

1-1-1911

## President's Report to Board of Trustees, 1911-07

Clemson University

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GENERAL REPORT TO THE BOARD OF TRUSTEES.

July 11, 1911.

No. 5

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

Gentlemen:-

In accordance with the By-laws, I submit the following report of the work and progress of the College for the fiscal year ending July 1st, 1911:-

1. General Statement:

Commencement Day, June 13th, closed a most successful session. The enrollment of 703 was the largest in the history of the College. The graduating class was likewise the largest on record. Eighty-seven young men received their diplomas, - Forty-four in the Agricultural and forty-three in all the other courses. Not only was the graduating class almost equally divided between the Agricultural and Mechanical students, but the entire student body showed about the same proportion. And so the hope of its founder to establish in Clemson College an Agricultural and Mechanical College, has this year for the first time been exactly and fully realized.

Taking the year as a whole, the College has made very substantial progress. This is particularly true in our efforts to get the College before the people. Our Extension Work has contributed a full share to the desired end. In addition, "The Catechism," the Trustees' Annual Report, the State Fair Exhibit, the visit of Dr. Knapp's Demonstrators, the Inspection of the College by the Ways and Means Committee of the House and the Finance Committee of the Senate, and the meeting of the Board of Visitors, - all of these agencies and opportunities have made for a better understanding of the magnitude, work and spirit of the College, and given information where formerly prejudice based on misinformation, had perhaps warped even honest judgment.

Since I have been in charge of the College, the financial and publicity sides have appealed to me strongly, and have occupied my time so fully, as to practically exclude proper attention to the purely academic features of the College. It is my purpose next session to make a careful study of methods of teaching, curriculums and College administration both here and elsewhere, in order that later I may be able to propose to you plans for improvement along these lines. I have in mind important improvements in methods and in organization, but I feel that I should more fully study and mature these before presenting them to you.

The College plant is now rounding into shape. With the completion of our work in Barracks #1 and #2, our dormitory problem will be solved for many years to come.

The moving of the Y. M. C. A. Hall to the new story of Barracks #1, thus freeing two additional rooms in this building for class use, will enable the Library to extend into the two flanking corner rooms, thus providing for its needs for some years to come.

With the completion of the Dairy Building and Dairy Barn, the Agricultural Department will be in splendid shape, and by utilizing the abandoned Experiment Station Barn for a farm machinery building, that important phase of the Agricultural work of instruction will be immediately provided for.

There will then remain to build, a Hospital and a Gymnasium, and if our income holds at its present figure, and we do not unduly increase our operating expenses, these we should be able to provide within the next five years. I am also anxious to see on the site of the old Dairy Building a pavilion, which will provide for the convenience of picnickers who continually visit the campus. Water will be here available from the dairy spring, and toilet facilities should be provided in the basement of the contemplated structure.

With our plant completed, we could look without dismay to a considerable reduction or shrinkage of the tag tax, even to one-half of its present figure, because the running expense of the

College proper, including normal laboratory equipment, amounts to not more than \$165,000. Since over \$40,000 is derived from other sources than the fertilizer tax, \$155,000 from <sup>this</sup> the latter source would carry along the College work and pay for the Fertilizer Analysis and Inspection. <sup>Hawaii</sup> In the event of so great a reduction, however, the State work would have to be abandoned or otherwise provided for, and all enlargements cease.

The finances of the College are in excellent condition. We are carrying into the new year a balance of \$52,597.10, practically the same amount that we brought forward a year ago. I believe it is unwise for us by appropriations at this meeting, to seriously invade this reserve, <sup>This reserve</sup> which it is needful to have every year to tide us over the "dry" fall months, and insure against possible shrinkage in the fertilizer tax.

It seems to me bad business policy to make up a budget which is beyond our current income, and if all the items which I shall recommend to you are approved, our reserve will still be practically untouched, save for the few continued items.

Of course no organization as large as Clemson will run without some friction, and occasionally a squeak. A few there are in every large organization, who by continual gossip and criticism, throw sand into the bearings of the machinery. If it were possible for me to furnish you with conclusive proof, I would willingly comply with Section 10 of the By-laws, which requires the President to report to your Board "any officer or teacher who is a disturbing factor in the College, and who does not work in harmony with him, or with the purposes of the Trustees." I am glad to say that there is less of this sort of thing at Clemson now than at any time during the fifteen years I have been here, and in so far as it exists, I suppose we will have to endure it with such patience as we can muster up, and trust that an uncongenial atmosphere will result eventually in a peaceful deliverance from it. A lack of loyalty to organization and a disposition to "knock" and criticize, - is the feature of College work that is the bane of the College Presi-

dent's existence, and so far as my power extends, I hope to stamp it out.

I trust that the members of your Board realize that no good work is being done by those who are in a state of chronic discontent. It does not take long to spot that fellow who, instead of being busily engaged with his work, is seeking to gain an unfair advantage by ex-parti representation of matters that should reach you through the usual and proper channels. Sooner or later you may expect an issue along this line, and when it arises, it must be met and solved in the same firm, wise and just manner as was solved the April 1st affair. After that, we will have no further trouble.

The sooner such an issue comes, the better it will be for the College, because no one can work efficiently and fight at the same time. I have no time to temporize with it, and no inclination to tolerate any one who persistently digs at the foot of even the smallest column that supports the College organization and its reasonable discipline.

2. Student's Board:

It will be recalled that at your meeting soon after I became Acting President, I recommended that you increase by \$1.00 per month the board of the students. This recommendation was made in view of the large annual deficits ranging from \$6,000 to \$10,000, which from past experience, seemed inevitable. You decided that it would be best not to accept my suggestion, and I have, therefore, worked zealously to give the students as good fare as they had ever been receiving, and at the same time make the cadet fund self-supporting, as it should be.

It gives me pleasure to report that for this year, instead of having a deficit, we have a credit balance of \$5,313.06. The stock of provisions with which we entered the year was \$322.29, and the value of similar stock on hand to-day is \$1,019.57. The written testimonials of my Student Co-operative Committees and the expressions of students in general, indicate that the fare has been

fully as good in quality and better in variety than it has been during previous sessions. It was not my desire or intent that there should be any balance. I tried simply to have the fund economically administered and recorded at every step. Lacking any record of previous years to guide me, I could not tell until the season closed just how we would come out. With the experience of this year, we can, I am sure, make this fund come out practically even next year. The past session was an unusually difficult one to finance successfully, on account of the high and uncertain price of provisions. The balance on hand will of course be kept to the credit of the cadet fund and spread over the next few years to help give better fare.

I trust that my handling of this matter, by which I have confirmed your judgment instead of my own, may typify to you my attitude of loyalty to any ruling of this Board when we differ merely in a matter of judgment.

### 3. The Engineering Departments

The work of the Engineering Department has as heretofore been very satisfactory. We have had no changes in the personnel of the corps of teachers, and the improved arrangements have greatly aided the work of instruction.

Prof. Earle has done exceedingly well, and has I believe ample possibilities for growth into a most satisfactory Director, and I shall recommend him to you for this position.

I shall also recommend Prof. Dargan as "Acting Associate Professor of Electrical Engineering." I would recommend him for a permanent position, but for the fact that his work this session has been characterized by such exceeding procrastination that I am not sure that he is able to carry the burden. He is a splendid teacher, and his slowness is due in part to physical disabilities, but it is also I am sure, due to woeful lack of system. I am not yet willing to recommend that he be permanently put in charge of this important Division, the work of which, (even if I have to say it myself)

has been marked with business-like promptness and efficiency. It is my hope and belief that Prof. Dargan will "make good", but no harm can be done by being fully assured on this point before we go further.

*State*

I recommend that the position of Assistant Professor of Electrical Engineering now held by Prof. Dargan, be abolished and that the position of Assistant Professor of Mechanical & Electrical Engineering be created at the <sup>same</sup> salary, viz., \$1,500. ~~This~~ This will leave the total salary charge and number of teachers for the Department unchanged.

4. The Chemical Department:

*(p 15 rec'd 11)*

Under Acting Director Brackett, this Department has made good progress, and has maintained the high standard for efficiency which has always characterized it. After consulting with Mr. Stackhouse and Col. Hardin, I am confirmed in my intention to recommend Dr. Brackett to you for the permanent Directorship of the Department. I believe that when everything is taken into consideration, - his long service, his scholarly and technical preparation, his ability as a teacher, his knowledge of the State fertilizer work, his thorough familiarity with Col. Hardin's ideas and methods, and his satisfactory service in the trying position of Acting Director, - we cannot do better for the College than to accept a certainty rather than embark upon the doubtful venture of some new man.

I shall recommend that Dr. D. H. Henry, who has been occupying the position of Acting Associate Professor of Chemistry, be elected permanently to that position.

Mr. J.H. Mitchell, who has been away on a year's leave of absence, will return to his duties September 1st. Mr. Mitchell's return will terminate the services of Mr. J. E. Toomer, who has very satisfactorily filled the year's vacancy.

5. The Military Department:

The discipline for the past session has not been altogether satisfactory. In some ways, conditions are an improvement over former sessions, but the cadet officer system has been more conspicuous as a failure than anything else. The Commandant's work naturally divides itself into two functions, - the judicial and the police function. Capt. Stokes is a splendid judicial officer, and in the matter of passing upon punishments, permits, etc., his work is excellent. In fact, he is one of the most energetic and conscientious men I have ever seen, and if he has a fault, it is in trusting too implicitly to his cadet officers.

The Military Department has grown so large, including now three barracks instead of one, and the office duties have so greatly increased, that I feel that it is absolutely necessary that we give the Commandant an Assistant.

I shall recommend and urge that the position of Military Assistant be created, at the salary of \$1,000. This Assistant would serve as a check on the cadet officers. He should be a young fellow of tact and judgment, such as Col. Bond of the Citadel can furnish us. He would be on duty on the outside, to see that the class formations were orderly, that the rooms in barracks were properly kept, and in a dozen ways aid and assist the Commandant and supplement his work. This is the last year of Capt. Stokes' detail, and such an Assistant would tend to preserve a uniformity of policy until the new Commandant could get his bearings fully.

The lessons of military obedience are of no value unless they are well learned, and while I am not a believer in many and arbitrary restrictions, yet I believe firmly in enforcing absolutely those that are reasonable and necessary.

6. The Treasurer's Office:

Acting under your instructions, I appointed Mr. F. L. Carroll as Assistant Book-keeper until the July meeting. He has proved an efficient man, and we shall recommend that his election



be made permanent.

The work of Mr. S. W. Evans, who succeeded Mr. Tucker, has been of the most satisfactory character. Never before has the work been kept so nearly up to the very minute. Within twenty-four hours after the close of the fiscal year, he reported to me the balance carried forward. This is something of an achievement which I do not believe has ever been duplicated here. His uniform courtesy, his accuracy and promptness make him an ideal man for the place.

7. The Agricultural Department:

The work of the Agricultural Department has shown improvement along every line. The instruction has been more satisfactorily done, and the equipping of the Department has proceeded along practical and economical lines. There has been a more harmonious spirit than heretofore, and I look for continual improvement along this line until every man in this Department will be working enthusiastically and loyally towards the common end.

The wisdom of combining the Animal Industry and the Entomological interests of the College and Station has been, I think, fully justified. Dr. Evans, the Experiment Station representative from Washington, was particularly well pleased with the combinations in Animal Industry. He pointed out what we had recognized when we advocated the combination - that it was too expensive to maintain separate Divisions in this line.

Dr. Barnett was dissatisfied with his place in the Animal Industry Division, and on May 2nd, tendered his resignation to take effect July 31st, which resignation I accepted.

Prof. Nourse also resigned without giving any reasons therefor, and I have accepted that also. Prof. Nourse's resignation leaves the way clear to elect a lower priced man, and one who is more in sympathy with the public work than is Prof. Nourse.

The Entomological combination under Prof. Conradi has

worked splendidly. He has infused his own enthusiasm into the Division, and good results have been obtained.

I regret that I will not be able to present to you for re-election, Prof. H. C. Thompson, Associate Professor of Horticulture, and Prof. J. G. Hall, Associate Professor of Botany and Forestry, both of whom were satisfactory men. They have accepted higher salaries elsewhere. Prof. Thompson goes into the government<sup>Service</sup> at a higher salary, and Prof. Hall goes to the Alabama Polytechnic Institute as Plant Pathologist of the Alabama Station, at a salary of \$2,200.

These resignations emphasize the need of increasing the salaries of the heads of these Divisions on a par with the other Divisions of the Agricultural Department. One of the things needed in the Agricultural Department is stability, and this we can never have so long as our salary scale lacks uniformity and is below that of other Colleges for the same work and responsibility. The Experiment Station has lost only one man since its organization, because the heads of Divisions in that Department receive \$1,900. I shall recommend that the heads of the Divisions of Horticulture and Botany be increased from \$1,700 to \$1,900. No wiser expenditure of \$400.00 could be made.

In my report to the March Meeting,, at which time under the By-laws, Prof. Perkins came up for permanent election. I requested that the matter be deferred until we could get a better idea of his qualifications for the position of Director of our most important Department. The Agricultural Committee concurred in this recommendation, and the Board adopted it.

Since the March report, I have made a very careful study of Prof. Perkins and his work. I am led to modify considerably some of my adverse opinions of him. In several of them, I believe I was mistaken.

I find that up to this last half session, he was carrying entirely too many class hours for a Director of a large Department. This perhaps accounts in a large measure for his seeming lack of promptness

in the transaction of routine business.

In the matter of administrative energy, he has shown marked improvement, and I am confirmed in my belief that he is a man of most excellent judgment, a good practical farmer, and a splendid teacher of Agriculture. In fact, once during the past session, when it was rumored that he intended to resign, every student in the Senior Agricultural Course signed a petition to me requesting that if possible, he be retained.

I wish that Prof. Perkins was a man of greater dynamic qualities, more self-assertive and aggressive, and more promptly positive in giving his decisions. But I have discovered that he is a man of unflinching determination, almost to the point of stubbornness, and while apparently easy-going, yet when he makes up his mind, in a quiet and tactful manner, he has things done his way.

Those fine qualities of mind and heart which I dwelt upon in my March report have been confirmed and emphasized by a better acquaintance. Prof. Perkins is a high man - one who will honor the College by his connection with it, and benefit the young men with whom he comes in contact.

We have never had a Director or any other officer who possessed all the qualities of mind and character we desired, and it is my firm conviction, given without the intention of making invidious comparisons, that Prof. Perkins is the best and safest man who has held this position during the fifteen years I have been at Clemson.

Believing as I do that the best interests of the College will be served thereby, and recognizing fully the responsibility I must assume, I shall recommend that Prof. Perkins be re-elected Director of the Agricultural Department, with the understanding that the Board reserves the moral right, as it has the legal right, to put a Director over the combined Agricultural Department and Experiment Station, should that combination ever come about. To this proviso, Prof. Perkins has not the slightest objection.

Since that time, the arrangement has been carried into effect, and Mr. Krapp has very kindly consented to the appointment of our

8. The Agricultural Train:

After a conference with, and receiving the sanction of, the Executive Committee, we organized and are now operating a live stock train in practically every county in the State. The Executive Committee authorized the use of \$1,575, which had been appropriated but which remained unspent on the salary roll of the Agricultural Department, for purchasing live stock for the train.

The railroad companies are operating this train free of cost, and our thanks are due to the Southern Railway, the Atlantic Coast-Line and the Seaboard Airline Railway for their courtesies in this connection.

9. Co-operative Work:

Just before his death, Dr. Knapp and I had a very cordial correspondence in regard to carrying on in a co-operative way the Boys' Corn Club Work in South Carolina. Dr. Knapp's death interrupted this correspondence, but it was taken up by his son, who succeeded him in the Demonstration Work, and an agreement was finally reached, by which we were to jointly appoint a Demonstration Expert at a salary of \$1,800, with \$1,200 for expenses, making a total of \$3,000, half of which was to be paid by the College and half by Mr. Knapp's Department.

I asked for a special meeting of the Executive Committee to consider this proposition. The Committee met in Columbia on April 6th. All the members were present, and Mr. Manning and Prof. Barrow, who were in the city, attended by invitation. After having the matter fully outlined to them, and the correspondence read, the following motion by Mr. Johnstone was adopted:-

"Moved that Pres. Riggs be advised to enter into the Co-operative plan as set forth in the contract and correspondence, the arrangement to continue until the July meeting of the Board of Trustees."

Since that time, the arrangement has been carried into effect, and Mr. Knapp has very kindly consented to the appointment of our

Mr. Haddon, (who in a limited way was already doing the work) to the position contemplated in the agreement, and by our agreement, we were to continue paying Mr. Haddon \$1,500 salary, and the Government was to pay \$300 additional on his salary, and \$1,200, if so much be necessary, for expenses. By this arrangement we are saved Mr. Haddon's expenses, about \$1,000 annually, and he is able to use the Farm Demonstration Agents in the several counties, in this way greatly multiplying his energies, and opportunities. In every way the co-operation seems to be to the advantage of the College, especially since the joint agent selected was our man, already in the eyes of the people, fully identified with the College. U I shall recommend that you endorse the contract under which we are now working, thereby authorizing its continuance. The contract is presented along with this report.

We are continuing our cottonwilt work in co-operation with the Bureau of Plant Industry, and next year expect to conduct Forestry work at the Coast Station in co-operation with the Bureau of Forestry. In both of these cases, the Government pays a full share of the expense incurred.

10. Experiment Station.

There can be no doubt but that the Experiment Station has done splendid work during the past year. The Experiment Station Farm is in fine shape, and the scientific work of Prof. Harper and his assistants is worthy of most favorable comment. Dr. Evans, the representative of the Experiment Station Department of Washington, was highly pleased with the condition of things, and freely expressed himself to that effect.

Prof. Harper has recommended that instead of supplying a Station Veterinarian in place of Dr. Barnett resigned, that an Assistant in Animal Husbandry be provided for Prof. Smith, the Animal Husbandman for the Station, at a salary of \$1,000. What the State needs are not experiments along veterinary lines, but experiments in the practical features of feeding dairy and beef cattle. What little

veterinary assistance is needed can be given by the Veterinary Division of the Agricultural Department.

Prof. Harper asks that the position of Assistant Botanist in the Experiment Station be created, at a salary of \$1,000, and the position of Assistant in Agronomy be created at a salary of \$800, these salaries to be paid out of the Experiment Station funds. The proposed Assistant Botanist would be employed almost exclusively in assisting Prof. Barre in his new Adams Problem "The Cause of Cotton Shedding."

The Assistant in Agronomy would assist Prof. Harper with his field experiments.

11. The Coast Experiment Station:

I am glad to be able to state to you that Prof. Harper thinks that the Coast Station has gotten to the point where, with the exception of the salary of the Superintendent, it could be self-supporting. In addition to considerable unsold material, the sales from the Station last year turned into the Treasury, amounted to \$784.96. Prof. Harper requests that \$1,000, practically the amount of last year's sales, be appropriated to the Station this year as a foundation fund, and that in the future he be allowed to re-invest such moneys as have been turned into the Treasury from sales of products. This plan is incorporated in the budget.

I believe that the object lesson <sup>of</sup> a self-supporting farm in the Coast country, operated as soon as practicable under the usual labor conditions of that section, would be now the most valuable lesson that the Station could teach. It has been demonstrated beyond doubt that cheneage is successful, and that magnificent crops can be produced. It only remains to show to the people that they can be raised at a cost that would make farming in the coast region attractive. The convicts ~~no doubt~~ attract adverse comment, because they symbolise an advantage which the average farmer thinks a State Institution has over him. Such convict labor as is necessary to do the development work could be provided as occasion

demand. A complete annual report of the Station - its expenditures and receipts, all of which would pass through the hands of the Treasurer, would be made to the Agricultural Committee every July.

12. Roads and Campus:

If any substantial progress is to be made on the roads and campus, it will be necessary to have some one to supervise the work. The present Foreman of the Farm, is also Superintendent of the Convicts, and his duties are already too numerous to be properly done. I have suggested in my budget a salary of \$1,200 instead of \$1,500 for the Foreman of the Farm, and \$1,200 for a Superintendent of Convicts, and foreman of work on Campus and Roads. It would be our plan to give the former position to Mr. Gillison, now Foreman of the Experiment Station Farm, and the latter position, if created, to Mr. Lewis.

With the large demands for labor on the farm, little can be done towards improving our roads and campus until we can get a larger force. I believe that we ought now to bring the convicts from the Summerville Station and combine them with the force here. This would save about \$1,000 in our convict cost, and would also give an additional force to keep on the roads and campus continually.

Much mule power I believe now goes to waste because there is no one whose business it is to look after the working of the roads and campus, and utilize all idle forces.

If the Board approves of my suggestion, it will be my policy to conscript every mule at the Station, Horticultural Grounds and Farm every day they are not used. Oftentimes now they stand idle in the stables, because crop conditions or weather conditions make them useless on a farm.

I believe that by instituting a Work Boys' Course, as is done in the A. & M. of North Carolina, the A. & M. of Mississippi, and perhaps elsewhere, we could get an ample amount of skillful farm labor, at the same time helping poor boys to get a short course in Agriculture. The cost would be about \$1,600 additional to the

College, and would enable twenty farm boys to complete a one year course in Agriculture in two years, working alternate weeks or alternate two weeks. I believe that this plan, which has been presented fully to the Agricultural Committee, has great merit, and is at least worth a trial while we have the convicts to fall back on in case of failure. If it proves successful, we can eventually do away with the convicts altogether, - especially after the heavier work on the campus is finished. Ten students on the farm would be enough to carry on the usual operations, leaving the convicts largely for permanent improvement work on the Farm, and work on the roads and campus and in connection with new buildings.

13. The Farm:

The farm has, I think, made considerable improvement, although the drought has badly hurt the crops in the uplands.

Difficulty arose between Prof. Perkins and Mr. Lewis in connection with the work of the Farm, and in which Mr. Lewis is admittedly in the wrong. The whole matter is in written form and the Board can go into the case fully, if desired. I trust, however, in view of my plan as just outlined under the head of Campus and Roads, that this issue need not be raised at all. If the Board makes appropriation for the new position, and will leave the settlement of this matter in my hands, I know I can adjust it in such a way that the interest of the College, including its discipline, will not suffer, and both parties to the controversy will be satisfied. I do not think it would be wise, in the best interest of discipline, for the Board to fill by election either of these places which are in general those of employees rather than College officers.

14. Road from Calhoun to Cherrys:

Inresponse to a resolution adopted at the last meeting of the Board, I requested the Government to send an expert to go over the Macadam road from the College to Calhoun, and the clay road from the College to Cherrys. I have his report, in which he recommends



that the Macadam road be torn up, relaid and bituminized at a cost of about \$5,000, and that the road to Cherrys be re-located and thoroughly constructed, with cement culverts and good bridges, at a cost of approximately \$3,000.

I do not believe that the finances of the College at present justify our undertaking this work on so extensive a scale, although we should do what is necessary to make the roads passable.

15. Scholarship Committee:

Under the new scholarship law, the matter of recommending the award of scholarships to the State Board is placed in the hands of the Faculty, or a Committee designated by your Board. The examinations are to be held under such rules and regulations as may be approved of by the State Board of Education.

In agreement with the other State Colleges, we have gotten up a system for making these awards, and for holding the examinations. The papers will come to the Faculty by number only, and the Faculty will select the winning candidates by number. We have arranged, by including some questions in the examinations which only a boy raised on the farm will be likely able to answer, to offset in a manner the advantage which the boy from the town school has over a boy from the rural school. The faculty recommend, and I shall request, that a standing Trustee Committee be appointed to pass upon the certificates of financial inability. We feel that a Committee of three from the Board, composed of men who are fully acquainted with the methods of returning property for taxation, and the general conditions in the State, would be better able than would a Faculty Committee, to say who are eligible by virtue of poverty.

The list of the winning numbers, together with the list of names selected by this Committee as being eligible, would be sent to the State Superintendent of Education, and he or his Board would open the sealed envelopes containing the names and numbers, and announce the winners. By this method, neither the Faculty nor the Trustee Committee will know the winners until published by the State Superintendent.

16. Textile Extension School:

The \$50.00 which the Board appropriated at the March Meeting to give Textile instruction in Greenville, was a very good investment indeed. Both the mill population, as well as the mill managers, enthusiastically backed up the efforts of Prof. Doggett and his Assistants in giving night school instruction.

I want to ask the Board to consider the practicability and advisability of moving our Textile Department to Greenville. I am free to confess that I do not believe that it will ever be a great success, or fully justify its cost, <sup>long</sup> so, as it is run in connection with the ordinary College Course. The mill people are a peculiar people, and it is difficult to get them to mingle freely with others of a different class, even if they have the means to take the four year course of instruction as here given. The history of all Textile Schools shows that the most effective work must be done at night. To illustrate:- The Lowell Textile School has 227 in the day course and 590 in the evening course; the New Bedford Textile School has 50 in the day course and 715 in the evening course; the Fall River School has 59 in the day course and 1,287 in the evening course.

These figures are significant as showing the necessity for furnishing the mill people a different kind of instruction. The four year academic course is not suitable to their needs, and the fact should be recognized and dealt with accordingly.

I have discussed this matter with some of the large mill men in Greenville, as well as with the President of the Chamber of Commerce, and while I have not gone further than this, I believe it would be possible to more than duplicate our plant without cost to the College, if thought wise to locate it in Greenville. Such a school could be located within reach of more than 10,000 mill people, and the inter-urban trolley lines now being constructed would make it accessible to thousands of others.

We could here build up a great and really the only Textile School in the South, and we could do great good for a class of people which is now practically neglected by our educational and religious organi-

zations. It is not out of place to <sup>call</sup> attention to the large influence which is wielded by the manufacturers in the Legislature, and the large vote which is cast by the mill people. One-fifth of the white people in South Carolina live in the mill villages, and welfare work among them to any large degree is a neglected problem. It is certainly an inviting field, and one that will be occupied by some other agency, if we do not feel ourselves able, or do not care to enter it. If the Board looks upon the matter with sufficient favor, I can go further in my negotiations with the Greenville people and present at a future meeting a definite proposition from them.

I speak of locating the school in Greenville, not because of any advantage which we desire to give to that city, or any solicitation which has come from its citizens, but simply because Greenville is undoubtedly the center of the largest and most varied line of cotton manufactured goods. It is because it is to the advantage of the College and of the School to locate it in Greenville that I advocate that particular place. It is so accessible that our Faculty members who worked there, could return to attend the monthly faculty meetings, and in other ways, keep in touch with the College.

In the case of our regular four year Textile students, their work in other lines could be arranged so that it could be completed in the first two or three years, leaving the last year for concentration in Textile lines at the school in Greenville. I do not believe that it would be wise to maintain a Textile Department here and in Greenville.

The entire Textile Faculty are enthusiastic in their advocacy of the above suggested transfer, and with the study that I have given it, I see many reasons in favor of it.

I would like to have an expression from the Board as to whether I am justified in proceeding further along this line.

17. Recommendations:

I beg to submit herewith the accompanying budget and the following recommendations:-

Graduates.

In view of their completion of one of the four year pre-scribed courses as published in the catalogue, and approved by the Board, the Faculty recommends that the degree of Bachelor of Science be awarded the following students.

AGRICULTURE

Landy Boyd Altman  
Dudley Culp Beaty  
Almo DeWitt Chapman  
Berthier Henry Deason  
James Albert Dew  
Henry Council Eagerton  
Robert Wallace Freeman  
James Leland Gilmore  
Edward Swinton Jenkins  
Frank Hamilton Jeter  
James Byrd Keith  
John Samuel Knox  
Francis Marion Rast, Jr.  
James Alvin Riley  
Albert McMichael Salley  
Osborne Thomas Sanders  
Marion Willoughby Wall  
William Monroe Wiggins  
Russell Simmons Wolfe

AGRICULTURE AND ANIMAL INDUSTRY

Fred Hunter All  
Samuel Leslie Britt  
George Tucker Cassels  
Herbert Press Cooper  
Olin Orin Dukes  
Benjamin Perry Folk  
Henry Fulmer  
Benjamin Wiley Gettys  
John Arthur Goodwin  
Oswald Hood Graham  
William Henry Hanckel  
Benjamin Bee Harris  
William McCall Haynesworth  
John Edward Jenkins  
Joseph Evans Menkins  
George Ernst Lachicotte  
Little Sheppard Lindler  
Willis Whitaker Mickle

MECHANICAL AND ELECTRICAL ENGR.

Marcus Wilson Arthur  
Emet Irwin Davis  
Grover Cleveland Furtic  
Frank Valentine Gilmer  
Wilbur Normandis Ginn  
Louis Hamilton Hardin  
James Washington Harrison  
Brenard Franklin Lawrence  
Oscar Palmer McCord  
Fred Otis McCown  
Langdon Cheves McLure  
John Calvin Milling  
Fred Fulton Parker  
Frank Esby Rogers  
Roger Gordon Stevens  
Leon Pentleton Tobin  
Ralph Henry Walker  
Thomas Dickson Williams

TEXTILE INDUSTRY

Thomas Lee Alford  
Herman Collins Beaty  
William Robertson Connelly  
Jesse Turner Crawford  
Martin Henry Epps  
John Rossiter Fizer  
William Wallace Foster  
George Dean Garner  
William Calvin Garrett  
Ben Tillman Knight  
Frank Warren Lykes  
Ernest Abercrombie McCreary  
Eugene Norton Sitton

CHEMISTRY & GEOLOGY

George Cochran Fant  
Hames King Lawton  
George Lomax McCord  
Edwin Leon Sumner

AGRICULTURE AND CHEMISTRY

Ladson Dantzler Boone  
Lewis Connor Harrison  
Langdon Cheves Haskell, Jr.  
William Noland Henderson  
Coke Smith Lykes  
John Paul Stackley  
William Eugene Stokes

CIVIL ENGINEERING

Charles Randall Gillam  
Wallace Shufeldt Goodman  
Norman Oliver Head  
James Edwin Kirby  
James McQueen Martin  
Joseph Edgar Redden  
Harry Milton Woodward  
Leon Thaddeus Wyndham

Resignations.

I beg to report the following resignations, which as the Executive Officer of the Board, I have accepted:-

- (a) H. C. Thompson, Resignation dated May 3rd., to take effect June 15th. (Three months notice waived by mutual consent.)
- (b) J. G. Hall, Resignation dated June 26th, to take effect August 1st. (Three months notice waived by mutual consent.)
- (c) Dr. E. Barnett, Resignation dated May 2nd, to take effect July 31st.

(d) D. O. Nourse, Resigned dated June 15th, to take effect September 1st.

I respectfully request that these resignations be made a matter of record on the Minutes of the Board.

3....Permanent Re-elections.

Having served satisfactorily for approximately one year, and based upon the recommendations of the Directors concerned, I present the following teachers and officers for election to permanent positions:-

- (a) G. F. Lipscomb of Alabama - Assistant Professor Chemistry  
Salary \$1,500. Reported Sept. 4th, 1910.
- (b) C. W. Rice of S. C., (C.A.C.'08) - Asst. Chemist State Work  
Salary \$1,000. Reported Oct. 18th, 1910.
- (c) A. B. Massey of Virginia - Instructor in Bacteriology  
Salary \$900. Reported Sept. 15th, 1910.
- (d) Archibald Smith of Canada - Assoc. Professor of Animal Husbandry & Dairying, & Animal Husbandman to the Station  
Salary \$2,000. Reported Sept. 7th, 1910.
- (e) L. P. Byars of S. C., (C.A.C.'09) - Experimental Field Pathologist  
Salary \$800. Reported January 1st, 1911.
- (f) Fred Taylor of England - Assistant Prof. Carding & Spinning  
Salary \$1,500. Reported Oct. 2nd, 1910#
- (g) G. H. Folk of S. C., (C.A.C.'07) - Instructor in Wood Work  
Salary \$900. Reported Sept. 4th, 1910.
- (h) F. F. Allison of Pennsylvania - Instructor in Forge & Foundry  
Salary \$800. Reported Oct. 17th, 1910.
- (i) M. T. Birch of Mississippi - Instructor in Drawing  
Salary \$900. Reported Jan. 1st, 1910.
- (j) D. N. Harris of S. C., (C.A.C.'08) - Instructor in Drawing  
Salary \$800. Reported Feb. \_\_\_\_\_, 1910.
- (k) Miss A. A. Porcher of S. C. - Assistant Librarian  
Salary \$600. Reported Sept. 5th, 1910.

4....Assistant Book-keeper.

I recommend that Mr. F. L. Carroll, who by instruction of the Board was employed until July 1st, be elected permanently to the position of Assistant Book-keeper, at the salary of \$1,100.

5....Director Chemical Department.

I recommend that Dr. R. N. Brackett be elected to the

position of Director of the Chemical Department and Chief Chemist, at the salary of \$2,500.

6....Associate Professor Chemistry.

I recommend that Prof. D. H. Henry be elected to the position of Associate Professor of Chemistry at the salary of \$1,700.

7....Director Engineering Department.

I recommend that Prof. S. B. Earle, now Vice-Director of the Engineering Department, be elected as Director of the Engineering Department and Professor of Mechanical & Electrical Engineering, at the regular salary of that position, namely \$2,500.

8....Acting Associate Prof. Elec. Engr.

I recommend that Prof. F. T. Dargan be elected Acting Associate Professor of Electrical Engineering for one year at the salary of \$1,700.

9....Assistant in Entomology.

I recommend that for the position of Assistant in Entomology, (position formerly held by Dr. Crampton) at a salary of \$900, be filled by the election of Mr. J. A. Dew, a last year graduate of Clemson.

10....Assistant Prof. of Mech. & Elec. Engr.

I recommend that the position of Assistant Professor of Electrical Engineering be abolished, and instead there be created the position of "Assistant Professor of Mechanical & Electrical Engineering" at the same salary, \$1,500.

11....Director Agricultural Department.

I recommend that Prof. Perkins be elected Director of the Agricultural Department and Professor of Agriculture, with the understanding that the Board reserves the moral as well as legal right to put a Director over the combined Agricultural Department and Experiment Station, should that combination ever come about.

12....Assistant in Animal Husbandry - Ext. Div.

I recommend that the position of Animal Husbandman in the Extension Division be filled by the election of Mr. T. F. Jackson, at a salary of \$1,600, which is \$100 increase over the salary which the Board attached to the position when it was created.

13....Consulting Professor Engineering.

I recommend that President Riggs be given the title of "Consulting Professor of Engineering", with no salary attaching to that title.

14...Military Assistant.

I recommend that the position of Military Assistant be created at the salary of \$1,000.

15...Assistant Prof. Animal Husbandry.

I recommend that in view of Prof. Nourse's resignation, the position of Associate Professor of Animal Husbandry, carrying a salary of \$1,700, be abolished after Sept. 1st, and that the position of Assistant Professor of Animal Husbandry be created instead at the salary of \$1,500.

16...Assistant in Animal Husbandry - Expt. Station.

I recommend that in place of Station Veterinarian, there be created the position of Assistant in Animal Husbandry at a salary of \$1,000, to be paid out of Station funds; this Assistant to work in the Division of Animal Husbandry and Dairying.

17...New Positions.

The Directors of the Departments concerned, recommend that the following new positions be created in connection with the State Work:-

Second Asst. to State Veterinarian.....	\$ 1,200
Asst. in Agronomy and Farm Machinery.....	1,200
Assistant in Horticulture.....	1,200
District Assistant in Extension Division.....	1,500

I recommend the creation of all of the above positions, except the District Assistant, which I regard as of doubtful value at this particular time.

18...Assistant Botanist & Agronomist.

Prof. Harper recommends that in the Experiment Station, there be created the position of Assistant in Agronomy at the salary of \$800, and the position of Assistant Botanist, at a salary of \$1,000.

He recommends for the former position, Mr. F. G. Tarbox, C.A.C.'10, who during the past session has been his graduate student assistant, and for the latter place, Mr. W. B. Aull, C.A.C.'07, who after graduating at Clemson, received additional training at the University of Georgia, and during the past year, has been engaged in the Seed Analytical Work for the State Department of Agriculture, and latterly has been assisting Prof. Barre. His special line of work is to assist the Station Botanist in his new Adams problem "The Cause and Prevention of Cotton Shedding."

19...Coast Station.

I recommend that the Coast Experiment Station be allowed to re-invest the money derived from sales of produce, after these have passed through the hands of the Treasurer, - a full statement of all receipts and expenditures to be made to the Agricultural Committee at its July meeting each year during the continuance of this provision.

20...Co-operative-Corn Club Work.

I recommend that the Co-operative contract with the Farmers' Co-operative Farm Demonstration Work of the Department of Agriculture entered into by the President with the approval of the Executive Committee, be approved.

21...Stenographers' Salary Scale.

I recommend the following salary scale for stenographers who are now in the employ, and who may hereafter be employed:-

1st year.....	\$ 600.00
2nd year.....	625.00
3rd year.....	650.00
4th year.....	675.00
5th year.....	700.00

This small graded increase will be but a just recognition of faithful service, and will not involve the College in more expense than the flat \$650 scale which we are now generally observing.

22...Automobile Speed Limit.

I recommend that the Board adopt an ordinance limiting the speed of automobiles, and I have one prepared for your consideration.

23...Scholarship Committee.

I recommend that a standing Committee of three members of the Board be appointed to pass upon the financial certificate of applicants for scholarships, and that the By-laws be amended to include this Committee.

24...Branch Experiment Stations.

I beg to say that I have in hand several propositions looking to the establishment of an Experiment Station in the Pee Dee Section. I would suggest that this matter be referred to a Committee of your Board, together with the Director of the Experiment Station and the Professor of Agriculture, to go over these bids, visit the sites proposed, with power to select or to report back to the Board their findings.

25...Local School.

The Trustees of the local school petition that the Board of Trustees assist them in financing that institution. Mr. Sease, the Secretary-Treasurer of the local Board, estimates that the cost of operating the school for a year is approximately \$1,000, and that the income from all sources, including the \$100 from the State for weak schools, is \$543.18.

If the Board can see its way clear to help this enterprise, I would suggest that they do no more than offer to duplicate the amount of private subscriptions up to \$300. This is a matter which as a precedent should I think, be given very careful consideration.

26...Thanks to Railroads.

I recommend that the thanks of the Board be extended to the



Southern Railway, the Atlantic Coast Line and the Seaboard Railway for their assistance in operating the live stock train.

27...Legislative Committees.

Fifteen members of the Ways & Means Committee of the House visited the College on April 24th, and seven members of the Finance Committee of the Senate, on May 17th. Mr. Neils Christensen, a member of the latter Committee, visited the College about a week later. I would suggest to the Board the advisability of trying to arrange for a fall meeting of those members who were not able to come with their respective Committees.

28...The Keitt-Bryan Controversy.

Prof. Keitt has requested me to state to the Board that he has newly discovered evidence which he wishes to present in connection with the controversy regarding the seniority of himself and Prof. Bryan. I would suggest that this new matter be taken into consideration in arriving at a final decision in the case.

29...Farmers' Institutes.

I beg to notify the Board that we have arranged to hold the closing Institute at Clemson College, beginning on the evening of August 7th, and extending through Friday, the 11th. We have made a point of requesting that any who expect to attend, give us their names, so that we can make arrangements in advance. Unless some such precaution is taken, we are in danger of having such a crowd as would be impossible for us to accommodate.

30...Budget.

I present to you as a part of my report, the Budget for the fiscal year 1911 - 1912.

[July 10, 1911]

[Respectfully Submitted -

W. M. Riggs,

President]