

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
OF SOUTHWESTERN AT MEMPHIS

HELD IN THE DIRECTORS' ROOM

PALMER HALL

MARCH 20, 1956

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The Board of Directors of Southwestern at Memphis held its regular stated meeting in the Directors' Room, Palmer Hall, on Tuesday, March 20, 1956, at 9:00 a.m.

The meeting was called to order by the Chairman, Sidney W. Farnsworth, and was opened with prayer by Dr. Archie C. Smith.

Miss Erma Reese, Secretary to the President, was invited to sit in the meeting as assistant to the Secretary.

The roll call showed the following members present:

ALABAMA:

John M. McMillan  
A. K. Burrow  
Mrs. Roy C. Heacock  
James A. Minter, Jr.  
Archie C. Smith

LOUISIANA:

Walker L. Wellford, Jr.  
Mrs. M. Vance Higbee  
John S. Land

MISSISSIPPI:

W. H. McAtee  
W. J. Millard  
Mrs. W. Everarde Jones  
Frank A. England

TENNESSEE:

Robert E. Harwell  
Sidney W. Farnsworth  
Mrs. John T. McCall  
W. S. Beasley  
Moore Moore

Peyton N. Rhodes, ex-officio

The Secretary presented reasons for the absence of Alfred C. Glassell, of Shreveport, Louisiana; Robert S. Abbott, of Alexandria, Louisiana, and Robert G. Gillespie, of Jackson, Mississippi.

Upon motion, duly seconded, the reading for information of the minutes of the meeting of the Board of Directors held on October 20, 1955, was dispensed with, since copies of these minutes had been received by each Board member.

Upon motion, duly seconded, the minutes of the Executive Committee meetings held on November 25 and December 30, 1955, January 27 and February 24, 1956, copies of which had been received by each Board member, were approved.

The Chairman announced for information the personnel of the following Committees:

HOUSE: Walker L. Wellford, Jr., Chairman; Mrs. M. Vance Higbee, Mrs. Roy C. Heacock, James A. Minter, Jr., Robert G. Gillespie

FINANCE: W. S. Beasley, Chairman; Alfred C. Glassell, A. K. Burrow, Robert S. Abbott, Mrs. John T. McCall, Mrs. W. Everarde Jones, Robert E. Harwell

DEVELOPMENT: W. J. Millard, Chairman  
Synod of Alabama - Mrs. Roy C. Heacock, James A. Minter, Jr.  
Synod of Louisiana - Mrs. M. Vance Higbee, John S. Land  
Synod of Mississippi - Mrs. W. Everarde Jones, W. H. McAtee  
Synod of Tennessee - Mrs. John T. McCall, W. S. Beasley  
R. P. Richardson, Vice-President in Charge of Development

HONORARY DEGREES: Moore Moore, Chairman; W. J. Millard, P. N. Rhodes  
Faculty members - A. T. Johnson, M. L. MacQueen

SPECIAL COMMITTEE TO STUDY PRESENT AND FUTURE NEEDS OF THE COLLEGE:  
John M. McMillan, Chairman; Walker L. Wellford, Jr.,  
Moore Moore, Peyton N. Rhodes

The Chairman, Sidney W. Farnsworth, is ex officio a member of each Committee.

The members of the Board were invited to have lunch in the Bell Room of Hugh M. Neely Hall at 12:30 p.m. The Chairman stated that Deans Jameson M. Jones and Jane Leighton Richards, Sir Richard Livingstone, of Oxford, England, and Dr. Charles E. Diehl had been invited to have lunch with the Board members.

President Rhodes made a brief, oral report on the work of the college for the 1955-56 academic session, stating that the enrollment for the first semester was 572, including special students, and for the second semester 539, which also includes special students; that 52.8% of the students are Presbyterians, 18% Methodists, 12% Baptists, 9.1% Episcopalians, and that the balance of the students are members of some fourteen other denominations; that there are 55 candidates for the ministry in the student body, of whom 44 are Presbyterians - 7 from Alabama, 3 from Arkansas, 8 from Louisiana, 8 from Mississippi, 2 from Missouri, 1 from South Carolina, 12 from Tennessee, 1 from Texas, 1 from Virginia, and 1 from West Virginia; and that nineteen

States are represented in the freshman class.

President Rhodes stated that the following two members of the faculty will retire at the end of the 1955-56 academic session:

Waller Raymond Cooper, who has been Professor of History  
at Southwestern since 1920

Martin W. Storn, who has been Professor of Romance Languages  
at Southwestern since 1925

Upon motion by Dr. Land, which was duly seconded, the Secretary was requested to write each of these Professors a letter expressing the Board's appreciation for their long and valuable services to the college.

A memorandum addressed to the members of the Board and the Executive Committee was distributed by President Rhodes, a copy of which is attached to these minutes.

Upon motion by Mr. Wellford, which was seconded by Mrs. McCall, the Board elected Mr. L. Palmer Brown, III, of Memphis, to succeed Mr. Edmund Orgill as a member of the Executive Committee of Southwestern. (See minutes of Executive Committee meeting for February 24, 1956, page 2).

President Rhodes discussed the will of the late Dr. E. C. Ellett (see minutes of the Executive Committee meeting for February 24, 1956, page 1) in which a substantial bequest was provided for Southwestern. Upon motion by Mr. Minter, seconded by Mr. Beasley, the disposition of Southwestern's share of this bequest was referred to the Executive Committee with power to act.

A list of thirty-one names of outstanding Memphis citizens was presented to the Board by President Rhodes, with the recommendation that twenty-one of these individuals be invited to form an Adult Education Committee for Southwestern, whose main function would be to exercise oversight and control of the adult education work. Upon motion, duly seconded, this recommendation was approved. (See minutes of Executive Committee Meeting held February 24, 1956, pages 1 and 2).

The Vocational Guidance Center at Southwestern was discussed at some length and folders describing this Center were made available to the members of the Board.

President Rhodes announced that the Tennessee Independent Colleges Fund had been formed and copies of the Charter and By-Laws were given to the Board members. (See minutes of Executive Committee meeting for February 24, 1956, page 2 ).

The meeting recessed at 10:00 a.m., in order for the Development Committee and the Special Committee to Study the Present and Future Needs of Southwestern to hold their meetings, and reconvened at 10:45 a.m.

The following report of the House Committee was presented by the Chairman, Mr. Wellford, and was unanimously adopted:

The House Committee met in the Board of Directors' Room at 7:30 p.m. on March 19, 1956, with Walker L. Wellford, Jr., Chairman, presiding. Other members present were Mrs. M. Vance Higbee, Mrs. Roy C. Heacock, John M. McMillan, and James A. Minter, Jr., who acted as secretary. Mr. John A. Rollow, College Engineer, was present by request.

Also appearing before the Committee, at the request of the Chairman, were:

Mr. Joe Eades, President of the Student Council  
Mr. Gerald K. Smith, Vice-President of the Student Council  
Mr. William H. McLean, President of the Junior Class

The Chairman explained that he had invited these student representatives to appear before the committee in keeping with previous requests in order that student voice might be heard in presenting the needs and complaints of the student body. (See House Committee's report in minutes of Board of Directors' meeting for March 16, 1954, page 9). Each of the above named students agreed upon the following needs:

The erection of a chapel, a student union, a fine arts building, and the completion of the Neely Mallory Memorial Gymnasium as originally planned. Each student felt that the present athletic program is adequate. One of the group stated his belief that a large interest existed for the establishment of a remedial reading course.

Mr. Rollow stated the need for plumbing changes in Stewart Hall to properly equip it for use as a men's residence hall. Mr. Rollow estimated the cost to be approximately \$2,000 for such changes. He also recommended the replacement of springs and mattresses for 110 men's beds at a cost of approximately \$35.00 each. Mr. Rollow further reported that the college roads were being maintained in reasonably good repair.

President Peyton N. Rhodes came before the Committee and discussed these various requests, together with the request for renovation of the tennis courts, the latter request having already been presented to the Committee by the Chairman. President Rhodes felt that the more urgent need lay in the construction of additional dining facilities and raised the hope that a small infirmary might be constructed concurrent therewith.

The Committee, after discussing the various proposals, agreed to recommend to the Board the carrying out of the needs as stated by Mr. Rollow and also the renovation of the tennis courts. While it recognized the urgency of all the building needs, the Committee felt that the construction of added dining facilities and the proposed infirmary, as presented by President Rhodes, should take precedence and made same a portion of its recommendation.

The addition of a remedial reading course to the curriculum was found to be under advisement by the faculty.

The Committee commended Mr. Rollow for his diligence in the care of the college's buildings and grounds.

Walker L. Wellford, Jr.  
Chairman

The Chairman, Mr. Beasley, presented the following report of the Finance Committee, which was unanimously adopted:

The Finance Committee met in the Faculty Room of Palmer Hall on Monday evening, March 19, 1956, at 7:15 p.m., with the following present: Chairman W. S. Beasley, Messrs. Robert E. Harwell, A. K. Burrow, and S. W. Farnsworth, Mrs. W. Everarde Jones, Mrs. John T. McCall, President P. N. Rhodes, and Mr. C. L. Springfield, Bursar and Business Manager.

The minutes of the Finance Committee meeting which was held October 19, 1955, were read by Mr. Farnsworth.

The question of the inadequacy of salaries of the faculty and staff was discussed. It was pointed out that only the income from the Ford Foundation gift could be used to increase salaries and that the total amount of this gift would not be in hand until about July 1, 1957. It was moved by Mrs. McCall, seconded by Mr. Harwell, that the Committee recommend to the Board of Directors that for the fiscal year 1956-57 salaries of the faculty and staff be further increased, that the Executive Committee study the matter, with the hope that the total of such increase might amount to five percent or more of the present salary budget, and, in addition, to continue the two and one-half percent Christmas distribution. The motion was passed.

The revised estimate of income and expenses for the current year was reviewed and discussed.

The portfolio of securities held in the endowment fund was reviewed. The Investment Committee and the Investment Counselor were heartily commended for the fine job they are doing in handling the investment of college funds. This Committee recommends that the Secretary write a letter to each member of the Investment Committee, expressing the thanks of the Board.

The Committee again called attention to the financial drain on college resources, occasioned by the many requests for scholarships, remissions, and student aid. It was pointed out, even if the full tuition charge is paid, that a student pays only about one-half of the actual cost of his education. The Committee suggested that the churches and presbyteries of the four cooperating Synods include in their budgets, in addition to regular benevolences, scholarship funds and/or loan funds to assist students from their respective churches who enroll at Southwestern; such funds to be administered by appropriate committees in the churches and presbyteries, in cooperation with the appropriate college officials.

The Committee was gratified to note the receipt of special gifts from corporations and individuals, which gifts go a long way toward reducing the deficit for the year, and expressed its thanks to those who have been instrumental in obtaining such gifts.

The meeting was closed with prayer by Mr. Harwell.

W. S. Beasley, Chairman  
Mrs. W. Everarde Jones, Sr.  
A. K. Burrow  
Mrs. John T. McCall  
Robert E. Harwell

Mr. McMillan, Chairman of the Special Committee to Study the Present and Future Needs of Southwestern, reported that the Committee urges each member of the Board to study carefully Southwestern's Self-Study and Report dated November 1, 1954, which was prepared at the request of the Board of Christian Education, and which outlines the needs of the college.

The Chairman also reported that the Committee is unanimous in recommending

1. That the most pressing operating need is for additional funds to increase faculty and staff salaries to a competitive level;
2. That insofar as buildings are concerned, additional dining hall facilities represent the number one pressing need, with an additional residence hall for men as next in importance.

Upon motion by Mr. Beasley, which was seconded by Mrs. Jones, the report of the Special Committee was unanimously adopted.

The Chairman of the Committee on Development, Dr. Millard, read the following report of the Committee, which had been prepared by Dr. R. P. Richardson, Vice-President in Charge of Development, and which upon motion, duly seconded, was unanimously adopted:

Undoubtedly there will be some repetition and duplication of reporting on the subject of development at Southwestern and the over-all report of our President before the Board of Directors. This is as it should be, because the development activity of the college is only one phase of college life which concerns the President and the Board of Directors.

For obvious reasons we shall simply mention, or record, the significant activities we have been engaged in for the past six months, without taking the time to elaborate on each activity. We shall be glad to amplify or explain more fully any activity mentioned in this memorandum, before the meeting of the Committee this morning.

The significant activities which have kept us busy the past six months in our program of development at Southwestern are:

1. The completion of the first year of activity of Sponsors of Southwestern.
2. The initiation of a new Parents Committee Program. On December 16, 1955, a letter was mailed to the parents of all Southwestern students for the past ten years, enlisting their moral and financial support of the college. The results have been encouraging. Next fall we plan a Parents Day on the campus.
3. An effort to put the Ford Foundation Grant to the college in proper perspective, to off-set the erroneous impression, on the part of some, that all our financial problems have been solved. See special statement attached.
4. An all out effort to support and implement the work of Ward, Dreshman & Reinhardt in the joint campaign for Louisville Seminary and Southwestern in the Synod of Alabama. The final results have not yet been achieved, but \$329,204.00 of the \$400,000 goal has been subscribed.

# Ford Foundation Grant Points Up Magnitude of Crisis In Education

On December 12, 1955, it was announced that the Ford Foundation plans to give \$260,000,000 to 615 regionally accredited, privately supported, four-year colleges and universities in the United States to help them raise faculty salaries.

Southwestern at Memphis is grateful for the gift of \$320,000, which includes an extra "accomplishment grant" in recognition of the college's leadership in raising faculty salaries. These salaries are still relatively low as indicated by the New York *Herald Tribune* chart below.

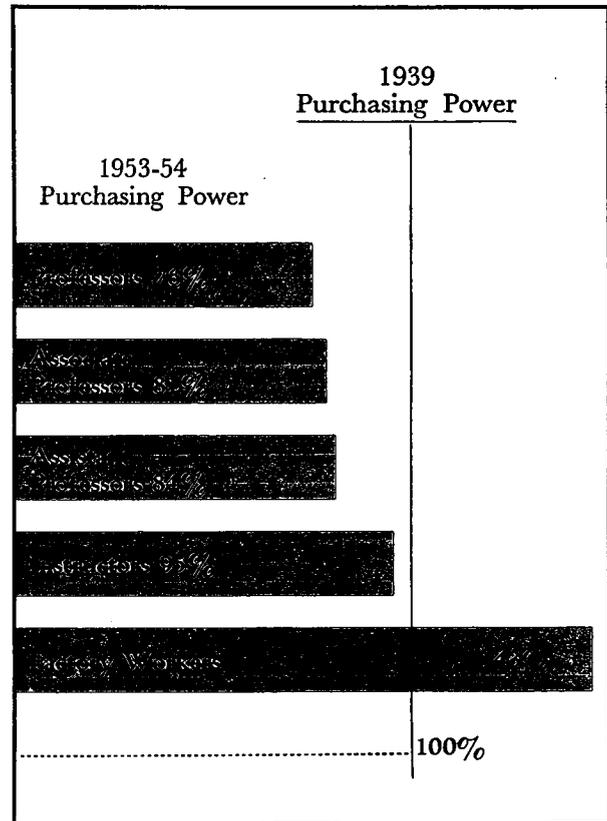
The Ford Foundation calls attention to how big a problem exists in the colleges rather than to how big a gift it is making. Thus the Ford gift is a "pump-primer" to stimulate other gifts instead of being an answer in itself. Hence, it seems wise at this time to place the Ford grant in proper perspective in order to avoid mistaken conclusions which may be hastily reached.

## SOUTHWESTERN AT MEMPHIS WILL RECEIVE \$320,000

- Southwestern plans to put every dollar into our permanent endowment, which is non-expendable.
- As such, it will add about 10% to the book value of our present endowment, which stands at \$3,000,000.
- At present rates, the Ford grant will yield approximately \$12,800 per year, which will increase faculty salaries only about 4%.
- Last year Southwestern received \$157,000 from the church, alumni, business, industry, and other friends. This amount is 12 times the anticipated annual income from the entire Ford grant, which will not become fully available until June, 1958.
- So you see, annual gifts from all contributors, both large and small, are tremendously important in maintaining the high standards for which Southwestern is well known.
- In conclusion, may we say again:

"Thank you,  
CONTRIBUTORS AND FRIENDS!"

"Thank you,  
FORD FOUNDATION!"



This chart shows what has happened to college faculty purchasing power since 1939, and the reason why the Ford grant is being cheered.

5. The successful completion of the first year and the happy beginning of the second year's development of an arboretum on the Southwestern campus. This work is being done jointly by the college and the Lumberman's Club of Memphis. The new trees on the campus speak for themselves.
6. The formation of the Tennessee Independent Colleges Fund on March 14, 1956, with the University of Chattanooga, the University of the South, Vanderbilt University, and Southwestern at Memphis as charter members. Copies of the charter, constitution and by-laws supplied each Board member speak for themselves. 160
7. Last, but not least, the formation of the new President's Council, made up of Southwestern Ambassadors, at a dinner on the campus, February 20, 1956. This is only the beginning of an organization and a lot of hard work by volunteer salesmen for the college, which should produce substantial dividends for the college in the near future. A separate brochure will tell its own story. 160

Recommendations:

1. That each member of the Board work with us in trying to make National Christian College Day, Sunday, April 15, 1956, the best stimulus to support Christian Higher Education in our Presbyterian Church, U.S., up to date.
2. That members of the Board in each of the four cooperating Synods work with us in the meeting of Presbyteries and Synods to emphasize Christian Higher Education in 1956, as the General Assembly has authorized. This emphasis may be implemented in each of the four Synods by calling on all Presbyterians to complete the financial goals in the four Synods, initiated in 1953 in Louisiana and running through 1955 in Alabama.

The Chairman of the Committee on Honorary Degrees, Dr. Moore, made the following report, which upon motion, duly seconded, was unanimously adopted:

The Committee on Honorary Degrees has had two recent meetings to consider a number of recommendations for honorary degrees, and is nominating the following for degrees to be conferred at the commencement exercises on Tuesday, June 5, 1956:

DOCTOR OF DIVINITY

Warner Leander Hall, '29..... Charlotte, N. C.  
Pastor, Covenant Presbyterian Church

Wave Hunter McFadden, '37..... Monroe, La.  
Pastor, First Presbyterian Church

Henry Haskell Rightor, Jr..... Charlotte, N. C.  
Rector, Christ Church

DOCTOR OF HUMANITIES

Edward F. Barry..... Memphis, Tenn.  
Attorney-at-Law

Lillias House Dale..... Columbia, Tenn.

DOCTOR OF LAWS

Edmund Orgill..... Memphis, Tenn.  
Mayor of Memphis

The Committee also recommends that the Executive Committee be authorized and empowered to confer another honorary degree on June 5, 1956, if it should seem advisable in connection with the commencement speaker.

Upon motion by Mrs. McCall, which was duly seconded, the Secretary was requested to write a letter to the Memphis Garden Club expressing the profound gratitude of the Board of Directors for its generous provision of shrubs, etc. to beautify the areas of the Burrow Library and the new residence hall for women students.

The Chairman stated that the annual meeting of the Board of Directors will be held on Thursday, October 18, 1956.

A cordial invitation was extended to the members of the Board of Directors to attend a tea at 4:00 p.m. this afternoon at the home of Mr. and Mrs. Sidney W. Farnsworth, 1760 Harbert Avenue, honoring Sir Richard and Lady Livingstone.

The meeting recessed at 11:30 a.m., in order to give the members of the Board an opportunity to visit some of the buildings on the campus before lunch at 12:30 p.m.

The meeting reconvened at 1:45 p.m. for the reading of the minutes of the meeting, which, upon motion, duly seconded, were approved.

The meeting adjourned at 2:15 p.m., with prayer by Dr. Land.

  
Secretary

MEMORANDUM TO MEMBERS OF THE BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE  
OF SOUTHWESTERN AT MEMPHIS:

We have many areas relating to the welfare of Southwestern in which gifts or bequests would prove invaluable and which do not involve memorial buildings, endowment of professorships, or operating expenses. These are in the area of ideas or means of encouraging the faculty to better teaching and other matters dealing with scholarship. In many cases not a great deal of money is required and yet the quality of the institution can be further built up by implementing them. A few such possibilities are listed below:

1. Monetary awards for outstanding teachers. The American Association for the Advancement of Science, for instance, recognizes the most outstanding teacher in the natural sciences for the year with a substantial prize. Would it not be sound to award to two Southwestern professors each year a "distinguished teaching citation" carrying a \$1000 gift in each instance? Such awards could be identified with the name of the person, foundation, or business firm providing the fund. A faculty-administrative committee could make the choices. The good accomplished might be great.

2. There could be established a travel fund to be used exclusively for the necessary expenses of faculty members attending meetings of their professional societies and other learned groups. Every effort is now made to foster such attendance with some contribution towards expenses, but funds do not permit widespread encouragement of this. Trips of any distance are rather expensive yet there is great value and stimulation in getting a faculty member off the campus for several days from time to time. The sum of \$2000-\$4000 per year would enable about half of the faculty members to attend at least one meeting per year and this is entirely worthwhile.

3. As is well known in the fields of physics, chemistry, mathematics, and economics it is becoming virtually impossible to secure instructors within the salary range of most colleges. The law of supply and demand is requiring that competition must be met. The provision of funds to make salary supplements to the normal and existing range is badly needed. The creation of a natural science emergency fund, or something of the sort, would relieve part of the unfortunate necessity of having people of equal merit in different areas of learning paid at different rates.

4. In the recent reprint from the report of the Carnegie Corporation for 1955, already in your hands, Mr. John W. Gardner makes the point that the success of modern foundations has been due in great measure to the fact that they kept their capital funds free and uncommitted so that they could be used flexibly and with imagination. This is really the heart of the idea of a foundation. It is proposed that there be set up an internal foundation within the college, a sort of discretionary fund, president's fund, or ideas fund that would permit the experimentation with ideas, with new methods, and with matters rising above the routine. This would keep

one from being hampered by the limitations of the regular budget when there was the opportunity of experimentation with something new just as the way the big foundations experiment. Any sum from \$5000 on up to a maximum of \$25,000 would be used effectively in such a fund. This would not be wasting money but ultimately conserving money. It does, however, require persons of imagination to appreciate what might be accomplished in this way.

5. Any funds that might be secured towards the further beautification of the campus are well worthwhile. The appearance of the campus has done more than we realized to encourage people to make investments here. All plantings are expensive and expensive to maintain but by judicious selection the maintenance is kept to a minimum. There are many lovers of beauty who might contribute to or help maintain a campus beautification fund, or something of the sort. Small gifts, as well as large, might be properly applied in this area.