort has been made to remove from the students temptations to spend money. Civilian clothes are absolutely barred at all dances, society celebrations, etc. Permits to leave College are held down to the fewest possible number, only a good reason such as a written dental or medical appointment being accepted in most cases. I have refused to be guided by requests from parents unless the reasons given appeal to my judgment as sufficient to justify the loss of time from College duties. In almost all cases, I have found parents grateful for protection along this line. Football. These sports are conducted, not as many think for the benefit of the few who participate, but for

The Religious Life: The religious life of the students continues to be a cause for congratulation. The Y.M.C.A. <sup>has</sup> enrolled over 300 members, and an equal number belong to the Bible Study Classes. A revival service was conducted by the Rev. Hogue of North Carolina in January, and another is planned for March. We are now opening Chapel services with song, and have introduced the custom of offering thanks in the Mess-hall. The Y.M.C.A. Secretary, Mr. Sweeney, is I think a very satisfactory man, and has good personal influence in barracks. The student honor system which is intended to prevent unfair methods on examinations, is still working well, and will I trust soon be extended to every moral question.

It is my purpose to advise next year the inauguration of the student advisory system, which is in use at some of the larger Universities and Colleges of the country. The essentials of this system are that every new student is assigned to some member of the faculty who acts as his personal advisor in all matters pertaining to his College and personal welfare. The faculty member selected should preferably be one of his teachers. Such a system has great possibilities for good, because the average boy comes to College without a definite idea of what he expects to do, and needs advice in his choice of course. He needs also personal encouragement and sympathy, - particularly at the beginning of his College life.



Recreation: I feel keenly the lack of proper facilities for student recreation and rest. We have plenty of work, but opportunities for reasonable recreation and amusement are very limited. It needs to be fully understood and appreciated that play is just as necessary to a successful College course as is work. With pleasant surroundings, with something to make him happy, a boy does better work in his classes and disciplinary troubles disappear. No one not continually in touch with College boy life can appreciate at its true worth the great good derived from baseball and football. These sports are conducted, not as upon study, nor should study encourage such play. Many think for the benefit of the few who participate, but for the recreation of the hundreds who every afternoon go out into the fresh air and yell and laugh and dismiss work from their minds.

he Intercollegiate contests <sup>is</sup> ~~are~~ merely <sup>a</sup> necessary incidents in the conduct of College sport. It is the entertainment furnished every afternoon for 120 days during the fall and spring months that justifies the existence of athletics in every properly organized College. Many a boy, through his interest in these sports, continues in College and goes on to graduation, who would otherwise out of very homesickness and restlessness, get into disciplinary trouble, or give up his education and go home. I want the Board to realize the importance of this field which has been neglected, and help to give our boys more opportunities for pleasure. As contributory to this end, I shall later on in this report recommend that piazzas be constructed across the front of Barracks No.2. These piazzas would give the cadets a place to rest and to play when weather or other circumstances prevented their being out on the campus. This construction is used at Winthrop and contributes untold pleasure to the students of that institution. A good effect could be had by building these piazzas upon the present unsightly appearance of Barracks No.2. It is also my desire to level off the area in front of this barracks so as to make a better play ground and incidentally a better drill ground for small formations, and to have constructed an inexpensive moveable grand-stand, so that



the boys may in comfort watch the out-door athletic games. These contributions to the students' pleasure will not cost much, and we cannot afford not to do them. They are investments that will bring rich returns in the greater contentment, stability and progress of the student body.

Within a few years, we should have a splendid gymnasium with swimming pool, bowling alleys, provisions for dancing, roller skating, and every other possible device to attract a boy to play when his work for the day is done. Play should not encroach upon study, nor should study encroach upon play. In the successful and well rounded College, each must have a legitimate and important, though not equally important, place.

### III. THE COLLEGE INTERESTS.

THE MILITARY DEPARTMENT: The Military Department has enrolled for duty 679 cadets, of which number all but one are subject to military duties. Sixteen out of the total are day cadets. The increase in the number of companies from eight to twelve has been fully justified by the good results obtained. Capt. Stokes has introduced target practice as a part of the regular military instruction, and this feature has stimulated very much the interest in military affairs.

The encampment at the State Fair was in every way a success, and I am sure contributed to the good reputation of the College. The appropriation made at the Columbia meeting for this encampment was slightly exceeded, but this overdraft could not be avoided.

In his report, Capt. Stokes calls attention to the following improvements which have been made in the barracks:-

- The calcemining and painting in rooms and halls of Barracks 1 & 2.
- The re-flooring of half the rooms in Barracks 1.
- The placing of dead bolts on the room doors, in this way protecting students after they retire against interference, and the form of hazing known as turning.
- The construction of trunk rooms in the basement of Bar. 2.



Removing the trunks from the rooms increased the available space, removes a harbor for prohibited articles, such as fire arms, cooking utensils, etc., and preserves the halls and steps to the barracks from damage due to dragging heavy trunks up and down.

I repeat the compliment of Capt. Stokes which I have made in every report to you. He is enthusiastic and conscientious, kindly in his attitude towards the cadets, - a satisfactory officer, and one<sup>with</sup> whom it is a pleasure to be associated.

I believe that next session we should by all means have an Assistant to the Commandant. With 700 men to control, it is absolutely impossible with the large amount of office work, for the Commandant to give the necessary supervision to the barracks, drills, class formations, etc. I do not know of any investment that we could make which would bring us larger returns. We can get a graduate of the Citadel or some other military College at a salary not exceeding say \$800.00, who would give us the help we need. I would not be in favor of this officer living in barracks, but he should be on duty until the cadets have retired. It is too great a responsibility to have so large a number of boys concentrated in the three buildings without better supervision than it is possible to get by cadet officers. Cadet officers will report minor offences but they cannot be depended upon to report disorders such as drinking, gambling and hazing, which involve serious consequences to the offenders. This spirit is natural and there is no use to complain of it.

We have now 329 living rooms in the barracks, sufficient to accommodate 659 students. We have been very much cramped this session, and I am going to recommend to you that we put an additional story on Barracks No.1, in this way providing for 100 additional men. As it is now, we can hardly accommodate our student body at the opening of the session, and we have no room left for short course students, conventions and the like.

just a few days ago. Mr. Smith has splendid testimonials, and his



THE CHEMICAL DEPARTMENT: Last July the Board accepted Col. Hardin's resignation, and appointed Dr. Brackett as Acting Director. Prof. D. H. Henry was promoted to the position of Acting Associate Professor. This arrangement has so far worked very well indeed. I am pleased with Dr. Brackett's work as a Director. He is full of energy and loyalty for the interest of the College. He is a good Chemist, and has shown good judgment in technical matters, in the selection of assistants, in the distribution of the work of the Department, and in his dealings with the members of his staff, and with the public. He will no doubt grow more efficient along some of these lines as he gains more experience. This opinion is tentative, and open to revision when the matter of permanent election comes up in July. Mr. Henry has proved equally satisfactory in the position to which he was promoted.

Col. Hardin accepted the position of Prof. Emeritus of Chemistry, and on several occasions has given us valuable service, and during my absences from the College, has performed such of the Presidential duties as demanded immediate attention. To fill the place caused by the resignation of Dr. R. A. Hall, which resignation was accepted by your Board last July, I have appointed Mr. G. F. Lipscomb of Alabama, a splendidly equipped young man, and one whose personality and character have thus far impressed us most favorably. Dr. Brackett says of Mr. Lipscomb:-

"He is always a gentleman in every sense of the term, - an indefatigable and enthusiastic worker, accurate, pains-taking, and yet rapid in his work. I consider the Department extremely fortunate in having him connected with it."

Mr. Lipscomb has been especially useful in carrying on the availability tests for nitrogen, a new line of work inaugurated this session in connection with the State work.

For the position made vacant by the promotion of Mr. Henry, I appointed Dr. D. J. McAdam of Pennsylvania. Dr. McAdam resigned Jan. 1st, and we were not sorry to lose him. I have appointed in his stead Mr. H. J. Smith of Mississippi, who reported just a few days ago. Mr. Smith has splendid testimonials, and his



personality is very pre-possessing. I believe we are going to find him a good man.

Mr. L. O. Watson, who had given us splendid service as Assistant Chemist in the analytical work, resigned Sept. 1st, to continue his education. I appointed to his place Mr. C. W. Rice, one of our graduates of the class of 1908. Mr. Rice has taken hold of the work with energy and enthusiasm.

Mr. J. H. Mitchell applied in September for a year's leave of absence to do University work, and after consulting with the Chairman of your Board, I granted this leave, and appointed to fill the position, Mr. J. E. Toomer of North Carolina, who reported for duty Sept. 28th, and is giving good service.

The above resignations and appointments will later be presented for your action.

The work of the Chemical Department has proceeded very satisfactorily under Acting Director Brackett. Important improvements in arrangement and methods for the Fertilizer Analysis will result in the work being done much more rapidly and with no sacrifice of accuracy. The nitrogen availability tests have considerably increased the analytical work, but this is a necessary detail that must be looked after. Considerable improvement has been made in the Senior Laboratory by the addition of improved equipment for instruction purposes.

Among the principal needs of the Department are a better and more secure stock room, a distributing room for apparatus and the chemicals, an additional automatic gas machine, an additional storage space which can be obtained by excavating in the basement of the old laboratory. These matters will be brought to your attention at the July meeting. At the present time, it is necessary to make a slight additional appropriation in connection with the State work, on account of its volume and our desire to do the work more promptly than has hitherto been done.



THE TEXTILE DEPARTMENT: In September, Prof. D. E. Earlé, after four years of very satisfactory service, resigned to accept a \$2,000 position with the Bureau of Crop Technology in Washington. To fill the vacancy here, I have appointed Mr. Fred Taylor, an Englishman, whose education and experience had been gained in New England. We are well pleased with him, and Prof. Doggett tells me that the Senior Textile students are enthusiastic in their praise of his work. Personally, he is a very agreeable man. I shall ask that his appointment be confirmed.

I am glad to be able to state that there is a substantial increase in the number of students taking the Textile Course. Forty-four are enrolled this session, twenty-six of whom are scholarship students. In addition to his duties as a Director, Prof. Doggett has devoted a large amount of time to the supervision of the Printery and to the manufacture of State Flags, as required by the Act of 1910.

Recently the Department was presented with a drawing-in frame made by the Saco-Pettee Co., valued at \$450. The Draper Co. expects shortly to give the Department four of their most modern automatic looms to take the place of the two antiquated ones now in use.

Prof. Doggett thinks that his Department should co-operate with the schools in mill villages, and suggests that a small appropriation be made to try some extension work in a field from which the Department ought to draw much of its best student material, but does not. He offers the services of his men, but since there is no fund available to pay travelling expenses, he has not been able to make head-way. Later, I shall present a small item of appropriation in the event you think well of this line of work. I think it is worth while to make an experiment on a small scale. It might be noted in passing that Mr. Thomas Parker in a recent address before the South Carolina University, rather criticized Clemson for not doing something for the mill people of the State.

I appointed to his place Mr. J. F. Allison, a graduate



THE ENGINEERING DEPARTMENT: In pursuance with the request of the Board at the July meeting, I have continued in the position of Acting President, with your permission to make such arrangements to carry on the work of the Engineering Department as would be satisfactory to me, and approved by your Chairman. Acting on this authority, I made the following assignments to continue for the present fiscal year:-

Prof. S. B. Earle was made Vice-Director at a salary of \$2,000. Prof. F. T. Dargan was put in active charge of the Electrical Engineering Division, at a salary of \$1,700. Mr. J. C. Littlejohn, who had been acting as Registrar, was returned to the Department as Assistant in Mechanical and Electrical Engineering, at a salary of \$1,200. Prof. R. E. Lee was appointed to assist the Acting President in the C. & R. work, at an increase in salary of \$200.

The stenographic work for the Department has been handled by a local party at an hourly rate.

None of these changes have increased the salary budget of the Department, and the arrangement has worked satisfactorily.

Prof. Earle has shown excellent ability and managed the Department well. While nominally only Vice-Director, he has been in full and responsible charge, for I have been anxious to see the Division has made plans for all the residences erected recently, and just what he could do. Considering his experience in the position, he has done splendidly. I feel sure that he is capable of rapid and satisfactory growth.

To fill Mr. Littlejohn's place in the Wood-Shop, I appointed Mr. G. H. Folk, a Clemson graduate of the class of 1907, who had filled out Mr. Littlejohn's time from January to July, the previous session while Mr. Littlejohn was acting as Registrar.

Mr. Z. R. Lewis, Instructor in the Forge and Foundry Division, resigned to complete his education at the University of Virginia. I appointed to his place Mr. J. F. Allison, a graduate of the general improvement of the Campus.



of the Maryland A. & M. College. Both of these new men are doing good work, and I shall ask that their appointments be confirmed.

Messrs. Birch and Harris are now rounding out their first year of service as Instructors in the Drawing Division. They have proven satisfactory, and will be presented at this meeting for permanent election.

The internal changes in the Engineering Building are about completed, and add greatly to its appearance and utility.

The Drawing Division and most of the offices occupy the second floor.

The Civil Engineering has been given the third floor. Increase of

space has been given the Mechanical Engineering Laboratory, and a

new wing, 40' x 100', has been added to the Wood Shop Division.

Minor improvements have been made in the Machine Shop and Forge

and Foundry Divisions also.

The instruction given in this Department continues to be excellent in quality and ample in amount. The instructors are enthusiastic and loyal, and the continued success of this feature of the College work is assured.

The amount of miscellaneous College work done by members of the teaching staff continued to increase. During the period under consideration, Prof. Lee published an important bulletin on school buildings that is evoking most favorable comment. The Drawing Division has made plans for all the residences erected recently, and is just completing the drawings and specifications for the new dairy building. Prof. Lee's assistance to me in the C. & R. work

has been invaluable, and will this year save the College nearly \$2,000 in Architect's fees.

In addition to the designing, he has conducted the ordering, correspondence and book-keeping for the C. & R. Division, work that Mr. Hewer, our Superintendent, is not able to do.

The Civil Engineering Division has supervised the building of the cement walks and made a splendid plan for their extension and the general improvement of the Campus. Prof. Howard of the Machine



Shop Division, planned and erected our State Fair Exhibit.

The Electrical Engineering Division has supervised all telephone lines and installations, and the Vice-Director of the Department has handled the large amount of work connected with the Heat, Light and Water interests. These and many other duties are performed by the able and energetic instructors of the Engineering Department, and they are due the unstinted appreciation of the President and of this Board.

Elsewhere in this report, I shall recommend that the Physics Division be divorced from the Engineering Department and placed in the Academic Department where it more properly belongs, and that the By-laws be amended accordingly. The subject of half-Physics, like Mathematics, English and other subjects of a general educational nature, had better be separate from any technical Department in order that its work may not be warped to the needs of that special interest. Then too, the location of the Physics room makes it practically impossible for the Director of the Engineering Department to give it proper supervision, and furthermore, the Engineering Department is so much larger than the Academic, that this change will be in the interest of uniformity. The suggested change meets with the approval of the head of the Physics Division, and the Vice-Director of the Engineering Department. It is a move which as Director of the Engineering Department, I have contemplated for several years past, and several times suggested to the last President.

THE AGRICULTURAL DEPARTMENT: Unquestionably, this important

Department of the College has made substantial if not sufficient

THE ACADEMIC DEPARTMENT: The Academic Department has gone on in progress during the past year. One great need of the Department about the usual way. The Divisions of History and Mathematics are is more class room space. This will be relieved by the completion pretty well organized. The English Division has very little or- of the new dairy building and the moving of the Veterinary Division ganization that I can see. Each teacher seems to be doing his at Dr. Powers' request from the Agricultural Hall to the work in his own way.

Veterinary Hospital.

The change in assignment of rooms has brought together the History Division on the first, the English on the second, and the Mathematics on the third floors of this building. This



grouping of the work is conducive to closer organization.

We have had a great number of failures in Mathematics on the entrance examinations, and partly in consequence, a large number of failures on the first term's work. Our boys come to College poorly prepared both in English and in Mathematics, and it is our purpose to organize extra classes in these subjects for such boys, in the hope that we can reduce the large number who grow discouraged and drop out of College because of failures in these branches.

I am glad to report that three members of the Mathematics Division spent the summer in study at large Universities, in order to better prepare themselves. The Division reports indicate harmonious conditions in all Divisions of this Department.

THE PREPARATORY CLASS: The size of the Preparatory Class is about as usual. In regard to Prof. Wells, who was elected at your July meeting, to succeed Prof. Kinard, Prof. Sease says:-

"I am pleased to say that I consider his work in every way efficient, and fully up to all requirements. He is thorough, pains-taking and accommodating, and in every way a gentlemanly instructor and scholar."

The work in the Preparatory Class is always of a difficult nature, because we take into this class only boys who have <sup>had</sup> poor school facilities, and we have to do with this material, the best we can.

THE AGRICULTURAL DEPARTMENT: Unquestionably, this important Department of the College has made substantial if not sufficient progress during the past year. One great need of the Department is more class room space. This will be relieved by the completion of the new dairy building and the moving of the Veterinary Division at Dr. Powers' request from the Agricultural Hall to the Veterinary Hospital.

A few changes in curriculum are suggested, and will be submitted later. These are in the main, immaterial.



The Present Director, Prof. W. R. Perkins, reported for duty Feb. 19, 1910. He has, therefore, been with us for a year, and under the By-laws, comes up for re-election at this meeting.

Prof. Perkins is a splendid man in character and disposition. He is a man of rugged honesty, of even temper and pleasing personality. So far as I can learn, he is a good teacher, and commands the loyalty and respect of his students. His judgment as a member of the Faculty and Discipline Committee is conservative and sound. He is a good institute worker, holding the attention and commanding the confidence of his audiences. I believe he is a good farmer. He is all this and more, - he is a high Christian gentleman, - a man in whom there is no hint of deceit or guile.

But in my judgment, Prof. Perkins lacks the essential qualities that go to make up a successful executive and leader. In my judgment, he is lacking in initiative, and in energy, and that enthusiasm necessary to inspire his co-workers to their greatest efforts. He seems unaccustomed to the exercise of authority, and especially does he lack that keen sense of responsibility so necessary in a successful Director. He is lacking in dynamic power, and that ceaseless activity requisite to high-class achievement. He lacks decision, he lacks promptness, he is too easy-going, and is too easily satisfied. These are my impressions of him.

I cannot but feel that under his leadership the Agricultural Department will not rise to the great opportunity now before it.

I give this opinion with very deep regret, because during his year's service, I have learned to respect and esteem Prof. Perkins most highly. But I must present these matters to you as they appear to me, striving in every case to be just both to the man concerned, and to the College interest involved.

I am sure that the Trustees have made no mistake when they secured for the Faculty such a man as Prof. Perkins. He is



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well worth all we pay him, and merits also our appreciation of his fine qualities. The question is to find out just where he fits best, and where he can do his largest and best service. I am inclined to advise that the By-laws be waived and action be deferred until the July meeting, by which time we will perhaps have gained a more accurate estimate of Prof. Perkins' qualifications for leadership. I have discussed this matter with him, and he thinks that if he had time to get more accustomed to his new position he could measure up to its requirements.

If action must be had now, I would recommend that Prof. Perkins be elected Professor of Agriculture and Head of the Division of Agronomy, with no change in salary. In this position he would continue to have charge of the College farm, and considerably relieved of present office and administrative duties, could give to that important enterprise the careful attention which it will need for some time to come. However, I would be glad to see action post-poned until July, because, if for no other reason, it is unwise to make radical changes during the session.

I am glad to be able to give good reports of Messrs. Haddon and Napier who were elected at the March meeting, and reported for duty in May and August respectively. I do not believe that we could have gotten more satisfactory men. They are both full of energy and fond of their work, and are succeeding in it. Their re-election for a permanent place will I presume come up at the July meeting.

Upon the recommendation of the Director, I have made the following appointments in the Agricultural Department:-

Prof. H. C. Thomson from Mississippi A. & M. College, Associate Professor of Horticulture, to succeed Prof. Mooring, who was not re-elected last July.

Prof. John G. Hall from the North Carolina A. & M. College, Associate Professor of Botany and Forestry, to succeed Prof. Knight, not re-elected last July.



Dr. G. C. Crompton of Alabama, to fill the position of Mr. W. A. Thomas, Assistant in Entomology, who resigned in order to be transferred to the new position created in the Experiment Station.

Mr. A. B. Massey of North Carolina, to fill the position of Assistant in Entomology, a new position created in the Agricultural Department at the July meeting of the Board.

Necessary appropriation.

Prof. Perkins thinks well of all these men, and I shall ask that their appointments be confirmed. Despite our diligent efforts, and after having had the position declined two or three times, we are still without a man to fill the position of Associate Professor of Entomology and State Entomologist. Prof. Conradi has been kind enough to supervise the State work, and has done it with his usual enthusiasm and efficiency.

The six weeks short course in Agriculture made a good beginning with an enrollment of eighteen substantial farmers. They were quartered in Barracks #1, and took their meals in the Mess-hall. We charged them at the rate of \$10.00 per month, to cover everything. The exceptional weather so well suited to farming operations, cut short the course and it was closed after four weeks instead of running six as planned. Prof. Perkins reports that the farmers are well pleased, and much interested in the work given them.

Prof. Perkins expects to form these short course men into a club, which will work in unison with the Agronomy Division of the Agricultural Department for the betterment of farm crops in their respective localities. The club members will be helped by giving them selected seed and needed advice from time to time.

FARM, HERD AND CONVICTS: There can be no question but that the Farm is the most vital interest of the College at the present time, if only for the reason that it is the most criticized. While improvement has been made, and a good crop harvested last year, there can be no denying a general appearance of neglect of these little things that make up the difference between good farming and



farming as it is too frequently practiced in South Carolina. The cause of this condition is primarily a lack of funds, and the responsibility for this lack lies with those who should make plans for the farm and present them with a request for a necessary appropriation.

We need to have a farm which is nothing short of a model, and cost what it may, we ought to have it. Mr. Lewis is a good manager of labor, and an enthusiastic, loyal servant of the College, but he is not a farmer by nature or by training, and we had as well recognize this fact. But since last March, the Farm has been under the supervision of the Agricultural Department, and if it can be given the necessary scientific supervision, Mr. Lewis' talents can be used to splendid advantage. While I am not satisfied with the results obtained so far, I believe that with more money and more mule power, great improvement in appearance can be made by the end of the fiscal year.

With the completion of the dairy barn and the transferring of the cattle to the Animal Husbandry Division, one sore spot will be removed, for without seeking here to locate the responsibility for the condition, it is a fact that during the past ten years the College dairy herd has run down until it is a disgrace to an Agricultural College. During the past four months, we have killed between twenty and thirty cows who were not worth their feed, and have been partly responsible for the excessive cost of our dairy products. With the cattle turned over to the Animal Industry Division, the farm can devote its attention to the production of feed, seed and hogs, and we have a right to demand that it be run on a business basis and at a reasonable profit. That the farm should be a financial success I consider a matter of the very first importance. If with our land and other facilities we cannot make farming profitable, we are put in the position of preaching something that we are unable to practice.

I have inaugurated a system of accounting for the farm,



by which at any time a showing can be made for the labor of all convicts and mules. By this system the farm holds receipts for service done for any other Division of the College. The change in the method of guarding, begun about a year ago, saves us in work and in money, not less than \$800.

One of the great improvements recently accomplished is the building of a piggery near the old barn. We are breeding Berkshire and Tamworth hogs, and the demand for pigs exceeds the supply. Even at pork prices, our sales this year amount to \$1,662.97. This is a line of work most desirable from a stand-point of practical demonstration as well as profit. The bare gullied hill-sides around the old barn will be converted into Bermuda pastures, and a reproach of many years standing be removed.

Very little has yet been done to develop new pastures, because of the lack of mule power and the greater urgency of other work. This feature will be given special attention during the spring and summer.

Prof. Perkins has asked for considerable additional appropriation for the farm, for all of which I shall ask your favorable consideration. I would be glad to recommend more if there were a definite plan of improvement to which it would be wisely applied.

The plans for the dairy have been accepted by the Agricultural Committee, and the site selected. The work of construction will be commenced as soon as the contract is awarded by the Executive Committee on bids which they now have before them. The site for the dairy barn has been practically decided upon by the Agricultural Committee, and will I trust be approved at this meeting. It is my hope to have both buildings completed by your July meeting.

I believe that the time has come when in the interest of economy and efficiency, all of our forces in certain lines of work



should be combined in the same Divisions. Professors Harper and Perkins recommend that all of our Entomological force be combined under Prof. Conradi, and our Animal Industry and Dairying force under Prof. Smith.

I shall recommend to you these combinations, believing that they are steps in the right direction. Our present dissipation of forces is I think unwise and uneconomical in money and in results. We need one high grade man at the head of each interest who can plan his work so as to utilize effectively low-priced assistants. We have now too many positions to fill which call for leadership with too few leaders to fill them, and too little money left for workers.

THE TREASURER'S OFFICE: The new equipment for the Treasurer's office has been installed and greatly improves the appearance as well as the convenience of that office.

On account of Dr. Sloan's accident, I authorized the temporary employment of Miss Sara Furman to assist in the Treasurer's office, and she has proved most efficient and satisfactory in every way.

It is with sincere regret that I shall present the resignation of Mr. W. C. Tucker as Book-keeper. Mr. Tucker's services have been eminently satisfactory, and his energy and loyalty to the College, unquestioned. To him is largely due the credit for our excellent system of book-keeping which has attracted favorable comment by every examining body that has passed upon them. Mr. Tucker has ability of a high order, and his originality and initiative will insure his success in his new field.

The Treasurer recommends that the Assistant Book-keeper, Mr. S. W. Evans, be promoted to the position of Book-keeper, and this nomination I most heartily second. Mr. Evans has proven his worth by his work. While perhaps not possessed of the originality or qualities of leadership which Mr. Tucker has in so large a measure, he will make a satisfactory book-keeper, because he is neat,



One of the great needs of the Library is more space, accurate, pains-taking and very accommodating. In making and I suggest providing for this in the following way:- this recommendation, I am not unmindful of the fact that Mr.

In the added story to Barracks #1, provide room for the Evans is a son of a member of this Board, and my endorsement of Y.M.C.A. Hall. This will free the two class rooms which are now the Treasurer's recommendation is not because of that fact, occupied in the main building, and give the Association quarters but in spite of it. I yield no one in my abomination of the that will be more satisfactory, according to the statements of practice of nepotism, which means the elevation of a relative to a the Secretary, and the student President of the Association, position of trust, without regard to his fitness for the place. This will enable the Library to extend into one or both the two To that practice I never have been a party and never shall be. corner rooms that flank it on each side, and which rooms are But a decent sense of justice must recognize faithful and efficient service, and I am not afraid to do so. These class rooms can be moved to the present Y.M.C.A. quarters. This in-

For the position of Assistant Book-keeper, the Treasurer recommends to me, and make a Librarian, whose testimonials will be presented to you. In recommending both of these officers, I am guided by the wishes of the Treasurer, who must be responsible for their work. the money at hand with which to build it, or Mr.

Carnegie would build one for us, which I am sure he will not do. The work of the Treasurer's office has multiplied so greatly, and the Treasurer requests an appropriation of \$300.00 for extra help. I would not favor adding an additional officer to the Division, nor does the Treasurer, Mr. Tucker or Mr. Evans think that necessary, since we can get the services of Miss Sara Furman for half time, and she has proven a most competent and intelligent assistant, and will be satisfactory to all concerned. of the Chapel, I think the fire risk can be in a large measure

eliminated. The proposed change would more than double the floor space of our present Library quarters. More space for the Library to me, but with the consent of the Board I prefer to present this matter in greater detail and with recommendations at a future meeting. provided for than in the way suggested.

Eventually, if we should construct a Gymnasium and Y.M.C.A. Building, At the July meeting, the Board provided for an Assistant Librarian, and to this position I appointed Miss Anne Allston Porcher, a South Carolinian with splendid training and convincing testimonials. Under favorable conditions, she is I think capable of rendering valuable service.



One of the great needs of the Library is more space, and I suggest providing for this in the following way:-

In the added story to Barracks #1, provide room for the Y.M.C.A. Hall. This will free the two class rooms which are now occupied in the main building, and give the Association quarters that will be more satisfactory, according to the statements of the Secretary, and the student President of the Association. This will enable the Library to extend into one or both the two corner<sup>class</sup> rooms that flank it on each side, and which rooms are splendidly lighted and in every way desirable. These class rooms can be moved to the present Y.M.C.A. quarters. This increased space will provide for the needs of the Library for five or ten years to come, and make a Library building not immediately necessary. In fact, I do not know where we would locate a Library building so as to have it convenient to the students and faculty, even if we had the money at hand with which to build it, or Mr. Carnegie would build one for us, which I am sure he will not do. A Library to be used must be conveniently situated, and there can be no doubt but that the present location is in that respect ideal. The only other objection to the location in the College Building is the danger of fire, and by putting chemical extinguishers about the building, improving our night watchman inspection service, and putting in an automatic sprinkler system in the basement of the Chapel, I think the fire risk can be in a large measure eliminated. The proposed change would more than double the floor space of our present Library quarters. More space for the Library is imperatively needed, and I do not see how it can be better provided for than in the way suggested.

Eventually, if we should construct a Gymnasium and Y.M.C.A. Building, we could quarter the Literary Societies there, (because their halls are used only once a week) and in this way free some of the best class rooms in the building.

A new edition of the Encyclopaedia Britannica has been

I believe it will be in the interest of the College to



give out by contract to a reliable builder, all houses larger than issued, and the advance subscription price is \$125.00. It will cost us nearly double this amount if we wait to purchase later. I shall ask for an appropriation for this particular item.

CONSTRUCTION & REPAIR DIVISION: The Construction and Repair Division is under the immediate supervision of the President, subject to instructions from the Executive Committee. The practical side of the work is looked after by Mr. Joe Hower, a very satisfactory man, and the clerical work, as well as the designing, by Prof. Lee.

The operation of this important Division has been most satisfactory. A large amount of good work has been done. The patch work methods of the past are gone forever, I hope. The College cannot afford a policy of cheap repair work, and I am not recommending any such work to the Executive Committee. During the past eight months, the following large jobs have been completed:-

- Residences for Profs. Perkins, Earle and Poats.
- The School House.
- The Laundryman's Residence.
- Four new servant houses.

It is worthy of mention that all of the above were built without exceeding the appropriations. In addition to the above work, a second story was added to Prof. Keitt's house, a large amount of repairing and painting done in the barracks, the painting of residences on the Hill nearly completed, and the President's office moved to its present quarters. By the end of the present fiscal year, the property will be in good condition, and the large appropriations necessary this year for repairs will not have to be repeated.

We now have under way three cottages for which an appropriation of \$4,500 was made at the July meeting. I think it wise to ask the Board to add \$300.00 to this figure, because our lowest bid on the work is \$4,800, and we cannot reduce the design without impairing both the utility and appearance of the buildings. It is likely that we will build one of these houses with our own force, and let out the other two by contract.

I believe it will be in the interest of the College to



give out by contract to a reliable builder, all houses larger than servant houses, confining the work of our local C. & R. force to up-keep and repairs. Contractors can get lower prices on material than we can, so that nothing is saved by our doing the building, and with the difficulties in the way of getting labor and material, the work drags along toward completion with interminable slowness. The great demand for houses by newly married couples suggests the idea of building an apartment house to accommodate those who wish to do light house-keeping. The house that would accommodate four couples, giving each three rooms and a kitchen, would cost about \$4,000, whereas four cottages will cost at least \$6,400. I now have on hand seven requests over and above the houses provided for. The three that we are building I expect to give to Professors Barre, Archibald Smith, and perhaps Bramlett. It will be necessary to provide a house for Mr. West, if it is decided to have him live at Clemson. The \$1,600 cottages we are building would hardly be adequate for the size of his family. For \$2,000 we could build a house which would be large enough. The greatest needs on the building line as I see it, are an added story on Barracks #1, and piazzas for Barracks #2. The cost of these two projects will probably not exceed \$18,000, and I hope the Board will authorize that they be begun as soon as vacation begins. Only in that way can the work be done in time for the next session's opening. But for this necessity, I would defer this recommendation until the July meeting. The money could come altogether out of next year's business if that were thought best.

H. L. & W. DIVISION: The condition and operation of the Heat, Light and Water Division is one of the most satisfactory and economical feature of the College management. The new Power Station now in its fourth year of operation, has been very satisfactory. No accidents have interrupted the service, and the concentration of our several plants into one, and the utilization of the exhaust steam for heating, brings us substantial returns on the



investment. The income from the sale of light and water to the residents on the Hill amounts to nearly \$1,200. No large extensions of the service have been undertaken, except to connect up the new residences to the water, light and sewer lines. An appropriation will be necessary to do the same for the cottages to be built this year, and this item will appear later under the head of needed appropriations.

THE CAMPUS: The College owns no more valuable asset than its campus. Beautiful in its natural growth of oaks, it impresses the casual visitor as nothing else we have does. We can well afford to give it attention, and in the course of years, spend much money on it. With the small appropriation made for that purpose, at the Columbia meeting, and with the help of the convicts, a good start has been made in laying the cement walks to connect the main buildings. We have a definite plan that we are working to, which when completed, even if it takes years, will greatly enhance the appearance of our grounds. I am very much indebted to Professors Houston and Sweeney of the Civil Engineering Division for conducting this work for me.

The campus offers an opportunity to use to advantage all of the teams and convicts when they cannot be used on the farm. We allow the farm a credit of 90¢ per day for each convict, and 75¢ per day for each mule. Prof. Perkins puts the mules and convicts on the campus when they can be spared from the work of the farm. I do not dictate to him in this matter, because he is responsible for the success of the farm, and I do not wish to have the campus interfere, but on the other hand, to help the farm to make a showing. We have a regular system of monthly reckoning, whereby the farm gets credit for all the work done. Heretofore, this has been a matter of conjecture, often highly colored by individual points of view. Under our present system of accounting, the disposal of every convict, mule and wagon is kept up with from day to day.



THE PRINTERY: The operation of <sup>most</sup> Printery is very unsatisfactory. Some of our largest and <sup>most</sup> important oaks are dying at the tops. Prof. Barrett gives a good deal of time to, and takes great interest in the work, but he is not an expert in this line, and is Co. have made an inspection of them and offered to do what work is I believe wasteful and unsystematic in his methods. I believe our needed at a fixed charge per hour. They estimate that it would cost about \$500 to do all that is necessary. I think we can afford to de- delays on important jobs are vexatious in the extreme. Will vote at least \$300 to a work of such importance. The loss of some of managed, the Printery would be a great convenience and perhaps a our trees growing near the main buildings would be very serious indeed. money saver, but as now operated, I feel sure it is a bad business

proposition. I expect to give this matter careful attention, and  
THE LAND PURCHASE: At the July meeting, an appropriation of \$15,000 promise to straighten it out or report my failure to do so at your was made for the purchase of real estate, and a Committee consisting July meeting. The quality of the work done by the Printery is I of the Chairman of your Board and the Acting President, was em- think quite creditable. The school bulletin, the Catechism, the powered to close the several pending land transactions. All titles College catalogue, the treasurer's Annual Report, and several popular are now in shape for final signature. A brief summary of the pur- school bulletins are among its principal products. chases may be of interest:-

THE EXPERIMENT STATION: I do not believe that any Department of REAL ESTATE TRANSACTIONS.

the College work deserves more praise than does the Experiment Station  
The "J.P. Lewis Tract"  
 for the progress made during the past year. Prof. Harper and his 87 acres of up land.....\$ 3,000.00  
 able Interest for 1 year, Mch '10 - Mch '11 @ 7%..... 210.00  
 results to show for their labors. The Total.....\$ 3,210.00 is

The "J.E. Lewis Tract", which is well worth a visit by every member of  
 this 19.8 acres bottom land @ \$100.....\$ 1,980.00 on-  
 7.2 acres up land @ \$75..... 540.00  
 thus 11.79 acres up land in front of residence, per. All of his time  
 @ \$100..... 1,179.00  
 and talents are devoted to its interests. Total.....\$ 3,699.00

If time permitted, I should like to present the full report  
The "Misses Lewis Tract"  
 of the Station which has been submitted to the Agricultural Committee.  
 101 acres bottom land).....\$ 8,734.00  
 I can 21.8 acres up land ).....  
 Compensation to heirs, Richard Lewis..... 721.50  
 Close co-operation has been maintained with the several  
 Divisions of the United States Department of Agriculture, such

59  
 2.8  
 39/16825 (70)

SUMMARY OF COSTS.

|                                  |                     |
|----------------------------------|---------------------|
| J. E. Lewis Tract.....           | \$ 3,210.00         |
| J. E. Lewis Tract.....           | 3,699.00            |
| Misses Lewis Tract.....          | 9,455.50            |
| Rent of Lewis Bottoms, 1910..... | 450.00              |
| Deed - (Jaynes).....             | 10.00               |
| Buggy Hire.....                  | 1.00                |
| <u>Total.....</u>                | <u>\$ 16,825.50</u> |
| Appropriation.....               | 15,000.00           |
| Necessary Additional.....        | \$ 1,825.50         |



THE PRINTERY: The operation of the Printery is very unsatisfactory to me. Prof. Doggett gives a good deal of time to, and takes great interest in the work, but he is not an expert in this line, and is I believe wasteful and unsystematic in his methods. I believe our work costs us more than if we gave it out by contract, and constant delays on important jobs are vexatious in the extreme. Well and this spring we are planning to furnish a number of farmers with as managed, the Printery would be a great convenience and perhaps a money saver, but as now operated, I feel sure it is a bad business proposition. I expect to give this matter careful attention, and promise to straighten it out or report my failure to do so at your July meeting. The quality of the work done by the Printery is I think quite creditable. The school bulletin, the Catechism, the College catalogue, the Treasurer's Annual Report, and several popular school bulletins are among its principal products.

THE EXPERIMENT STATION: I do not believe that any Department of the College work deserves more praise than does the Experiment Station for the progress made during the past year. Prof. Harper and his able colleagues have been diligent and loyal, and have substantial results to show for their labors. The Experiment Station farm is in splendid condition, and is well worth a visit by every member of this Board. Clemson College has in its service no more loyal, enthusiastic and energetic officer than Prof. Harper. All of his time and talents are devoted to its interests.

If time permitted, I should like to present the full report of the Station which has been submitted to the Agricultural Committee.

I can here merely mention a few of its many activities.

Close co-operation has been maintained with the several Divisions of the United States Department of Agriculture, and much valuable work accomplished in consequence of these alliances. The Division of Agriculture has charge of the Station Farm, which is in splendid shape. The yields last fall were exceedingly good. The best average cotton, the "Clemson College Select," produced at the rate of 3,100 lbs. of seed cotton per acre.

The Division of Agriculture, to assist in having grown



And distri An ensilage type of corn has been developed in every way superior to other corn grown for this purpose in South Carolina.

This Division is co-operating with 135 farmers in the State in one or more experiments. In regard to this work, Prof. Harper says:-

The Division of Chemistry has been working to discover "We are specializing in this work with cotton and corn, and this spring we are planning to furnish a number of farmers with as much as a peck of cotton seed of three of the leading varieties. We will have growing ten of the best varieties now grown in the State in all the different sections of the State. I have never undertaken work in which more enthusiasm was shown by the farmers. Every farmer who has heard about it is eager to co-operate, and all of them express appreciation of the fact that the trustees have inaugurated this most important work."

It is in connection with this work, as well as to assist the Corn Breeders Association that I recommended at the Columbia meeting the election of a man to be added to the Station Force.

The Division of Entomology has been conducting investigations on the Bill Bugs, Corn Root Worm, Corn Stalk Borer and Boll Worm.

Mr. Thomas is in immediate charge of this work, and is stationed at Harper recommends that we charge users of the serum with the cost of producing it. I am not ready to recommend this policy now, because the people are not familiar with its use, and any charge would militate against its general introduction.

with farmers to control fruit insects. In this work he has been assisted by Mr. L. P. Byars, the newly elected Assistant, and Mr. Dew, a member of the Senior Class.

Prof. Conradi is asking for \$130 to continue this work, and I heartily approve of this appropriation.

Prof. Conradi is a man of ideas, and we cannot do better than encourage such men, and give them facilities to carry out their plans.

The Division of Botany continues its classic work on Cotton Anthracnose, on which disease Prof. Barre is recognized as a world authority. His work during the past year has resulted in an economical and easy method for controlling the disease, which is worth millions of dollars to the farmers of the South. A single piece of work of this character justifies the expense of the Experiment Station for many years, if nothing else were done. This Division has the Treasury of the College. Another year the place will be entirely entered into an agreement with the Bureau of Plant Industry of the United States Department of Agriculture, to assist in having grown



and distributed wilt resistance cotton and cow pea seed. Prof. Barre estimates that wilt and root knot are causing the farmers of South Carolina a loss of over one million dollars per annum.

Laborers substituted.

The Division of Chemistry has been working to discover and to isolate the Toxic principle in cotton seed meal, and for this purpose Mr. Keitt has devised some very ingenious apparatus. His work has been of a high order. The Division of Animal Husbandry and Veterinary Science has been testing effects of cotton seed meal on dairy cattle. The dairy herd has been quite satisfactory in the matter of milk production. Prof. Harper figures that twenty cows at 20¢ per gallon for milk netted \$74.45 per head on the average over the cost of feed.

Prof. Barnett has devoted considerable time to the development and application of hog cholera serum. In this work, Prof. Harper recommends that we charge users of the serum with the cost of producing it. I am not ready to recommend this policy now, because the people are not familiar with its use, and any charge would militate against its general introduction.

The total appropriation already made for these purposes for the current year amounts to \$3,484.33. The work required by a detailed report will soon be published in bulletin form; a few principal facts may be of interest.

Fertilizer Inspection & Analysis.

About 100 acres are now drained, and under cultivation,

Veterinary Inspection and Tick Eradication.

and we have enough pipe on hand to drain 100 acres more. A fence is being built around the entire farm. The crops last year were

The work undertaken voluntarily by the Board embraces:-

excellent. As much as 550 lbs. of lint cotton and 72 bushels of corn were produced per acre. The landscape features as planned by

The Entomological and Veterinary work of the Agricultural Berckmans have been nearly completed. nature of demonstration and protective work.

Prof. Harper makes the following encouraging statement in his report to me:-

"We will have enough hay and grain above what will be necessary to run the place, to be sold for \$1,700, which will be turned into the Treasury of the College. Another year the place will be entirely self-supporting. This is not considering, however, the ten acres devoted strictly to experimental purposes, and the expense of these ten acres I think, should be borne by our main Experiment Station."

There is no item of general interest except the great interest



the demand As soon as the work of improvement and drainage now under way is completed, I believe the ten convicts at this station should be returned to the College, and a fewer number of free laborers substituted.

CHANGES IN CURRICULUMS: Only a few minor changes in curriculum are recommended by the faculty, one change in the Textile and the others in the Agricultural Courses. As yet, Agricultural education is in an experimental stage, and it will take time and patience to arrive at a satisfactory result. Changes which in the judgment of the faculty are desirable should I think be made, especially when they do not involve the introduction of any new subjects, and amount merely to a change in the chronology and proportion of the subjects now taught. Pages of the catalogue with desired changes indicated thereon are made a part of this report.

IV. PUBLIC STATE WORK.

The public work may be divided into two classes, - that required by law, and that undertaken by the Board on its own initiative. The total appropriation already made for these purposes for the current year amounts to \$83,484.33. The work required by law is as follows:-

- Fertilizer Inspection & Analysis.
- Agricultural and Textile Scholarships.
- Veterinary Inspection and Tick Eradication.
- Entomological and Nursery Inspection.
- Manufacture of State Flags.

The work undertaken voluntarily by the Board embraces:-  
The several activities of the Division of Extension Work and Farmers' Institutes.  
The Entomological and Veterinary work of the Agricultural Department, which is in the nature of demonstration and protective work.  
The State Fair Exhibit.  
The Entomological & Botanical work of the Expt. Station.  
The Co-operative Experimental work under the Expt. Station.  
The Coast Experiment Station At Drainage.

Veterinary Inspection & Tick Eradication: A full report of this work has been furnished to the Veterinary Committee of your Board. There is no item of general interest except the great increase in



the demands upon the Division. This is indicative of an increase in the live stock interests, and should be welcome for that reason. \$500 additional will be necessary to continue the work for the rest of the session, and this will be recommended.

Agricultural & Textile Scholarships: The total scholarships in force this year are 126 Agricultural and 28 Textile, making a total of 154. Of this number, 90 are sons of farmers, 52 are not sons of farmers, and 12 are in doubt. The scholarship law under which we have been working, and which puts in the hands of the County Board the practical award of the scholarships, is very unsatisfactory. I am afraid that politics has played some part in the appointments. Certain it is that we do not get the class of students distinguished by preparation or earnestness that we should get for so large an expenditure. The new law passed by the recent General Assembly puts the award of the scholarships in the hands of the faculty or some Committee of that body designated by your Board. I believe it should be our policy to give preference in awarding the Agricultural scholarships to students who come from rural homes, because it is well-nigh impossible from a pedagogic standpoint to give successful Agricultural instruction to boys who know nothing of elementary farm methods, and have little or no interest in them.

Entomological & Nursery Inspection: A full report of this work has been made to the Entomological Committee of your Board. As I have

The State Fair Exhibit: Every member of the Board who visited the Columbia during the Fair, must have been proud of the exhibit which Clemson made. The exhibit was in every way representative of the College and its work, and was splendidly arranged. To Prof. Howard's ability and energy is due to a very large part of the credit for our excellent showing. I trust that the Board will adopt a policy of

making an exhibit every year, so that there will not be any uncertainty about the matter, and we can go on throughout the session getting our material together. Usually the Board has not decided upon this question until the July meeting, when it is too late to save for exhibit purposes the best products from our farm, shops and laboratories.



Manufacture of State Flags: The General Assembly of 1910 passed an Act requiring Clemson College to make in its Textile Department

South Carolina flags according to a design acceptable to the Secretary of the State Historical Commission. After considerable correspondence between Mr. Salley and Mr. Doggett, and a personal interview, a design was adopted, and the work of manufacture has been

progressing satisfactorily. Evidently, there is no general compliance with the law requiring schools to fly the State flag, for

we have sold only 104 flags, the majority of which were not for schools. We have made these flags in sizes ranging from 19' x 36' down to 19" x 32". We have charged as follows for the most popular sizes;-which are carried in stock:-

|                      |         |
|----------------------|---------|
| 4 1/2' x 8'.....     | \$ 3.36 |
| 3 1/8' x 5 1/3'..... | 2.14    |

Flags of other dimensions vary in price from \$37.87 down to 54¢.

The ExtensTo manufacture these flags, we installed two special sewing machines, costing \$234.00. We have expended in the manufacture of the flags, \$741.07, and have sold or have on hand flags to the amount of \$829.18. Anticipating a large demand, we provided for it and have on hand a good many flags ready to ship upon receipt of order, and about 100 practically made.

Entomological & Nursery Inspection: A full report of this work has been made to the Entomological Committee of your Board. As I have stated elsewhere, Prof. Conradi has been acting as State Entomologist, and has done the work in a most efficient manner. He asks for \$130.00

to continue and extend his demonstration work in spraying and pruning, and I heartily recommend it.

Fertilizer Inspection & Analysis: The number of fertilizer inspection districts have been increased from twelve to fourteen. At

the November meeting of the Board in Columbia, the Board of Control was authorized to employ a Chief Inspector. The Chairman of that Committee informs me that Mr. W. B. West was elected to this position at a salary of \$1,600, with an allowance of \$25.00 per month for



house rent, making a total of \$1,900, His travelling expenses, Mr. Stackhouse estimates, will amount to \$1,300, making a total of \$3,200 for this item. The two added inspectors will cost \$1,400 additional, and it will therefore be necessary to increase the appropriation for "travel and pay of inspectors" from \$9,000 to \$13,600.

At present Mr. West has an office in Columbia, and conducts his work from that point. He desires, however, to live at Clemson.

As before mentioned, the Chemical Department has arranged to do the analytical work with greater dispatch than heretofore, and this will undoubtedly be in the interest of the service. The changes and improvements in connection with the work of analysis were mentioned under the head of the Chemical Department.

The Correspondence Course has just started, with thirteen pupils, including teachers, farmers and one mill president.

The Extension Division: Briefly summarized, the work of the Extension Division is along the following lines:-

- Farmers' Institutes.
- Rural School Work.
- Animal Industry Work.
- Correspondence Instruction.
- Weekly Press Bulletins.
- Popular Bulletins.

About 85 one-day institutes were held, and Prof. Barrow estimates that fully 30,000 people were reached. Several two, three and five day institutes were held, with attendance averaging about 100. A final three day institute was held at the College, and despite the heavy rains, we had over 300 substantial farmers in attendance.

Mr. Haddon, elected last July for this work, has done excellent service, in helping the rural schools and in forming clubs among the students. He is working regularly with about twelve schools and visits others on request.

The Animal Industry work was carried on by Mr. Jackson, and after his resignation, by Prof. Archibald Smith.

Prof. Burgess, as Secretary of the South Carolina Live



Mr. Jackson's work was very satisfactory, and he showed us marked consideration in assisting us to get Prof. Smith. The latter is a splendidly equipped man, and has made a fine impression wherever he <sup>has</sup> gone. There are over 200 farmers in South Carolina feeding beef cattle, and Prof. Smith has devoted the fall and winter to assisting them. He expects to devote the spring and summer to hog raising.

Heretofore, the Dairy Division of the United States Department of Agriculture has furnished us with a man to assist in Dairying, and we hope that this policy will be continued. If not, in time we will have to add such a man to our force of extension workers.

The Correspondence Course has just started, with thirteen pupils, including teachers, farmers and one mill president.

The weekly press bulletins have been sent out nearly every week to every newspaper in South Carolina. We believe that a sufficient number publish them to justify their continuance. The articles have not in all cases been up to standard, and I hope to see them improve.

Prof. Barrow hopes to obtain from the railroad next summer two or three coaches which can be fitten up for carrying live stock for judging, and apparatus for demonstration purposes.

This is a form of institute work deservedly popular in other States, and I shall be glad to see it revived here. Teaching by demonstration is the most effective form of institute work, and I trust will

speedily supersede almost entirely mere talk.

(a) Prof. D. A. Earle, - Asst. Prof. Carding & Spinning.

(b) Dr. D. J. Madden, Jr. - Assistant Prof. Chemistry.

In addition to the extension work donw by the Extension Division, Prof. Conradi has carried on demonstration work in spraying,

and Prof. Thompson in pruning. This work has made quite a hit, and

can be wisely extended.

(c) Mr. J. C. Littlejohn - Instructor in Wood Work.

(d) Mr. W. A. Thomas - Assistant in Entomology.

Prof. Burgess, as Secretary of the South Carolina Live

S



Stock Association, has done good service.

I believe that extension work should not, by any means, be confined to the Extension Division, but that every Division of the Agricultural Department and Experiment Station should do all it can along this line. I think it unwise to have detached specialists in the Extension Division, for example, an Animal Husbandryman, Entomologist, etc., but that all extension work along technical lines should be delegated to the proper Division. In this opinion, Prof. Perkins and Prof. Harper concur.

(a) The Extension Division should properly handle all institutes and school and correspondence work, and any other form of outside work not represented by a Division of the Agricultural Department.

(c) In concluding this sketch of the work done, I wish to say that the College has made substantial progress along lines that will eventually silence criticism, establish confidence, and bring the people to a realization of the place which their Agricultural College has in the State's progress.

V. RECOMMENDATIONS.

Based upon the report just read, I have the honor of making the following suggestions, recommendations and requests:-

- (a) H. C. Thompson of <sup>resignations</sup> Associate Prof. Horticulture.
  1. I present the following, which in behalf of the Board, I have accepted, and request your approval of my action -
    - (a) Prof. D. E. Earle, - Asst. Prof. Carding & Spinning. (To take effect Sept. 15, 1910)
    - (b) Dr. D. J. McAdam, Jr. - Assistant Prof. Chemistry. (To take effect Jan. 1, 1911)
    - (c) Mr. L. O. Watson - Assistant Chemist, State Work. (To take effect Sept. 1, 1910)
    - (d) Mr. J. C. Littlejohn - Instructor in Wood Work. (To take effect Sept. 1, 1910)
    - (e) Mr. W. A. Thomas - Assistant in Entomology. (To take effect Sept. 1, 1910)



- (f) Mr. Jno. M. Gasque - Assistant to the Commandant.  
(To take effect March 1, 1911)  
Salary \$2,000. Effective Sept. 7, 1910.
- (g) Mr. T. F. Jackson - Assistant in Animal Husbandry.  
(Extension Division)  
(To take effect Sept. 1st, 1910.)

EXPERIMENT STATION. - STATE WORK.

2. I request confirmation of the following appointments made by authority of Section 5, Article X of the By-laws:-

Salary \$800.00. Effective Jan. 1st, 1911.  
(New position created at July meeting)

CHEMICAL DEPARTMENT.

- (b) W. A. Thomas of South Carolina, (C.A.C. '08) Experimental Field Entomologist.
- ✓ (a) G. F. Lipscomb of Alabama - Asst. Professor Chemistry.  
Salary \$1,500. Effective Sept. 4, 1910.  
(To succeed R. A. Hall, resigned)
- ✓ (b) D. J. McAdam, Jr. of Pennsylvania - Asst. prof. Chemistry.  
Salary \$1,500. Effective Sept. 15, 1910.  
(To succeed Prof. Henry, promoted)
- (a) Fred Taylor of England - Asst. Prof. Garding & Spinning.  
Salary \$1,500. Effective Oct. 2, 1910.
- ✓ (c) H. J. Smith of *Miss.* - Assistant Professor Chemistry.  
Salary \$1,500. Effective March 15, 1911.  
(To succeed Dr. McAdam, resigned)
- ✓ (d) C. W. Rice of South Carolina, (C.A.C. '08) - Asst. Chemist.  
Salary \$1,000. Effective Oct. 18, 1910.  
(To succeed L. O. Watson, resigned)
- (a) G. H. Folsom of North Carolina - Instructor in Wood Work.  
Salary \$900.00. Effective Sept. 4th, 1910.  
(To succeed J. O. Pittsford, resigned)
- ✓ (e) J. E. Toomer of North Carolina - Assistant Chemist.  
(Salary \$1,000. Effective Sept. 28, 1910.  
(To succeed J. H. Mitchell (\$1,200) on Leave of absence)
- (b) J. H. Mitchell of North Carolina - Assistant Chemist.  
Salary \$800.00. Effective Oct. 17, 1910.  
(To succeed Z. R. Lewis, resigned)

AGRICULTURAL DEPARTMENT.

- ✓ (a) H. C. Thompson of Maryland - Associate Prof. Horticulture.  
Salary \$1,700. Effective Sept. 13, 1910.  
(To succeed D. C. Mooring not re-elected last July)
- (a) Miss A. M. ... of ...  
Salary \$800.00. Effective Sept. 5, 1910.  
(New position created at July meeting)
- ✓ (b) J. G. Hall of Missouri - Associate Professor Botany.  
(Salary \$1,700. Effective Sept. 10, 1910.  
(To succeed L. I. Knight, not re-elected)

PRESIDENT'S OFFICE.

- (c) A. B. Massey of Virginia - Instructor in Bacteriology.  
Salary \$900.00. Effective Sept. 15, 1910.  
(New position created at July meeting)
- (a) W. P. ... of ...  
Salary \$900.00. Effective Sept. 15, 1910.
- (d) G. C. Crampton of Alabama - Assistant in Entomology.  
Salary \$900.00. Effective Sept. 26, 1910.  
(To succeed W. A. Thomas, transferred)



(e) Archibald Smith of Canada - Assistant in Animal Husbandry. Extension Division.

Salary \$2,000. Effective Sept. 7, 1910. (To succeed T.F. Jackson, resigned)

(a) Mr. W. C. Tucker, Book-keeper to take effect as soon as practicable.

(b) EXPERIMENT STATION.- STATE WORK.

(a) L. P. Byars of South Carolina (C.A.C.'08) Experimental Field Pathologist.

Salary \$800.00. Effective Jan. 1st, 1911. (New position created at July meeting)

(a) Mr. S. E. Evans, Book-keeper at salary of \$1,500, to take effect upon Mr. Tucker's retirement.

(b) W. A. Thomas of South Carolina, (C.A.C.'08) Experimental Field Entomologist.

Salary \$800.00. Effective Sept. 1, 1910. (New position created at July meeting)

granted Mr. J. H. Mitchell, Assistant Chemist, which action was taken after consultation with TEXTILE DEPARTMENT. This leave began Sept. 1st, 1911.

(a) Fred Taylor of England - Asst. Prof. Carding & Spinning.

Salary \$1,500. Effective Oct. 2, 1910. (To succeed D. E. Earle, resigned)

of \$900.00 be abolished, and the position of Assistant to the President be created at a salary of ENGINEERING DEPARTMENT.

(a) G. H. Folk of South Carolina (C.A.C.'07) Instructor in Wood Work

of Prof. Perkins be a (To succeed J.C. Littejohn, resigned) Salary \$900.00. Effective Sept. 4th, 1910.

(b) J. F. Allison of Pennsylvania - Instructor in Forge & Foundry

per annum. (To succeed Z. R. Lewis, resigned) Salary \$800.00. Effective Oct. 17, 1910.

9. I recommend that the Acting President be instructed to make designs for a Hospital to cost not exceeding \$10,000, and for converting THE LIBRARY.

(a) Miss A. A. Porcher of South Carolina - Assistant Librarian

Salary \$600.00. Effective Sept. 5, 1910. (New position created at July meeting)

10. I recommend that the College make an exhibit at the State Fair in 1911, and that the matter of the Cadet Encampment in Columbia during the State Fair be left to the discretion of the President of the College.

PRESIDENT'S OFFICE.

(a) W. P. White of South Carolina (C.A.C.'10) - Registrar.

Salary \$900.00. Effective Sept. 5, 1910.

11. I recommend that an additional story be put on Barracks #1, work to begin as soon as possible after the close of the session.



3. I present with regret the following resignations, and since we have no alternative, I recommend that they be accepted:-

- (a) Mr. W. C. Tucker, Book-keeper to take effect as soon as practicable.
- (b) Dr. G. C. Crampton as Assistant in Entomology, to take effect April 1st, 1911.

4. I recommend the following elections:-

- (a) Mr. S. W. Evans, Book-keeper at salary of \$1,500, to take effect upon Mr. Tucker's retirement.

5. I request your approval of the year's leave of absence granted Mr. J. H. Mitchell, Assistant Chemist, which action was taken after consultation with, and upon the acquiescence of your Chairman. This leave began Sept. 1st, 1911.

6. I recommend that the position of Registrar be a salary of \$900.00 be abolished, and the position of Assistant to the President be created at a salary of \$1,500 per annum.

7. I recommend that the By-laws be waived and the re-election of Prof. Perkins be deferred until the July meeting.

8. I recommend that Mr. Schletter's salary be fixed at \$1,700 per annum.

9. I recommend that the Acting President be instructed to make designs for a Hospital to cost not exceeding \$10,000, and for converting the present Hospital into an apartment house for four families, *and submit to July meeting*

10. I recommend that the College make an exhibit at the State Fair in 1911, and that the matter of the Cadet Encampment in Columbia during the State Fair be left to the discretion of the President of the College and the President of the Board.

11. I recommend that an additional story be put on Barracks #1, work to begin as soon as possible after the close of the session.

Page 14:- Amend Sections 5 & 6, Article VII.



12. I recommend that piazzas be added to Barracks #2 as shown on accompanying plans.

13. I recommend that the changes in the Textile and Agricultural Courses approved by the Faculty and shown on attached sheet, be adopted.

14. I recommend that the forces in Entomology and in Animal Husbandry and Dairy Divisions respectively, be combined to form the following Division:-

Division of Entomology and Bacteriology:

Head of Division, Prof. Conradi, - Entomologist to the Station, Associate Professor of Entomology and Bacteriology, and State Entomologist.

Salary - \$1,900, to be paid as at present from Station funds.

W. P. Gee, - Assistant Professor of Entomology, and Assistant State Entomologist.

Salary - \$1,500.

\_\_\_\_\_ - Assistant in Entomology. Salary \$900.00.

W. A. Thomas - Field Assistant in Entomology. Salary \$800.00.

Division of Animal Husbandry & Dairying:

Head of Division, Prof. Archibald Smith, (now Assistant in Animal Husbandry in Extension Division) - Animal Husbandryman to Station, Associate Professor of Animal Husbandry and Dairying.

Salary \$2,000.

Dr. Enoch Barnett, (now Animal Husbandryman & Veterinarian to Station) - Veterinarian to Station, and Assistant in Animal Husbandry. Salary \$1,900.

Prof. D. O. Nourse - (As now) Associate Professor of Animal Husbandry and Dairying. Salary \$1,700 (as at present)

Prof. J. M. Burgess - (as now) Assistant Professor of Animal Husbandry and Dairying. Salary \$1,500 (as at present)

15. I respectfully suggest the following amendments to the By-laws:-

1)...Page 6:- Amend (c) Section 6, Article III, so as to refer only to cotton seed meal tags.

2....Page 11:- In Sec. 7(a), Article VI, third line, strike out the word Physics, and on

Page 12:- Section 11(a), Article VI, second line, insert after Political Economy the word Physics.

3....Page 14:- Annul Sections 5 & 6, Article VII.



4....Page 14:- Strike out in Section 3, Article VIII, the clause, "and schedule of hours for the working of the student body in each Department."

5....Page 17:- In Section 6, Article XI, strike out the second clause of the first sentence, beginning "Whose consent shall be necessary," etc.

6....Page 20:- In Section 2(d) Article XI, after words "Chemical Department," insert "And all expense pertaining to the inspection and analysis of fertilizers."

7....Page 20:- In Section 3, Article XI, tenth line, after word uniforms, insert "etc."

8....Pages 21 & 22:- In section 6, Article XI, add to the endorsement required the following sentence:- "Payment of this bill will not overdraw appropriation for this item."

9....Page 22:- Add to Section 8, Article XI, the following:- "Or by special permission of the Board of Trustees."

10....Page 22:- Section 1, Article XII, revise to read in part as follows - "The first election of officers and teachers in the College shall be for one year."

11....Page 23:- For Section 2, Article XII, substitute the following - ("At least three months notice to the President of the College shall be required before a position can be vacated, provided however, that this notice may be waived by mutual consent. The pay of any employee of the College shall cease on the day his resignation is accepted in behalf of the Board by the President of the College.")

12....Page 15:- Add the following new Section to Article X. ("It shall be the duty of the President of the College to attend all Board meetings, and standing Committee meetings, except when any of the above meet in Executive Session, in which case he may attend by invitation only. He shall have the right (when recognized by the Chair) to express his opinion on any pending question.")

13....Page 5:- Section 4(c) Article III, strike our clause (c).

16. I respectfully repeat the recommendation made at the Columbia meeting that we create in the Agricultural Division of the Experiment Station (State Work) a position to be known as "Associate Agriculturist" at a salary of \$1,900 and a house. I recommend for this position, if created, Mr. A. G. Smith of Columbia, now in charge of the Government Farm Demonstration Work in South Carolina. Continuing the Farm Management Work, Mr. Smith could assist Prof. Harper with our Co-operative Experimental Work, and assist <sup>in</sup> the Corn Breeding Work. Mr. Smith is a well qualified man, with con-

siderable executive ability and good experience. *Half of the salary should be paid from the college and half from the college.*



17. I respectfully submit the following appropriations

for your consideration:-

|     |  |                         |
|-----|--|-------------------------|
| 2.  | Roof & Repairs, Sease's Servant House.....           | 50.00                   |
| 3.  | Roof & Repairs, etc., Conrad's House.....            | 244.00                  |
| 4.  | Additional Room (Dr. Brackett).....                  | 240.00                  |
| 5.  | Additional <u>MISCELLANEOUS COLLEGE WORK.</u> .....  | 300.00                  |
| 6.  | Additional for Engineering Building.....             | 85.00                   |
| 1.  | School Bulletin.....                                 | \$ 550.00 ✓             |
| 2.  | Annual Report.....                                   | 165.00 ✓                |
| 3.  | Two Watchman's Clocks.....                           | 120.00 ✓                |
| 4.  | Office Supplies - President's Office.....            | 200.00 ✓                |
| 5.  | Y.M.C.A. Hymn Books.....                             | 25.00 ✓                 |
| 6.  | Miscellaneous Bulletins.....                         | 250.00 ✓                |
| 7.  | Premium on Ordnance Property.....                    | 75.00 ✓                 |
| 8.  | Concrete Culvert on McAdam Road.....                 | 100.00 ✓                |
| 9.  | Dues to Amer. Association Agri. Colleges.....        | 50.00 ✓                 |
| 10. | Encyclopoedia Britannica.....                        | 125.00 ✓                |
| 11. | Closet, Meter and Sewer Connections.....             | 114.00 ✓                |
| 12. | Improving School Grounds.....                        | 40.00 ✓                 |
| 13. | Extra Help in Treasurer's Office.....                | 300.00 ✓                |
| 14. | Large Photographs.....                               | 50.00 ✓                 |
| 15. | Cement Walks.....                                    | 250.00 ✓                |
| 16. | <del>Free Repairs.....</del> <i>not presented</i>    | <del>500.00</del>       |
| 17. | Additional for Real Estate.....                      | 1,825.50 ✓              |
| 7.  | Cost of Preachers' Institute.....                    |                         |
| 8.  | Cost of Agents' Meeting.....                         | Total.....\$ 4,239.50 ✓ |
| 9.  | Overdraft on Budget Encasement.....                  |                         |
| 10. | Overdraft on State Fair Exhibit.....                 | 31.54                   |
| 11. | Farmers' Store <u>AGRICULTURAL DEPARTMENT.</u> ..... | 131.50                  |

|    |  |                       |
|----|--|-----------------------|
| 1. | Additional Labor for Hort. Division.....           | \$ 350.00 ✓           |
| 2. | Additional for Postage, etc.....                   | 25.00 ✓               |
| 3. | Legal Services for Veterinary Division.....        | 100.00 ✓              |
| 4. | Cement for Tile Machine.....                       | 50.00 ✓               |
| 5. | Express and Postage on Plants for Schools....      | 10.00 ✓               |
| 1. | Fourth Story on Barracks #1.....                   | Total.....\$ 535.00 ✓ |
| 2. | Piazas on Barracks #2.....                         |                       |
| 3. | House for W. H. West.....                          | 5,000.00              |
| 4. | Repairs to <u>FARM, HERD &amp; CONVICTS.</u> ..... | 500.00                |

|     |   |                   |
|-----|---|-------------------|
| 1.  | Picking and Packing Cotton and Wool.....    | \$ 8.37 ✓         |
| 2.  | Overdraft on Repairs to Machinery, etc..... | 95.60 ✓           |
| 3.  | Implements and Repairs.....                 | 150.00 ✓          |
| 4.  | Miscellaneous Small Items.....              | 25.00 ✓           |
| 5.  | 20 Bushels Sorgum Seed.....                 | 25.00 ✓           |
| 6.  | 150 Bushels Peas for Seed.....              | 300.00 ✓          |
| 7.  | Repairs to Barns (Lumber).....              | 25.00 ✓           |
| 8.  | Lumber for Mule Lot Fences.....             | 25.00 ✓           |
| 9.  | 1000 posts and 1 Mile Wire Fence.....       | 200.00 ✓          |
| 10. | One Disc Harrow.....                        | 35.00 ✓           |
| 11. | One Mowing Machine.....                     | 53.55 ✓           |
| 12. | Six Percheron Mares.....                    | 1,800.00 ✓        |
| 13. | Two Mules.....                              | 500.00 ✓          |
| 14. | Harness for New Team.....                   | 50.00 ✓           |
| 15. | Two New Wagons.....                         | 125.00 ✓          |
| 16. | One Freight Wagon.....                      | 75.00 ✓           |
| 17. | Four Tamworth Sows.....                     | 200.00 ✓          |
| 18. | Water Piping to New Hog Lots.....           | 40.00 ✓           |
| 19. | Four Free Laborers at \$25.00.....          | 400.00 ✓          |
| 20. | <i>Contingent fund</i> .....                | <u>2,000.00</u> ✓ |
|     | Total.....                                  | \$ 6,132.52       |

(Shift \$25.00 from Item 42 to Item 45.)

Acting President.



CONSTRUCTION AND REPAIRS.

|  |                 |
|--|-----------------|
| 1. Painting Tin Roofs.....                         | \$ 95.00 ✓      |
| 2. Roof & Reprs, Sease's Servant House.....        | 60.67 ✓         |
| 3. Roof & Reprs, etc., Conradi's House.....        | 244.00 ✓        |
| 4. Additional Room (Dr. Brackett).....             | 240.00 ✓        |
| 5. Additional Appropriation for 3 New Residences.. | 300.00 ✓        |
| 6. Additional for Engineering Building.....        | 85.00 ✓         |
| 7. Blinds for C. C. Newman's Residence.....        | 77.00 ✓         |
| 8. Additional on Work in Main Building.....        | 248.00 ✓        |
| 9. <i>Repairs to Lewis House</i> .....             | <i>225.00</i> ✓ |
| 10. Screens for Mess-hall and Kitchen.....         | 50.00 ✓         |
| <hr/>  |                 |
| Total.....   | \$ 1,624.67     |

MISCELLANEOUS STATE WORK.

|   |                 |
|---|-----------------|
| 1. Extra for "Travel & Pay of Inspectors" <i>s. phone</i> ..... | \$ 5,000.00     |
| 2. Extra Labor for Analytical Work.....                         | 126.00 ✓        |
| 3. Orchard Extension Work (Conradi).....                        | 130.00 ✓        |
| 4. Extension Work in Mill Villages.....                         | 50.00 ✓         |
| 5. Additional for Farmers' Institutes.....                      | 500.00 ✓        |
| 6. Additional for Veterinary Inspection.....                    | 500.00 ✓        |
| 7. Cost of Preachers' Institute.....                            | 88.00 ✓         |
| 8. Cost of Agents' Meeting.....                                 | 57.00 ✓         |
| 9. Overdraft on Cadet Encampment.....                           | 67.86 ✓         |
| 10. Overdraft on State Fair Exhibit.....                        | 31.54 ✓         |
| 11. Farmers' Short Course.....                                  | 134.58 ✓        |
| <hr/>   |                 |
| Total.....  | \$ 6,884.98     |
| 12. <i>Contributions to Corn Breeders' Assoc</i> .....          | <i>350.00</i> ✓ |
| <hr/>   |                 |
|   | \$ 7,034.98     |

SPECIAL ITEMS.

|  |              |
|--|--------------|
| 1. Fourth Story on Barracks #1.....                | \$ 16,000.00 |
| 2. Piazzas on Barracks #2.....                     | 3,000.00     |
| 3. House for W. B. West.....                       | 2,000.00 ✓   |
| 4. Repairs to McAdam Road, (\$300 appropriated)... | 500.00       |

EXPERIMENT STATION - Hatch Fund.

|   |           |
|---|-----------|
| 1. Freight on State Fair Exhibit.....     | \$ 52.00  |
| 2. Expense J. N. Harper to Corn Expo..... | 55.00     |
| 3. Labor, Horticultural Division.....     | 100.00    |
| 4. Seeds, Plants and Supplies.....        | 75.00     |
| 5. Extra Office Help.....                 | 150.00    |
| <hr/>                                     |           |
| Total.....                                | \$ 432.00 |

18. I recommend that any unexpended balance on the Hatch and Adams Funds which, if not used, would at the end of the fiscal year revert to the Government, be expended in the discretion of the Director of the Station, and the President of the College.

Respectfully submitted,

Acting President.