The night before the first women enrolled as general students at Clemson, the young men of Clemson erected this sign on Bowman Field, an expression of their delight. Adapted from a 1955 photo appearing in *The Anderson Independent.*
When the spring semester began on January 30, 1955, the returning students, mostly men and a small number of women in the graduate programs along with a few women in undergraduate education courses, were greeted by large cutout letters standing on Bowman Field. They read “W-E-L-C-O-M-E C-O-E-D-S.” Without uproar or complaint, eleven new young women matriculated and enrolled. Six were transfer students, each at a different point on her way to a college degree, and five were women at the beginning of the college career. Because no housing for women existed (the legislature had ignored the college’s requests for funding for it, which neither the president nor the trustees had strongly pushed), the women were limited to commuters and day students. Most resided in the recently incorporated town of Clemson. The numbers of enrolled women rose very slowly until the college built and opened the first women’s dormitory in 1963.

Other changes also contributed to the total reshaping of the Clemson Agricultural College of South Carolina into a modern university. No one change was most significant, but the crucible had a number of streams flowing into it. The long-evolving organization of Clemson had been a “worry” from the moment the trustees selected Henry Strode as the president. A strong tension, inherent in Mr. Clemson’s will, on the line between policy and administration, or between the trustees and the president, alternately proved to hasten or impede the school’s development. The very words of the will could have been read as helping to create the tension:

I desire to state plainly that I wish the trustees of said institution to fix the course of studies, to make rules for the government of the same, and to change them, as in their judgment, experience may prove necessary, but to always bear in mind that the benefits herein sought to be bestowed are intended to benefit agricultural and mechanical industries.

Though many have read and understood that passage as conjoining the roles of policy-making and administration, the remainder of the same paragraph in the will strongly suggested that Mr. Clemson had more concern about interference in the trustees’ authority by the state legislature than by an overly ambitious college president.
Nonetheless, partially because of the problems encountered by the first four Clemson presidents and grave fears present among the trustees about the fate of the college, particularly at the hands of the legislature, interventions and reversals of administrative decisions had occurred that led to changes in the presidency. But that had not happened since before the lengthy terms of Riggs, Sikes, and now Poole.

Reorganization

Because Poole was the first alumnus to serve as president and because his own academic discipline provided the organizational center around which the college of his youth revolved, Poole was deeply attached to the image of the Clemson of his younger years. And after the great change in the composition of the board occasioned by the legislative ban on legislators holding other state offices, the newer members expected more immediate action on board decisions than Poole, a careful and cautious research scientist, wished to give.

However, the Board of Trustees on June 15, 1954, had reached an agreement with Cresap, McCormick and Paget (CMP) through David Boefferdin, their on-site representative. CMP’s proposed management study would deal with Clemson’s total administration, including the internal functioning of the board, the entire administration, the academic structure (but not the curriculum), faculty organization, research, experiment stations, extension, all aspects of student life, athletics, alumni, and support staff. CMP and the board agreed on a fee of $40,000 (2009 equivalent $320,690) for the firm’s work. Charles Daniel paid half the cost, and the State Budget and Control Board provided the remainder. The CMP staff stayed at Clemson much of the remainder of 1954, conducting interviews, studying financial issues, grasping organizational patterns, and developing, circulating, receiving, and collating various surveys.

The autumn season afforded opportunities also to discuss the school with alumni, students’ parents, students, county and state officials, and other people interested in Clemson and in South Carolina.

However, without waiting for any outcomes of the CMP study, Board of Trustees President Robert Muldrow Cooper had formed in July a committee to search for a new head of the Architecture Department. The committee, itself a rather unusual signal that someone from the outside would receive the most consideration, included James Sams, a few members of the department’s faculty, several architects in South Carolina, and Cooper as the chair. By October 25, and on Poole’s recommendation, the board set the salary for the position 30 percent higher than John Gates had received. This step alone indicated that the board, particularly Cooper, had assumed control of what it perceived to be a drifting
Clemson. Later in the spring meeting, Cooper presented the name of Harlan McClure as head. The board unanimously approved him.5

McClure would not join the faculty until July 1, 1955. He came to Clemson from the University of Minnesota, where he had served as a professor since 1946. He earned the bachelor of architecture (the five-year professional degree) from George Washington University and his master's degree from MIT. He also received an advanced diploma from the Royal Swedish Academy in Stockholm. He saw World War II service in the navy as an operations officer on an aircraft carrier and was demobilized as a lieutenant commander. His wife and three children joined him in Clemson.6

On March 18, 1955, Cresap, McCormick and Paget presented a preliminary report to the board, President Poole, and Board Secretary A. J. Brown. The observations presented, and then briefly discussed in the report, follow (quoted in order listed):

1. The role of the trustees is not specifically defined.
2. The span of supervision of the president is excessive.
3. The lines of authority have not been clearly established.
4. The number of committees is excessive.
5. The faculty organization is not effective or used.
6. The board of visitors is not performing its intended function.
7. Necessary central services are not provided.7

After much discussion, the CMP group recessed for a week to consider further its preliminary report based on the trustees’ comments. The board apparently discussed the first observation about the role of the trustees privately because it soon issued a trustee manual. It modified both custom and practice. For at least the next few years, the correspondence of each trustee, as best as can be determined from what is publicly available, seemed to flow to and from the president of the board and among the other trustees. Letters to other campus leaders generally were congratulatory in nature or were in response to questions. In the latter, replies were noncommittal or vague. Apparently, the main correspondence ran between Cooper, as board president, and Poole, as college president, until the next step, reorganization, occurred. Very few references exist to telephone or casual conversation.

The second observation (along with points three, four, and five) held the key to the management revision. Sixteen units reported directly to Poole. This included the six schools and the graduate program, the library, the commandant, registrar, treasurer, business manager, athletic director, medical head, YMCA director, and director of alumni affairs. In most administrative matters, the president did not always consult all the units. For example, academic issues, such as curricula, new courses, academic and military calendars, graduations and commencements,
Organizational chart indicating the cluttered and complicated nature of the administrative structure of Clemson College prior to the Cresap, McCormick and Paget streamlining. Chart prepared by Arizona Black, Clemson University Creative Services.
The future administrative structure of the college after the changes recommended by the Cresap, McCormick and Arizona Black, Clemson University Creative Services.

The Educational Council
- Academic Personnel
- General Education
- School of Business
- School of Engineering
- School of Arts and Sciences
- School of Agriculture

The Administrative Council
- Executive
- Finance
- Student Life
- Welfare (Men)
- Welfare (Women)
- Athletics
- Student Aid
- Placement
- Financial Planning
- Budgeting
- Accounting
- Personnel Administration
- Plant Operations
- Food Services
- Dormitories and Housing
- Purchasing and Stores
- Duplicating
- Telephone, Mail and Messengers
- Methods and Procedures
- Clemson House
- Academic Personnel
- Student Life
- Student Health
- Student Union

Standing Committees
- Executive
- Educational Policy and Student Affairs
- Athletic

Vice President for Development
- Planning for College
- Financial Planning
- Budgeting
- Accounting
- Personnel Administration
- Plant Operations
- Food Services
- Dormitories and Housing
- Purchasing and Stores
- Duplicating
- Telephone, Mail and Messengers
- Methods and Procedures
- Clemson House
- Academic Personnel
- Student Life
- Student Health
- Student Union

Dean of Students
- Admissions and Registration
- Welfare (Men)
- Welfare (Women)
- Athletics
- Student Aid
- Placement
- Student Health
- Student Union

Dean of the College
- Comptroller
- The Development Council
- The Administrative Council
- Assistant to President and Board of Trustees
- President
- Secretary, Board of Trustees
- Vice President for Development
- Planning for College
- Financial Planning
- Budgeting
- Accounting
- Personnel Administration
- Plant Operations
- Food Services
- Dormitories and Housing
- Purchasing and Stores
- Duplicating
- Telephone, Mail and Messengers
- Methods and Procedures
- Clemson House
- Academic Personnel
- Student Life
- Student Health
- Student Union

Standing Committees
- Executive
- Educational Policy and Student Affairs
- Athletic

The Board of Trustees
graduation standards, and the like, involved the six school deans, dean of the graduate program, commandant, director of the libraries (by this point the library had a branch in the new Chemistry Building and another in Sirrine Hall), and directors of the experiment station, agricultural teaching, extension, livestock, and sanitary work. Poole always brought Littlejohn as business manager in on meetings until “Mr. Jim” retired in September 1954.

Besides all this, twenty-three committees reported to Poole. Some were very significant. The Building and Grounds Committee, directed by David Watson and comprised of the deans (all were faculty), a few senior faculty, and Littlejohn, remained continually busy and reported to the president regularly. On the other hand, the Concert Series Committee met annually to hear the financial report from the previous year and recommend the series for the next year. Virginia Shanklin, President Poole’s secretary, handled the committee’s reports, selection of the annual series, and all the arrangements. She reported her decisions to him, although no evidence exists of his concern about who or what performed. In between, myriad committees ranged from the Faculty Alumni Athletic Committee to the Faculty Committee on Student Social Events. This whole “flat structure” did not function smoothly or in a timely fashion.

The CMP overhaul was drastic. First, the Board of Trustees now had four standing committees: Executive, Educational Policy and Student Affairs, Development and Public Relations, and Agricultural Regulatory. The full board considered nothing without receiving the positive recommendation of the appropriate board committee. The board president and the college president served as ex officio, nonvoting members of the four committees. Of course, the college president was not a board member and had no vote in any trustee action. The board secretary, relieved of any judiciary or fiscal responsibility, would serve as the nonmember (and nonparticipating) secretary to the committees and as the college president’s assistant.

Based on the CMP recommendation, the institution’s functions were divided into four large divisions: Academic Affairs, Student Affairs, Business Affairs, and Development. Academic Affairs brought together the six school deans and directors of the library and graduate school. The dean of the college, a new post, headed the unit, and through that post all issues had to be recommended to the president. Student Affairs grouped together admissions and registration, conduct and welfare (different because of place of residence and by custom for men and women), student aid, placement, student health, the student union and YMCA, intercollegiate and intramural athletics, and nonacademic military matters. A dean of students headed the division. A comptroller oversaw all Business Affairs operations, including financial planning, budgeting, accounting, personnel supervision, physical plant operations, food services, housing (student, faculty, and staff), Clemson House, purchasing, stores and storage, printing and duplicating
services, communications (by any technique other than face to face), all administrative procedures (hiring, terminating, ordering, etc.), public utilities, and all motor vehicles owned or leased by the institution. Those that were paid for with nonpublic money (e.g., food services and housing) were called Auxiliary Services. The fourth unit, to be headed by a vice president for development, was new, not organized, and not yet as complicated. Its components included public relations, alumni activities, statistical development and reporting, long-range planning, fund-raising, and coordination of sponsored research.8

Of course, this massive reorganization changed the access to the board and to the president. It also threatened the numerous small “kingdoms” that existed in the college, while creating potential new frictions between units. And it would take years to sort out relationships. Next, the board had to choose the four leaders of the divisions. The trustees turned back to CMP for its advice, which it gave in closed session. CMP reported that, in the process of meeting with so many campus leaders, it had a good sense or feeling for persons who would be excellent candidates for some, but not all, the leadership posts.

The New Leaders

The board selected Francis Marion Kinard, who had served as dean of arts and sciences (formerly general science) since 1943, as dean of the college. Born in 1902, he had received an AB degree from Wofford College and an MA degree from UNC before joining the English faculty at Clemson. Wofford College had awarded him an honorary doctorate of literature degree for his excellent teaching and disciplinary leadership.9 He had already proven himself a skillful leader and negotiator and was highly respected for his integrity. His greatest concern was for his faculty (particularly the younger of them) to have time to complete their doctoral degrees.

Francis Marion Kinard (1902–1960), a professor of English from 1924 until his sudden death in 1960, became dean of the School of Arts and Sciences in 1943 and then dean of the college in 1955. The new home to Clemson’s Department of Physics, Kinard Laboratory of Physics, was dedicated to his memory and in honor of his service to Clemson in 1961. Clemson University Photographs, CUL.SC.
The board, on CMP’s advice, chose Walter Thompson Cox Jr. to hold the post of dean of students. Born in Belton in 1918, Cox received his bachelor of science degree in arts and sciences from Clemson in 1939 and immediately joined the Athletic Department as a football coach while continuing his academic work in education. He had served as a coach with the January 1, 1940, Cotton Bowl championship team. During the summer of 1940, Cox was summoned to West Point for advanced army officer training. When World War II exploded, he entered the regular army and served in Fiji, New Caledonia, New Zealand, and Guadalcanal, where he contracted beriberi. After recovery, he received a medical discharge and returned to Clemson, where he held a variety of positions in the Athletic Department. In 1950, Poole appointed him alumni director and head of public relations. He had an excellent memory for people and details, and was especially respected for his integrity.10

The board did not fill the other two top leadership posts with existing Clemson personnel. The searches for the comptroller and for the vice president for development, though undertaken at the same time, were a bit more difficult. The board selected as comptroller Melford A. Wilson. Born in Dunn, North Carolina, Wilson began college at UNC in 1928, but when the Depression struck, he withdrew from Chapel Hill and enrolled in Newberry College. He left school to work with the federal government in Columbia on unemployment issues in South Carolina. While there he enrolled part time at USC and graduated in 1937 summa cum laude. During World War II, he served in the U.S. Navy. After military service, he became executive director of the S.C. Employment Commission. He served in that post when CMP recommended him for Clemson’s comptroller. The trustees concurred and offered Wilson the post. He accepted and brought his years of experience and government connections to the college.11

The position of vice president for development remained unfilled for a year. As in the case of the comptroller, CMP recommended a search, which indicated that the consultants felt no one they had encountered at Clemson fit the multifaceted position. Eventually, CMP recommended Clemson alumnus Robert Cook Edwards. Born on March 25, 1914, in Fountain Inn, he entered Clemson without finishing high
Robert Cook “R. C.” Edwards (1914–2008) was undoubtedly one of Clemson's favorite sons. A nineteen-year-old textile engineering graduate of the Class of 1933, Edwards enjoyed a textile career that ultimately led to his serving as treasurer and general manager of the Abbeville Group of Deering Milliken Mills. For his alma mater, Edwards served as president of IPTAY in 1954, Clemson's first vice president for development in 1956, and acting college president after the death of Robert F. Poole in 1958. He was formally named the college's eighth president in 1959 and retired from the presidency in 1979. Clemson University Photographs, CUL.SC.

In Dean Frank Kinard's academic territory, the Educational Council was the guiding group. The president, as the chief academic officer, presided. Its membership included the dean of the college, school deans, librarian, comptroller, dean

Academic Concerns

The four principal officers met regularly with the president in the Administrative Council. The council also included the budget director and personnel director. Its role was very limited. In academic matters, student issues, or development issues, it developed costs and possible sources of revenues for the information of the Educational Council, and then it oversaw the implementation of any decision recommended by the Educational Council to the president, who, in turn, had the choice whether or not to present the recommendation to the appropriate committees of the board.
of students, and vice president for development. But there were changes both in its structure and management. In principle, the dean of the college was “the first among equals,” not stopping access by school deans or faculty to the president, but learning in advance the nature and business of any such meetings. However, the dean of the college had to “evolve and recommend” the long-range plans for educational development. Further, the dean directed the work of what was essentially an office of “institutional research,” at this time a very new idea. And the dean of the college had sole responsibility for determining the standards for hiring all academic personnel (that is, any person holding academic rank regardless of where the majority of the person’s work lay). That task extended to titles, promotions, tenure, and salaries.

The school deans were reduced to five. The dean of the School of Agriculture, Milton Farrar, supervised all three aspects of its mission—teaching, research, and extension (the relationship of the last two to each other needed clarification)—and each mission area. Further, the federally funded research and extension work was to be centralized at Clemson as envisioned in the Hatch Act of 1887 and the Smith-Lever Act of 1914. Farrar, who would oversee this massive amalgamation, had joined the Clemson faculty in 1949. He earned his PhD degree in entomology

Milton Dyer Farrar (1901–1977), a research entomologist for the Illinois Natural History Survey and associate director of the Crop Protection Institute in Durham, New Hampshire, before coming to Clemson to be the head of the Department of Entomology-Zoology in 1949. He became dean of the School of Agriculture in 1953 and remained in that position until 1962, when he resigned to become senior scientist on the Clemson and S.C. Experiment Station staff. Farrar, seen here with the Harllee Egg Collection, retired in 1966. Clemson University Photographs, CUL.SC.
from Iowa State College, where as an undergraduate he had joined Theta Chi Fraternity. He had served as dean of the School of Agriculture for two years. Because of his experience in that administration, he recommended (and it was adopted) that a fourth school mission, regulatory services, be added. He remained school dean until 1962, when he retired to become a senior scholar in agriculture.13

James Sams remained dean of the School of Engineering, which continued to include architecture. The issue of the separation of architecture from engineering worried Poole for the rest of his life. Chemistry and education merged into the School of Arts and Sciences, and the CMP consultants recommended Howard Hunter, who headed chemistry, as the new dean.

The Board of Trustees envisioned separate schools for textiles and business, although in fact the new Department of Industrial Management joined the existing School of Textiles. After the board made several efforts to name this unit, it chose the title School of Industrial Management and Textile Science. Dean Hugh Brown of textiles returned to research, and Prof. Gaston Gage became the dean. The graduate school, which showed signs of expansion, was placed under Dean Kinard, who tackled the program vigorously.

Gaston Gage (1898–1983), Clemson 1921, joined the college’s staff in 1932 after working for the Aragon-Baldwin textile mill in Chester. He was appointed acting dean of the School of Textiles in 1957 and full dean in 1958, a post he held until the School of Industrial Management and Textile Science was formed in 1962. Gage, a charter member of IPTAY and of the Clemson Athletic Council since 1935, retired in 1964. He is pictured here in a textile classroom, surrounded by his students and his wife. Clemson University Photographs, CUL.SC.
The college library also reported to Kinard. The new librarian, J.W. Gordon Gourlay, had arrived at Clemson in 1954 to replace Cornelia Graham, who had come to Clemson in 1922.14

As part of his responsibility, Kinard supervised all personnel issues that affected faculty. In this, he, his successors, and the comptroller developed close business and personal relationships that allowed the split authority to function well. The dean of students and the vice president for development did not have much potential cause for discord because all of their employees were members of the recently created state classification system.

But amid the extensive reorganization of the college, potential opportunities for problems still existed. CMP had placed IPTAY and all other fund-raising under the vice president for development. This posed a problem for athletics. Because the new vice president for development was Edwards, then the president of IPTAY, no difficulty existed in shifting IPTAY to Student Affairs, whose head, Walter Cox, had been involved in athletics almost all of his twenty years in Clemson’s service. That produced no public comment. Edwards even recommended the move. In other examples of potentially competing jurisdictions, the comptroller had responsibility for housing and food services, but students were the vast number of consumers, and their welfare was the responsibility of the dean of student affairs. This also presented no problem, partially because so many of the facilities were so new that the users (students) had little excuse to complain. A final example of crossed jurisdictions was on admissions and registration. In this, the Educational Council set the admissions and graduation standards, which CMP insisted be raised. This became an issue only in individual cases, which normally found a fair resolution in everyone’s best interests. Problems emerged in larger, general questions of preferences, such as offspring of alumni or potential athletes gaining admission over others.15

**Graduate Studies**

Even in overcoming the potential difficulties in cooperative or competing jurisdictions, the CMP plan left several questions of organization unanswered. Three would be resolved within the next few years. The first involved a college-wide graduate studies program. Clemson, whose graduate requirements had conformed to the standards of SACS and the Conference of the Deans of Southern Graduate Schools since 1949,16 had laid out requirements for the PhD degree in June 1954. Considered the pinnacle of academic degrees, it was the only one requiring extensive original research.

Few southern schools offered anything beyond the baccalaureate and master’s degrees (including business and professional degrees) other than medical, veterinary, and ministerial doctorates before 1925, when Vanderbilt University began
its programs. As a few more programs emerged in late 1944, the Conference of the Deans of Southern Graduate Schools was formed. It proposed critically needed standards for graduate work. Major funding foundations, some with full treasuries, gave large grants to strengthen programs in the humanities and social sciences. But the more scientific subjects, in part because of their enormous laboratory and research costs and in part because of the scarcity of research faculty, were slower in being funded. Vanderbilt, Duke, UNC, Texas, and Tulane received large gifts from the General Education Fund (Rockefeller) and the Carnegie Corporation in the years before 1955. Poole had hoped that the GI Bill and “the acute shortage of teachers, research scientists, and leaders in the fields of agriculture, engineering, and textiles” would lead to a “scientific ‘GI’ style” approach. Despite the slow beginning, this offered the land-grant schools real opportunities.

Kinard developed a plan, and the Educational Council and the president agreed to it. He asked a visiting team of faculty—prominent in graduate studies in the fields that he and the council felt had the best opportunities considering the resources, regional needs, and potential support—to make recommendations about graduate work at Clemson.

Led by the chair of the Conference of Deans of Southern Graduate Schools, the committee saw great potential advantages in the region, pointing to traditional fields such as soil conservation, forestry, and agriculture. The committee also proposed newer fields, including nuclear energy and water conservation. To prevent extreme compartmentalization of the programs, the committee recommended a free-standing dean and a graduate council (both of which Clemson once had). And they joined CMP in pointing to the poor state of most of the college’s research facilities, such as the library and laboratories, with the exception of chemistry, ceramic engineering, agricultural sciences, and textiles. But the committee worried, as did CMP, about the large teaching loads and poor compensation of the faculty. Federal studies indicated that in the past fifty plus years (1900–1954) at land-grant institutions, the faculty had “not...fared as well as many other groups, including both professional and skilled and unskilled labor groups.” Even with members of other groups that had “similar training and experience,” the purchasing power of the faculty remained less in 1957 than it had been in 1900. If South Carolina and the Clemson trustees really wanted, or needed, a graduate program at the college (and the visiting team clearly indicated that South Carolina did), then priorities and/or the state method of funding needed reordering.

**The Graduate Dean**

Kinard then consulted with the school deans about the choice of a graduate dean. Ultimately, he recommended that the trustees name to the position Jack Kenny Williams, a professor of history. Williams, born in Galax, Virginia, had
received his BA degree from Emory and Henry College in 1940. When World War II began, he joined the Marine Corps, attaining the rank of captain. After his discharge at war’s end, he attended Emory University. Upon receiving his MA degree, he joined the Clemson faculty and continued work on a PhD degree, which he received from Emory in 1953. Active in most of the major history societies, he published in American southern and frontier history. The trustees confirmed the nomination.  

Williams was skillful in placing the graduate program on a firmer foundation. He addressed three problems almost immediately. The first concern of many faculty who held PhD degrees was the poor quality of some theses presented for the completion of the master’s degree. Several of the members of the Graduate Council argued vociferously that the level of work must equal that of the other land-grant schools. Their position prevailed. Second, graduate enrollment had to increase. In January 1955, sixty-four graduate students had enrolled, represent-
By working with the individual school deans, Kinard and Williams moved what money they could scrape together and strengthened the fundamental sciences, moving each into a niche position in hiring and lightening undergraduate teaching loads for a few younger professors with research promise. This allowed those faculty to apply for grants, some of which they received, and then travel to recruit graduate students to join them in their funded research. The same process was followed in agriculture and engineering. Weaker graduate programs slowly ended, taking student needs and progress into account. In choosing the favored fields, two questions needed answering. First, did the field fit squarely into Clemson’s economic mission to South Carolina? If so, then the college undertook a deliberate process of strengthening library resources and laboratory facilities. Second, was the field essential to strong undergraduate excellence? If so, then fields such as English, mathematics, economics, and history, which would be prepared to assume graduate work soon, received funds to recruit and to help the department heads search for new doctorally qualified faculty to fill spaces made vacant by retirement or faculty who left the college. This also required the creation of new positions to meet the anticipated enrollment growth, particularly with the entry of females and the lessening of military obligations.23

**Development**

This dramatic change required financial resources far beyond those South Carolina would, or even could, provide. The job of finding those resources fell to Robert “Bob” Edwards, the vice president for development. And he wasted no time. Because of his willingness to work at a killing pace, he never was still. A trusted member of South Carolina’s textile inner circle, he already knew, usually on a first-name basis, most of the public figures of the state and the region. It did not hurt that his degree in textile engineering gave him access to, and friendship with, the rapidly emerging engineering sector of the Southeast. Further, his passion for Clemson athletics (football in particular), witnessed by his serving as IPTAY’s second president, had already placed him in favor with Clemson football loyalists, whose number exceeded that of Clemson’s alumni.24

The first task he faced was raising funds for Clemson. The approach to governmental funding had long been focused in the school’s president, partially because of the land-grant charter. Therein President Poole had been, and would
remain, the significant figure at the federal agricultural level. His support of research and of extension, particularly youth and family programming, had won high regard both within and beyond South Carolina. But Poole’s captains in other federal arenas had been J. C. Littlejohn, now retired, and James Byrnes, still a life trustee but with political strength now only in South Carolina. Trustees Cooper, Daniel, and Brown were, and would be, instrumental in South Carolina. At first, Edwards stayed out of the South Carolina arena, but he kept in touch with those people he knew. He traveled with Daniel nationally to enlarge the circle in banking, construction, and manufacturing.25

Financial Needs

After a study of projected needs related to enrollment growth and funding capacity, the Administrative Council, headed by Poole, but quickly dominated by Edwards, laid out a building plan. The plan took into consideration estimated enrollment growth trends that Kenneth Vickery, assistant registrar, provided through Walter Cox; tuition and bonding capacity from Wilson; and a reasonable estimate of five-year academic needs focusing on the short supply in space in the disciplines Kinard thought had the most growth potential in the next five years.

In academic space (offices, classrooms, and laboratories), the School of Industrial Management and Textile Science and the School of Agriculture were in the best shape. The lack of space existed in the School of Engineering (including architecture) and in Arts and Sciences. Short-term projections required teaching space in physics, English, and mathematics. Biological sciences expanded in Long Hall in space made available by the move into new spaces and offices for agricultural engineering, food industries, and plant and animal sciences. The engineering needs included space for mechanical, civil, and chemical engineering and architecture, which would give over Riggs Hall to first-year engineering students and to all of electrical engineering. And Clemson needed student housing for married students and for women (space for the latter required more than merely demonstrating the fact to the legislature and to the public and private women’s collegiate establishments).26

Edwards and Wilson proposed approaching the legislature for planning money and permission to fund the construction via bonds secured by increased tuition resulting from a projected student population increase, anticipated from the potential addition of many more female students and the lightening of military requirements. The 1955–1956 applications, acceptances, and enrollments bore out the expectations. When the Administrative Council presented the package plan to the trustees, few questions or delays arose. Poole then presented this refined Edwards and Wilson proposal to the state.
By the summer of 1956, with Life Trustee Edgar A. Brown, chairman of the S.C. Senate Finance Committee, making the way clear, the State Budget and Control Board approved a proposal for four of the Clemson buildings. Those would be civil, including structural, engineering (Lowry), architecture (Lee), physics (Kinard), and mathematics and English (Martin). After brief negotiations, the

The new engineering building, built in 1958 for the departments of Civil and Industrial-Structural Engineering, was named for Walter L. Lowry Jr., head of civil engineering from 1949 to 1961. Clemson University Photographs, CUL.SC.

Clemson’s Physics Department gained a new home in 1961 with the construction of the Kinard Laboratory of Physics, named for the recently deceased dean of the college and professor of English, Francis M. Kinard. Clemson University Photographs, CUL.SC.
firm of Hopkins, Baker, and Gill of Florence won the bid for the physics, mathematics, and English complex, while Lockwood-Greene of Greenville contracted for the structural engineering unit. Harlan McClure, head of the Architecture Department, served on the program committees for both structures. His fine sense of proportion was demonstrated best in the structural engineering complex, built with the adjustable vertical sun louvers and the transitional sets of courtyards. The engineering building was finished in one year with Boyle Construction of Sumter as the general contractor.27 The other complex (four buildings connected by breezeways at every level) was delayed because of the death of the senior partner in the design firm. General Construction of Columbia won the construction bid and worked in stages. The buildings were not completed until 1961.28

Further teaching space was made possible by the CMP recommendation that the School of Education, which remained small, be divided with vocational industrial education moving into engineering, agricultural education remaining with agriculture, and the education methods faculty merging into a composite Department of Social Sciences. The social sciences faculty, which included historians, economists, and several behavioral scientists, joined their new department mates in education in the old Chemistry Building, now Hardin Hall.

That effectively left Tillman Hall with the offices of the president, the dean of the college, the registrar, the comptroller, and a few classrooms on the main floor. The second floor provided space for a few other administrators and senior faculty in English, a department that also included the languages faculty. Classrooms were dotted through the building, with business functions such as the bursar and housing located in Tillman basement.

The dean of students and his small staff occupied the central (Student Union) section of Johnstone Hall, along with publications offices, student government
space, the student radio station, and a small chapel. No meeting space existed for clubs, but in an era when night police and/or watchmen checked and locked every classroom building late each evening (11:00 p.m.), students used the classroom buildings for meetings and for overflow study space. The new Development Office was located in the old Trustee House (built in early years as a faculty home). And a fast-growing problem involved the near frenetic growth of automobiles driving through and parking on campus.

Encouraged by the success of the legislative proposals of 1955–1956, the administration, with the guidance of the politically well-placed trustees, along with Edwards and Wilson, developed its proposal for 1957–1958. The package presented to the State Budget and Control Board requested $1.35 million for a new women’s dormitory (the same board had turned down a similar proposal at least once before), new married student housing, a new home for the president, and a home for the vice president. The Budget and Control Board removed the women’s dormitory from consideration and reduced the other amounts by half a million dollars. It might have been worse, but Charles Daniel used his influence and reason to pressure the legislators. The most telling figures were that, according to Daniel, since 1946 North Carolina had appropriated $18 million for NC State, Georgia $15 million for Georgia Tech, Alabama $12 million for Auburn, Mississippi $15 million for Mississippi State, and South Carolina $500,000 for Clemson. Daniel indicated that many of these funds were teaching and research appropriations.29

**Clemson and Cooperative Extension**

There were other dimensions to Clemson’s efforts to achieve the results proposed by CMP. The latter’s report had considered the Clemson Cooperative Extension Service far too expensive, in part because of a multiplication of its administration. This occurred in two ways. First, the operation of a separate division of African American outreach centered at the 1890 college in Orangeburg produced a duplication of administration, secretarial services, and communications, not to mention time lost. CMP merely alluded to the issue because of segregation barriers caused by state laws and regulations. Separating the home demonstration portion of the extension service at Winthrop College in Rock Hill produced the second extra expense. The cost factors were the administrative duplication, particularly in youth services, and time lost in communications. Double sets of accounting records, personnel papers, and records and the routing (or detouring) of decisions through Winthrop’s president(s) were expensive and were paid by Clemson’s allotments. The Winthrop replication resulted from an agreement between Winthrop’s President David Johnson and Clemson’s Walter Riggs and approved by the boards of the two schools before World War I. No state law or
regulation required it. From time to time, the Clemson board noted the cost but elected to let it lie.

In the early years of the extension service, a number of states used this split arrangement, but by 1955, it remained only in South Carolina. To confirm the basic unity of the extension service (and perhaps to counter a possible separationist feeling at Winthrop or within the home demonstration service), the Clemson Board of Trustees stated publicly that the extension service worked in a unified fashion and with all farming families and individuals, whether farming was their sole occupation or part time, or whether the clients were black or white, male or female, children or adults.30

By the mid-to-late-1950s, South Carolina was well along the process of transformation from an agricultural to an industrial state. The primary source of income for the majority of South Carolina households came mostly from industry and commerce, but many still tilled the soil, kept cattle and poultry, and bartered or occasionally sold surplus produce locally. Most still preserved vegetables and fruits. The children did farm chores and joined rural church youth leagues, Future Farmers of America, Future Homemakers of America, or 4-H (all part of the cooperative extension service or agricultural education). But the children no longer “walked two miles through the snow” to school unless they were African American, and then, depending on the district, they might. Nor were the schools the one-, two-, three-, or even four-room schoolhouses based on Clemson architectural designs supervised by Rudolph Lee, unless they were African American. In spite of Governor Byrnes’s efforts, many African Americans still attended the older schools. Now, rural and suburban white young people rode yellow school buses or, if they were teenagers, drove pickup trucks to consolidated schools of brick, concrete, and aluminum.

Clearly, extension planned to follow its clients and continue the education processes. A few states, particularly those with unified land-grant/liberal arts universities, moved to establish urban extension services. The University of Florida had done so. The University of South Carolina, ignoring the fact that Florida was a combined liberal arts/land-grant institution, planned an urban extension office; however, it did not happen.

Acting on the directions of the Board of Trustees, Poole wrote Winthrop’s president on October 29, 1955, noting that the Clemson board was moving all the home demonstration agents from Winthrop to Clemson as of January 1, 1956 (two calendar months shortened by Thanksgiving and Christmas holidays). The letter, best described as curt and peremptory, produced an angry response from Winthrop’s President Henry R. Sims, himself a former legislator.31 Sims contacted his governing board, urging it to fight “this action to the last ditch.” His board supported him. One Winthrop trustee, a former state home demonstration agent, responded urging Sims to “use every legitimate means at his disposal to prevent
this change.” At an even more emotional level, state Senator W. Lewis Wallace of York warned, “There won’t be any transfer as long as I’m senator.”

As the date for the consolidation of home demonstration at Clemson came closer, Sims directed the state home demonstration agent, Juanita Neely, and all the personnel in her department, to ignore Poole’s letter informing them to transfer to Clemson by January 1956. He also wrote Edgar A. Brown, his former senatorial colleague, arguing, “This division was based upon a definite contract between the two colleges and the approval of the Department of Agriculture in Washington.”

Then the question was posed to S.C. Attorney General T. C. Callison, who stated that the issue was not one of law involving the state, but rather a policy matter involving the two schools. Sims charged that the extension agents at Clemson, supported by the Clemson publicity services, had actively worked to move the program from Winthrop to Clemson. Sims then began efforts to establish the home demonstration service totally separate from Clemson, but the USDA, in response to an inquiry in May 1955 from Melford Wilson, Clemson’s comptroller, stated plainly, “By law the program is a mutual responsibility of the Department of Agriculture and the Land-Grant institutions of the States and Territories.” Winthrop was not the land-grant school.

The home demonstration staff accepted this and began to move, which the Clemson board affirmed on June 21, 1957. Questions continued to arise. The president of the S.C. Home Demonstration Association asked for the opinion of the agents. McNeely had resigned, and Sallie A. Pearce, the new state home demonstration agent, and her staff at Winthrop agreed with the move, saying, “There was not and cannot be the coordinated program that is desired.” She continued, “…the feeling of all who are directing the program is that we can and will service the public more efficiently and economically with a unified staff located here at Clemson.” Resolutions supporting the move came from the home demonstration clubs of Anderson, Beaufort, Clarendon, Colleton, Dillon, Fairfield, Florence, Jasper, and Richland counties. As soon as the personnel move was completed, Sims replaced all the locks to the doors, rendering the back files temporarily inaccessible.

“Land-Use Land” and the Lake

The extension controversy, which Poole seems to have wanted to avoid and did not handle well, had created another heavy burden for him. Still another issue, which he tried also to avoid but which simply would not “go away,” was the question of the land-use properties. These were among many abandoned and nonproductive acres purchased by the federal government. By 1940, this included about 29,000 acres in tracts either contiguous to each other or to the Clem-
son holdings in Oconee, Anderson, and Pickens counties and drained by the Keowee-Seneca-Twelve Mile systems. Neither the Clemson Board of Trustees nor the state of South Carolina owned these lands; the United States of America did by purchase, usually through the “just and prior indemnity” clause of the U.S. Constitution.
Congressional consideration of the long-term best use of the land had begun in 1938, but preparation for World War II had turned the politicians’ attention elsewhere until 1944, when Congress directed the U.S. Army Corps of Engineers to begin careful studies of the hydroelectric capacities of the Savannah River basin into which the Seneca system flowed. The first indication that Poole had heard of the possible construction of such a dam and an impoundment and what the potential changes to the Clemson campus might be appeared in a letter he sent the trustees on October 1, 1949. He dismissed the effects as minimal.

However, a new lake, whose “full pool” surface would be 665 feet above sea level, would flood the entire low-lying fertile land on the Seneca River, where Clemson regularly raised crops, besides some of the meadows used for livestock, for a total of about 430 lost acres. It also would flood almost completely the seven-year-old football stadium. The board, when it realized what would be lost, recommended that Poole negotiate a new and lower water level of 640 feet instead of the water level of 665 feet. But Poole never seemed to be “tough enough” to negotiate with such a powerful force as the Corps of Engineers. Perhaps Trustee Byrnes sensed that Poole did not have the “rough and tumble” nature for such serious negotiations, or perhaps Byrnes had spent enough time in Washington, D.C., to know that a unified federal “juggernaut” really did not negotiate but merely out-waited the other side. He suggested that Poole propose embanking those parts of the campus that contained the most buildings and accede to the basic federal plan.

In hindsight, that approach might have saved seven to eleven years, many work hours assessing potential losses and devising strategies, and the expense of lawyers’ fees, but the trustees elected to wage a series of moves that resembled a “rear guard” action and resulted in a real achievement for the board and the administration. But even the trustees were not unified in their approach to the matter. Certainly Edgar A. Brown, chair of the state Senate Finance Committee, had concluded that the huge capacity to generate hydroelectric power could only help the entire Savannah River basin, including his home of Barnwell and, in the long run, Clemson. In that opinion, he joined the majority of the combined congressional delegations of South Carolina and Georgia. Nor would one imagine that the trustees who had helped to make Clemson Agricultural College a foundation pier of South Carolina’s forward progress—men like Cooper, Daniel, and Byrnes—would be in total opposition. Whether the delaying defensive strategy that Clemson College trod in opposing the Corps of Engineers was planned or fortuitous is uncertain, but the approach appears to have been on two fronts: to acquire a clear assessment of the damage that would be incurred by the corps’ project, and at the same time to make a substantial change in the odds against Clemson.

First, the college made an assessment of the loss for Clemson if the dam were built and the lake flooded the campus. Rather than waiting for an offer from the
federal government, Poole asked Charlotte engineer A. C. Lee (Clemson 1908) to serve on a committee chaired by Prof. H. E. Glenn to assess such costs. Two months later (March 27, 1951), the committee’s charge publicly broadened to consider alternative solutions. By 1955, the Clemson Alumni Association set up its own committee dealing with the matter.43

By this point, Clemson had ascertained that the football stadium would be flooded up to the twenty-sixth row. The Corps of Engineers proposed tearing down the stadium and rebuilding it close to the (then) intersection of the Greenville highway and Anderson highway (roughly where the S.C. Botanical Garden is now located). But a portion of the site had long been used as a garbage dump, and much of the surface was unstable and would have to be excavated. A second problem was that forestry Prof. Koloman Lehotsky had recently established a large arboretum with a substantial variety of trees on this same site. A third issue involved the feeling of the students, who did not want the stadium so removed from the campus.44

No one of these objections to the corps’ plan appeared insurmountable, but the state highway department also opposed it. The department had developed plans to reroute the two federal highways running through Clemson and to widen them from two to four lanes. The new path would move the roads from the campus farther north and east and closer (in the case of the Greenville road) to the Southern Railway mainline. Those plans had been known since at least 1949, when J. C. Littlejohn and H. E. Glenn had visited the highway department to urge that a connector be placed through the south and the west of the student part of campus, diverting the Anderson-Clemson-Seneca through-traffic in a shortcut through that side of campus. The department agreed and made plans for the road. During the career of highway department head Silas Pearman (Clemson 1927), the road was named Perimeter Road, but when he retired, the name was changed to Silas Pearman Boulevard.45

The “lake issue,” as many called it, came down to two options: lower the water level of the proposed lake or build dikes. Clemson’s trustees preferred it lowered, but that option would not generate enough electricity to meet the needs projected by the corps. With dams or embanking, Clemson would still lose over 7,000 acres, mainly consisting of fertile river bottomland, roads, research buildings, and other improvements. Much discussion appeared in newspapers about alternate dams farther north (eventually some of these would be built), but the Corps of Engineers was determined to carry out its project. With less than a month to go before the November 1952 presidential election, President Harry S. Truman signed the army civil functions appropriations bill that provided $40 million for the building of Hartwell Lake. The bill protected a small amount of the lands (much of it “bequest land”) and Memorial Stadium.46
Clemson proceeded, however, with its “second front,” changing the “rules of the game.” The hidden issue was the one of title. There was no question that the federal government (as a corporation) owned the land and “leased” it to Clemson. But the agreement was long-term (ninety-nine years) and required only that the land be used for educational or other public functions. Given the length of the lease, Clemson faculty in agriculture, forestry, and some fields in engineering had initiated long-term research projects based on that land. Very little of these projects was transportable, and the time already invested was not redeemable. This threat represented serious challenges to a number of academic careers and ventures. Thus, there was sympathy for Clemson’s plight in many circles (including the USDA and others in Washington, D.C.).

Clemson Life Trustee Charles Daniel, named U.S. senator by Governor James Byrnes, also a Clemson life trustee, to fill the vacancy occasioned by the death of Senator Burnet R. Maybank, introduced a bill in the U.S. Senate. The bill granted the trustees of Clemson Agricultural College “use restricted possession” of the 27,469 acres. William Jennings Bryan Dorn, representative for the S.C. congressional district in which the land lay, introduced an identical bill in the U.S. House. It passed both houses of Congress. Daniel served in the senate only from November 8 until December 24, 1954. He resigned Christmas Eve to give J. Strom Thurmond (Clemson 1923) a bit more valuable seniority in a legislative body in which both houses revered it. President Dwight D. Eisenhower, whose presidential election both Byrnes and Daniel had actively supported, then signed the bill. Now, no question remained that the Board of Trustees owned the land.

The “rules of the game” had changed, and the magnitude of “just and prior indemnity” was increased. As a result in the change in ownership, the federal government now could be expected to pay in “just and prior indemnity” not only for the college’s land, which Clemson owned in the name of the Board of Trustees, or that land, such as Thomas Green Clemson’s bequest, which was in the name of the state of South Carolina, but also for the land the board had just received from the United States. And the federal government could be expected to compensate for buildings, improvements, and functions (such as power and water) lost as a result of the federal changes. However, all would not be finished until 1961. Cooper directed that the “dam-lake” issue after 1956 was to be negotiated by Edwards. The negotiation remained uphill involving the indemnification and would occupy much of Edwards’s time.

Faculty Involvement

The CMP report also noted that the faculty had not received any of the traditional guarantees of position or recognition of service. President Poole, with the advice of deans Kinard and Williams, appointed a select faculty committee.
to make recommendations. Headed by Prof. John D. Lane, the committee proposed a faculty constitution that would establish a faculty senate composed of representatives elected by the schools’ faculties. Such a senate, bound by a constitution, required general faculty approval. In a college faculty meeting, the faculty approved the proposed constitution, which had received much discussion in the departments and schools. The board approved the document on April 9, 1956.51 The faculty had access to a great gathering of materials on tenure, program, appointment, and promotion policies so that when the Faculty Senate met, it had substantive conversation on those and other issues, once it selected its officers and committees. The Faculty Senate chose John Lane as its first president, and soon the senators placed policy proposals on the above issue before the whole faculty. Of course, the usual amount of debate ensued. After minor changes, the policy proposals were recommended forward. The package went before the board, which approved the proposal, along with a policy on student class attendance, on August 29, 1955.52 At that point, 372 persons held faculty rank, and 27 percent had the PhD degree. The highest percentage of earned research doctorates was in agriculture, with arts and sciences next.53

While the Faculty Senate spent much of its time on what are classified as welfare concerns, such as annual leave and sick leave, by its second year, it demonstrated a genuine interest for the school’s academic stance. Among its notable achievements in its first seven years, especially during “Big Ben” Goodale’s presidency, were the conception, planning, and even helping to raise funds for Clemson’s first academic recruiting scholarships. The scholarships, named for Poole, expanded in number and value during the next autumn term. A succession of strong senate presidents—Claud Green, George Meenaghan, and then Victor Hurst—obtained the first named professorships, the Alumni Professorships, along with approval by the Educational Council and trustees of a strong academic freedom statement and a statement on academic responsibilities and ethics.

Retirement

The trustees and CMP consultants also worried about the lack of a mandatory retirement benefits plan (South Carolina had been working on one for some time) and a mandatory retirement age. At Cooper’s request, CMP consultants delivered a retirement age proposal, setting it at June 30 immediately after the administrator, faculty member, or any other employee reached the age of sixty-five. The proposal reserved the right for the trustees to grant exceptions on a year-by-year basis through their executive committee. Most likely, the trustees’ debate was protracted. In a letter to other trustees, “Buddy” Thornhill supported the concept and urged that such include the trustees also. But the policy adopted did not mention the trustees. It became effective on June 30, 1957.54
Facing the future with fewer and fewer new faces around him and now with this looming new retirement policy, Poole became even more concerned when the board executive committee removed A. J. Brown as the board’s secretary and treasurer and assigned him and the treasurer’s functions to Melford Wilson in Business and Finance. To fill the newly redefined position of board secretary, the trustees selected the registrar, Gustave Metz. In turn, that opened the increasingly important position of registrar. The new dean of students, Walter T. Cox, appointed as the new registrar Kenneth Vickery, who had begun immediately after World War II to use the newest data collections and statistical analyses in admissions. Vickery, in turn, recognizing emerging needs, named D. G. Hughes to the newly created position of director of student aid and career placement. All these changes led Thornhill to write a fellow trustee, “Clemson laid dormant for twenty years and as soon as we wake up the sleeping giant, attention is focused on the institution and everybody wants to ride the wagon.”

**Poole’s Concerns**

But these changes were not the sum of Poole’s concerns. He had written about the whole CMP recommendation:

To follow the report in its entirety would be a mistake….It would be wrong for me to be restricted in making recommendations to the Board on any college matters….If we use the report the needed changes can be made without undue frustration to those who do not deserve to be frustrated….If we treat the report unwisely we can also do Clemson much harm.

The new retirement plan also bothered him. His correspondence about it with Cooper raised questions as to whether or not the plan applied to those who had been hired before the policy was announced.

After announcement of the retirement policy in 1957, academic administrators in other land-grant institutions began to wonder about Poole’s future. After all, he was a visible academic leader whose advice on graduate studies was sought by other schools’ officials. He had served as president of the Association of Land-Grant Colleges and Universities during 1951. Further, he was at the forefront of the youth education movement, leading the drive to build the 4-H Conference Center in Washington, D.C. And as a scholar he had written and published over one hundred articles in scholarly journals, a number of extension bulletins, and thirty-six general agricultural history articles. During the spring of 1956, Governor George Bell Timmerman (1912–1994; governor 1955–1959) appointed Poole South Carolina’s representative to the Southern Regional Education Board, which was at once a data collection, regional program collaborative, and graduate student access agency.
The rumor of Poole’s impending departure from Clemson’s presidency appeared publicly in early 1958. In response to a letter from an old friend, a faculty member at Wisconsin, Poole replied, “I have not completely made up my mind in regard to retirement.” At about the same time, Solomon Blatt, speaker of the S.C. House (and one of a group called “the Barnwell Ring,” which included Clemson Trustee Edgar A. Brown), wrote Poole that he had read in the newspaper that some members of “your Board are going to attempt to cause you to retire.” Blatt then promised Poole his full support. Almost immediately, Poole wrote R. M. Cooper expressing his displeasure and deep concern about the entire matter and its appearances in the press.59

Graduation and the alumni reunion in 1958 fell seven days apart. For Poole, the week began on May 31, when he drove to North Carolina to give an address at a high school commencement. The Saturday itinerary took him to graduation at the Citadel, from which he received an honorary doctorate. Receptions that involved standing and handshaking followed both events. The Pooles left Charleston late Saturday afternoon to get back to Clemson for the baccalaureate service on Sunday, June 1. A luncheon for most of the Clemson platform party and commissioning of the new army and air force officers followed the service, and then Poole was allowed a short rest in his office in Tillman Hall. Clemson commencement followed. Each of the candidates shook Poole’s hand. Finally, the day concluded with one more reception. Graduates, their parents, siblings, alumni, kinfolk, and friends needed attention, and the ever-genial Poole disappointed no one.

The Administrative Council met on Monday. During the next two days, Poole consulted continually with Kinard, Wilson, and Cox. Edwards came in and out of these meetings as time allowed because his staff was preparing for the alumni reunion. They expected a large crowd along with most of the trustees. The Clemson House was packed, and the cleaning staff prepared several of the dormitories for use by young, single alumni. Some guests likely stayed on after commencement, awaiting reunion.

The alumni began arriving on Thursday, June 5. Class parties filled the early evening, and the Jungaleers provided the dance music later Thursday night. Friday morning, the alumni officers met to discuss the restructuring of the Alumni Association. Wright Bryan, serving as the Alumni National Council president, ran the meeting with the gracious efficiency that he had displayed through his entire career. Besides working on new organization, the alumni officers rearranged the order in which classes reunited to ensure that classes met in clusters of alumni who had been in school together. Recognizing, however, that the pre-Depression classes were fast thinning because of age and the two World Wars, they decided that after a class reached its twenty-fifth anniversary, it could reunite annually if it chose. Such were merely suggestions, however, brought about because of the
limits of suitable facilities for lodging. Edwards, as the vice president for development, attended only his second reunion in that role, and he listened and participated in the discussions. Poole also attended, but was very quiet. Several people (including Bryan) commented that Poole did not look well.

Most alumni walked around the campus, and more than a few appeared amazed at the new buildings, many erected since World War II. Much conversation dealt with the lake issue; however, now that the board had directed Edwards to serve at their direction as their liaison to the involved branches of the federal government, the mood was no longer one of despair but of hope.

Poole felt discomfort. He went home to rest, but by the time he should have returned for the alumni banquet, he notified Joseph Sherman, the alumni director, and Bob Edwards that he would not be able to be present. His pain in his chest grew worse, and, at about 9:30 p.m., Dr. Lee Milford, both the campus physician for the students and the Poole family’s personal physician, was called to Poole’s home. President Poole was admitted to Anderson Memorial Hospital at 11:15 p.m. He died of a heart attack at 11:55 p.m. His sixty-fifth birthday would have been reached December 2, 1958.60

Robert F. Poole (center), nearing the end of his presidency of Clemson and his life, at the spring 1958 graduation of the Citadel, during which ceremony he received an honorary degree. He died in office on June 6, 1958, the second Clemson president to do so. The strain of the presidency of Clemson had clearly taken its toll on the once robust Poole. Clemson University Photographs, CUL.SC.
Notes

3. CUL.SC.MSS 91 f L451.
4. CUL.SC.CUA. S 30 v 6, 407.
5. Ibid., 413.
7. The Cresap, McCormick and Paget report is detailed and fills several boxes in CUL.SC.CUA. S 30 ss vii *Periodic Reports to the Board of Trustees*, bxs 27–28. It also is filed in the Archives as an entity.
10. Ibid., S 28 f “Cox”; Cox with McKale; and Reel personal interviews with Cox 1979, 1986, 1988, and 1999.
11. CUL.SC.CUA. S 28 f “Wilson.”
12. Ibid., f “Edwards”; and Edwards to Wainscott, DVD.
13. CUL.SC.CUA. S 28 f “Farrar.”
14. Ibid., f “Gourlay.”
15. CUL.SC.CUA. S 30 ss vii bxs 27–28. *Cresap, McCormick, and Paget Report to the President of the Clemson College Board of Trustees*, March 1955. This document is the foundation of Clemson’s organization through Edwards’s administration.
16. CUL.SC.MSS 47 f 7.
20. CUL.SC.CUA. S 28 f “Williams”; and CUL.SC.MSS 91 b 15 f 210.
21. Lander interview with Reel. Lander was a member of the Graduate Council. See also CUL.SC.CUA. S 367.
23. CUL.SC.CUA. S 30 v 6, 494; and S 37 f “Graduate School.”
24. Ibid., S 28 f “Edwards.”
25. Ibid., S 30 v 6, 503–504; and CUL.SC.MSS 47 f 26.
27. Ibid., S 87 ss i b 17 ff 19 and 20.
28. Ibid.
29. Ibid., b 44 1 and 5.
31. Sims Correspondence, Dacus Library, Winthrop University.
33. CUL.SC.MSS 91 f L 446; CUL.SC.CUA. S 30 ss vii ff 1; and S 30 v 6, 430 and 483–484.
34. CUL.SC.CUA. S 32 b 162 f 6.
35. CUL.SC.MSS 91 f L 446. On Sims and his effort to establish a separate USDA program at Winthrop, see the Charleston *News and Courier*, January 30, 1956.
36. CUL.SC.CUA. S 32 b 162 f 6.
37. Ibid.
38. CUL.SC.MSS 91 f L 446.
40. CUL.SC.MSS 67 f 301.
41. CUL.SC.CUA. S 30 v 6, 69–70.
42. Anderson *Independent*, April 2, 1952; Sorrells, *Clemson Experimental Forests*, 18–21; and CUL.
SC.CUA. S 37 f “Hartwell Dam #1.”
43. CUL.SC.MSS 281 b 2 f 3.
44. *Greenville News*, March 27, 1951.
45. CUL.SC.MSS 68 f 301.
46. CUL.SC.CUA. S 37 f “Hartwell Dam #1.” A cynic might suggest Truman was punishing
Byrnes for the 1948 Philadelphia “secession.”
47. CUL.SC.CUA. S 5 f 56.
48. CUL.SC.MSS 100 Correspondence b 5 f 48.
50. CUL.SC.MSS 100 Correspondence 1955 b 5 f 48. The deed is dated December 22, 1954, and
approved by U.S. Congress August 4, 1955. Clemson accepted the conditions April 9, 1956
(see CUL.SC.CUA. S 30 v 6, 499). However, ownership was not in “fee simple.” There were
permanent restrictions on use in resale and mineral rights. The latter were later conferred to
Clemson’s trustees.
51. CUL.SC.CUA. S 30 v 6, 490.
52. Ibid.
53. CUL.SC.CUA. S 11 f 544.
54. CUL.SC.MSS 90 S 8 b 8 f 5; and CUL.SC.CUA. S 30 v 6, 526.
55. CUL.SC.CUA. S 6 f 1.
56. Ibid., S 11 f 117.
57. CUL.SC.MSS 47 f 24.
58. Ibid., 90 S 8 b 8 f 4.
59. CUL.SC.CUA. S 5 f 15.
60 Ibid., S 30 v 7, 87–88.