

MINUTES OF THE MEETING
OF THE
BOARD OF DIRECTORS
OF
S O U T H W E S T E R N
Held November 13, 1928.

A called meeting of the Board of Directors of Southwestern was held on Tuesday, November 13th, 1928, at 9 a.m., in the Directors' Room, Palmer Hall.

The meeting was called to order by Chairman E.B. LeMaster, and was opened with prayer by Dr. Fred R. Graves.

The roll call showed those present as follows:

ALABAMA:	LOUISIANA:	MISSISSIPPI:	TENNESSEE:
A.B. Curry	W. McF. Alexander	Fred R. Graves	Moore Moore
J.V. Arnold	C.J. Freeland	G.L. Tucker	B.A. Patch
J.T. Fuller	D.K. Brown	J.D. Duncan	Jas. I. Vance
	E.B. LeMaster	Geo. G. Tayloe	S.M. Nickey

Chas. E. Diehl, ex-officio.

Dr. D.H. Ogden wrote a letter to the Board of Directors explaining his absence, and his excuse was accepted.

The reading of the Board minutes of the last meeting was dispensed with. The minutes of the Executive Committee since the last meeting were read and approved.

COMMUNICATIONS:

A letter, with accompanying resolutions, from the local Alumni Chapter was read and ordered incorporated in the minutes.

To the Board of Directors,
Southwestern,
Memphis, Tennessee.

Gentlemen:

At a recent meeting of the Southwestern Alumni a local chapter of Southwestern Alumni was organized representing several hundred of the former students in and about Memphis. In a way the local chapter makes the plans and is the steering rudder for the entire organization. A resolution was introduced requesting me as President of the Alumni Association to ask the permission of the Board of Directors to incorporate the Southwestern Alumni Association. I hereby make this request.

The Alumni also requested that these formal resolutions of loyalty and devotion to our Alma Mater be presented to the Board, a committee having been appointed to bring in the formal resolution which was unanimously adopted.

"We, the Alumni of Southwestern, at our first opportunity to give public expression to our feelings on these matters, desire to affirm most heartily:

1. Our endorsement of the type of buildings here and our congratulations to those who were wise enough to plan these splendid college buildings and equipment.
2. Our loyalty to the new institution at Memphis, even as when a daughter removes from the old home to locate elsewhere and her mother's love goes with her, so we of the older Alumni of Clarksville do follow Southwestern to Memphis with our loyalty and love and we commend her to the later generations to love and cherish her even as we did her mother.
3. We affirm most heartily our love and appreciation of the President of Southwestern. We express our sense of appreciation of his value to the College and to the entire Mississippi Valley. We commend the wisdom he has shown in establishing this institution and in projecting its future. We offer him allegiance, and as alumni we call on all sons and daughters of Southwestern to give Southwestern their heart's allegiance and support.

R.A. Bolling,
Duncan Martin,
Lehman Johnson,
Committee".

Respectfully,

U.S. Gordon,
Alumni President.

A letter from Mr. George G. Tayloe, resigning his position as Treasurer and member of the Endowment Investment Committee, was read and referred to a special committee to be named later in the meeting by the Chairman.

It was moved and carried that the Board take recess at 12:30 for luncheon, and again at 3:30 for the dedicatory exercises of Hugh M. Neely Hall, and Hardie Auditorium.

The formal call for this meeting was then read as follows:

At the request of the Executive Committee, meeting on September 28th, 1928, Chairman E.B. LeMaster is calling a meeting of the Board of Directors for Tuesday morning, November 13th, 1928, at 9 a.m., in the Board of Directors' Room, Palmer Hall.

First, to consider the matter of dispensing with

the services of the present Bursar, which matter was referred by the Executive Committee to the Board of Directors for action, and any other matters incident thereto or resulting therefrom.

Second, to consider the advisability of incorporating the Southwestern Athletic Association, and the contractual basis of such possible incorporation.

Third, to consider possible changes in the terms of the leases for fraternity and sorority lodges.

Fourth, to consider any matters connected with the financial or publicity campaigns.

Since the meeting of the Executive Committee on September 28th, 1928, two members of the Board have sent in their resignations to their respective synods to take effect after the Board meeting and have expressed the intention of participating in the proceedings of the Board at the above mentioned time and place.

Chairman LeMaster asked Judge J.T. Fuller to preside.

It was moved and carried that the action of the Executive Committee, inviting the Citizen's Advisory Committee to attend this meeting, be approved by the Board, and they were invited to participate in the proceedings. There were present of this Committee, Mr. T.K. Riddick, Chairman, Messrs. F.N. Fisher, Joseph Fowler, E.R. Barrow, These gentlemen devoted the entire day to this service.

The first matter mentioned in the call for the meeting was taken up, and it was moved by President Diehl that the services of the present Bursar be dispensed with. This was duly seconded and was opened to discussion. President Diehl presented his views on the matter, after which Mr. George G. Tayloe was recognized by the Chair, and presented his views.

The hour of luncheon having arrived, the meeting adjourned to reconvene at 1:30 p.m.

The meeting was opened with prayer by Dr. W. McF. Alexander.

The matter was very generally discussed, Mr. S.M. Nickey being the first speaker of the evening, followed by President Diehl, Drs. Vance, Alexander, Messrs. Fowler, Brown, Fisher, Barrow, Riddick and Judge Fuller. The question being called for, the motion was put and carried, the vote standing 12 to 3, Messrs. Tayloe, Nickey and Brown voting in the negative, and Dr. Curry asking to be excused from voting for personal reasons. It was moved by Mr. George G. Tayloe, and promptly seconded by several, that Mr. D.W. Gordon's services terminate on January 1st, 1929, and that, in the interim, he be allowed ample opportunity to leave the office seeking a new business connection for himself.

It was announced to the Board that Mr. Nickey's resignation from the Board had been accepted by the Synod of Tennessee to take effect at and of this meeting, and that Mr. Tayloe's resignation had been presented to the Synod of Mississippi for action at its meeting next week.

Dr. Fred R. Graves paid a tribute to the faithful service of Mr. Tayloe and Mr. Nickey, which was adopted unanimously by a standing vote.

Mr. Riddick spoke with reference to the desire of the Citizen's Advisory Committee to have authority to collect certain old pledges of the 1920 campaign, which question was also discussed by Mr. F.N. Fisher. This matter was passed for the time as the hour for recess had arrived, and the meeting adjourned to the Hugh M. Neely Hall to participate in the exercises there.

Program of exercises is appended.

Upon re-assembling at 5:30, it was decided that, instead of submitting the matter to a special committee, the Board itself should act upon the letter of resignation of Treasurer Tayloe. Upon motion, duly seconded his resignation as Treasurer and member of the Endowment Investment Committee was accepted, and with it the Board's hearty appreciation of his faithful service was acknowledged.

It was moved and carried that Dr. Moore Moore be elected to serve as Treasurer and member of the Endowment Investment Committee until such time as the Executive Committee can fill these positions. It was moved and carried that the Executive Committee be directed to select a Treasurer and member of the Endowment Investment Committee to serve until the next Board meeting.

Item No. 2. was then taken up and passed until the next meeting of the Board.

It was decided that Item No. 3 required no action.

Item No. 4 being taken up, there was a general discussion of finances, no action being taken.

It was moved and carried that, the Citizen's Advisory Committee having asked permission to collect certain pledges made in the 1920 campaign, they be authorized to use their own discretion in this matter.

It was noted that the date for the annual meeting of the Board was Tuesday, January 29th, 1929, and since some of the members found it impossible to meet on that date, it was changed to Wednesday, January 30th, with the provision that the local members meet on the 29th and adjourn to the 30th.

Upon motion, the Secretary was directed to express to the Citizen's Advisory Committee thanks of the Board of Directors and appreciation for the time spent and services rendered Southwestern on this and many other occasions.

The meeting adjourned at 7 p.m., with prayer by Dr. A.B. Curry.

Moore Moore Secretary.

The dedicatory exercises of the Hugh M. Neely Hall and the Hardie Auditorium were held respectively at 4 and 4:30 p.m., on Tuesday, November 13th, 1928, President Charles E. Diehl presiding. The program for these events was as follows:

Academic Procession from the Science Building to the Hugh M. Neely Hall.

Hymn - "How Firm a Foundation Ye Saints of the Lord" by the vested double quartet from the College Glee Club.

Unveiling of the memorial tablet by Mrs. B.L. Mallory, of Memphis, neice of the donor.

Presentation Address on behalf of Mrs. H.M. Neely by her nephew, S.M. Neely, LL.B., of Memphis.

Acceptance Address on the part of the Board of Directors of Southwestern by Rev. A.B. Curry, D.D., of Memphis, Vice-Chairman of the Board.

Brief Address on "Colonel H.M. Neely as a business man" by T.K. Riddick, LL.B., of Memphis, long time friend of Colonel Neely.

Reading the inscription on the tablet.

Dedicatory prayer and benediction by Rev. A.C. Dudley, Pastor of the First Presbyterian Church, of Memphis.

Academic Procession from Hugh M. Neely Hall to the entrance of Hardie Auditorium, in Palmer Hall.

Hymn - "For All the Saints Who From Their Labors Rest", by the vested double quartet from the College Glee Club.

Unveiling of the memorial tablet by Mr. Palmer Hardie, of Bosco, Louisiana, the only surviving son of the late Wm. T. Hardie.

Reading the inscription on the tablet.

Address on "The Life of Wm. T. Hardie", by Rev. W. McF. Alexander, D.D., LL.D., of New Orleans, a colleague with Mr. Hardie on the Board of Directors of Southwestern for about a quarter of a century.

Dedicatory prayer and benediction by Rev. James I. Vance, D.D., LL.D., of Nashville, Tennessee, Vice-Chairman of the Board of Directors.

PRESIDENT'S REPORT

January 26, 1929.

To the Board of Directors of Southwestern:

Gentlemen:

The President of the College takes pleasure in submitting the following annual report:

Several changes have been made in the personnel of our Board as a result of the resignation of three members. The Synod of Tennessee has elected Mr. T.H. Tutwiler, President of the Memphis Power and Light Company, in place of Mr. S.M. Nickey. The Synod of Mississippi has elected Mr. S. Watkins Overton, Mayor of Memphis, in place of Mr. George G. Tayloe. The Synod of Louisiana has elected Mr. Alfred C. Glassell, an alumnus, of Shreveport, Louisiana, in place of Mr. D.K. Brown. The following men whose terms of office expired in 1928 were re-elected by their respective Synods for a four year term each:

Mr. J.V. Arnold - Alabama
Dr. W. McF. Alexander - Louisiana
Dr. Fred R. Graves - Mississippi
Dr. Moore Moore - Tennessee

The Board, therefore, is now constituted as follows: Alabama - D.H. Ogden, 1929; J.T. Fuller, 1930; A.B. Curry, 1931; J.V. Arnold, 1932; Louisiana - C.J. Freeland, 1929; Alfred C. Glassell, 1930; E.B. LeMaster, 1931; W. McF. Alexander, 1932. Mississippi - G.L. Tucker, 1929; J.D. Duncan, 1930; S. Watkins Overton, 1931; Fred R. Graves, 1932. Tennessee - B.A. Patch, 1929; James I. Vance, 1930; T.H. Tutwiler, 1931; Moore Moore, 1932.

The new members of the Faculty are in the main proving satisfactory. The report of the Clerk of the Faculty, showing in detail the work of each professor, is herewith presented. Professor James B. Lackey is doing excellent work in Biology. We believe that he is quite as satisfactory in that position as was his very unusual predecessor, Dr. B.P. Kaufmann. Associate Professor R.F. Thomason, in the capacity of Assistant Dean, is giving special attention to the freshman, in addition to teaching the classes in Latin. Assistant Professor Eric G. Haden is doing exceptionally fine work, and he is a very valuable addition to our faculty. Assistant Professor Samuel H. Monk is still on leave of absence. He continued at the Graduate School at Princeton this year, and expects to receive his doctor's degree in English in June. He is planning to return to Southwestern next year. His salary will have to be provided for in the budget for next year, and it will be necessary to provide some increment in the salary and promotion in rank in the cases of a few members of the faculty, if they are to be retained at Southwestern. Several members of our faculty are being sought by other institutions, and it cannot be too strongly urged that it is the height of folly and the poorest sort of economy to permit ourselves to be robbed of true and tried men, who are excellent teachers, for a mere trifle. As Dr. Wm. B. Munro, of Harvard well says, "the effectiveness of a college ultimately depends on the quality of its teachers". Men of the type that now constitute the faculty of Southwestern are exceedingly difficult to secure, for the qualifications for membership on the

faculty of Southwestern are unusually high and exacting, and the salary scale is low. The men on the faculty of Southwestern must have sound scholarship, excellent teaching ability, pleasing personality, they must be interested in their students, particularly in their moral welfare, they must have a certain breadth of culture, and, above all, in addition to all of these things, they must be genuine and wholehearted in their allegiance to Jesus Christ as their Saviour and Lord. It is not hard to find men who have some of these qualifications, but it is exceedingly difficult to find personalities in whom all these virtues inhere. It should be noted that, because of our financial stringency, the faculty has been kept reduced to the absolute minimum, and every man is working beyond the limit which an institution should require. As a matter of fact, according to estimates made by educational experts, who have studied the needs of "The Effective College", there should be in proportion to our student body some ten or twelve more members of the faculty than we now have. As a result, one of the greatly advertised assets of the small college; namely, small classes for each professor, is not fully realized, and the burden of the paper work in many classes is exceedingly heavy. However, one of the ideals of Southwestern is "that it is for the best interest of the work to have a comparatively small faculty of well paid full professors, rather than to have a larger faculty composed mainly of assistant professors and instructors who are serving on a lower salary scale". Under all these circumstances, it behooves us to do our utmost to hold on our faculty those men who have proved themselves worthy of their high calling. Southwestern's attitude to its faculty should never be that which President Nicholas Murray Butler, of Columbia University, characterizes as " 'the hired man' theory of academic service".

The changes in the plan of ^{administration} ~~admission~~ are working out happily. Dr. R.W. Hartley, who was appointed Acting Dean, is doing an excellent piece of work in that position. The same can be said for Mrs. M.H. Townsend, who was appointed Dean of Women, and Professor R.F. Thomason, who is serving as Assistant Dean. The work of administration and discipline has never been so well handled, and as a result attendance has been much more satisfactory, there are far fewer students who are dropping by the wayside. There has been less shrinking of the enrollment this year than ever before, and this is probably attributed to the prompt and effective discipline of the dean's office, aided by the very efficient work of Miss Annie Beth Gary, the Assistant Registrar.

One great aid in bringing about the present happy situation was the enlarged freshman program. The first four days of the fifty-fourth session, prior to the opening convocation, were set aside for the purpose of inducting the freshmen and other new students into college life in such a way that a better adjustment might result. The chief aims which determined the making of the program were (1) to inspire the new student with a proper attitude toward higher education; (2) to make him feel at home among the material and intellectual assets of the college; (3) to determine, as far as possible, the fitness of each student for the various college subjects. On Friday morning, September 14th, at 8:30, after the devotional service, the President addressed the new students on the subject, "Why have you come to college". This address was followed by an explanation of the college catalogue by Dean Hartley. Classification tests were given in English, Latin and Mathematics, students met with their appointed faculty advisers for individual conferences in regard to

their preparation, their life work, and their consequent classification. The Dean of Women met for a conference with all the women students. Physical examinations and mental tests and measurements were given. Before registering, each student was required to call at the President's office to meet him personally. The program on Saturday included talks by Prof. A.P. Kelso on "How to succeed in college"; by Prof. C.L. Townsend on the "College Library"; by Prof. W.O. Shewmaker on "Why freshmen fail"; and by Prof. E.D. McDougall on "The religious life of Southwestern students". On Sunday morning the students accepted the invitations of the Memphis churches to attend the morning service of the church of their choice, and at the vesper service in Hardie Auditorium Prof. W.R. Cooper spoke to the students on "College friendships and fraternities". On Monday morning the Honor Spirit and System as it obtains at Southwestern was explained by Prof. A.T. Johnson and by the senior members of the Honor Council. This was followed by classification of the new students. Each student was assigned to his particular courses, professors and sections, a schedule was made out for every student and a permanent faculty adviser was designated. On Tuesday former students were classified, and regular meetings of all classes were held on Wednesday.

A further effort was made to reduce the so-called "wasteheap" of college failures by the introduction of the new freshman Orientation Course. In spite of diligent efforts to secure in our student body only those who have a desire for learning, there are always some who choose to follow the line of least resistance and who need to be continually prodded. Some of these are unable or unwilling to carry the work of the regular curriculum. It becomes impossible for them to continue in Latin, Greek or Mathematics. If there is some worth while course into which these students can be classified, most of them can be saved. Prof. A.P. Kelso agreed to undertake such a course. There were thirty students who were placed in that course, and it is probable that twenty-four of this number can be saved, and inspired with zeal for honest work.

Even more important than the efforts to save the weaker students are the plans which have been inaugurated for caring for the exceptional student. For years we have planned to introduce Honors Courses, but the condition of our Library, together with the fact that the members of our faculty have been so over worked, have necessitated our deferring this project until now. However, with the beginning of this year, these Courses were established and the especially gifted student was eligible for them. The comparatively large number of students who sought to take advantage of this opportunity to do vastly more work than is normally required for graduation is an index of the high type of our student body. There ^{were} eighteen students who petitioned for Honors Courses, and fifteen of these petitions were granted. Later two students withdrew, and there are now thirteen students reading for Honors. This is a distinctly forward step, permitting a student who has shown himself worthy of it a greater freedom, and depending upon him to take the initiative in his work. President Lowell, of Harvard, states that he believes that by the improved system which has been introduced in that University the same results have been obtained for all their students that are usually obtained in those institutions which offer Honors Courses for the unusual student. Some of us are inclined to believe that President Lowell is a bit optimistic, but everyone will probably agree that the plan of the general examination, together with the tutorial system at Harvard, is one of the most forward steps taken in American educa-

tion. There are a number of institutions which are thus making what President-elect Hoover might term "a noble experiment". The scientific attitude is evidenced in relation to our colleges, and they are the subject of criticism and investigation as much as ~~are~~^{are} any institutions in the land. We at Southwestern are quite familiar with these experiments, and up to the limit of our manpower and our financial ability, we are engaging in a like forward movement in higher education. By reason of our financial limitations, we cannot do all that we desire to do, or all that we expect to do by and by, but it is a conservative statement to say that no better undergraduate work is being done in the South than is being done here at Southwestern.

The institutions to which our students go bear unsolicited testimony to the high character of the work done here. Last year it was Mr. Wm. V. Gardner, a graduate of Southwestern, who was awarded the Hoge Fellowship at Union Theological Seminary, Richmond, Virginia. It was the same Mr. Gardner who was a few months later awarded the fellowship of the Jarvie Commonwealth Fund, which is worth \$1500.00. This fellowship, which permits a year's residence in Palestine, is offered to an outstanding graduate of an American theological seminary, who has ranked high in his work, and who has made some demonstration of leadership. Mr. Gardner was chosen from among five candidates. The other four of whom represented respectively Princeton Theological Seminary, Yale Divinity School, the General Theological Seminary, and Union Theological Seminary, of New York. This year Mr. John A. Redhead, another graduate of Southwestern, has been awarded the Hoge Fellowship. A similar record of achievement, on the part of Southwestern students is found at the other theological seminaries and at graduate schools. Likewise, it was a Southwestern senior, Mr. Earl McGee, who was this year awarded the Rhodes Scholarship for Tennessee. There were twelve other candidates from other institutions, four from Vanderbilt, four from the University of Tennessee, one from Union University, one from Sewanee, one from Princeton, and one from West Point. Mr. McGee was the unanimous choice of that Committee. The Committee on Selection was much impressed with the character and solidity of the work of Southwestern.

Constant attention is given to the matter of more effective teaching. A recent prolonged meeting of the Faculty and of the Faculty Club was given over to the matter of the discussion of the characteristics of a great teacher. The Council of Church Boards of Education, and the Association of American Colleges met at Chattanooga during the week beginning Monday, January 7th, and a large part of these meetings were devoted to the consideration of the college teacher and college teaching. The President of Southwestern was on the program for this discussion, and his paper, which was practically a statement of the ideals which Southwestern is endeavoring to carry out, was regarded, generally speaking, as the ideal towards which the effective college should be working. The crux of the whole problem is the college teacher. Oh, that there were enough Mark Hopkinses to go around.

Among the non-athletic activities of the college, it is proper to note the enthusiasm which has been injected into the Glee Club by Assistant Professor Eric G. Haden, who is the leader of that organization. Likewise, there should be noted the increasing interest in forensics under the capable leadership of Professor A.P. Kelso. The

Debating Club entered the contests on Prohibition, which were sponsored by the W.C.T.U., and one of the Southwestern debaters, Mr. Maury Hull, having won the contest in this section, was sent to Nashville by the W.C.T.U., and won second place in the final contest. Another Southwestern debater, Mr. Malcolm Ritchie, represented Southwestern in the regional contest of the State Intercollegiate Debate. A team of three debaters journeyed to Northwestern University, Evanston, Illinois, and engaged in a debate, with representatives of that institution. It was a nondecision debate, but the judgment as evidenced by the audience was rendered in favor of Southwestern. Intercollegiate debates will be staged this year by representatives of Southwestern with Union University, with Sewanee, with the University of Mississippi, and with Millsaps College. It is highly desirable that there should be an apportionment for debating of about \$500.00 in the budget for next year. This would enable representatives of Southwestern to meet in competition with other colleges throughout the country, and such an arrangement would have more academic value than athletic contests.

The moral and religious life of the students on the campus of Southwestern is unusually high, as would be expected in such an institution. The annual series of evangelistic services was held during the week beginning January 14th, closing with the vesper service on Sunday, January 20th. These meetings were conducted by Dr. Ryland Knight, pastor of the Delmar Avenue Baptist Church, St. Louis. Dr. Knight some fifteen years ago was pastor of the Baptist Church of Clarksville, Tennessee, was closely identified with the college in those days, and was greatly beloved both by the faculty and the students. Dr. Knight had made careful preparation for these meetings, his discourses dealt with fundamental things, and they were scholarly, finished, vital messages. His work here at Southwestern was characterized by dignity, simplicity, sincerity and sanity. Both the Faculty and the students were genuinely interested. There was no emotionalism shown, but the meetings were thoroughly evangelical in spirit, and a lasting good has been accomplished.

Christian Union
For the past years some of us have felt that it was not an advantage to apply the title of Y.M.C.A. to that group of students which is organized to foster the religious life of the students. That conviction has deepened with the years, and we have finally decided to re-organize our work, and henceforth there will not be a Y.M.C.A. here at Southwestern. There will be instead a group which will be known as the "Southwestern Campus-Club", and this group will do all that the Y.M.C.A. has ever done and a great deal more. We are planning, with the opening of the second semester, to have a Bible Class here on the campus every Sunday morning. This Class will be taught by members of the faculty. A professor will not be asked to teach this Class for an indefinite period, but only for a limited period of eight or twelve weeks. This Class is designed particularly for the male students who are on the campus. The churches of Memphis are widely scattered, and are not very near Southwestern. It is difficult to get the students up on Sunday morning and out to the Bible classes in the various churches. It is believed that a Bible Class here on the campus from nine to ten on Sunday morning will accomplish great good, and students will still have the opportunity to get to the church of their choice in time for the morning service.

Southwestern at Memphis offers a magnificent opportunity to render a unique and greatly needed service to the Presbyterian Church in this section, a service which we could and would render, if financial

arrangements can be made. Ever since we moved to Memphis it has been our desire and our purpose to have here for six weeks during the summer a Summer School for Pastors and Christian Workers. Such a school as we have in mind would stimulate thinking and would help to keep our pastors and workers abreast of the results of modern scholarship. It would be no make-believe, no series of breezy chautauqua lectures, but it would call for honest work on the part of those who attend, and it would be well worth while. In many cases ministers engage in very little serious study after they leave the seminary, and that in our judgment is the reason why many are so restive. Sometimes it seems that about ninety percent of the ministers want to leave their present charge. In some of these cases it is because the minister has "preached out". He has not kept laboriously at his studies. He reads, to be sure, little light books on methods, books of sermons and illustrations, but he does not tackle the great books that are thought compelling and thought producing. He is not in touch with the bibliography of the day, and, even when he is earnest, he does not know in what books he should invest the limited amount which he can set aside for that purpose. The Methodist Church ordains men to the ministry who have not fulfilled the educational requirements of the Presbyterian Church, but their system demands the attendance and honest work on the part of their young ministers annually at carefully planned summer schools. As a result, many of their men who have begun their ministerial work on a lower educational scale than the Presbyterians far outstrip our men in their later ability. It would not require a great deal of money to accomplish this great work. It could probably be done for some \$5,000 or \$6,000 a year, enough to pay the professors for their work and to secure some outstanding men from this country and abroad. The dormitories and the dining hall could be used during the summer months, and those who desired to take advantage of this opportunity would be charged only the actual cost of their room and board. We endeavored to secure from a man whom we thought would be interested a gift of \$5,000 for the purpose of inaugurating that work this summer, but he did not respond. There are probably people in our Church whom this matter would appeal. This summer we are again co-operating with the Methodists in their training school for Christian workers, and we have arranged for them to hold their session here this summer from June 17-28th.

Dr. A.T. Johnson, Chairman of the Library Committee, has submitted a report for his Committee, in which he states that the Library is progressing satisfactorily with its various tasks. A large number of carefully chosen books has been added. We now have about 32,000 volumes, and the list of periodicals taken numbers 95. This number includes weekly and monthly magazines, and many technical journals for the various departments. Progress has been made with the cataloguing, a total of 7449 books have now been catalogued, 5,000 of these have been catalogued during the past year. At the present rate of progress, and allowing for accretions, the cataloguing cannot be completed under six more years. It is highly desirable, it is imperative that this cataloguing proceed as rapidly as possible, and there is great need for another full-time assistant. Until the cataloguing is completed, the Library cannot function with efficiency. Arrangements were made for the employment of some student assistants last summer, and this fact accounts for the large number (5000) of books which have been catalogued during the past year.

The method of selecting books to be bought for the Library is proving very satisfactory. Under our present plan, the Library

funds are divided into shares and apportioned by the Library Committee to the various departments. On the basis of the experience of the past two years, this apportionment is approved or revised. Reference books are bought only by the Library Committee; other books are bought at the written request of the professors to whose field of teaching they belong. In this way the danger of ordering worthless books is largely avoided. It must not be forgotten that the library is the heart of an educational institution, and we rejoice at the greatly increased use of the library facilities. The number of books withdrawn is some twenty-five percent greater than was the case last year. More and more the reading rooms are being used as places of study between class hours and at night.

Improved arrangements have been made for the physical care of students. A new and very comprehensive physical examination blank was gotten out at the beginning of this year, and the work with regard to the care of the students has been better systematized and better provided for. Mrs. I.A. Rutland, the House Mother of Evergreen Hall, has been engaged at a very small stipend to look after all students who are indisposed. In addition to this, there has been introduced, in connection with the required work in physical education, an additional required course in Personal Hygiene. This course is not at all popular, but it is required, and it is being well handled by Dr. James B. Lackey, Professor of Biology. The flu epidemic did very little damage to Southwestern, but the Health Department of the City of Memphis, because of the situation in the city, did not permit us to open after the Christmas holidays until January 14th, eleven days after the date for our appointed opening. As a result of this action, we have lengthened the first semester one week, we will omit the Easter holidays and commencement day will be on June 11th, as it is now scheduled. This means that the second semester will begin on Monday, February 11th, instead of on Monday, February 4th. Under the direction of our College Physician, who is also the Secretary of the Board, Dr. Moore Moore, the Associate College Physician, has done excellent work.

The athletic situation at Southwestern is one that must be carefully considered by the Board of Directors at this meeting. However, the paper which it is proposed that the Board adopt, which paper was approved by the Faculty and by the Executive Committee, has been sent to each member of the Board of Directors. That paper is sufficiently comprehensive, and makes it unnecessary to incorporate this matter in this report. It might be noted that Mr. W.C. Rasberry, who is a transfer student from Mississippi A & M College, and who is greatly interested in various forms of athletics, especially the work of the track team, is rendering a great service in the development of that phase of athletics.

The physical education of the women students is not being cared for as it should be. The young women have a part-time physical instructor, a student, whom we are paying \$200.00 a year. Mrs. M.H. Townsend, the Dean of Women, feels that they sadly need a full-time physical instructor, particularly so since there is only one field house and practically no equipment for the use of both sexes. There is very little opportunity for the young women to engage in athletic sports of any kind. For example, thirty eight young women wish to play basketball, but only twelve could have an opportunity of playing. The women pay the same athletic fee as the men, and in comparison with the men, they get very little in return.

Constant discussion goes forward all over the land as to the relation which exists, and should exist between an institution of

higher education, and those who have been graduated from it. It is worth noting, as President Butler, of Columbia University, points out, that this question is in large degree one of purely American origin and American interest. In Great Britain and on the Continent of Europe former students have deep affection and respect for the university of their undergraduate days, but they have no such forms of organization and no such continuing and solicited enthusiasms, as prevail among college graduates in this country. President Butler believes that the development of intercollegiate athletics contests, zeal for success in them and pride in their victories are, in large measure at least, the stimulating cause of the alumni movement in the United States. Whatever be the cause, it is evident that the colleges of this country do and must depend to a large extent upon their alumni for the perpetuation of that work in which they were once sharers. The alumnus should be permanently a member of the college family, entitled to recognition as such and bearing responsibility as such. He is always and everywhere, whether willingly or not, whether consciously or not, a representative of his college's training and ideals. The alumni should be made to understand and feel that they are not looked upon either wholly, or even primarily, as a possible source of financial support and helpfulness. But it is foolish to think that Southwestern can reach its maximum efficiency without the ardent enthusiasm and loyal co-operation of its former students.

The issuance of the first number of the Southwestern Alumni Magazine a few weeks ago is a significant event. It is a movement in the right direction. We have recognized for years that steps should be taken to cultivate our alumni, but our financial condition, and the consequent lack of manpower, has made it impossible for us to enter upon this work in a systematic and effective way. The time has come when this matter cannot longer be deferred. It may cost us something to do this during the first year or two, but whatever money is wisely spent on this cause should be counted not as an expense, but as an investment. There is a desire on the part of many of the alumni to have the Alumni Association incorporated, to the end that they may have more autonomy in carrying out their plans for the College. In view of the fact that Southwestern does not have any members of its Board elected by the Alumni Association, it seems to us to be more than usually desirable that the Board approve such a plan, a plan similar to that which for the past fifteen years or more has worked happily at Yale. If the Board of Directors at this meeting approved in principle such a plan, and empowered the Executive Committee to authorize the arrangement after carefully considering its details, the matter could probably be consummated at the commencement exercises in June.

The enrollment of students for this year is 427. Of these students, 65 are receiving scholarships, 48 of whom are candidates for the ministry or the sons and daughters of ministers. Of the other 17, 3 are members of faculty families and 14 are scholarships which are awarded to preparatory schools. The following tabulation shows the students by denominations, residence and classes:

<u>DENOMINATIONS</u>			
Baptist	53	Jewish	9
Catholic	10	Lutheran	4
Christian	16	Methodist	109
Christian Scientist	4	Presbyterian	175
Episcopalian	31	Unitarian	1
		Others or none	15

RESIDENCE

Tennessee	288	Louisiana	- 5
Alabama	23	Mississippi	67
Other States		44	

CLASSES

Freshman	154	Junior	71
Sophomore	120	Senior	72
Special Students		10	

The financial situation of Southwestern is grave, but it is not as acute as it was a year ago. At that time there was danger of the institution having to close. The non-Presbyterians of Memphis agreed to put on a campaign in Memphis to provide for budget deficits and interest charges until August 31st, 1930, provided that a campaign for \$1,200,000 be projected among the Presbyterians of the four Synods. The non-Presbyterians of Memphis did a magnificent piece of work, and, with the additional help that they will give, together with a liberal response from the weekly offerings of the churches in the four synods, our current expense needs and interest charges will probably be provided for until August 31st, 1930. Allowing for a shrinkage of not over fifteen percent, it will probably be necessary to secure \$20,000, in addition to our present expectations, in order to meet current expense needs until August 31st, 1930, but this is not a large task, and we believe that the money can be easily secured from those who subscribed for only one year and from those who made no subscription last year.

The response on the part of the Presbyterians in the four Synods has not been so encouraging. The Synod of Tennessee, with the aid of the oversubscription of Memphis Presbytery, fully met its quota of \$305,000. The quota of the Synod of Alabama was \$315,000, and only about one-third of this quota was subscribed last spring. The campaign in that Synod has been continued this fall, but only about \$3,000 in additional subscriptions has actually been received. There are a good many promises about what churches will do in the future, but these are not definitely signed pledges. The cold fact is that the Synod of Alabama has subscribed about \$111,000 towards the quota of \$315,000. Rev. David Park has been working in that Synod, and is still in our employ. He is a good man, but the Board will have to determine whether or not further work in that Synod is worth while.

The quota of the Synod of Louisiana was \$180,000, but the response in that Synod is most disappointing. Only three churches in that Synod, the Prytania Street Presbyterian Church of New Orleans, the Church at Bastrop, and the Church at Hammond, have thusfar met their quotas. The total subscribed in the Synod of Louisiana is \$35,759.00. However, the campaign in that Synod is still being prosecuted, and Dr. W.S. Lacy is patiently doing a laborious and effective piece of work under very unfavorable circumstances. The Church at Hammond, Louisiana, had sent in a subscription of \$35.00. Dr. Lacy went to that

Church, and by his persistent energy, secured subscriptions for about \$2,000, thus bringing that Church up to its quota.

The Synod of Mississippi, in lieu of its inability to put on a campaign last year, agreed to send to Southwestern last year the sum of \$10,000 towards current expenses. Only a little more than one-half of that amount was actually received. For the present year, the Synod of Mississippi is presumed to supply \$15,000, and it is earnestly hoped that this full amount will be sent in.

Including the gift of Mrs. H.M. Neely, we have a little more than \$500,000 in subscriptions for payment on the debt of \$700,000. Deducting the cost of securing this money, and making allowances for some shrinkage, it is safe to estimate that we have in sight towards the payment on the debt about \$350,000. If three or four individuals or families could be found who would establish memorials of \$100,000 each, the money thus secured, together with what we can count on as noted above, will take care of the debt and stabilize the institution, making it forever a Presbyterian institution. The greatest obstacle in our way is the debt. Until this is paid we cannot hope for aid from foundations and corporations. Mr. Wm. R. Craig, of New York City, offers to be one of four who will give \$100,000 towards the stabilizing of the institution. However, he is unwilling to give that sum or any other sum unless the institution is stabilized by the wiping out of the debt. Mr. Craig stated that he would gladly give that amount now, and that after the debt was removed, he would give more. The problem is to find the other three, or to find some way by which the debt can be removed. There are unlimited possibilities of increased usefulness before Southwestern, but all of these depend, as does our very existence as a Presbyterian College, upon the removal of the debt.

The Association of Colleges and Secondard Schools of the Southern States, of which we have been members since 1911, is threatening us with loss of membership unless this debt is paid and the endowment is increased. The disaster of such an eventuality cannot be exaggerated. Of course, it is only our financial condition that is in the least bit in question, but that is serious in their eyes. They have the right and the power to throw us out of that organization at any time. They may do so at the next annual meeting in December 1929, and they will probably surely do so in December 1930, unless the institution is stabilized.

Five comparatively small gifts, amounting to about \$20,000, not as a part of the campaign fund, have been received during the course of the year, but for the most part they are so designated that they will not greatly help in carrying on the work of the institution. Everyone, it seems, wants to help the poor boy, but no one wants to help the poor college, and yet the poor boy depends upon the poor college to take care of his needs. The five gifts referred to above, and the provisions concerning these gifts will be presented in the form of memoranda for incorporation in the minutes of the Board of Directors.

Some months ago, the Executive Committee, with the approval of the Board of Directors, entered upon a five year promotion contract with the firm of Marts and Lundy. This contract began on

September 1st, 1928, and Mr. A.D. McKee, the representative of Mr. G.E. Lundy, has been working here in accordance with the provisions of that contract. Our work for the future must be very carefully and definitely planned, and Mr. G.E. Lundy has been notified of this meeting of the Board of Directors, and has been requested to be present on that occasion.

On October 5th, 1927 the Synod of Tennessee took the following action, and a similar action, we believe, was taken by the other three controlling Synods:

"The Synod of Tennessee approves the following changes in the Charter of Southwestern, and directs the Board of Directors, when concurred in by the other three controlling Synods, to secure these changes by legislative enactment:

"1. To empower the Board of Directors to select as Chairman of the Board any member of the Board, whether said member is the President of the institution or not, and that the President of the institution shall be ex-officio a member of the Board, but shall not be ex-officio Chairman of the Board.

"2. To make it impossible for the Board of Directors ever again to place a mortgage indebtedness upon the property without the consent of at least the majority of the controlling Synods. This action does not, of course, apply to the possible necessity of refinancing the present indebtedness".

The first of these changes was enacted by the Legislature of Tennessee at its last meeting two years ago. The second item can be complied with only by a similar method. The Legislature of Tennessee is now in session. If the Board desires such legislative enactment, steps must be taken at once to get such a bill through the Legislature, and provision should be made for the cost of such procedure. In the judgment of our attorney, it would be unwise to amend our Charter as thus suggested. Under these circumstances, the Board should give very careful consideration to this item.

It may be possible to dispose of a small section of our present campus, about five acres. The Board should consider this matter, and if it be thought desirable, the Board should empower the Executive Committee to arrange for the negotiations for the transfer.

A number of communications have been received, with regard to the conferring of honorary degrees. These communications will be turned over to the Committee on Honorary Degrees.

*See p 6 of
Jan 31, 1929
meeting*