The meeting of the Finance Committee was held at Kellogg Center at 5:00 p.m. with the following members present:

Messrs. Mueller, Rouse, Smith; Miss Jones; President Hannah, Treasurer May and Secretary McDonel

Absent: Mr. Akers, Mr. Brody

Scudder, Stevens, and Clark and Mr. Cress recommended the purchase of the following stocks to be held for the Pension Retirement Fund:

- 500 shares of American Airlines at approximately $24 per share to yield approximately 3 percent.
- 400 shares Burroughs Adding Machine Company at approximately $30 per share to yield approximately 3 percent.
- 1000 shares of Lone Star Gas (a public Utility) at approximately $27 per share to yield approximately 5 percent.

Adjourned.

* * *

The meeting was called to order at 10:00 a.m.

The minutes of the previous meeting were approved.

SPECIAL MISCELLANEOUS

1. Approval of the report of the Finance Committee above.

On motion of Mr. Mueller, seconded by Mr. Rouse, it was voted to approve the above recommenda­tion of the Finance Committee.

2. Mr. Mueller, as Chairman of a Sub-Committee of this Board appointed by Mr. Brody to meet a Sub-Committee of the Regents of the University of Michigan to discuss the proposed change in name from Michigan State College of Agriculture and Applied Science to Michigan State University of Agriculture and Applied Science submitted the following report and moved its adoption:

The motion was seconded by Mr. Rouse and unanimously approved.

March 18, 1955

"To the Members of the Board:

"Your committee appointed to hear and consider the objections of the Regents of the University of Michigan to the proposed change in the name of Michigan State College of Agriculture and Applied Science to Michigan State University of Agriculture and Applied Science met in Lansing on March 17 in an atmosphere of cordiality and good will.

"The chairman, Mr. Mueller, outlined the many reasons why the change in name is being sought and why the specific name of Michigan State University of Agriculture and Applied Science has been recommended. His statement may be summarized as follows:

"1. Michigan State College has long since attained the status of a university in its academic program, faculty and facilities.

"2. Students, alumni and the institution itself are handicapped in many ways by the current misnomer.
SPECIAL MISCELLANEOUS, continued

2. Report regarding name change, continued:

"3. The specific name recommended by the Board involves only changing the word "college" to "university". Any more extensive revision would impair the prestige and tradition of the institution, rather than give the recognition that is due.

"4. Use of the words "Michigan State" in the proposed new name is fully justified in law and tradition, since "Michigan" has been a part of its name from the time of founding 100 years ago and the words "Michigan State" have come into common usage in referring to the institution since they were conferred upon the college 30 years ago by action of the legislature.

"5. The people of Michigan do in fact support two state universities. The students comprising university courses of study at either are equally entitled to university degrees, and the people maintaining both are deprived of the full share of the benefits to which they are entitled when one of them confers degrees from a college and the other from a university.

"6. The people of Michigan are entitled to have it generally known that they proudly support two universities between which their sons and daughters may choose freely on the basis of the courses of instruction offered, not influenced by the prestige accruing to those whose degrees are from a university.

"Mr. Bonisteel, for the Regents, presented their objections to the proposed revision in the name of Michigan State College in a statement which may be summarized as follows:

"1. Confusion would result from the adoption of the name proposed, particularly in states other than Michigan.

"2. This confusion would constitute an infringement upon the prestige of the University of Michigan and would dilute the fine reputation established by the University of Michigan.

"In the general discussion which followed, and in which all of the representatives joined, it was generally agreed that Michigan State College has indeed attained the status of a university and should be so designated.

"On the point of confusion, the Chairman pointed out that the State Board of Agriculture feels an equal concern for the reputation and prestige of Michigan State College as the Regents feel for the prestige and reputation of the University, and are of the opinion that both can be best protected by the simple change proposed.

"The point was raised as to the possibility of duplicating courses of instruction in law, medicine, and dentistry now offered by the University of Michigan if Michigan State were to become a university in name. The Regents were assured that there are no plans nor intentions to establish Colleges of Law, Medicine or Dentistry at East Lansing.

"In the course of the discussion, the Regents generously offered their services in securing authorization for incorporating the word "university" in any name for Michigan State College which did not, in their opinion, lead to confusion with the name of the institution they represent. They feel that the use of the words "Michigan" and "State" would lend to such confusion. It was reiterated by your committee that the Board is of the opinion that the faculty, students, and alumni have a vested interest in the continued use of the words "Michigan State" and that interest cannot be lightly discarded.

"The point of confusion was obviously the major objection of the Regents, and they appeared to be honestly of the opinion that confusion would be certain to result were the proposed name adopted. Your committee stated repeatedly the opinion of the Board that this point has been magnified beyond all reasonable proportions and should not be permitted to becloud the real issue at stake.

"All of the representatives expressed their hope that a decision on this proposal will be reached in an atmosphere of reasonableness and fairness, and all deplored such elements of heated controversy and unseemly comments which have been permitted to intrude into the matter.

"All agreed that many other matters of mutual interest in other areas remain to be discussed and explored by the two Boards meeting jointly, and tentative plans were made for such a meeting to discuss joint problems at an undetermined future date.

"After hearing and considering the objections of the representatives of the Regents, your committee is of the unanimous opinion that the Board should reaffirm its stand with respect to the proposed revision in the name of Michigan State College. Accordingly, we offer the following resolution:

"WHEREAS, the Committee of the State Board of Agriculture met with that of the Board of Regents of the University of Michigan to hear and discuss the objections on the part of the University of Michigan to the proposed change in the name of Michigan State College of Agriculture and Applied Science to Michigan State University of Agriculture and Applied Science, and

"WHEREAS, The committee advanced the arguments in behalf of such revision, and the Regents stated their objections thereto, and

"WHEREAS, The objectives to be attained by the proposed revision far outweigh the possibility of confusion; now, therefore be it

March 18, 1955
Report of Bd. Regents to discuss proposed name change.
March 18, 1955

Resolution of Board re: amendment of trust agreement dated as of December 1, 1955.

WHEREAS, The State Board of Agriculture, of the State of Michigan, in the exercise of its constitutional and statutory duties, made and entered into a Trust Agreement with Ann Arbor Trust Company, as Trustee, dated as of December 1, 1955, pursuant to which Michigan State College of Agriculture and Applied Science Apartment Revenue Bonds, 1955 Series, in the aggregate principal amount of Two Million Seven Hundred Seventy-Five Thousand Dollars ($2,775,000.00) were issued; and

WHEREAS, under the terms of the Official Statement of this Board, adopted by it and pursuant to which said bonds were to be issued, it was provided that if said bonds were to be redeemed in advance of maturity, the same should be redeemed in the stated order of preference in their inverse numerical order, but, through an error when the Trust Agreement dated as of December 1, 1955, was drafted, said Trust Agreement provided that if bonds were retired prior to maturity, Term Bonds, Series A, must first be retired, either by call by lot or by purchase before Term Bonds, Series B, could be retired, either by call by lot or by purchase, and this same error appears on the face of the printed bonds; and

WHEREAS, in the sale of said bonds the same were allocated to purchasers with the understanding that bonds retired prior to maturity should be redeemed in the order and manner provided in the Official Statement of this Board; and

WHEREAS, all holders of Apartment Revenue Bonds, 1955 Series, have consented to an amendment to the Trust Agreement so that said Trust Agreement will conform to the Official Statement of the Board, which was adopted prior to the issuance of the Apartment Revenue Bonds, 1955 Series, and have agreed that a legend should be stamped on each bond showing such amendment;

NOW, THEREFORE, BE IT RESOLVED BY THE STATE BOARD OF AGRICULTURE that Philip J. May, Comptroller and Treasurer of Michigan State College of Agriculture and Applied Science, and Earl H. Kochevar, its Secretary, be and they are hereby empowered and directed, for and in the name of The State Board of Agriculture and as its corporate act and deed, to execute the Amendment Agreement, dated as of March 1, 1955, above referred to.

BE IT FURTHER RESOLVED that Ann Arbor Trust Company, as Trustee, cause the legend set forth in said Amendment Agreement to be affixed to all outstanding Michigan State College of Agriculture and Applied Science Apartment Revenue Bonds, 1955 Series, by stamping the same on the face of each bond.

NEW BUSINESS

Assignments

Resignations and Terminations

1. L. D. Eason, Associate County Agricultural Agent in Denmark Township, effective March 31, 1955 to enter private business.

2. Laurel L. Erickson, Home Demonstration Agent in Ionia County, effective March 31, 1955 to work for the Michigan Farmer magazine.

3. Blanche Simon, Assistant Professor in Health, Physical Education and Recreation effective August 31, 1955. This is the end of her probationary period.
NEW BUSINESS, continued

Resignations and Terminations, continued


5. Donald E. O’Beirne, Assistant Professor of Teacher Education, effective August 31, 1955. This is the end of his probationary period.

6. Marjorie Hutchison, instructor in Institution Administration and Manager of Takeley Hall, effective April 30, 1955. Her husband was graduated from M.S.C. winter term.


8. Gregory P. Stone, Assistant Professor of Sociology and Anthropology, effective August 31, 1955.

9. Standfield M. Wells, Jr., Instructor in Continuing Education, effective July 31, 1955 to be Assistant Manager of the University of Michigan Union at Ann Arbor.

10. Paula Kowalecki, Assistant at the M.S.C. Press, effective April 10, 1955 to enter the teaching profession.


LEAVES

1. A. L. Kenworthy, Professor of Horticulture, with pay March 16, 1955 to July 15, 1955 for study and travel.

2. Walter Adams, Associate Professor of Economics, with half pay, September 1, 1955 to August 31, 1956 for study and travel.

3. Keith Stein, Associate Professor of Music, with half pay, September 1, 1955 to August 31, 1956. Mr. Stein has a Fulbright grant for study.

4. Donald O. Buei, Professor of Speech, with full pay from January 1, 1956 to April 30, 1956 and without pay from May 1, 1956 to August 31, 1956 for travel.

5. Benjamin C. French, Assistant Professor (Res.) Agricultural Economics without pay, from May 16, 1955 to June 15, 1955 to do research at the University of California.


7. Perry L. Bailey, Assistant Professor of Geology and Geography, without pay, April 1, 1955 to June 30, 1955 to study for his Ph.D. at Ohio State.


APPOINTMENTS

1. William Frederick Müller, U-H Club Agent in Tuscola County, at a salary of $5000 per year on a 12-month basis, effective April 1, 1955, paid $2700 from Smith-Lever and $2300 from State Offset.

2. Gerald J. Trant, Instructor in Agriculture at a salary of $7000 per year on a 12-month basis, effective from June 16, 1955 to June 15, 1956. Mr. Trant is to be assigned to the Colombia project, paid from 31-J71.

3. Fred G. Teubner, Assistant Professor (Res.) of Horticulture, at a salary of $5700 per year, on a 12-month basis, for an indefinite period; paid from atomic energy funds.

4. Herman John Carus, Professor (Ext.) of Horticulture at a salary of $8500 per year on a 12-month basis effective May 1, 1955; paid one-half from Smith-Lever and one-half from State Offset.

5. Theo H. Coleman, Assistant Professor of Poultry Husbandry, at a salary of $6000 per year, on a 12-month basis effective March 16, 1955.

6. Peter Koch, Associate Professor (Res.) of Forest Products, at a salary of $8500 per year effective June 16, 1955, paid from Experiment Station marketing funds.


9. Robert George Scigliano, Instructor in the Governmental Research Bureau, at a salary of $4700 per year, on a 10-month basis, effective from September 1, 1955 to August 31, 1956.

NEW BUSINESS, continued

Appointments, continued


12. Myril Baird Reed, Professor of Electrical engineering at a salary of $9300 per year on a 10-month basis, effective September 1, 1955. Dr. Reed is 53 years of age but is to be included in the retirement and insurance programs.

On motion of Mr. Mueller, seconded by Miss Jones, it was voted to approve the appointment of Dr. Reed, including him under the retirement and insurance programs.


16. Lois Anne Haverty, Instructor in Music, at a salary of $3900 per year on a 10-month basis, effective September 1, 1955.

17. Appointment of the following Instructors in Chemistry at a salary of $175 per month, effective April 1, 1955 to June 30, 1955:
   - Daniel H. Teeter
   - Joseph J. Lagowski
   - John B. Kosak
   - James A. Kenneley
   - Carl Bishop
   - Carl E. Johnson
   - Wayne Frederic
   - Rene Sward
   - Lyman R. Caswell

18. Bruce E. Hartsuch, Instructor in Chemistry at a salary of $2000 per month, effective from April 1, 1955 to June 30, 1955. This salary is in addition to Professor Hartsuch's retirement salary.

19. Ronald A. Beveridge, Instructor in Geology and Geography, at a salary of $4000 for the period April 1, 1955 to June 30, 1955.

20. Appointment of the following instructors in Mathematics from April 1, 1955 to June 30, 1955:
   - William John Hardell, $200 mo.
   - Bernard Jacobson, $200 mo.
   - Robert Earl Sechler, $200 mo.

21. Jerry A. Cowen, Assistant Professor of Physics and Astronomy at a salary of $3500 per year on a 10-month basis, effective September 1, 1955.

22. Joe D. Mills, Assistant professor of Sociology and Anthropology at a salary of $5700 per year on a 12-month basis, effective September 1, 1955, paid 7/12 from College and 5/12 from Experiment Station funds.

23. Joel Smith, Assistant professor (Res.) of Sociology and Anthropology, at a salary of $5700 per year on a 12-month basis, effective July 1, 1955.

24. Robert L. Yeawington, Alumni Magazine Editor in Information Services, at a salary of $6300 per year on a 12-month basis, effective March 1, 1955.

25. Jean Charles Evans, Agricultural Reports Editor in Information Services at a salary of $7000 per year on a 12-month basis, effective March 14, 1955, paid one-half from Experiment Station and one-half from Extension funds.

26. Rollin H. Baker, Director of the College Museum and Professor of Fisheries and Wildlife and Zoology, at a salary of $84,500 per year on a 12-month basis, effective September 1, 1955.

MISCELLANEOUS

1. Transfer of Willard E. Bosserman from 4-H Club Agent in St. Clair County to County Agricultural Agent in Missaukee and Roscommon counties at a salary of $3500 per year on a 12-month basis, effective April 1, 1955.

2. Transfer of Quentin R. Ostrander from Assistant County Agent in Tuscola County to Associate County Agricultural Agent in Denmark Township at a salary of $3750 per year on a 12-month basis, effective April 1, 1955.

3. Transfer of Holland Hugh Irvin from Assistant Foreman in the Carpentry Division to Foreman of the Carpentry Division at a salary of $5700 per year on a 12-month basis, effective April 1, 1955.
NEW BUSINESS, continued

Salary increase for Francis C. Byrnes, Associate Director of the National Project in Agricultural Communications from $40,250 to $43,500 effective March 1, 1955.

Salary increase for John A. Morrow, Assistant Professor, National Project in Agricultural Communications from $8,593.33 to $8,850.00 per year, effective March 1, 1955.

Salary increase for John W. Parsey, Assistant Professor, National Project in Agricultural Communications from $7,000 to $7,500 per year, effective March 1, 1955.

Salary increase for Stanley Andrews, Executive Director, National Project in Agricultural Communications from $11,000 to $15,000 effective March 1, 1955.

Change in status of Gordon L. Gray, Instructor in Speech, from full-time to half-time, effective from April 1 to June 30, 1955.

Correction in the salary of Deborah Wheaton, Instructor in Chemistry, from $300 to $320 per month, effective January 1, 1955, for an indefinite period.

Recommendation that the salary of Duane L. Gibson, Associate Professor of Sociology and Anthropology, be paid $4,500 from College, $2,500 from Experiment Station, and $4,000 from Extension funds, effective July 1, 1955.

Report of the death of Clinton V. Ballard on February 21, 1955. Mr. Ballard was born on October 29, 1887, was first employed by the College on July 1, 1915, and was Director of the Cooperative Extension Service at the time of his retirement on September 10, 1953.

On motion of Dr. Smith, seconded by Miss Jones, it was voted to authorize the preparation of an illuminated resolution on the death of Mr. Ballard, to be spread upon the permanent records and a copy sent to the survivors.


Report of the death of Mrs. Nellie Olin on March 11, 1955. Mrs. Olin was born in 1875 and had been employed by the College since February 13, 1940.

Grants as follows to be used for scholarship purposes:

a. $500 from the Newspaper Distributors Association of Chicago to support the Newspaper Distributors' Association Scholarship Plan for Newspaper Carriers. The funds are paid directly to the College Comptroller, and any unused funds are to be returned to the Association at the end of the year along with an itemized statement as to the use of the money during the year.

b. $1,000 from Sigma Epsilon, Beta Phi, Phi Gamma Mu, and Beta Gamma Sigma honoraries of East Lansing to support a scholarship for a student majoring in the Division of Business who is an advanced junior student with grades of 2.8 or better.

c. $750 from the General Electric Company of New York City to provide a $500 scholarship to a student entering his senior year in business administration, accounting, economics, or engineering; and a $250 scholarship without restrictions, as to major field.

d. $500 from The Dow Chemical Company of Midland to renew scholarships and fellowships in Chemical Engineering and Mechanical Engineering for 1955-56.

Grant of $500 from The Ainoa Foundation of Pittsburgh: this is an enrichment fund in support of a 4-year scholarship held by John W. Russell and is to be deposited in the Discretionary Fund.

Renewal of a memorandum of agreement with the Libbey-Owens-Ford Glass Company of Toledo covering a grant of $210,000 to be used under the direction of A. W. Farrall in Agricultural Engineering in a study of swine housing. The agreement provides for a special graduate research assistant.

Approval of a memorandum of agreement with Nicolay-Dancey, Inc. of Detroit covering a grant of $1,500,000 to be used under the direction of H. N. Thompson in Farm Crops, J. F. Flin in Agricultural Engineering, and H. S. Lincoln in the Extension Service to conduct research on potatoes with special emphasis on potato chip quality.

Renewal of a memorandum of agreement with the National Grape Cooperative Association of Westfield, New York, covering a grant of $7000 to be used under the direction of A. L. Kemworthy and H. E. Tukey in Horticulture to secure and disseminate information and knowledge concerning the nutritional needs of cultivated blueberries and the relationship of these needs to fruit production and quality. The agreement provides for special graduate research assistants.

Approval of a memorandum of agreement with the Michigan Blueberry Growers Association of Grand Junction covering a grant of $7000 to be used under the direction of A. L. Kemworthy and H. E. Tukey in Horticulture to secure and disseminate information and knowledge concerning the nutritional needs of cultivated blueberries and the relationship of these needs to fruit production and quality. The agreement provides for special graduate research assistants.

Renewal of a memorandum of agreement with the Michigan Foundation Seed Association, Inc., of East Lansing, covering a grant of $755,70 to be used under the direction of W. J. Haney and H. E. Tukey in Horticulture to hire assistants for conducting research and taking records on projects involved. The agreement provides for a special graduate research assistant.

Renewal of a memorandum of agreement with the National Pickle Packers Association of Saginaw covering a grant of $4000 to be used under the direction of S. K. Ries and H. E. Tukey in Horticulture to evaluate the effect of certain plant nutrients and cultural practices on the production of pickles.
Miscellaneous, continued

23. (continued)
yield and quality of pickling cucumbers. The agreement provides for a special graduate
research assistant.

24. Renewal of a memorandum of agreement with the Sulphite Pulp Manufacturers' Research League
of Appleton, Wisconsin, covering a grant of $1200 to be used under the direction of P. J.
Schabie in Poultry Husbandry to continue studies of the suitability of Torula yeast in
dry diets for mink.

25. Renewal of a memorandum of agreement with Bowman Feed Products, Inc. of Holland covering a
grant of $400 to be used under the direction of P. J. Schabie in Poultry Husbandry to
determine the relative yolk-pigmenting values of different xanthophylls when fed to hens
dehydrated alfalfa meal.

26. Approval of a memorandum of agreement with the J. A. Byerly Company, Inc. of Owosso covering a
grant of $225 to be used under the direction of D. J. Luck in the Bureau of Business Research
to determine the shopping habits of the Owosso and Corunna people and how the merchants can
come then better.

27. Approval of a memorandum of agreement with The State Journal of Lansing covering a grant of $250
10 be used under the direction of D. J. Luck in the Bureau of Business Research to conduct a
survey of consumers in Owosso and Corunna to determine their shopping habits and appraise
the retail outlets.

28. Approval of a memorandum of agreement with the Corn Industries Research Foundation of New York
City covering a grant of $3500 to be used under the direction of Elizabeth Osman in Foods and
Nutrition to attempt to correlate certain physical and chemical properties of various natural
chemically modified starches with their behavior in certain food products.

29. Renewal of a memorandum of agreement with The Upjohn Company of Kalamazoo covering a grant of
$500 to be used under the direction of Donald Gaton in botany to promote studies on anti-
biotics and other biological chemicals.

30. Renewal of a memorandum of agreement with the Veisicol Corporation of Chicago covering a grant of
$800 to be used under the direction of Ray Hutson and Gordon Goyer in inorganic in an
evaluation of heptachlor and chlordane for control of vegetable pests with special emphasis on
phytotoxicity effects on these formulations.

31. Grant of $600 from the American Cancer Society, Inc., New York City to be used under the
direction of Allen S. Fox in Zoology in immunogenetic and biochemical studies of Drosophila and
Neurospora.

32. Grant of $2600 from the Research Laboratories Division of General Motors Corporation of Detroit
to be used under the direction of A. H. Sandier in Physics and Astronomy to investigate the
structure of metals by means of electron microscopy and electron diffraction. A graduate
fellowship is provided.

33. Grants as follows to assist in staging the American Dairy Science Association meeting in
June 1955:
   a. $25 from the Michigan Dairy Boosters, Inc., of Highland Park
   b. $250 from the Michigan Artificial Breeders of East Lansing.
   c. $75 from the St. Louis Poultry Company of St. Louis, Missouri.
   d. $200 from Babson Brothers Company of Chicago

34. Grant of $5000 from The Allstate Foundation of Chicago to be used under the direction of E. L.
Harden in Continuing Education to stimulate driver education program in Michigan schools by
conducting a 3-week training workshop for teachers of driver education in the 1955 summer
session, for which a program of scholarship assistance is to be administered.

35. Grant of $295 from the Episcopal Woman's Association of Detroit to continue the scholarship
assistance for a foreign student, Shinako Nakamura, for the spring term 1955.

36. Establishment of a Typist-Dictaphone position in Poultry Husbandry, paid from Experiment
Stations funds.

37. Reclassification of a Clerk-Stenographer I to a Secretary-Departmental I position in Information
Services, paid from Extension funds.

38. Recommendation that the following fellowships for the year September 1, 1954, to June 30, 1955,
be awarded from the MSC Fund Roll Call Account:

Predoctoral Awards:
- Everett L. Duke, Soil Science $800
- Robert Berry, Chemistry 800
- Leo I. Shuman, Foods and Nutrition 800
- Robert H. Marz, Political Science 2,000
- Robert L. Brizee, Sociology 1,000
- Francis N. Hodgins, Jr., English 1,200
- Paul Connor, Zoology 1,200

Post-doctoral Award:
- Ellen P. Momms, Physiology $3000
NEW BUSINESS, continued

Miscellaneous, continued

39. Recommendation that the building known as the Machine Shop be renamed the Metal Cutting Laboratory.

40. Appropriation of $150 for the following uses of the Auditorium and Fairchild Theater during the spring term 1955:

- Good Friday Concert, Auditorium, April 8: $100
- Business and Public Service Symposium, Auditorium, April 12, 13, May 2: 300
- Band and Orchestra Festival, Auditorium, April 23: 100
- Appropriation for necessary setup: 250
- Home Economics Symposium, Fairchild Theater, April 18: 50
- Basic College Symposium, Auditorium, April 20: 100
- Band Concerts, Auditorium, May 4, 17, and June 1 (in case of rain): 300
- Science and Arts Symposium, Fairchild Theater, May 20: 50
- Science and Arts Music Symposium, Auditorium, May 20: 100
- Men's Glee Club Concert, Auditorium, May 23: 100

41. Appropriation of $300 to correct the wiring in Agricultural Hall which is a fire hazard.

42. Authorization for the following work to be done and charged to Alterations and Improvements 1954-55:
   a. Build a partition, rearrange lighting, etc., in room 7, Building A-11, for Engineering Drawing: $875
   b. Alterations and construction of a partition in room 217, Wood Shop, for Mechanical Engineering: 760
   c. Alterations to Quonset 03 for the Police Department: 600

43. Recommendation that the large overhead door located at the southeast corner of the Fieldhouse be motorized at a cost of $150 to be charged to Athletic funds.

44. Resolution from the Michigan Association of Cherry Growers urging Michigan State College to undertake a comprehensive program of research into new varieties of fruits and vegetables for processing and into production and processing methods and techniques in order that Michigan growers and processors may obtain their fair share of the national market in future years.

45. Payment of additional amounts to salaried employees since the last Board meeting. (List is on file with Board material for this meeting).

On motion of Miss Jones, seconded by Dr. Smith, it was voted to approve all items of New Business on which no action appears.

46. Recommendation from the Administrative Group and the Faculty for a new form of Faculty organization: (See revised organization, filed with these minutes)

I. COMPOSITION OF THE FACULTY OF MICHIGAN STATE COLLEGE

A. The faculty of Michigan State College shall be composed of all persons holding the rank of Instructor, Assistant Professor, Associate Professor, or Professor, except such persons as may be on a part-time or temporary appointment.

B. Such persons as shall be designated as Lecturers or Visiting Professors shall have honorary faculty status.

C. The principal administrative officer in each major educational and research unit of the College shall be a member of the faculty.

II. SCHOOL FACULTIES

A. The faculty of each of the several Schools shall consist of the members of the College faculty holding appointment in that School.

B. The organization, powers, and functions of School faculties are established by faculty recommendation of June 4, 1942.

III. THE ASSEMBLY

A. Composition

The Assembly shall be composed of the President of the College, the other administrative officers of the College and its several education and research units, the faculty and other academic personnel on full-time appointment.
NEW BUSINESS, continued

Miscellaneous, continued

b. Faculty organization, continued:

B. ORGANIZATION

1. The President of the College or, in case of his absence, a person designated by him shall preside at meetings of the Assembly.

2. The Secretary of the Assembly shall be appointed by the President.

3. The Assembly shall meet once each term.

C. FUNCTIONS

The Assembly shall serve as a means of communication between the Administration and the academic personnel of the College.

IV

THE ACADEMIC SENATE

A. Composition

1. The Academic Senate shall be composed of those persons holding the rank of Professor, Associate Professor, and Assistant Professor with tenure, and shall include the President of the College, the Assistant to the President on Academic Affairs, the Deans of the several Schools, the Dean of Continuing Education, the Dean of Students, the Registrar, and the Librarian.

2. Such other employees of the College as from time to time may be in attendance at the invitation of the President shall be without vote.

B. Organization

1. The President of the College or, in the case of his absence, a person designated by him shall preside at meetings of the Academic Senate.

2. The Secretary of the Academic Senate shall be appointed by the President.

3. The Academic Senate shall meet once each term and more often as may be deemed necessary by the President and Academic Council.

4. The Academic Senate shall determine its own rules of order and procedure.

5. A Steering Committee of the Academic Senate shall be constituted:

a. The Steering Committee shall be composed of five members elected by the Academic Senate from among its membership, not more than one being from any one School during a given year. Terms shall be for two years and staggered so that three members of those initially chosen will serve for the full term, and two members will serve for only one year (this to be determined by lot at the first meeting of the Steering Committee). No person may serve consecutively for more than two terms.

b. The election will be held by mail ballot in the spring term of each year, the members elected at this time to begin to serve June 1.

c. The Steering Committee shall elect its own chairman and secretary.

d. The Steering Committee shall assist the president in the preparation of the agenda for the meetings of the Academic Senate.

e. The members of the Steering Committee shall become members of the Academic Council for the period of their term of office.

f. The Steering Committee may report independently to the Academic Senate.

C. Functions

The Academic Senate shall possess and exercise those rights and duties which are conferred by the Constitution and statutes of the State of Michigan upon the faculty of Michigan State College, or which may have been or shall be delegated to it by authority of the State Board of Agriculture.

V

THE ACADEMIC COUNCIL

A. Composition

1. The Academic Council shall consist of the President of the College, the Assistant to the President on Academic Affairs, the Deans of Agriculture, Business and Public Service, Education, Engineering, Home Economics, Science and Arts, Veterinary Medicine, Basic College, Graduate Studies, Continuing Education, the Dean of Students, the members of the Steering Committee of the Academic Senate, and two representatives from each School.
NEW BUSINESS, continued

March 18, 1955

MEW-BUSINESS, continued

miscellaneous, continued

4b. Faculty organization, continued:

2. The School representatives on the Academic Council shall be chosen in the following manner:
   a. Eligibility
      1) A member of the faculty shall be eligible to vote for and act as a representative only in that School to which he is primarily assigned as indicated by the payroll list of the Comptroller's Office.
      2) Only members of the Academic Senate shall be eligible to serve as School representatives on the Academic Council. Members of the Steering Committee may not serve concurrently as School representatives.
   b. The vote shall be taken by mail ballot containing names of the members of the School who are eligible for nomination. Each member of the School who is eligible to vote shall nominate two persons from this list.
   c. In the case of a School having a faculty numbering less than 100 persons, the names of the six nominees receiving the largest number of votes cast shall be submitted to the School faculty by mail ballot, and each member of the School faculty shall be entitled to vote for one nominee. In the case of a School having a faculty numbering at least 100 persons but fewer than 200 persons, the names of the nine nominees receiving the largest number of votes cast shall be submitted to the School faculty by mail ballot, and each member of the School faculty shall be entitled to vote for one nominee. In the case of a School having a faculty numbering 200 persons or over, the names of the 12 nominees receiving the largest number of votes cast shall be submitted to the School faculty by mail ballot, and each member of the School faculty shall be entitled to vote for one nominee.
   d. From among the three nominees in each School receiving the largest number of votes on the final ballot as provided in "c" above, the President shall appoint one to membership on the Academic Council for a period of two years.
   e. Nominations and appointments to the Academic Council shall take place in spring term of each year; members elected to take office June 1.
   f. To provide for the initial composition of the Academic Council the President shall appoint from 6 nominees receiving the largest number of votes (instead of the highest 3 as provided in "d" above) one member to serve a 2-year term and one member to serve a 1-year term. Thereafter nominations and appointments shall be as prescribed above, and all terms shall be for 2 years.

3. Each School representative on the Academic Council shall also become a member ex-officio of his School Advisory Committee for the period of his term of office.

B. Organization

1. The President of the College or, in the case of his absence, a person designated by him, shall preside at meetings of the Academic Council.
2. The Secretary of the Council shall be appointed by the President.
3. The Academic Council shall meet at least once each term, and more often at the pleasure of the President.
4. A Committee on Committees shall be constituted. It shall be composed of 9 members, 5 of whom shall be the members of the Steering Committee of the Academic Senate, and 4 of whom shall be chosen annually each spring term by the Academic Council from among its membership. The chairman shall be appointed by the President. The Committee on Committees shall advise the President on the committee structure of the faculty and on the composition of the faculty standing committees with respect to size and elements of representation (except insofar as these may be stipulated by action of the Academic Senate). The President shall consult with the Committee on Committees on appointments to standing committees of the faculty.

C. Functions

1. The Academic Council shall be consulted by the President on all matters of educational policy.
2. The Academic Council shall have the right to initiate proposals on all matters pertaining to the general welfare of the College.
3. The Academic Council shall serve in an advisory capacity to the President on any matters that he may choose to bring before it.
4. In any case the right of the Academic Council to be consulted shall not extend to matters of budget and finance, personnel, or general administration, except as principles of educational policy are to be formulated and administered.

On motion of Mr. Mueller, seconded by Mr. House, it was voted to approve the above Faculty Organization.
**Resignations and Terminations**

1. Richard B. Warren, Assistant Professor of Animal Husbandry, effective August 31, 1933 to complete his Ph.D.
3. Richard Marcus, Assistant Professor of Continuing Education, effective April 30, 1955 to accept a position in private industry.

**Leaves**

1. Disability leave for Selba Brown, Labor I (Ag.) at the Upper Peninsula Experiment Station at $760 per year, effective from March 21, 1955 to September 20, 1955.
2. Disability leave for George Legramaki, Labor I (Ag.) at the Upper Peninsula Experiment Station at $600 per year, effective March 21, 1955 to September 20, 1955.

**Appointments**

1. Arthur R. Wolcott, Associate Professor of Soil Science at a salary of $7800 per year on a 12-month basis, effective July 1, 1955, paid $ from College and $ from Experiment Station funds.
2. Richard F. Stinson, Assistant Professor of Horticulture at a salary of $6500 per year on a 12-month basis, effective June 1, 1955, paid $ from College and $ from Experiment Station funds.
3. Henry D. Foth, Associate Professor of Soil Science at a salary of $7200 per year on a 12-month basis, effective June 16, 1955, paid $ from College and $ from Experiment Station funds.
4. Albert E. Levak, Instructor in Social Science at a salary of $5000 per year on a 10-month basis, effective September 1, 1955.
5. Bruce Lannes Smith, Associate Professor of Political Science, at a salary of $7000 per year, on a 10-month basis, effective September 1, 1955 to August 31, 1956.
6. Byron W. Hansford, Assistant Professor of Administrative and Educational Services at a salary of $6000 per year, on a 12-month basis, effective September 1, 1955 to August 31, 1956.
7. Dean E. Bluman, Instructor in Mechanical Engineering at a salary of $1800 for the period September 1, 1955 to June 30, 1956.

**Miscellaneous**

1. Change C. E. Wildon, Associate Professor of Horticulture, from full time College funds to 3/4 Experiment Station funds, effective June 1, 1955.
2. Change Walter J. Haney, Assistant Professor of Horticulture, from 3/4 College and 1/4 Experiment Station to 1/2 College and 1/2 Experiment Station funds, effective June 1, 1955.
3. Change in date of resignation of Mrs. Pei-Hsing Lin Wu from January 26 to January 31, 1955.
4. At the last Board meeting Dean Harden's resignation was made effective March 31. This made no provision for accumulated leave that he is entitled to. It is recommended that the resignation date be moved forward to April 30, 1955, to cover this item.
5. Approval of granting the appropriate degrees to those students who according to the records of the Registrar have completed the requirements for graduation at the end of the winter term 1955. (List on file in the Registrar's Office).
6. Gifts as follows for the College Library:
   a. 13 books by Walt Whitman valued at $500 from Charles E. Feinberg of Detroit. These are to be placed to the memory of former Governor Alex J. Groesbeck and are to be added to the rare books in the Friends of the Library collections. There are 2 first editions each listed at $50, one at $75 and one at $25.
   b. 50 Russian travel literature pamphlets and four books illustrated, valued at $150, from Mrs. D. W. Candler of Bloomfield Hills, to add to the Friends of the Library collections.
7. Grant of $366.66 from the Hastings Public Schools to provide scholarship assistance for a student for winter and spring terms 1955.
8. A renewal of a memorandum of agreement with Denmark Township Agricultural Extension Association of Caro covering a grant of $4500 to be used under the direction of the Cooperative Extension Service to continue assistance on the cost of an intensive agricultural extension program in Denmark Township.
ADDITIONAL ITEMS, continued

Miscellaneous, continued

9. Gifts as follows for the Department of Agricultural Engineering:
   a. One #30 Rainbird 5/32" x plugs valued at $84 from Rainy Sprinkler Sales of Peoria, Ill.
   b. Two W 20 x H 10-5/8 Double Thermopane from Libbey-Owens-Ford Glass Company of Toledo, O.
   c. Twelve 90-pound bags Peladow calcium chloride 91-97 percent pellets (regular), valued at $175, from Dow Chemical Company of Midland.
   d. One board feel of Styrofoam 22, valued at $75, from Dow Chemical Company.

10. Renewal of a memorandum with the Kent County Board of Supervisors covering a grant of $200 to be used under the direction of the Cooperative Extension Service for the continued employment of an additional 4-H Club Agent in Kent County.

11. Approval of a memorandum of agreement with the L-H Club Foundation of Michigan, Inc., of East Lansing covering a grant of $1,000 to be used under the direction of Paul A. Miller of the Cooperative Extension Service to be used in support of the entire salary of four Urban 4-H Club Agents to be assigned one each to Detroit, Flint, Grand Rapids, and Kalamazoo. The money will be available $20,000 a year for a 5-year period.

12. Grants as follows to be used under the direction of A. W. Farrall in Agricultural Engineering in support of the cooperative radio program, "Electricity at Work for You":
   a. $1,125 from Consumers Power Company of Jackson
   b. $562.50 from The Detroit Edison Company of Detroit
   c. $500 from Western Michigan Electric Cooperative of Scottville
   d. $500 from Tri-County Electric Cooperative of Portland
   e. $300 from Top O'Michigan Rural Electric Company of Boyne City
   f. $175 from Thumb Electric Cooperative of Ubly
   g. $300 from Southeastern Michigan Rural Electric Cooperative, Inc., of Adrian
   h. $500 from Presque Isle Electric Cooperative, Inc., of Onaway
   i. $300 from Oceans Electric Cooperative of Hart
   j. $500 from O & A Electric Cooperative of Newaygo
   k. $500 from Fruit Belt Electric Cooperative of Cassopolis
   l. $300 from Alger-Delta Cooperative Electric Association of Gladstone

13. Grants as follows to be used under the direction of A. W. Farrall in Agricultural Engineering in support of the cooperative television project:
   a. $1,500.94 from Western Michigan Electric Cooperative of Scottville
   b. $238.00 from Tri-County Electric Cooperative of Portland
   c. $333.05 from Top O'Michigan Rural Electric Company of Boyne City
   d. $235.00 from Thumb Electric Cooperative of Ubly
   e. $424.04 from Southeastern Michigan Rural Electric Cooperative, Inc., of Adrian
   f. $303.31 from Presque Isle Electric Cooperative, Inc., of Onaway
   g. $409.62 from Oceans Electric Cooperative of Hart
   h. $292.76 from O & A Electric Cooperative of Newaygo
   i. $426.51 from Fruit Belt Electric Cooperative of Cassopolis
   j. $1,125.65 from Alger-Delta Cooperative Electric Association of Gladstone
   k. $3,225 from The Detroit Edison Company of Detroit
   l. $3,450 from Consumers Power Company of Jackson

14. Renewal of a memorandum of agreement with Abbott Laboratories of North Chicago, Illinois, covering a grant of $25,000 to be used under the direction of P. J. Schalibie in Poultry Husbandry to study Arsenic acid.

15. Approval of a memorandum of agreement with the Distillation Products Industries of Rochester, New York, covering a grant of $25,000 to be used under the direction of P. J. Schalibie in Poultry Husbandry on studies on the effect of Vitamin B supplementation upon performance of broiler and turkey breeder feeds.

16. Renewal of a memorandum of agreement with the Wildlife Management Institute of Washington, D.C., covering a grant of $500 to be used under the direction of C. A. Petrides in Fisheries and Wildlife to study cottontail rabbit populations.

17. Renewal of a memorandum of agreement with Charles A. McHaie of Fountain and Fast Food of New York City covering a grant of $500 to be used under the direction of L. W. Scott in the Division of Hotel, Restaurant, and General Institutional Management for the U.P. Industry Courses sponsored by the National Association of Food Equipment Manufacturers.

18. Approval of a memorandum of agreement with the National Research Council of Washington, D.C., covering a grant of $25,000 to be used under the direction of C. A. Petrides in Zoology and Anthropology to make an analysis of social factors involved in the Rio Grande flood disaster in 1954.

19. Grants as follows to be used under the direction of the Continuing Education Service to assist in staging the American Dairy Science Association meeting in June 1955:
   a. $425 from the McDonald Dairy Company of Flint
   b. $2500 from the Michigan Milk Company of Saginaw
   c. $500 from the Dairyland Cooperative Creamery Company of Carson City

March 18, 1955

Acceptance of several gifts Agric. Engr.

Cont. memo agreement Kent Co. Bd. Superv.

Memo agree. L-H Club Found.

Acceptance of several grants for radio pro "Elec. at Work for You"

Memo agree. Abbott Labs. and grant of $2000

Memo agree. Distillation Prof. and $3000

Memo agree. Wildlife Hgt. inst. and grant of $500

Memo agree. Fountain & Fast Food-8500

$2500 from Nat. Research Council

Acceptance of several grants to assist in staging Am. Dairy Sci. Ass meeting
March 15, 1955

20. Supplemental appropriation of $200 to the supplies and services budget of the Engineering Drawing Department.

21. Recommendation that the following work be done and charged to Alterations and improvements 1954-55:
   a. Install asphalt tile in front of the public counter in the Recreation Office, Morrill Hall
   b. Build a counter in the kitchen in International Center

22. Request from Dean Underwood and Professor Underwood for an appropriation of $4,000 to finance a portion of the travel expenses for the A Capella Choir for 10 performances in the Detroit area during the spring vacation. These concerts are arranged at Denby, Grande, Roosevelt, Allen Park, Lincoln Park, Birmingham, Redford, Hamden, Dearborn, Cass Technical, and Lowrey high schools, and in addition for the Dearborn VA Hospital and various other groups in the Detroit area.

23. Bids were taken on March 1 for a $25,000,000 per hour and 630 lb. pressure at 750°F boiler. Wickes Company prepared bids on two types—a boiler with baffles and a boiler without baffles. Commonwealth Associates has a slight preference for the boiler without baffles which costs $247,690. Dean Ryder and the group on the campus much prefer the boiler with baffles at a cost of $233,025. The boilers in the new plant are all with baffles, and it is the feeling of Dean Ryder and the committee on the campus that a baffie boiler works better with our water and under conditions here at the College. Mr. Parkinson of Commonwealth Associates indicated that there is not enough difference in boilers to make any material difference in their operation and that there is a difference of $14,735 in favor of the boiler with baffles. Commonwealth Associates recommends that the Wickes Boiler be purchased together with a Detroit Stoker and equipped with American Boiler Corporation Dust Collector.

The case bids were submitted as follows:

<table>
<thead>
<tr>
<th>Company</th>
<th>Without baffles</th>
<th>With baffles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babcock and Wilcox Co.</td>
<td>$265,491</td>
<td></td>
</tr>
<tr>
<td>Combustion Engineering, Inc.</td>
<td>$290,039</td>
<td></td>
</tr>
<tr>
<td>Union Iron Works</td>
<td>$260,014</td>
<td></td>
</tr>
<tr>
<td>Wickes Stoker Co.</td>
<td>$247,025</td>
<td>$233,025</td>
</tr>
</tbody>
</table>

24. We have been able to negotiate a 30-day option to purchase the 35 acres of land adjoining the college property on the south side of Mt. Hope Road west of Harrison Road at a purchase price of $75,000 plus the realtor's fee of 4 per cent amounting to $2,820. The owners insist the payment be as follows: $16,500 at the time of purchase and $16,500 at the end of each year for a period of 1 year. This land will eventually become a part of the proposed college golf course and is to be purchased from athletic funds.

25. In planning for the expansion of the engineering school, it seems to be desirable to plan to construct additional engineering buildings on a new site south of Shaw Lane and west of the Animal Industries Building, with the understanding that eventually all of the operations of the School of Engineering will be moved to this site. An approval of this proposal is required to permit Dean Ryder and Coffin, Vallen and Rossetti to plan for the proposed mechanical engineering building. Dean Ryder recommends that the first unit be the building to house mechanical engineering and applied mechanics and involving approximately 150,000 square feet of floor space, with the following structures to be added at later dates:
   a. A building to house civil engineering and engineering drawing and involving 120,000 square feet of floor space.
   b. A building to house electrical engineering and engineering research with 150,000 square feet of floor space.
   c. A building to house chemical engineering, metallurgical engineering, and some mechanical engineering shop areas, 100,000 square feet of floor space.

This plan contemplates an eventual enrollment of 3500 students in engineering and that the buildings presently used by the School of Engineering will be converted to other uses.

26. Report that Mr. Cress has completed tentative negotiations with the Michigan National Bank covering the borrowing of $200,000 to finance the cost of the addition to the Music Building with the interest and principal to be repaid over a period of years out of the revenues collected for the use of practice rooms by students majoring in music. The interest rate will be at 2% per cent.
27. Ralph Calder, the Architect on the Music Building addition, reported that plans will be in
the bidders' hands within a few weeks and that bids will be taken in late April.

28. At the January Board meeting it was authorized that an application be filed with the Federal
Communications Commission to increase the power of WKAR from 5,000 to 25,000 watts. After
additional study, Director Coleman and Mr. Denison, in consultation with radio engineers and
representatives of the Federal Communications Commission, desire to change this application
so that the increase be from 5,000 to 10,000 watts rather than the 25,000 originally
requested.

29. In accordance with previous actions taken by the Board with reference to our application before
the Federal Communications Commission for Channel 10, the following proposals are presented:

a. That the Board authorize the completion of tentative arrangements to finance the
installations required—-to become effective only when and if the Communications
Commission approves our request for the channel. It is proposed to borrow all of the
required funds to be repaid, with interest at 4 per cent out of revenues from the Michigan
Television Corporation for the use of facilities in accordance with our contract with them.
b. It is proposed that the College enter a tentative order with the General Electric
Company for the necessary equipment to operate the television station on Channel 10. The pur-
opose of the order is to give us a priority in securing this equipment with the under-
standing that it is tentative only and will become a firm order only when the Federal
Communications Commission approves our application, and that if the application is not
approved there will be no financial obligation incurred by the College.
c. It is not the intention of the Board to use funds appropriated by the State Legislature
for this purpose.

On motion of Dr. Smith, seconded by Mr. Mueller, it was voted to approve Item 29.

30. It is recommended that the Board approve a memorandum of understanding between Michigan State
College and the U. S. Department of Agriculture on Cooperative Extension work in agriculture
and home economics, copies of which have been in the hands of all Board members for some time.

31. It is recommended that the following changes in pay for graduate assistants be made effective
at the beginning of the next school year, September 1, 1955:

a. Graduate Assistants

(1) For those with baccalaureate degrees—-increase pay from $1300 to $1400
(2) For those with Masters' degrees—-increase pay from $1500 to $1700
All must pay the usual resident fees—out-of-state fees to be waived for non-residents
during terms of employment and during the summer term for those who have served
throughout the previous year and who wish to take full work for the summer.
b. Graduate Research Assistants

(1) For those with baccalaureate degrees—-increase pay from $1200 to $1400
(2) For those with Masters' degrees—-increase pay from $1400 to $1600
All must pay the regular resident fees — out-of-state fees to be waived for non-residents
while employed.

On motion of Miss Jones, seconded by Mr. House, it was voted to approve the above recommendation.

32. Mr. May discussed with the Board the proposal that will make it possible for parents of
prospective students to provide for the financing of the education of their children through
a pre-payment plan. This proposal grows out of repeated requests over the years for the
development of some such program.

On motion of Dr. Smith, seconded by Mr. Mueller, it was voted to approve Additional Items 26, 28, 30
and 32.

33. As discussed with the Board on several previous occasions, continuing study has been given to
our retirement program and plan in comparison with those in effect at similar universities.

The Retirement Committee recommends to the Board the following changes in our retirement plan:

a. Retirement for all faculty and staff will be optional on the first day of July
following attainment of age 65 and will be compulsory on the first day of July
following attainment of age 66.

b. Administrative officials, including Deans, Directors, and Department Heads, will be
relieved of administrative duties on the first day of July following attainment of age
65. When relieved of administrative responsibility at age 65, they may request
one year's terminal leave followed by retirement or assignment to other duties. If
active service continues beyond age 65, on the first day of July following attainment
of age 66 employees shall be retired from duty and receive the regular College pension,
unless offered additional duty under established Board policy.

continued— -
Approval of new retirement program and plan continued:

33. New retirement program and plan continued:

c. Reemployment of any retired employee or faculty member after age 68 may be permitted on a year-to-year basis when the retired individual has good health and when it is in the best interests of the College. The decision as to reemployment will be the responsibility of the appropriate administrative officials. The salary paid shall be in addition to the usual retirement benefits, but the total of retirement compensation plus salary shall not exceed the annual salary immediately prior to retirement.

d. If the board adopts the above changes, the following policies shall be affirmed:

(1) Optional Pension Plans -- Under the present retirement plan, an employee must live to retirement age 65 for any of the survivor options to become effective. It is recommended that the survivor option continue to be effective at age 65, and that if a staff member or spouse dies during the period of employment between the ages of 65 and 68, pension benefits be paid on the same basis as would have been paid if employee had voluntarily retired at age 65.

(2) Death Benefits -- It is recommended that there be no change in the current Board Policy with respect to payments to survivors of employees dying before reaching the retirement age.

(3) Group Insurance -- At present group insurance is reduced from $7500 to $1000 when an employee retires at age 65. Even though retirement age is extended to age 68, it is recommended that insurance continue to be reduced to $1000 on the first day of July following attainment of age 65.

On motion of Miss Jones, seconded by Mr. Mueller, it was voted to approve the above recommendation to be effective immediately.

34. Discussion with the Board of the progress of appropriation measures now before the Michigan legislature.

35. The Michigan State College Employees' Credit Union has submitted a copy of its annual report indicating that the assets of the Association have increased from $383,117.74 on December 31, 1953, to $450,728.22 on December 31, 1954.

36. Communication from Governor Williams expressing appreciation to the members of the State Board of Agriculture for the hospitality accorded him and Mrs. Williams on Founders' Day.

The next Board meeting will be held Friday, April 15, 1955.

The meeting adjourned at 12:15 P.M.