The annual meeting of the Board of Directors of Southwestern at Memphis was held in the Directors' Room, Palmer Hall, on the campus, on Thursday, October 18, 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:**
- Archie C. Smith
- John N. McMillan
- Mrs. Roy C. Heacock
- A.K. Burrow

**LOUISIANA:**
- John S. Land
- Walker L. Wellford, Jr.
- Mrs. Roy C. Heacock

**MISSISSIPPI:**
- Robert G. Gillespie
- Frank A. England
- W.H. McAttee
- Mrs. W. Everarde Jones

**TENNESSEE:**
- S.W. Farnsworth
- W.H. McAttee
- Moore Moore
- Mrs. John T. McCall

Peyton N. Rhodes, ex officio

The Secretary presented reasons for the absence of James A. Minter, Jr., of Tyler, Alabama; Robert S. Abbott, of Alexandria, Louisiana; Alfred C. Glassell, of Shreveport, Louisiana; Mrs. M. Vance Higbee, of Metairie, Louisiana; W.J. Millard, of Memphis, and W.S. Beasley, of Columbia, Tennessee.

Upon motion by Mr. Wellford, which was duly seconded, the reading for information of the minutes of the meeting of the Board of Directors held on March 20, 1956, was dispensed with, since copies of these minutes had been previously received by each Board member.

Upon motion by Mrs. McCall, which was seconded by Mr. McMillan, the minutes of the Executive Committee meetings held on March 30, April 27, May 25, August 13, September 28, and October 9, 1956, copies of which had been received by each member of the Board, were approved.

The Chairman appointed the following Nominating Committee:


The Chairman announced that the House and Finance Committees met on Wednesday evening, October 17, 1956, and were, therefore, ready to make their reports to the Board.
For the information of the Board the Chairman announced the personnel of the Development Committee as follows:

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

In the absence of several members of the Development Committee, the Chairman requested the following members to serve on this Committee at its meeting today:

Synod of Alabama - John M. McMillan in place of James A. Minter, Jr.
Synod of Louisiana - Walker L. Wellford, Jr., in place of Mrs. M. Vance Higbee
Synod of Tennessee - Robert E. Harwell in place of W. S. Beasley

The members of the Board were invited to have lunch in the Bell Room of the Hugh M. Neely Hall at 12:30 P.M. The Chairman stated that Dr. Charles E. Diehl, President Emeritus; Dr. R. P. Richardson, Vice President in Charge of Development; Dr. A. P. Kelso, Professor of Philosophy and Christian Ethics, and Dr. Alfred O. Canon, Dean of Alumni, had been invited to have lunch with the Board members.

President Rhodes presented his annual report (printed copies of which had previously been sent to each member of the Board) and made a verbal report on a number of items, including the student enrollment of the first semester of the 1956-57 session; the meeting of college Boards of Directors and Trustees which will be held at Lake Junaluska, N.C., June 28-30, 1957, under the sponsorship of the National Committee of Church Men for Church Colleges; the third Book Festival of the Burrow Library; the arboretum on Southwestern's campus, and the revised edition of Southwestern's Self-Study and Report. A copy of the President's and the Dean's annual reports, as well as a copy of the revised edition of Southwestern's Self-Study and Report, are appended to these minutes.

At the suggestion of Mrs. McCall, the meeting recessed at 10:00 A.M. to enable the members of the Board to attend the convocation service in Hardie Auditorium to hear the address of Dr. Julian P. Boyd, of Princeton, N.J., a distinguished historian, former Librarian of Princeton University, and presently serving as Editor of The Jefferson Papers, who was in Memphis to be the main speaker at the Friends of the Burrow Library dinner on Thursday evening, October 18.

After the convocation service, the Nominating Committee met, and the meeting reconvened at 11:00 A.M., with Dr. R. P. Richardson present to read the following report of the Development Committee:

The Office of Development has been actively engaged, since the Board met on March 20, 1956, in the following activities:

1. Trying to bring the Synods' campaigns to a more successful conclusion than present figures indicate. Example: Tennessee - $381,000 reported; payments and pledges for $275,000.
2. Trying to insure that the arboretum on the campus will be a success so that more funds from the Lumberman's Club of Memphis may be expended to advantage. The prospects are good. The Southwestern Arboretum booklet is just off the press and a copy is available for each member of the Board.

3. Trying to get the Women of the Church of the four Synods voluntarily to support "Operation Gatch Beds" for the college infirmary for 1956. Mrs. W.L. Meux, Mrs. John Q. Wolf, or Dr. R.P. Richardson appeared at the meeting of each of the four Synods. About 600 letters have gone out to the Secretaries of Christian Education of the W.O.C. at the level of the Synod, the Presbytery, and the individual church. We have the best mailing lists we have ever had. Thus far there has been received $979.33 and, anticipating ultimate success, eight Gatch beds have been purchased and installed - four for women and four for men.

4. Trying to get more Presbyterian Churches in the four Synods to support a professorship at Southwestern. Since last spring we have added another one - from Evergreen Presbyterian Church of Memphis, one-half support or $3,000 in 1957 and a total of $6,000 in 1958. In this connection it seems to us that the time is ripe to give other large and influential Presbyterian Churches an opportunity to provide professorships at the college. Do you see any objection to our approaching churches in Nashville, Birmingham, Mobile, New Orleans, Shreveport, Jackson, Monroe, and other places? In fact, the church does not have to be large and influential to help the college if it will put into its benevolence budget a 3% item for Southwestern.

5. Trying to get Dr. Alfred O. Canon, Dean of Alumni, before the college constituency as early and as happily as possible. To do this and to bring a bit of Southwestern's liberal arts and sciences to its alumni and the parents of students, we are putting on ten to fifteen Southwestern Conferences during 1956-57 in such centers as Clarksdale, Mississippi; Jackson, Mississippi; Shreveport, Louisiana; Jackson, Tennessee; Nashville, Tennessee, and other places.

6. Trying to cultivate one of the college's "publics" which up-to-date has been neglected; namely, parents of students now studying at Southwestern. Parents' Day, November 3, 1956, is one step in this direction.

7. Trying to put into effect new, as well as time-tested, techniques in fund raising from corporations, wealthy individuals, and through wills and bequests; an enlarged President's Council is envisioned, bringing in additional influential alumni and non-alumni.

CONCLUSIONS

We are aware that many of the items mentioned above have been introduced by President Rhodes or through the medium of other
reports. This may suggest repetition. It also suggests coordination and cooperation in good college team play.

Please comment, question, and criticize our report. We welcome all three. We make only one request; namely, support us wholeheartedly in our efforts until you or we can think up better techniques in developing the college.

Upon motion by Mrs. Jones, which was duly seconded, the Development Committee's report was unanimously adopted.

After a discussion of several matters which President Rhodes brought to the attention of the Board, the meeting recessed for lunch at 12:10 P.M., and reconvened at 1:45 P.M.

The Treasurer's annual report, copy of which had been received by each member of the Board prior to this meeting, was presented, and a copy is appended to these minutes.

In view of the fact that it was necessary for Mr. Harwell to return to Nashville before the afternoon session of the Board, the following report of the Finance Committee was presented by Mr. Farnsworth:

The Finance Committee of the Board of Directors of Southwestern at Memphis met in the Directors' Room, Palmer Hall, on Wednesday, October 17, 1956, at 7:30 P.M. The following members were present: Messrs. Robert E. Harwell, A.K. Burrow, Sidney W. Farnsworth, Peyton N. Rhodes, Mrs. John T. McCall, and Mrs. W. Everarde Jones. Mr. C.L. Springfield, Bursar and Business Manager, was also present. In the absence of Mr. W.S. Beasley, Mr. Farnsworth asked Mr. Harwell to serve as Acting Chairman.

The minutes of the meeting held on March 19, 1956, were read for information.

Mr. Farnsworth commented on the work of the past fiscal year. The Committee expressed gratification that salaries of the faculty and staff members had been increased as had been suggested by the Committee at its last meeting, and also expressed satisfaction that it was possible to close the fiscal year 1955-56 without a deficit. The Committee also commended President Rhodes for his untiring efforts in obtaining financial support from individuals and corporations which made this possible. Mrs. McCall suggested that letters go to all corporate contributors from the Board, thanking them for their interest and support. On motion by Mr. Farnsworth, duly seconded, Mrs. McCall's suggestion was adopted.

The Committee was informed that the budget for the fiscal year 1956-57 had been approved by the Executive Committee and this Committee recommended adoption of the budget.
It was noted that the October 9, 1956, minutes of the Executive Committee reveal that a house had been purchased at 671 West Drive for a president's home. This action by the Executive Committee was heartily approved by the Finance Committee.

It was pointed out that faculty and staff salaries are still much too low and that every effort should be made to raise salaries to levels competitive with other colleges and universities. President Rhodes emphasized the fact that there is very keen competition among colleges and universities for qualified faculty and staff members, and the Committee agreed that salary increases should be made as quickly and as generously as possible.

The Committee expressed its sincere thanks to Idlewild Presbyterian Church, Second Presbyterian Church, and Evergreen Presbyterian Church, all of Memphis, for providing funds, over and above regular benevolences, to establish chairs at Southwestern, and urged that members of the Board keep this in mind in the hope that other churches in the four cooperating Synods would take similar action.

The Committee again suggested that the churches and presbyteries of the four Synods include in their budgets, in addition to regular benevolences, scholarship and loan funds to assist students who enroll at Southwestern; such funds to be administered by appropriate committees in the churches and presbyteries in cooperation with college officials, and thereby relieve the drain on college resources occasioned by the many requests for scholarships and student aid. It was further suggested that the matter of remissions and student aid be discussed by the Board at its meeting on October 18, 1956.

The portfolio of investments was reviewed. The Committee recommended that the Secretary write a letter to each member of the Investment Committee, thanking them for the fine job they are doing in handling the investment of college funds.

The meeting closed with prayer by Mrs. McCall.

/s/ Robert E. Harwell, Acting Chairman

Upon motion by Mrs. Jones, which was seconded by Mrs. McCall, the Finance Committee's report was unanimously adopted.

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

The House Committee of the Board of Directors met on Wednesday, October 17, 1956, at 7:30 P.M., in the Faculty Room, Palmer Hall, on the campus, with the following members present: Mr. Walker L. Wellford, Jr., Chairman, and Mrs. Roy C. Heacock. Excuses for the absence of Mrs. M.Vance Higbee, Messrs. James A. Minter, Jr., and Robert G. Gillespie were received.
The Chairman invited Dr. Moore Moore and Mr. J.A. Rollow, College Engineer, to meet with the Committee, and Dr. Moore was appointed Secretary.

The members of the Committee had previously received a copy of the annual reports of the President, the Dean, and the Treasurer, and, therefore, had an opportunity to study them before the meeting.

Mr. Rollow reported that during the summer of 1956 all mattresses for all men's residence halls had been completely renovated and remade with new ticking; that new, heavy-duty coil springs had been provided for all of the beds, and that a number of other renewals and refinements had been made in these halls.

Mr. Rollow also reported that some of the plumbing facilities in Stewart Hall had been changed and improved, and that the tennis courts had been put in as good condition as finances would warrant, which makes these courts reasonably satisfactory for the present.

The Committee learned from Mr. Rollow that certain repairs in the boilers in the science building were needed, and that needed changes in these boilers were being investigated by the college architect, Mr. H. Clinton Parrent.

The Committee voted to take no action which would disturb the existing gardens in the northeast corner of the campus until the time should come for the planting of additional trees.

The Committee discussed the need for additional dining hall facilities and stressed the importance of providing these facilities as soon as possible.

The matter of expressways in Memphis was discussed, and the Committee considered the possibility that the grounds of the Memphis College of Music at 1822 Overton Park Avenue might be needed for such expressways.

The Committee discussed the need for the east wing of Mallory Memorial Gymnasium and expressed the hope that it would be possible to provide this wing at an early date.

The meeting adjourned at 9:00 P.M.

/s/ Moore Moore,
Secretary

The report of the Secretary is contained in the minutes of the Executive Committee minutes. The Secretary read the following letter from Jas. D. Collier & Co., of Memphis, concerning bonds for the employees of the college:
October 17, 1956

Dr. Moore Moore, Sr.
1222 Union Avenue
Memphis, Tennessee

Dear Dr. Moore:

Confirming our telephone conversation, we beg to advise that a primary Commercial Blanket Fidelity Bond is carried in the National Surety Company in the amount of $25,000.00 on all employees of Southwestern. This bond would cover you and any other officers while acting in an official capacity at Southwestern in the matter of signing checks or any other financial matters.

There is also an underlying Fidelity Bond covering Mr. C.L. Springfield, Bursar and Business Manager, in the amount of $25,000.00 additional, making a total of $50,000.00 applying on him.

Trusting that this is the information you desire and holding ourselves in readiness to serve you at all times, we are

Very truly yours,

J.S. D. COLLIER & COMPANY
By James D. Collier, Jr.

The Chairman, Dr. Land, presented the following report of the Nominating Committee:

Officers of the Board

Sidney W. Farnsworth - Chairman
W. J. Millard - First Vice Chairman
John S. Land - Second Vice Chairman
Moore Moore - Secretary
A. K. Burrow - Treasurer

Executive Committee

Sidney W. Farnsworth - Chairman
W. J. Millard - Vice Chairman
Moore Moore - Secretary
Vance J. Alexander, Chairman of the Board, Union Planters National Bank
Edward R. Barrow, Consultant, Barrow-Agee Laboratories, Inc.
J. Bayard Boyle, President, Boyle Investment Company
L. Palmer Brown, III, President, L. P. Brown Company
S. Toof Brown, President, S. C. Toof & Company
A. K. Burrow
A. V. Pritchard, General Agent, The Connecticut Mutual Life Insurance Company

Peyton N. Rhodes
Norfleet Turner, President, First National Bank
R. Don Warren, Chairman of the Board, Stratton-Warren Hardware Co.
Walker L. Wellford, Jr.
Investment Committee

Vance J. Alexander, Chairman
Troy Beatty, Vice President and Senior Trust Officer,
First National Bank
Snowden Boyle, Chairman of the Board, Boyle Investment
Company
A.K. Burrow
Sidney W. Farnsworth
W.B. Pollard, President, National Bank of Commerce
Peyton N. Rhodes
Maury Wade, Investment Counselor

Upon motion by Mr. Gillespie, which was duly seconded, the Secretary
was directed to cast the ballot for the abovementioned nominees. He reported that
the ballot was cast and that the nominees were duly elected.

In compliance with the suggestion contained in the report of the
Finance Committee (see page 5 of these Board minutes), the matter of remissions
and student aid was discussed at length, but without formal motion or vote.
Copies of the revised forms to be used by applicants for aid were placed in
the hands of each member of the Board. There seemed to be general agreement,
other than for Honor Scholarships which are awarded solely on the basis of
proven academic excellence, that every precaution should be taken to insure
that financial assistance is given only where there is clearly demonstrated
need after careful investigation. It was pointed out that the use of current
funds for student aid actually means involuntary contributions by the faculty
and staff reflected in salaries which are admittedly much too low.

President Rhodes discussed at some length Southwestern's Adult
Education Program, particularly the Executive Leadership Institute.

The Chairman appointed the following committees to serve through the
1957 annual meeting of the Board of Directors:

W. HOUSE - John M. McMillan, Chairman; Mrs./Everarde Jones,
Walker L. Wellford, Jr., Frank A. England, Moore
Moore, Robert G. Gillespie, Mrs. John T. McCall

FINANCE - Robert E. Harwell, Chairman; John S. Land, W.S.
Beasley, Alfred C. Glassell, Robert S. Abbott,
Mrs. M. Vance Higbee, A.K. Burrow, Archie C. Smith,
James I. Minter, Jr., Mrs. Roy C. Heacock, W.H.
McAtee, W.J. Millard.

The Chairman announced the dates for the meetings of the Board of Directors in 1957 as follows:

Tuesday, March 19, 1957
Thursday, October 17, 1957

The minutes of the meeting were read. Upon motion by Dr. McAtee,
seconded by Mrs. Heacock, the minutes were approved.

After prayer by Dr. Land, the meeting adjourned at 2:30 P.M.

A list of the degrees in course conferred on June 5 and August 25, 1956, and a list of
honorary degrees conferred on June 5, 1956 are attached to these minutes.
ANNUAL REPORT OF THE PRESIDENT

To the Board of Directors of SOUTHWESTERN AT MEMPHIS:

I am glad to present to you, accompanied by the reports of the Dean and of the Treasurer, a record of the fiscal year of Southwestern at Memphis which ended June 30, 1956. This was a year of considerable achievement, academically, physically, and financially. To all who have helped to bring about these advances I express sincere gratitude.

Sir Francis Bacon once said, "If you will have a tree bear more fruit than it hath used to do, it is not anything you can do to the boughs, but it is the stirring of the earth and putting new mould about the roots that must work it." That the roots have been stirred in a number of ways at Southwestern during the past year will be evident from a reading of the following pages.

One of the most delightful events of the year was the visit to the campus of Sir Richard Livingstone and Lady Livingstone, the former to renew acquaintances and the latter for the first time. Sir Richard delivered one of the principal lectures in the Free World Issues series, which was published as the July Bulletin under the title "Some Thoughts on International Relations." He also delivered a lecture and led the discussion in an adult education group on "Poetry and the Common Life." More significantly, he participated in the deliberations of the Institute for Executive Leadership, which he described as one of the most rewarding experiences he had enjoyed in America. Following his initiation as an honorary member of the Southwestern Chapter of Phi Beta Kappa, Sir Richard delivered the 1956 address to the initiates in course, their friends, and local Phi Beta Kappa members.

In late June Southwestern's new program of International Studies was greatly strengthened by a grant of $35,000 from the Carnegie Corporation of New York. The main purposes of the grant are to expand the holdings of the Burrow Library in the international field, to broaden the scope of the Free World Issues program, and to promote widespread understanding among high school students of the values of an education in the field of international economics and politics. These purposes will be carried forward under the general sponsorship of faculty members in the fields of political science, economics, history, and international studies working cooperatively. Since Memphis is a world center of the cotton and hardwood lumber industries, it is particularly appropriate that Southwestern will be enabled to perform, through an increased emphasis on world affairs, a great public service to the community and region.

Shortly after the close of the fiscal year word was received that the Danforth Foundation of St. Louis had awarded Southwestern a grant of $30,000 to carry out a proposal submitted to the Foundation dealing with means "to further strengthen the moral, spiritual, and religious atmosphere of the campus community." Southwestern is one of ten liberal arts colleges in the United States receiving such a grant. Southwestern's general committee, composed of Dean Jameson M. Jones, '36, Professors
L. F. Kinney, and D. D. Rhodes, is consulting with other members of the faculty in constructing operational procedures involved in the proposal.

It is believed that this generous grant will enable the college to accomplish directly and effectively a number of objectives lying very close to the purposes of the institution. The central focus of the proposal approved is the dual note of commitment and craftsmanship in Christian living. The lines of development will emphasize the Christian concept of life vocation, practical Christian service projects, and Christian perspectives in teaching. This threefold approach touches both students and faculty at a point of major concern; namely, their own vocations.

In the Spring of 1956 trust funds provided by the bequest of Dr. E. C. Ellett, x'88, of Memphis, became available for the establishment of *The E. C. Ellett Chair of Mathematics*. Dr. M. L. MacQueen, '19, Professor of Mathematics, and the senior member of the faculty in point of service, was named as the first incumbent of this Chair. In memory of Dr. Ellett the newest of the present three residence halls for men on the campus will be dedicated as *Ellett Hall*.

As a privately supported college, Southwestern was among the recipients of the history-making generosity of the Ford Foundation to education, medical schools, and hospitals, as announced December 10, 1955. This was the greatest Christmas present to education in history. It gave evidence of a keen and statesmanlike appreciation of the gravest problem facing American education today; namely, that of increasing salaries of faculty and staff members. In commenting on the grant somewhat later in an address delivered before the Greater Boston Chamber of Commerce Mr. H. Rowan Gaither, Jr., then President and now Chairman of the Board of the Ford Foundation, said, “The privately supported institution is a fundamental and unique element in American democracy which is being severely squeezed by modern economic forces. Private action on a broad front is imperative if these institutions are to fulfill their role in our dynamic society.” He went on to say, “One of the most important reasons for the Trustees’ decision last December to make simultaneous institutional grants of such size was to give public prominence to the national needs in education and health, to help in a small measure to meet them, and to stimulate community action to do the main job. . . . They are *challenge grants* . . . they meet only a small fraction of the need. They are intended to stimulate, rather than discourage, greater support.” Southwestern’s share of the Ford grant is expected to be approximately $320,000, of which $180,000 was received on July 2, 1956. It was particularly gratifying to receive above the “endowment grant” made to all privately supported colleges the “accomplishment grant” that went to some 126 colleges only. Someone has said, “The Ford gift primes the pump but does not fill the cistern.” It is hoped that the all-inclusive munificence of the Ford grants has sufficiently dramatized to individuals, churches, and corporations the crying need for improving the economic status of the professor and scholar.
THE FACULTY AND STAFF

At the end of the 1955-56 session Professors W. Raymond Cooper and Martin W. Storn had completed thirty-six and thirty-one years, respectively, of continuous service to Southwestern and had reached the appointed time of retirement. Mr. Cooper, in addition to being the senior professor of History, had served variously as Dean of the college, Dean of Men, Field Representative, and Resident Head of the men's halls. Dr. Storn, with meticulous attention to detail, served many years as the exacting editor of the catalogue, in addition to filling the professorship of Spanish. Both of these men carried unusually heavy teaching loads, and they will be long remembered by many generations of students.

RESIGNATIONS

Faculty
Eleanor H. Boisworth, Assistant Professor of History
Almonte C. Howell, Jr., Assistant Professor of Music
Glenn A. Johnson, Director of Physical Education and Athletics
Kenneth Pearce, Assistant Professor of Physics

Administrative
Mrs. Anne S. Everly, '38, Secretarial Assistant
Mrs. A. C. Howell, Jr., Cataloguer
Elizabeth Kizer, Resident Nurse
Dorothy Orgill, Assistant to the Director of News Service
Mary Rogers, '55, Assistant to the Alumni Secretary
Mrs. Earl H. Smith, Circulation Librarian
Virginia H. Walton, '55, Assistant to the Cashier

APPOINTMENT COMPLETED
Jack Ray Cline, Lecturer in Economics and Statistics

ON LEAVE OF ABSENCE 1956-57
James R. McQuiston, '47, Assistant Professor of English
W. Taylor Reevley, Professor of Bible and Humanities and College Chaplain (First Semester)

NEW APPOINTMENTS

Faculty
M. Boyd Coyner, Jr., Assistant Professor of American History
Jack Howard Taylor, '44, Associate Professor of Physics
Robert R. Bishop, Assistant Professor of Spanish
Franklin M. Wright, Assistant Professor of History
Alfred O. Canon, '44, Dean of Alumni
William J. Gravesmili, Instructor in Music
Derry Deane, Instructor in Violin
Frank L. Horran, '55, Coach of Basketball and Baseball
W. Ross Junkin, Lecturer in Accounting (Part-time)
Neil Shelton, Lecturer in Psychology (First Semester—Part-time)
Frederick D. Pultz, Director of Vocational Counseling and Associate Professor of Psychology and Education
A. G. Burkhard, Jr., Instructor in Speech (First Semester—Part-time)

Administrative
Mrs. Frances Teer Goben, '56, Catalogue Assistant
Mrs. Mary Lou O'Donnell, Assistant to the Director of News Service
John C. Turpin, '35, Assistant Registrar
Mrs. Carl W. Weber, Assistant to the Alumni Secretary
ACADEMIC PROGRESS

In general the teaching loads of members of the faculty have remained at a reasonable level. In the exceptional cases, though the number of class or tutorial meetings each week was larger than average, the total number of students falling to a professor was usually correspondingly smaller. Unless anticipated enrollment exceeds careful estimates there should be few cases of overloading for the 1956-57 session. Service on important committees occupies a great deal of time of some of the busiest faculty members. No way has been discovered to relieve this condition which seems to be inherent in a college operated in the democratic way that has long characterized the faculty and administrative relationships of Southwestern.

The following members of the faculty attended educational conferences or professional meetings during the session: Professors D. M. Amacker, Emmett H. Anderson, Jr., C. L. Baker, Jack R. Conrad, John H. Davis, C. I. Diehl, J. O. Embrey, Erwin W. Goessling, Ralph C. Hon, Laurence F. Kinney, M. L. MacQueen, Henry Madden, M. F. Moose, Laurence F. Kinney, E. L. Queener, Daniel D. Rhodes, Laura Robinson, Jack U. Russell, Thomas M. Simpson, Arlo I. Smith, Jay W. Stein, B. C. Tuthill, Raymond T. Vaughn, and Jared E. Wenger; Dean J. M. Jones and Dean Jane Leighton Richards. Professor Hon was awarded a Ford Educational Forum Fellowship to study in Dearborn, Michigan, for a two-week period, the relationships of education and industry. Professors W. Taylor Reveley and Daniel D. Rhodes were among the teachers of the Faculty Conference on Religion and Education held at Montreat, N. C., August 27-31. Professors Laura Robinson and Jay W. Stein also attended this Conference.

The 1956 meeting of the Presbyterian Educational Association of the South was attended by Dean Jameson M. Jones, Professor Laurence F. Kinney, who is a member of the Assembly's Advisory Committee on Higher Education, and the President. Professor Perry D. Scrivner, Director of the Presbyterian Guidance Center at Southwestern, represented the college at the meetings of the Guidance Section of PEAS.

The tenth year of the Carnegie-Southwestern Grants-in-Aid Program was completed on June 30. Initiated by the Carnegie Foundation for the Advancement of Teaching, this program has merited a continuing place in the college budget. To date the Faculty Committee on Research and Creative Activity has awarded a total of fifty-eight grants relating to forty-nine distinct projects involving twenty-nine different members of the faculty. Recently, Professor Ross J. Pritchard was awarded a grant to further a project under the tentative title of "Will Clayton: Business Statesman." Professor Jack R. Conrad has initiated a project dealing with "A Comprehensive Inventory of Anthropological Photographic Materials" in order to determine those suitable for use as projection slides. Professor B. C. Tuthill is employing a modest grant in connection with a new composition "Quintet for Piano and Four Clarinets."

Professor A. Theodore Johnson received a summer grant-in-aid from
The Southern Fellowships Fund to conduct studies on new or modified approaches to the teaching of Shakespeare at the undergraduate level. Professor Pritchard was named Fletcher School of Law and Diplomacy Research Fellow for the period of June-September, 1956, and was awarded a substantial grant to cover research and travel in preparation of a book on U. S. Foreign Policy.

The President was invited to attend the Ninth American Assembly at Arden House, Harriman, New York, May 3-6, which had a particular significance for the project outlined immediately above. It is hoped that arrangements may be completed for a Memphis Assembly, patterned after the American Assembly and composed of citizens of Memphis interested in matters of foreign policy in general and foreign trade in particular.

The Three-Two Engineering Plan continues to attract high quality students who, after three years of liberal arts, basic science and mathematics training, and upon the completion of two years in an appropriate college of engineering, will receive the bachelor of arts degree from Southwestern and the bachelor of science degree in some field of engineering.

The Free World Issues series of lectures continued with unabated interest its fourth year, largely through the efforts of Professors D. M. Amacker and W. Taylor Reveley, and Dr. R. P. Richardson. There follows a list of the speakers for the 1955-56 session:

Mr. Edward J. Meeman, Editor of The Memphis Press-Scimitar—A Parliament for Atlantica

The Honorable Clifford Davis, Congressman from Tennessee—A Report on Europe

Dr. Francis Pendleton Gaines, President of Washington and Lee University—The Meaning of Education

Mr. A. Antoine Caron, Consul of Canada and Trade Commissioner—Canada and the United States

Mr. Francis G. Hickman, Editor and Publisher of The Cotton Trade Journal, Memphis—Report on the Middle East

Sir Richard Livingstone, distinguished British classicist and scholar, and former President of Corpus Christi College, Oxford—Some Thoughts on International Relations (Published as the Southwestern Bulletin, July, 1956)

Admiral Harold M. Martin, U.S. Navy, Retired—Pan-American World Strategy

Mr. Charles B. Shuman, President of The American Farm Bureau Federation Chicago—The American Farmer Has a Future

Dr. Jan H. van Rijjen, Netherlands Ambassador to the United States—A Hollander Looks at the World Situation Today

Mr. H. Bruce Palmer, President of the Mutual Benefit Life Insurance Company, Newark, N. J.—Expanding Markets—Our Challenge

Statistically, the regular, full-time members of the academic faculty for the session of 1956-57 will number 47. Of these 25 hold the rank of
Professor, 8 Associate Professor, and 14 Assistant Professor. Thirty-two hold the Ph.D. degree or the equivalent, and eight will receive the doctorate shortly upon completion of dissertations. All members of the academic faculty have at least a master's degree. There are twenty members of Phi Beta Kappa, and nine of Sigma Xi.

STUDENTS

The detailed statistical report of Mr. Malcolm Evans, Registrar, supplemented by the reports of Professor C. I. Diehl, Dean of Men, Professor Jane Leighton Richards, Dean of Women, and Professor J. O. Embry, Foreign Student Advisor, furnish data on enrollment, distribution of students, and activities relating to student life and government.

The number of individual students registered for full or part-time work during the regular session, excluding 55 students from the Methodist Hospital School of Nursing enrolled in courses especially designed for their specific requirements, was 597. This is an increase of five percent over the preceding session. The distribution of the 597 students was as follows:

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<tr>
<th>Synod</th>
<th>No.</th>
<th>Percentage</th>
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<tr>
<td>Alabama</td>
<td>36</td>
<td>6.2</td>
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<tr>
<td>Louisiana</td>
<td>35</td>
<td>5.8</td>
</tr>
<tr>
<td>Mississippi</td>
<td>77</td>
<td>12.9</td>
</tr>
<tr>
<td>Tennessee</td>
<td>325</td>
<td>54.4</td>
</tr>
<tr>
<td>Other states and foreign countries</td>
<td>124</td>
<td>20.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>597</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The next five states with the highest enrollment were Arkansas with 52, Missouri and North Carolina with 10 each, Kentucky with 9, and Texas with 6. The first-year students for the session originated in 19 states, 98 cities or towns, and 114 high preparatory schools. Fourteen religious denominations were represented in the student body—Presbyterian 52.0%, Methodist 17.6%, Baptist 12.0%, Episcopal 9.5%, and all others 8.9%. Presbyterian students from the Synods of Alabama, Louisiana, Mississippi, and Tennessee, outside of the City of Memphis, numbered approximately 75.0%. Twenty-four states and three foreign countries were represented in the student body. The fifty-five candidates for the ministry were distributed as follows:

<table>
<thead>
<tr>
<th>State</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennessee</td>
<td>22</td>
</tr>
<tr>
<td>Mississippi</td>
<td>9</td>
</tr>
<tr>
<td>Louisiana</td>
<td>8</td>
</tr>
<tr>
<td>Alabama</td>
<td>7</td>
</tr>
<tr>
<td>Arkansas</td>
<td>3</td>
</tr>
<tr>
<td>Missouri</td>
<td>2</td>
</tr>
<tr>
<td>South Carolina</td>
<td>1</td>
</tr>
<tr>
<td>Texas</td>
<td>1</td>
</tr>
<tr>
<td>Virginia</td>
<td>1</td>
</tr>
<tr>
<td>West Virginia</td>
<td>1</td>
</tr>
</tbody>
</table>

World War II and Korean veterans numbered 30, an increase of five over the previous session. There was a distinct decrease in the summer session enrollment for the summer of 1956. For the first term the total
enrollment was 125, registered in 23 courses. For the second term there were 121 students, registered in 17 courses.

The graduating class of 1956 numbered 95, including those students expected to be graduated at the end of the summer session shown in parentheses below. The distribution of degrees was as follows:

<table>
<thead>
<tr>
<th>Bachelor of Arts</th>
<th>Bachelor of Science</th>
<th>Bachelor of Music</th>
</tr>
</thead>
<tbody>
<tr>
<td>75 (12)</td>
<td>3</td>
<td>4 (1)</td>
</tr>
</tbody>
</table>

There were awarded four degrees with honors and twenty-seven with distinction. Thus about one-third of the graduates received special recognition for outstanding academic achievement. Eleven students were elected as members in course to the Southwestern Chapter of Phi Beta Kappa during the session. Eighty junior and senior students were admitted to tutorial courses and thus had the opportunity of individualized instruction in their several major fields.

At the present time between thirty-five and forty percent of all graduates continue some form of graduate study, and approximately forty percent of entering freshmen complete their degrees at Southwestern. Since the founding of Southwestern in 1848 through June, 1956, 2,759 individuals have been graduated.

Three students from Korea, one from France, and one from Germany entered Southwestern the past session. This is a decrease from recent years owing to the fact that sponsors have not been found to assist in financing the stay of a large number of foreign students. It is worthwhile to repeat a comment of Professor J. O. Embry, Foreign Student Advisor, contained in last year's report to the Board—"These foreign students have given valuable service in many ways. Probably the most important is that of broadening the horizon of our own students, many of whom have a tendency to be somewhat provincial in their outlook. They have learned to like these foreign students and have discovered that nationality and race are of little importance in human values." It is thought that the presence on the campus of students from other lands has had an influence in increasing the number of Southwestern students going abroad for summer study and travel or for a full year of study at European universities. During 1955-56 there were three students abroad on Fulbright and Rotary Scholarships. There were five or six other students abroad for the summer, in addition to the one awarded the Marianna Gracey Scholarship for Foreign Study, and three enjoying the unusual advantages made possible through the generosity of Mr. Francis G. Hickman, who, with his sister, the late Miss Jane Hickman, established the Hickman Educational Foundation. Mr. Hickman provided funds for summer travel and study for two students to Europe and one to South America. The winners of these awards, chosen by a special committee on foreign scholarships, were Scott Byrd, '57, of Brookhaven, Mississippi, for study in England; Miss Harriette Mathewes, '57, of Memphis, for study in France, and Fred K. Beeson, '57, of Memphis, for study in Argentina and Uruguay. The Hickman Scholarships for Foreign Study and Travel are the most generous provision ever made for Southwestern students for summer work and
represent Mr. Hickman's own concern for increasing knowledge on the part of Americans of the people of other lands.

Again there has been a marked increase in applications from prospective students. Regrettably, it has been necessary to place a large number of well-prepared young women on a waiting list due to the fact that the total capacity of the women's residence halls is only 163. The Committee on Admissions and Student Aid has worked with great diligence and concern to make sure that each applicant received every consideration, taking into account the date of application, the previous scholastic record and promise of success in college. In a few instances, but with considerable reluctance, and after careful consultation with the parents concerned, the Committee has given permission for students to live out in town. It is not felt that this is a desirable practice and it is regarded as an emergency measure. It is expected that the 183 available residence hall places for men students will also be filled for the 1956-57 session. At the meeting of each of the four cooperating Synods, mimeographed sheets were handed to those present informing them clearly of the situation with respect to housing at the college, and requesting that pastors and Directors of Christian Education urge well-qualified students to transmit their applications in the fall of 1956 for entrance in the fall of 1957.

The most serious building need at the present time is an additional refectory to be constructed north of and connected to Hugh N. Neely Hall. This building has been completely designed and careful estimates made of the cost, which will reach $230,000 furnished. Some funds have been accumulated towards its construction but a considerable balance remains to be secured. No additional residence halls could be constructed, even if funds were available, until the new refectory is available to furnish meals to the additional students. An unusual opportunity is afforded for a gift which would enable the college to take a larger number of qualified resident students and increase the total dining capacity to 500, this representing the maximum anticipated in the overall long-time plans for the expansion of the college.

The Dean of Women paid a generous tribute to the Resident Heads of Voorhies Hall and of Freshman Women's Hall, their associates, and her assistant, Miss Anne Caldwell, '51, for the effective way in which the various activities relating to women operated during the past session. Needless to say the successful completion of the Freshman Hall was a signal achievement. Its beauty and utility have been a source of satisfaction to students, parents, and administration. A new system of student hostesses was inaugurated and successfully operated. The Student Governing Board has exercised mature judgment in general, and student counselors for freshmen performed their duties with effectiveness and interest.

The Dean of Men, in addition to planning and carrying out the details of the orientation period, has continued to build up Southwestern's program of teacher education in line with the Tennessee State requirements. Both the Dean of Men and the Dean of Women interview new students in the first few weeks of the session, and personal, as well as academic, problems are discussed with frankness and in detail.
SCHOLARSHIPS AND STUDENT AID

No faculty committee has approached a difficult task with more diligence and seriousness than the Committee on Admissions and Student Aid, under the Chairmanship of Professor W. Taylor Reveley, with Professor Ralph C. Hon serving as Associate Chairman. The Registrar, who is also Secretary of this Committee, and the Committee as a whole bear the brunt of examining all applications for admission, scholarships, and aid of any kind. With the limited residence facilities, high standards of academic selection, and relatively modest funds for aid, many hours are spent in attempting to approach the fairest solutions of petitioning students and their parents. With the increasing numbers expected in the student bodies of colleges and universities it is logical that only those who give definite evidence of ability to profit by college work should be admitted. The widest possible publicity has been attempted through the Synods in acquainting pastors and Directors of Christian Education with the expected academic qualifications for college admission. It is hoped that this will save many applicants from disappointment.

It is expected that the operation of the National Merit Scholarship Program will cause a rethinking on a large scale of the whole philosophy of scholarships and grants-in-aid. There are too many people in the world looking for a handout and there has developed a feeling on the part of many students and their parents if the student is not offered some sort of "scholarship" that he has failed in achievement. High schools boast of the total amount of scholarship funds won by or offered to members of the senior class, emphasizing the size of the grants rather than the excellence of the achievement which may have attracted the grant. The question may well be asked whether a student who can afford to pay his own way to an institution should accept a grant and thus deprive a student less financially able of the opportunity of attending college. All Southwestern grants, except Honor Scholarships, presumably involve need as well as ability. The determination of actual need is difficult and in many cases involves research beyond the ability of the faculty committee. Committees of the Synods of Alabama and Tennessee, which respectively have provided certain aid funds, have been very helpful in working with the Faculty Committee on Admissions and Student Aid, especially in determining need. Students who have received permission to maintain automobiles on the campus automatically are assumed not to have need of grants-in-aid or financial help, except in cases where outside employment may make the use of an automobile necessary.

Studies will continue on the whole problem of grants-in-aid which is a grave one in most institutions. Actually, of grants-in-aid which are not provided by specifically designated memorial funds, it can be said that members of the faculty and staff are being underpaid to furnish help for students. There are many plans now available by which parents can borrow money for educating their children. Probably the best known of these is the Tuition Plan. There would seem to be little reason for buying an automobile or a home with deferred payments and not handling the educational process similarly, if necessary, these deferred payments being handled in an orderly way through a bank or some agency other
than the college. The question continually plagues us as to whether or not students receiving grants-in-aid for which they do not perform useful work should be entitled to membership in campus organizations which inevitably increase the total cost of a year at college.

Two hundred and fifty-six persons, or approximately 47.0% of the 1955-56 student body, received some sort of financial assistance in the form of grants-in-aid, remissions, endowed scholarships, payment for campus work, aid secured through special church organizations or other sources with the cooperation of the college. For the 1955-56 session the total value of aid to students was $94,874.78 as follows:

- Total scholarships and grants-in-aid from college funds: $30,362.00*
- Campus jobs provided by the college: $22,191.78**
- Special scholarship and aid funds provided by individuals, churches, funds, and private sources, but handled through the college: $15,296.00
- C. M. Gooch Foundation: $6,825.00

Total: $94,874.78

* $17,500.00 of this amount was provided by income from endowment funds designated for scholarship aid.

** The distribution of these disbursements was as follows:

<table>
<thead>
<tr>
<th>Nature of employment</th>
<th>Number of students who worked for any period, however short</th>
<th>Total payments or credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library assistants</td>
<td>22</td>
<td>$4,382.42</td>
</tr>
<tr>
<td>Residence hall assistants and hostesses</td>
<td>15</td>
<td>$2,205.38</td>
</tr>
<tr>
<td>Dining hall jobs</td>
<td>7</td>
<td>$1,419.47</td>
</tr>
<tr>
<td>Chapel, faculty, and laboratory assistants</td>
<td>29</td>
<td>$3,190.77</td>
</tr>
<tr>
<td>Assistants in Office of Development, Admissions Office, Alumni Office, and Publicity Office</td>
<td>26</td>
<td>$5,140.30</td>
</tr>
<tr>
<td>Music Department</td>
<td>3</td>
<td>$520.90</td>
</tr>
<tr>
<td>Assistants in Business Offices and Registrar's Office</td>
<td>16</td>
<td>$2,514.59</td>
</tr>
<tr>
<td>Athletic maintenance</td>
<td>10</td>
<td>$696.52</td>
</tr>
<tr>
<td>Buildings, grounds, and miscellaneous maintenance</td>
<td>43</td>
<td>$1,314.43</td>
</tr>
<tr>
<td>Student publications</td>
<td>5</td>
<td>$807.00</td>
</tr>
<tr>
<td></td>
<td>176</td>
<td>$22,191.78</td>
</tr>
</tbody>
</table>

Of the working students, 89 had some additional aid.

Southwestern continues to be grateful to the Union Carbide and Carbon Corporation which, with farsighted understanding of the problems of higher education, provides a direct grant to the college in addition to the generous grant made to the students participating in its program. Professor Ralph C. Hon maintains liaison with the carefully selected recipients under this program and the Corporation which has shown the finest sort of interest in and concern for the students selected. It should be mentioned here that the course of study of the recipients of the Union Carbide and Carbon scholarships are not restricted to any one field and, indeed, a special effort is made to get at least some of the recipients interested in teaching as a life work.

Again one is happy to recognize the unusual and continuing excellence
of the scholarship and aid program of the C. M. Gooch Foundation of Memphis. Careful planning and intelligent execution characterize the whole operation. For the 1955-56 session twenty-three Southwestern students received substantial grants-in-aid or loans from this Foundation.

The Alumni Secretary, Mr. Goodbar Morgan, x'31, continues to make the facilities of his office available to the Committee on Admissions and Student Aid in the matter of assigning and reporting on campus jobs. Those students awarded opportunities for work are carefully screened so that their abilities for the most part can be matched with the various jobs available. There are no "made" jobs and the experience of the college has been unusually good in the diligence and faithfulness of the working students. It is unlikely that a student can earn more than $100 per semester on the campus without serious detriment to his academic work.

It is urged that members of the Board give serious thought to the whole philosophy of scholarships and aid, bearing in mind that even though a student pays the full tuition charge he is still only paying about sixty percent of what it costs the college to educate him. The remaining forty percent has to come from income on endowment funds, gifts from individuals, the Church, or corporations. Thus, when a person or a church group establishes a scholarship fund, if the student is to be aided without causing at the same time an added financial burden on the college, direct provision should be made to the college for the additional "over and above" cost to the college. Further, it is suggested that it may be time to stop thinking about classes such as ministers, candidates for the ministry, the children of ministers, missionaries, and teachers, but rather to think of individuals as their specific needs may be presented for consideration.

THE COLLEGE OF MUSIC

There was a slight increase in total enrollment of the Department of Music. The Class of 1956 contained five individuals awarded the B. M. degree, two in music education, one in harp, one in piano, and one in church music. In the preparatory division there were 374 students enrolled, or 35 more than for the preceding session. It is believed that the establishment of two branch studios in the eastern part of the city accounts for this increase in preparatory students. The college students expecting to continue majors in music numbered 43, while 11 graduates of Southwestern and 59 other adults continued in their studies during the session. Professor Burnet C. Tuthill, Director of the College of Music, called attention to the fact that for maximum efficiency the number of majors should be greatly increased, and this obviously means additional residence hall facilities for women students. He calls attention to the need of scholarship aid especially designated for students of music, and expresses his gratification that a fund of $500 was established recently for students of the violin by friends of the Memphis Sinfonietta.

The Southwestern Singers had another successful season, the annual trip being made through Western Tennessee. In addition to other home performances the Singers participated in the final concert of the Memphis Sinfonietta, which was well attended and greatly appreciated by local friends of music. The featured work for the Spring Vespers was the
Mozart Requiem in which the Southwestern Orchestra participated, as it did also at the Christmas Vesper service. Both of these important and ambitious musical programs were given in the sanctuary of Evergreen Presbyterian Church, to the pastors and officers of which grateful thanks are extended.

The Director calls attention to the difficulties of maintaining a good band in a college the size of Southwestern without specific scholarships provided for band performers. It has become the practice in many of the large institutions to emphasize participation in marching bands, almost to the extent that the athletic contests in which they perform are emphasized. The subsidization of musicians has for some time paralleled that of the subsidization of athletes. There is a further problem of maintaining in the band the proper proportion of competent performers for each of the many instruments involved. At Southwestern membership in the band is entirely voluntary as it is in the case of any athletic team, and, for reasons best known to themselves, many students do not choose to participate even though they may be qualified. It is not suggested that a program of aid be initiated for this would be in direct contradiction to long established and carefully thought out policy. However, the problem does exist and it is hoped, as the number of students gradually increases over the years, as it surely will if physical facilities can be provided, that there will be an increasing number of individuals who will derive some satisfaction from participating in a well-coached band and orchestra.

The music faculty continues to present a series of recitals which are well attended and enthusiastically received. The Southwestern String Quartet continues its program of chamber music and had as a visiting group The Kroll Quartet of New York, which came under the auspices of the Coolidge Foundation and the Library of Congress. The library of the music department increased considerably during the year, aided partly by the generous gifts of Mr. Wesley Halliburton in memory of his wife. As will appear from the report of the Librarian there has been a substantial increase in catalogued recordings.

As the student body increases the continuing pressing need for a fine arts building, in which the department of music will have adequate facilities on the main campus, remains insistent. Outside of the urgent need for a new refectory, there is no single structure at this time which would do more for the progress of the college than a fine arts building with appropriate auditorium, practice, studio, and display space.

RECOMMENDATIONS

Some twenty-one members of the faculty and staff and twenty-six outside speakers conducted one or more convocations for worship in Hardie Auditorium, according to the report of Professor W. Taylor Reveley, Chaplain and Chairman of the Faculty Committee on Convocations and Religious Life. Distinguished among the speakers was Dr. J. McDowell Richards, President of Columbia Theological Seminary and Moderator of the General Assembly of the Presbyterian Church in the United States. Several of the different agencies of the Church and representatives from the several Seminaries, the General Assembly’s Training School, and a number
of denominations were represented by the outside speakers. Professor Reve-ley again calls attention to the fact that Hardie Auditorium can no longer seat at one time more than about two-thirds of the student body. Neely Mallory Memorial Gymnasium, by construction and location, is not well suited to convocations for worship. During the past session, in order to relieve the crowded condition somewhat, optional attendance was given to members of the senior class. A number of the seniors continued to attend convocations, as was anticipated, but, in general, over-crowding was reduced sharply.

There are at least three ways in which the convocation situation can be relieved:

1. The erection of a beautiful and useful memorial Gothic chapel, adequate to seat, say, 800 students;
2. The erection of a student center containing, among other elements, an auditorium adaptable to religious worship;
3. The erection of a fine arts building containing an auditorium which could be adapted as desired for religious services.

Any one of these solutions involves a considerable expenditure but would constitute an enduring memorial to the donor. The first solution would appear to be the most desirable from a religious point of view and must ultimately come. The second two would serve a number of purposes other than for convocation services.

The Fall Religious Evaluation services were led by Dr. Waldo Beach, Professor of Christian Ethics at Duke University. His central theme was "Christian Ethics for College Living." Dr. Beach's scholarly and gracious development of his messages met with a warm response from the students and faculty. The Spring period of Religious Evaluation brought to the campus the Reverend Mr. Harry E. Smith and Mrs. Smith, an alumna of Southwestern. Mr. Smith is the minister to Presbyterian students at the University of North Carolina. This young couple by virtue of their forthright and friendly contacts with members of the student body, particularly in informal gatherings, made a special appeal to the students.

The Protestant Religious Council, under the capable presidency of Miss Suzanne McCarroll, '57, continued this year to serve as the inter-denominational planning group for student religious activities. The PRC encouraged primarily religious expression for students through their own church groups. However, there were a number of activities carried on jointly on the campus. These included a campus-wide benevolence drive in October, with local, national, and international objectives; participation and help towards planning the October and March Religious Evaluation Programs; and sending five Southwestern representatives to the Tennessee Intercollegiate Christian Council conference in Nashville.

There were other student religious activities conducted on the campus, with varying degrees of formal organization such as the Religious Issues Seminars, and residence hall prayer services.

Mr. William H. McLean, '57, of Spring Hill, Alabama, will serve as President of the Protestant Religious Council for the 1956-57 session.
This organization is doing an effective job in relating the several denominational fellowship organizations on the campus. Owing to the fact that Professor Reveley will be on leave the first semester of the 1956-57 session, his duties as Chaplain will be assumed by Professor Robert G. Patterson.

In July, 1956 the dining and housing facilities of the college were made available to approximately 110 participants in two Memphis Area Laboratory Schools, sponsored jointly by the General Assembly's Board of Christian Education, the Synods of Alabama, Arkansas, Louisiana, Mississippi, Missouri, and Tennessee, which were held in Evergreen Presbyterian Church. Because of the success of these Schools, it is expected that this cooperative venture will be repeated and expanded in 1957.

THE BURROW LIBRARY

In a detailed thirty-three page report Dr. Jay W. Stein, Librarian, gives a very careful analysis of the functioning of the Burrow Library. He states, "Anyone . . . must at once be impressed by the all-round outstanding qualities of the Burrow Library. Whether one examines the annual reports, peruses official library association statistics, visits other college libraries, or listens to the comments of those who have visited Southwestern's Burrow Library, one can without hesitation proclaim that it is among the finest both in existing services, beauty and comfort, and in potential for further growth. During the past year expressions of praise and gratitude have been many, complaints have been few, problems have been solvable and cooperation from administration, faculty and staff has been intimate and genuine." Distinguished individual visitors and many groups from churches, colleges, high schools, and other organizations have been given guided tours. Permission has been granted for a number of photographers to use the library interior and exterior as appropriate settings for photographs. Many high school teachers have been assisted with reference material, and faculty groups have made increasing use of the faculty lounge for discussion meetings.

The annual dinner of the Friends of the Burrow Library, now numbering 250 members, was held during the second annual Book Festival with Tennessee novelist Alfred Leland Crabb as the featured speaker. This Book Festival was held November 3-10, 1955, being extended beyond its originally scheduled period in order to welcome members of the Southern Historical Association meeting in Memphis on November 10-12. It has been estimated that four thousand visitors entered the library during the Festival. In opening the Festival on the evening of November 3 Mr. Walter Chandler, former Mayor of Memphis and distinguished patron of education and the arts said, ". . . until Southwestern came to Memphis a quarter of a century ago, we had no forum like this. We had no opportunity to promote what Southwestern has been promoting since being here . . . you're doing something . . . and Southwestern will be the center, the gathering point, the focal point of the things that mean the culture and the upbuilding of the finer things for Memphians. . . . You've set a standard here which you must maintain because it's only by that standard that you achieve the great ideals that are your aims as an institution." For the Festival there were many outstanding exhibits, among them the Walt Whitman Collection of Mr. Charles E.
Feiriberg of Detroit, and a collection of rare maps and first editions loaned by Mrs. H. D. Warner of Tuscaloosa. For full details of the Festival and its advanced exhibits and participants, members of the Board are referred to Friends Bulletin, Volume 2, Numbers 1 and 2.

In addition to memorial donations from Friends of the Burrow Library, an increasing number of useful materials have been given to the library during the past fiscal year. A total of 116 individuals, families, or organizations gave books, periodicals, and pamphlets numbering in the thousands, in addition to manuscripts, maps, prints, phonograph records, and microfilm. In each case the donors placed no restrictions on their gifts, leaving it to the judgment of the library staff as to appropriate disposition. Each gift was personally acknowledged by a letter from the Librarian. One hesitates to name any special gifts for fear of omitting one of equal usefulness, all being greatly appreciated as evincing the spirit of goodwill and interest on the part of the donor. However, among the larger gifts there may be mentioned the following: from Miss Rostan and Fielding Betts and Mrs. H. H. Betts, 22 standard titles and several fine sets dealing with literature and philosophy; from Mrs. W. T. Buckner and Mrs. L. G. Boisblanc, 250 volumes in memory of Mrs. W. H. Wood; from Mr. A. K. Burrow, late editions of dictionaries, atlases and a gazetteer; from Miss Frances C. Church, in memory of Charles F. Farnsworth, a rare copy of The Rubaiyat, bound by Otto Zahn of Memphis; from the Honorable Clifford Davis, important government documents in bound editions; from Professor and Mrs. J. O. Embry, 40 titles by Christopher Morley and Hugh Walpole; from Mr. and Mrs. Sidney W. Farnsworth, a first edition of H. G. Wells' Outline of History; from Mr. Charles E. Feinberg of Detroit, in honor of Dr. I. L. Myers, a substantial Walt Whitman collection, including 70 significant volumes by and about Whitman in various editions, a number of issues of the Conservator, and of the Fellowship Papers, notes and photographs; from friends of the late Mrs. Wesley Halliburton a complete set of opera and orchestra scores by Brahms; from Miss Elizabeth M. Gardner, 90 volumes from her personal library; from Rabbi Isadore Goodman, a fine two-volume polyglot Bible; from Mr. Wesley Halliburton, a number of books by his distinguished son, the late Richard Halliburton; from Professor A. T. Johnson, 51 volumes dealing largely with English literature; from Mrs. Mary Strickler Knitzer, over 100 children's books and language texts; from Mr. Malcolm B. Koehler, over 100 volumes, largely theological, from his personal library; from the Macmillan Company, 12 current books about the South as displayed in the Book Festival; from Mr. Arthur W. McCain, 150 volumes from his personal library; from Mrs. James E. Miller, 240 volumes largely historical and biographical works of the last three decades, from her library and that of Miss Marion Spiers Miller and Miss Mary Scales Miller; from Mayor Edmund Orgill, a number of recent volumes on economics, published by the Twentieth Century Fund; from Dr. John Osman, 500 volumes from his personal library, including works on Calvinism, medieval history and education; from Sears Roebuck and Company, a complete historical file of Sears Roebuck mail order catalogues on 57 reels of microfilm; from Mr. Robert G. Snowden, 25 volumes on economics and government; from Dr. and Mrs. Jay W. Stein, 125 anthologies, critical works, and review copies in English literature and social
sciences; from Mrs. Annie L. Thomas, photographs, clippings and documents dealing with several presidential administrations; from Miss Norma E. Topp, manuscripts, diaries and letters from the papers of the late Colonel Robertson Topp; from Mr. Abe D. Waldauer, probably the first facsimile copy to reach this country of The Dead Sea Scrolls of the Hebrew University and also The Scroll of the War of the Sons of Light Against the Sons of Darkness, translated by Dr. Yigael Yadin, in honor of Dr. Charles E. Diehl; from Mrs. H. D. Warner, 6 rare early maps; from Mr. Ernest Williams, a fine copy of the 1617 edition of the King James Bible.

Among the library exhibits have been the following: rare Bibles; documents relating to Pan-American Week; materials descriptive of the Age of Reason; features of the Presbyterian Survey and Sunday School Week; travel literature; items from the Clough Art Memorial collection dealing with Chinese locks and Middle Eastern brass; clippings and photographs of The Dead Sea Scrolls of the Hebrew University; a special display of the Eighteenth Century indentures given by Mrs. Hubert F. Fisher, of Memphis; International Prize Winning Photographs of Photography Magazine; the Newspaper National Snapshot Awards, and the works of Sir Richard Livingstone.

A number of interested persons visited the Treasure Room, graciously presided over by Miss Etta Hanson, Curator of the Jessie L. Clough Art Memorial. This collection was honored in having some of its Japanese obi displayed in the Metropolitan Museum of Art during the past season. The collection is being continually augmented by valuable gifts largely secured through the friendship of Miss Hanson with interested individuals, and an adequate display and use of these materials, which are primarily designed as adjuncts to teaching, awaits appropriate housing in a new fine arts building. Through the generosity of Miss Willie C. Johnson, who provided appropriate book plates and marking cards, the books on fine arts in the collection have been catalogued.

The acquisition of the first group of the Topp papers has been a stimulus to research in local history. Adequate provision must shortly be made for processing, cataloguing, and rendering available to scholars material of this character.

The first publishing venture of the Burrow Library was happily and effectively carried out with the production of the special bulletin entitled Two Eighteenth Century Indentures. This bulletin is the transcription of the two originals presented to the library by Mrs. Hubert F. Fisher, of Memphis. The Editorial Committee on Burrow Library Publications consists of Professors A. T. Johnson, M. L. MacQueen, and the Librarian. Assisting in this work were Mrs. Fisher and Professor W. R. Cooper. Already some 800 copies of this first monograph have been distributed among selected alumni, foundation officials, Southern historians, local attorneys, Friends of the Burrow Library, faculty members, editors, librarians in Memphis and the Mid-South, and librarians at leading universities throughout the country. The response has been highly gratifying. Further monographs are anticipated at irregular intervals.

A special attempt is being made to facilitate the use of publications of Southwestern alumni. Catalogue cards are now carried under the heading
of "Southwestern at Memphis: Alumni as Authors." It is hoped in time to house in the library a complete file of all volumes and important journal or magazine articles written by Southwestern alumni.

In the last session the Librarian and the staff conducted four indoctrination sessions for about 270 students in order that they might learn to utilize the resources of the Burrow Library more effectively. The phonorecord collection is operating at high efficiency and the major problems of initiating and executing a new method of cataloguing have been accomplished.

The total catalogued volumes as of June 30, 1956, was 73,434; slides, 2,530; microfilms, 60 rolls; phonorecords, 2,700. Over 2,000 volumes were catalogued during the past year. Periodicals regularly received number 375. Book circulation increased markedly over the previous year in every category, as did the use of phonorecords.

The total expenditures for the Burrow Library, exclusive of maintenance and salaries, amounted to $12,581.79.

A "Challenge Fund" grant of $1,000 from the Division of Higher Education of the Board of Christian Education, matched by an equal additional sum by the college, provided a helpful stimulus in book purchase expansion over and above the regular budget.

PHYSICAL EDUCATION AND ATHLETICS

The beautiful and functional main wing of the Neely Mallory Memorial Gymnasium has proved its usefulness through its second session. Since building costs continue to rise it is fortunate that this portion of the structure was completed in mid-summer 1954. It is feared that the $260,000 presumed to be the cost of completing the east wing and swimming pool is no longer adequate. However, the fact should be faced that the structure must surely be completed as originally planned and at an early date.

A large percentage of student participation continues to characterize both intramural and intercollegiate sports. For men, Glenn A. Johnson, Director of Athletics (basketball and baseball); William R. Maybry, '42, Associate Director of Physical Education and Intramural Athletics (intramurals and golf); and Derrick Barton (tennis) served on a full-time basis. Richard C. Mays, '37, (football); E. A. (Oscar) Wright, Jr., (football); Ross J. Pritchard (football); B. Patrick Abbott (golf); William Brazelton, '51, (track); and Freeman Marr, '48, (track) served on a seasonal basis. To the last named alumni, special appreciation is due for their having come forward and served without salary to produce an unusually successful track season of three wins and one loss.

In the men's total program some fifteen sports were offered with approximately 88.0% of all male students participating in one or more activities. Hard work on the part of both coaches and players produced a very gratifying football season with six wins and two losses. In tennis there were thirteen wins against five losses and the team won the Tennessee Intercollegiate Championship. In both basketball and base-
ball there were more losses than wins; though both teams produced many creditable performances. In golf the season was tied with equal wins and losses. The faculty, students, coaches, and interested public continued to derive satisfaction from Southwestern’s vigorous, enthusiastic, well-coached, unsubsidized athletic program.

The work of the Department of Physical Education for women was conducted by Miss Madelyn Richardson and Mrs. Joye Fourmy Thompson, x'42, who report increased interest in participation in the balanced program offered. Each woman student enrolled in physical education devotes one-third of her time to a team sport, one-third to an individual sport, and one-third to modern dance or corrective exercises. There is a choice of seven sports. The intramural competition, under the sponsorship of the Women’s Athletic Association involved the five sororities and an independent group. A field day brought out some sixty to seventy participants. All of these activities were arranged and refereed by the students themselves.

The Modern Dance group also participated in a Dance Festival held on the campus. This was a two-day program of classes held under the direction of instructors from each participating college, and ended with a recital under the sponsorship of the Ballet Society of Memphis. Other participating colleges were Delta State College of Cleveland, Mississippi, the University of Mississippi, and Mississippi State College for Women.

It will be remembered that at the annual meeting of the Board, October 20, 1955, the House Committee recommended resurfacing of the tennis courts to improve the playing surface. A limited amount of this has been done but funds have not been available for the full treatment desired. One of the baseball diamonds was greatly improved and surrounded with a hedge of cherry laurel before the beginning of the 1956 baseball season. During the summer the baseball courts are made available to the Park Commission of the City of Memphis for its program of church and business teams of baseball for boys.

ALUMNI

The 1955-56 session was an active and enthusiastic one for the Southwestern Alumni Association and the Alumni Office. Interested participation in all phases of the alumni program continued to be quite evident and to give encouragement for further development.

The fall campus event of major interest was Homecoming, celebrated on Saturday, October 29. More than 250 alumni and friends enjoyed a luncheon in the Adult Education Center, sponsored jointly by the Southwestern Women of Memphis and the Southwestern Men of Memphis. Special guests were past Homecoming queens and their husbands, and former Lynx football captains with their wives. Following the luncheon a crowd of approximately 2,000 alumni, students, and friends enjoyed a 33-7 Southwestern victory over Millsaps College, a traditional rival. Appropriately decorated fraternity and sorority houses were opened to guests throughout the day and the Alumni-Student dance in the Neely Mallory Memorial Gymnasium brought an unusually colorful day to a close.
Southwestern Men of Memphis continues its fine series of activities. Its well-established program has come about by the enthusiasm and hard work of a fine set of officers, each group apparently managing to outdo their predecessors in good work. The officers who served for 1955-56 were: Malcolm Perry, '29, President; Russel Wiener, '42, Vice-President; Judson O. Williford, '50, Secretary; and William D. Haynes, '48, Treasurer. The Board of Directors was composed of the following: Edward C. Boldt, '45; William F. Hughes, '29; Frank M. Campbell, '39; Richard C. Mays, '37, and Ira W. Pyron, Jr., '48.

Southwestern Women of Memphis, organized in March 1954, has become increasingly active in alumni and college affairs. At a beautifully appointed luncheon in the Spring of 1956 this organization presented to the college a magnificent silver tray to be used with its equally useful and ornamental gift of the previous year, a silver coffee urn. To the thoughtfulness and generosity of the Southwestern Women of Memphis the college is grateful. The officers who served so well for the year 1955-56 were: Mrs. Walter C. Sandusky (Lois Philpot, '49), President; Miss Jeannette Spann, '30, Vice-President; Mrs. William P. Perkins, Jr. (Frances Crouch, '51), Secretary; and Mrs. Wiley Floyd (Mavalee Fondren, '46), Treasurer.

An important work of the Alumni Office has been arranging interviews between representatives of businesses and members of the senior class. The demand for well-qualified graduates greatly exceeds the supply, and since over a third of the members of the Southwestern senior class continue with some form of graduate work it is not possible to supply the desired personnel to representatives of business seeking our students. Most of the placement of women graduates is handled through the Dean of Women's Office.

The Alumni Fund for 1955-56 showed a total of 951 gifts from 653 donors, for a total amount of $12,493.13. This represents contributions from approximately 12.3% of some 5,400 alumni solicited, the proportion of Memphis donors being 13.5% and out-of-town donors being 11.4%.

The following tabulation indicates the leaders in percentage gifts among the classes:

<table>
<thead>
<tr>
<th>Percentage of Participation</th>
<th>Percentage of Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old Guard</td>
<td>Later Classes</td>
</tr>
<tr>
<td>First place ..................</td>
<td>1878 (100%)</td>
</tr>
<tr>
<td>First place ..................</td>
<td>1892 (100%)</td>
</tr>
<tr>
<td>Second place .................</td>
<td>1904 (35%)</td>
</tr>
<tr>
<td>Second place .................</td>
<td>1907 (33%)</td>
</tr>
<tr>
<td>Third place ..................</td>
<td>1895 (25%)</td>
</tr>
<tr>
<td>Fourth place .................</td>
<td>1896 (20%)</td>
</tr>
<tr>
<td>Fourth place .................</td>
<td>1900 (20%)</td>
</tr>
<tr>
<td>First place ..................</td>
<td>1925 (18.5%)</td>
</tr>
<tr>
<td>Second place .................</td>
<td>1932 (18.0%)</td>
</tr>
<tr>
<td>Third place ..................</td>
<td>1930 (16.3%)</td>
</tr>
<tr>
<td>Fourth place .................</td>
<td>1931 (16.1%)</td>
</tr>
</tbody>
</table>

Number of Donors

<table>
<thead>
<tr>
<th>All Classes</th>
</tr>
</thead>
<tbody>
<tr>
<td>First place</td>
</tr>
<tr>
<td>Second place</td>
</tr>
<tr>
<td>Third place</td>
</tr>
<tr>
<td>Fourth place</td>
</tr>
<tr>
<td>Fourth place</td>
</tr>
</tbody>
</table>
Particularly gratifying was the valuable work during the year of that group of alumni serving as City Chairmen in communities where there are known to be ten or more Southwestern alumni. It is believed that this method of recognizing alumni groups and coordinating the matter of keeping them acquainted with the college through personal contact or letters from the Chairmen is well worthwhile.

Alumni Day, Saturday, June 2, 1956, was ably planned and executed under the General Chairmanship of James T. (Toto) Houts, '37, assisted by a most efficient committee. The events of the day, which included the Southwestern Men of Memphis luncheon, athletic competitions, class reunions, the alumni supper, and semi-professional entertainment, attracted about 630 persons. Some 175 alumni attended the luncheon in Neely Hall given by the Southwestern Men of Memphis in honor of the men of the Class of 1956, and the classes celebrating their twenty-fifth and fiftieth reunions. The Class of 1931 had approximately forty members present. The principal speaker at the luncheon was Jefferson Davis, '31, of Atlanta, General Solicitor for the Southern Bell Telephone and Telegraph Company. Through the courtesy of the Company and with the cooperation of other officials, Mr. Davis had available to him for demonstrations many items of the latest type of equipment available to telephone users.

Following an afternoon of athletic events and conversation, the alumni supper was served under the direction of Mrs. Malcolm Perry (Dorothy Eddins, '28) on the campus east of the Hubert F. Fisher Memorial Garden. Professors John H. Davis and Gordon Southard spoke briefly of the retirements of Professors W. Raymond Cooper and Martin W. Storn, President Rhodes' announcement of the appointment of Dr. Alfred O. Canon, '44, as Dean of Alumni was received with a great deal of interest and favorable comment.

The officers of the Alumni Association are as follows:

President (1957) Oscar Hurt, Jr., '29
Vice-President in Charge of Public Relations (1957) James M. Breytspraak, '38
Vice-President in Charge of Reunions (1957) Robert M. Hasselle, '39
Vice-President in Charge of Finances (1958) Oliver P. Cobb, Jr., '32
Vice-President in Charge of Ministerial Relations (1958) Dean A. Bailey, '48
Vice-President in Charge of Alumnae (1958) Mrs. Ray Martin (Hazel Brown, '48)
Secretary-Treasurer Goodbar Morgan, '31

ADULT EDUCATION AND FINE ARTS

A report of the Memphis Adult Education Center, housed in the Burrow Library, reads as follows:

'The most significant developments in the Memphis adult education program during the past year can be listed as:
1. The administrative reorganization which brought the program under the direct sponsorship of Southwestern at Memphis.

2. The formation of 64 discussion groups in which 1,281 registrants participated.

3. The promotion of good public relations with conferences and forums in which men of national and international reputation served as speakers and leaders.

4. The launching of the Institute for Executive Leadership.

"Administrative Reorganization"

"The organizational change which was completed during the year shifted the supervision of the Adult Education Center's operations from a Citizens' Council to the Board of Directors of Southwestern at Memphis. A review of the history of liberal adult education in Memphis will reveal that this shift was not an abrupt one. From 1944 to 1953 Southwestern at Memphis sponsored a program of studies for adults in the field of the liberal arts. In 1953, at the time the Fund for Adult Education made its Test Cities grant, the college encouraged the establishment of the Citizens' Council, composed of twenty-five men and women and bearing the name 'Memphis Adult Education Council.' This administrative agency proved effective in spreading the movement in the community and in increasing the number of participants, but it in time was compelled to admit its inability to raise the necessary funds to carry on the project. Therefore, on January 1, 1956, Southwestern at Memphis resumed its sponsorship at the request of the Council. On that date the Council ceased to exist, and it has been replaced with an Adult Education Committee authorized by the Board of Directors of Southwestern. Thus there will be retained the advantage of the citizens' effort in the areas of interpretation and projection but also adult education will be integrated with the total program of the college.

"Discussion Groups"

"During the past year, there were 1,281 registrations in 64 discussion groups organized by the Adult Education staff. The new air conditioning system encouraged an unprecedented summer enrollment in 1955, with 140 registered in nine groups.

"A successful effort at reaching a previously unreached group was made by General W. A. Danielson by setting up discussion groups among the long-time patients in local hospitals. Dr. P. J. Sparer, a hospital staff member, has stated: 'I consider these discussions important in promoting the mental health of our patients; through this activity the patients have been encouraged to turn their attention from themselves to a contemplation of the broad field of world affairs.'

"Public Relations"

"Among the lecturers who attracted large crowds to the Adult
Education Center were Sir Richard Livingstone, the former President of Corpus Christi College, Oxford, and Mortimer J. Adler, Director of the Institute for Philosophical Research, San Francisco.

"With the aid of a special grant of $2,000 from the Fund for Adult Education, a successful Conference for Executive Leadership was held on June 8, 1955 at the Center. Speakers for the Conference were Robert D. Calkins, President of the Brookings Institution, C. Scott Fletcher, President of the Fund for Adult Education, W. D. Gillen, President of the Pennsylvania Bell Telephone Company, and Laurence F. Kinney of Southwestern at Memphis. On hand for the combined afternoon and evening sessions were 150 business leaders, the chief executives of 114 Memphis firms. The purpose of this Conference was to interpret to these guests the educational program planned for the Institute for Executive Leadership.

"Institute for Executive Leadership

"The most significant venture we have undertaken this year has been the initiation of the Institute for Executive Leadership. The Institute embraces a two-year program of liberal adult education especially designed to develop executive leadership. Twenty-two participants, representing 19 firms, are enrolled in this first class of the Institute. The project has been enthusiastically received by the participants and a succession of visitors. For example, K. T. Elsdon, Director of Adult Education at the Folk House in Bristol, England, stated in March to a Commercial Appeal reporter that the Institute is 'the most impressive thing I have seen on my tour of American cities.' And in a letter after leaving Memphis, Sir Richard Livingstone wrote of the Institute: 'There I saw something in operation which I have always dreamed of.' "

Station WKNO, operating on Channel 10, began broadcasting on June 25, 1956. The fact that educational television after several years of planning has finally been initiated in Memphis means that the Adult Education Center of Southwestern will have an increasing responsibility in rendering assistance for certain types of programs. In order that the college may play its full part in this experimental effort of the community, Professor Raymond S. Hill has been released from his other duties in speech and dramatics to serve as Coordinator of Mass Media with special emphasis on the educational features of television. By experience and training, Professor Hill is unusually well qualified for this task.

Further, the appointment of Dr. Alfred O. Canon, '44, as Dean of Alumni emphasizes a continuing educational relationship between the college and students who have passed through its halls. Dean Canon, working largely through the Adult Education Center but also in close collaboration with the Office of Development, will attempt to emphasize the fact that both Southwestern and other alumni may continue their liberal arts education after leaving the halls of ivy, and that there exists a more solid relationship between alumni and their alma mater than merely that attributable to fraternity or sorority friendships or the annual return to the campus for the Homecoming football game. It is believed that there can
be developed a very solid and enduring basis for continuing liberal education in the Mid-South area by lessening the intellectual break between graduation and later life.

Mention has been made under the Burrow Library of the continued and devoted work of Miss Etta Hanson who serves as Curator of the Jessie L. Clough Art Memorial for Teaching, presently housed in the Burrow Library Treasure Room. Miss Hanson has visited practically every important museum and art institute in the United States and during part of the summer of 1956 continued her observations abroad. Her zeal is infectious and has attracted many fine gifts to the collection.

The addition of Mr. Henry Madden as Artist in Residence and Assistant Professor of Art has given the needed stimulus to the study of art by Southwestern students, and has added to the Memphis community a man who is not only a competent artist but who has shown a willingness to cooperate with others in matters affecting fine arts in the community. Professor Madden's own creations have attracted much favorable attention.

DEVELOPMENT, PUBLICITY, AND PUBLICATIONS

Dr. R. P. Richardson, '17, Vice-President in Charge of Development, has reported on several areas of activity. The Admissions Counselor, Mrs. John Q. Wolf, assisted by Miss Mary Ann Wachal, '55, has handled most of the literature and a great deal of correspondence to some 650 prospective students on the mailing lists for 1957, 1958, and 1959. Some 800 prospective students were corresponded with during 1956. Letters and viewbooks were sent to the children of alumni as they reached their sixteenth birthday, this last information being obtainable through the cooperation of the Alumni Office. During the past year over 100 prospective students spent at least one night on the campus and attended some college event. By means of a "Tel-a-Story" projector, colored transparencies showing views of the college plant and student activity groups are not only always available for visitors to the Admissions Office but are also displayed at high schools, churches, synod meetings, young peoples' groups, etc. The Admissions Office also sponsors an annual high school day for seniors on the campus.

The News Service has continued to be handled effectively by Mrs. E. G. Ballenger, '33, ably assisted by Miss Dorothy Orgill until her marriage, and more recently by Mrs. Mary Lou O'Donnell. Both Mrs. Ballenger and Mrs. O'Donnell have a flair for news and together have brought publicity and advertising into a coordinated effort. The press, radio, and television releases are all handled through the central news office and this has resulted in increased news coverage and fuller interpretation of the college through prepared releases.

Dr. Richardson has been ably assisted by Miss Allene Wimberly, '56, and Miss Sara Lee Ford, '58, two excellent students of the college who are also unusually competent secretaries. His heavy schedule of speaking engagements in some twenty cities in the four Synods involved addresses to the Women of the Church, Men of the Church, young peoples' groups, luncheon clubs, and entire congregations. Dr. Richardson has been
most active in the work of the American College Public Relations Association to which he has made valuable contributions in committee work. He also maintains close liaison with the Committees on Christian Education or Institutions in the several Synods and follow-up work goes on in connection with the development fund campaigns.

During the year there was formed a small informal group of local alumni called the President's Council, the members of which have agreed to serve as "Ambassadors of Southwestern" to assist the President and Vice-President in Charge of Development in seeking out opportunities for substantial financial aid to the college, especially through the encouragement of gifts and bequests. Several meetings of this Council have been held with almost 100 percent attendance and with enthusiastic interest on the part of those present. It is planned to have frequent meetings of this group in order to keep them fully informed about every area of college activity.

On March 14, 1956, there was chartered in the State of Tennessee the Tennessee Independent Colleges Fund, composed of Vanderbilt University, the University of Chattanooga, The University of the South, Southwestern at Memphis, and shortly thereafter, David Lipscomb College in Nashville became a member. The purpose of this group is to cooperate in every appropriate way, to listing and receiving corporate gifts, especially those to be secured from companies having a nationwide coverage. In no sense is it anticipated that the local or normal or church constituency of the several member institutions will be altered or encroached upon by joint effort. It is too early to evaluate the usefulness of this organization, of which the President of Southwestern is currently serving as President.

The response of the Women of the Church in setting up the Sponsors of Southwestern gives encouragement that this program may be greatly accelerated in 1956-57. The project chosen for 1956-57 is to furnish the student infirmary with hospital type beds of the best quality.

Mrs. J. Q. Wolf, Mrs. Robert P. Richardson, Mrs. L. F. Kinney, as well as many members of the faculty have served as speakers and leaders at summer conferences and leadership training schools. During the summer of 1956, Professor W. Taylor Reveley, College Chaplain, was relieved of teaching duties in order to participate in ten conferences scattered widely through the Church.

Mr. William R. Maybry, '42, now Director of Physical Education and Athletics, served for the fourth year as the Recreational Director in the Senior Conference at Nacome.

In concluding his report Dr. Richardson emphasized the point made recently by Dr. W. Homer Turner, Executive Director of the U. S. Steel Foundation, Inc., who quoted Clarence S. Schoenfield as saying, "Public relations is the sum total of all the impressions made by an institution itself and the various persons connected with it. Public relations, therefore, is a way of life for the entire university or college — not just the job of a single individual."
PRESBYTERIAN GUIDANCE CENTER

The Guidance Center at Southwestern was described in last year's report. Its operations have continued to expand. During the last fiscal year 186 junior and senior high school students received the benefits of the tests and counseling through the Guidance Center. In the church year 1955 financial support was received from Memphis Presbytery only, to which Presbytery goes the distinction of first realizing the value of this adjunct to and extension of church-centered counseling. During the church year 1956 financial support has also been received in addition from Nashville Presbytery, the Synod of Tennessee, and the Synod of Alabama, in each case through the respective Committees on Christian Education. In the church year 1957 it is anticipated that the Synod of Louisiana and possibly Columbia Presbytery of the Synod of Tennessee will lend financial strength to the operations which must be greatly expanded to take care of increasing demand. It is not certain at the present time to what extent Presbyterian students from non-contributing Synods can be handled at the Southwestern Center. Since the purpose, as originally envisaged by the Department of Christian Vocation of the Division of Higher Education, is to provide testing and vocational counseling service to students of senior high school age who have completed a specified program of study and development under the direction of a vocational aide in their home churches, the Center does not attempt to compete with other organizations in affording general and unrestricted counseling services. An attractive brochure, descriptive of the operation of the Center, was prepared and widely distributed.

BUILDINGS AND GROUNDS

The necessary expansion of the college plant has imposed a great additional responsibility on Messrs. J. A. Rollow '26, College Engineer, and C. L. Springfield, Bursar and Business Manager, who continue to go far beyond the call of duty in carrying out their manifold activities.

The major building emphasis of the year was the completion and furnishing of the Freshman Women's Residence Hall, as yet unnamed. This beautiful structure has passed admirably the test of its first session of service. Through the generosity of the Memphis Garden Club, a fine and well-arranged planting of shrubs was provided to harmonize with the planting of the Burrow Library, also furnished by this Club. Curbs and a paved roadway have eliminated a major dust problem around the new building. This paving has extended to the parking area east of the Burrow Library which serves not only students but also those attending evening meetings in the Adult Education Center.

Consultations between Mr. Walter A. J. Ewald, Landscape Architect, and Mr. H. Clinton Parrent, Jr., the college architect, have continued in connection with the over-all landscaping of the entire campus in line with a master plan. In this relationship the Lumbermen's Club of Memphis, assisted by Mr. J. A. Rollow, College Engineer, and Dr. Arlo I. Smith, Professor of Biology, continues the expansion of arboretum plans for the campus. At the present time there are over one hundred species of native
trees, with over 1,600 specimens either correctly labeled or marked for labeling. Mrs. Hubert F. Fisher continues her generous provision and personal oversight of the maintenance of the Hubert F. Fisher Memorial Garden, one of the beauty spots in Memphis.

During the summer of 1956 Voorhies Hall, now ten years old, has been completely redecorated. This is the first large maintenance item for Voorhies since its construction. It is believed that it will now compare favorably with the Freshman Women's Hall.

In addition to incidental redecorating in the several men's residence halls, new heavy duty coil springs have been provided for all beds and all mattresses in the men's halls have been completely renovated and rebuilt. A number of the apartments rented to members of the faculty have been redecorated.

The baseball diamonds and the track have been improved. The campus drives have been resurfaced as needed. Neely Hall has been redecorated and the adjoining kitchen has been painted. Certain additions have been made to the kitchen equipment.

The quarters in the ''Man'' building used by the Presbyterian Guidance Center have been made much more attractive and additional equipment added. During the summer there is being added in the same building additional Guidance Center space equivalent to four more offices. We anticipate greatly improved working conditions for the Guidance Center.

The air conditioning of the business offices has proven of inestimable value. It is hoped that this system can be extended to the office of the Dean of Women. Further, as funds become available it is planned to air-condition the faculty and staff lounges of the Burrow Library and the ground floor of the Freshman Women's Residence Hall, since basic equipment already exists for these facilities. Regrettably, there seems to be no prospect of cooling with any reasonable expenditure the region of Palmer Hall occupied by the Office of Development and the Alumni Office.

A fine oak lectern for Hardie Auditorium was provided as the gift of the Class of 1956.

DIRECTORS

At the 1956 meetings of the four cooperating Synods, Directors were reelected as follows, each for an additional four-year term ending in 1960:

Synod of Alabama       Mr. James A. Minter, Jr.
Synod of Louisiana     Dr. John S. Land
Synod of Mississippi   Judge Robert G. Gillespie
Synod of Tennessee     Dr. Moore Moore

The Directors are reminded that the year 1956 was designated by the General Assembly as a year of special emphasis on Christian Higher Education. The volume *Church and Campus* was sent to the members of the Board with the hope that they would make use of the material contained
therein to stimulate action about Christian Higher Education in their particular Synod. The Division of Higher Education of the Board of Christian Education in Richmond has done an outstanding job of publicity under the leadership of Dr. Hunter B. Blakely, Secretary. Most of the cooperating Synods have emphasized higher education in Synod and Presbytery meetings. It is feared, however, that the rank and file of the Church are still largely unaware of the tradition, progress and possibilities of a church college as envisioned by the early churchmen who started the colleges.

It is hoped that as many of the Directors as can possibly arrange to do so will be present at Montreat June 28-30, 1957, where it is planned to bring together under the auspices of an interdenominational group called Men of the Church for Church Colleges, the directors and trustees of colleges in the Southeastern part of the United States for two days of discussion of the role of the director and trustee in promoting Christian Higher Education. This project will be greatly aided by the recent decision of the Advertising Council of America to carry on a two-year program of emphasis on higher education in America. This decision was the result of presentations to the Advertising Council by the Council for Financial Aid to Education, the President of which is Dr. Wilson Compton. This organization has been the spearhead of the movement to make business and industry aware of its opportunity and obligation to assist privately supported higher education in this country.

Without the energetic and constant assistance of the members of the Executive and Investment Committees, all well known and respected residents of Memphis, Southwestern would not be able to function effectively between meetings of the Board. These gentlemen are commended to the Board for their unselfish service. Again it is pointed out to the Board that the future stability of the college will depend largely upon the action of the members of the Board in seeking out individuals of means, both within and without the Church, and explaining to them the many possibilities for enduring memorials throughout all foreseeable future time, by providing undesignated endowment funds and endowed structures for the college.

The Board elected at its March 20 meeting Mr. L. Palmer Brown, III, x'30, to fill the vacancy in the Executive Committee left by the resignation of Mr. Edmund Orgill, now Mayor of Memphis.

FINANCES

As the result of substantial gifts received late in June and early in July before the books were closed, the fiscal year ended with a balance of $2,123.09. Regrettably, the regular benevolence receipts for the 1955 church year were some $5,000 less than for the preceding year, with a corresponding decrease in percentages received of apportionments approved by the Synods. However, benevolences falling within the fiscal year were substantially the same as for 1954-55. Businesses and corporations, both local or otherwise, contributed the sum of $40,000 unrestricted funds toward operating costs. "Friends of Southwestern" contributed $8,920.33.
The following tabulation gives financial data for the church year 1955 and for the college's fiscal year 1955-56:

<table>
<thead>
<tr>
<th>Synod</th>
<th>Regular Benevolence Receipts 1956 Church Year</th>
<th>Percentage of Apportionment</th>
<th>Regular Benevolence Receipts 1956-57 Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synod of Alabama</td>
<td>$25,000.00*</td>
<td>67.1</td>
<td>$18,397.02</td>
</tr>
<tr>
<td>Synod of Louisiana</td>
<td>18,500.00</td>
<td>77.1</td>
<td>14,765.41</td>
</tr>
<tr>
<td>Synod of Mississippi</td>
<td>12,000.00</td>
<td>65.3</td>
<td>7,870.59</td>
</tr>
<tr>
<td>Synod of Tennessee</td>
<td>60,000.00**</td>
<td>93.1</td>
<td>57,177.26</td>
</tr>
<tr>
<td>**</td>
<td>$115,500.00.</td>
<td>82.1</td>
<td>$98,210.28</td>
</tr>
</tbody>
</table>

In addition there was apportioned the Synod's Scholarship Fund of $5,000. During the church year 1955 $3,068.04 (60.1%) was received toward this.

The approved regular benevolence apportionments for the church years 1956 and 1957 are as follows:

<table>
<thead>
<tr>
<th>Synod</th>
<th>1956</th>
<th>1957</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synod of Alabama</td>
<td>$25,000.00</td>
<td>$30,000.00*</td>
</tr>
<tr>
<td>Synod of Louisiana</td>
<td>21,000.00</td>
<td>21,000.00</td>
</tr>
<tr>
<td>Synod of Mississippi</td>
<td>14,186.00</td>
<td>14,580.00</td>
</tr>
<tr>
<td>Synod of Tennessee</td>
<td>65,000.00**</td>
<td>65,000.00**</td>
</tr>
<tr>
<td>**</td>
<td>$125,186.00</td>
<td>$130,580.00</td>
</tr>
</tbody>
</table>

*15% of this amount to be applied to Synod's Southwestern Scholarship Fund.
**Includes Synod's Scholarship Fund of $5,000.

The latest figures for the number of communicants in each of the four Synods according to figures published in May, 1956, are:

<table>
<thead>
<tr>
<th>Synod</th>
<th>1955 Church Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>36,239</td>
</tr>
<tr>
<td>Louisiana</td>
<td>28,362</td>
</tr>
<tr>
<td>Mississippi</td>
<td>32,700</td>
</tr>
<tr>
<td>Tennessee</td>
<td>29,914</td>
</tr>
<tr>
<td>**</td>
<td>127,215</td>
</tr>
</tbody>
</table>

When the total benevolence receipts, not including the support of chairs or scholarship funds, equal in dollars the total number of church members in the four Synods a milestone in progress will have been passed.

A special thanks is due to those individuals in several Synods, Chairmen of Committees on Christian Education, campaign treasurers, all providing their efforts at no remuneration, and who are pushing the completion of payments on the Development Fund Campaigns in the several Synods. Although it is anticipated that there will be negligible shrinkage in pledges, some of the payments are lagging and there are yet churches
which have not found it possible or have shown no interest in participating in the campaigns. Every effort will be continued to conclude these matters as quickly as possible and in this the Directors can be a great assistance.

The status of each campaign will be briefly given:

Louisiana-Presbyterian United Campaign:
- Total goal: $300,000.00
- Pledged: $239,000.00
- Unpledged: $61,000.00
- Expenses: $18,000.00
- Southwestern's two-thirds share of $239,000.00: $147,333.33
- Received by Southwestern to date: $101,000.00
- Unpaid pledges due Southwestern: $46,000.00

Mississippi Development Fund Campaign:
- Goal authorized by Synod: $200,000.00
- Pledged: $93,300.00
- Unpledged: $106,700.00
- Expenses: $15,000.00
- Net receipts: $31,600.00
- Unpaid pledges: $46,700.00

Tennessee Christian Higher Education Campaign (Southwestern and Louisville Presbyterian Theological Seminary):
- Total goal*: $375,000.00
- Expenses: $23,000.00
- Southwestern’s share of goal: $125,000.00
- Received by Southwestern to date: $36,000.00

*Attention is called to the statement of Dr. A. L. Currie, Chairman, recorded on page 35 of the 1955 annual report, to the effect that participating churches had given or pledged $381,000.00 up to June 15, 1955. He expressed the hope that the ultimate figures would pass the $400,000.00 mark, thus assuring the net amount of the stated goal for Louisville Seminary and the college.

Alabama Christian Higher Education Campaign (Southwestern and Louisville Presbyterian Theological Seminary):
- Total goal: $400,000.00
- Pledged: $346,000.00
- Unpledged: $54,000.00
- Southwestern’s share of $346,000.00 pledged: $216,250.00
- Total payments on pledges: $32,287.30
- Expenses: $17,917.50
- Net campaign receipts to July 31, 1956: $14,369.80

In the Alabama campaign initiated in the fall of 1955 special thanks are due to the Reverend Mr. John M. Crowell, pastor of Central Presbyterian Church of Mobile, Chairman; Mrs. Glen D. Liddell, of Camden, Women’s Chairman; and Mr. E. B. Van Keuren, of Birmingham, Laymen’s Chairman, who worked closely with Mr. Ralph L. Minker, of Ward, Dresher and Reinhardt, in setting up six regional rallies over the whole Synod. The rallies were held as follows: October 10, 1955 at Decatur; October 11, 1955 at Birmingham; October 12, 1955 at Mobile; October 13, 1955 at Greensboro; October 17, 1955 at Dothan, and October 18, 1955 at
Montgomery. Along with members of the Committee, two or more representatives of the college were present at each rally working in close collaboration with representatives of Louisville Presbyterian Theological Seminary. The fine attendance at these meetings was due to the outstanding work of the local and regional committees, in each instance composed of a minister, a layman, a laywoman, the host pastors, and the ladies who served dinners at each rally.

It is felt that throughout the Synod of Alabama many more persons have become acquainted with the ideals and objectives of Southwestern. Mr. James A. Minter, Jr., a member of Southwestern’s Board, is serving as Treasurer of this campaign, ably assisted by Mr. Jack P. Tucker, of Selma. The South Highland Presbyterian Church of Birmingham put at the disposal of the Campaign Committee ample office space without cost.

Special attention is called to the energetic work of the Reverend Mr. Samuel R. Fudge, ’48, who, as Chairman of Synod’s Committee on Institutions, issued an attractive and meaningful bulletin, titled “Christian Higher Education in the Synod of Tennessee,” dealing with the several areas of higher education supported by the Synod. It is hoped that the idea of this fine publication will be duplicated elsewhere.

It is hoped at the annual meeting of the Board on October 18, 1956, that there may be presented a revision of the 1954 Self-Study. It is sufficient to mention here if there be general agreement that the ultimate size of the Southwestern student body should be somewhere between 900 and 1,000 students, the number which can be comfortably accommodated in Burrow Library and Neely Mallory Memorial Gymnasium with an additional wing as originally planned, then it would appear that the matters of most urgent concern and which will demand the best thinking of the Board are:

1. A continuing effort to increase salaries of members of the faculty and staff substantially by securing funds specifically designated to that end.
2. The erection of a new refectory at the earliest moment to be followed by an additional men’s residence hall and an additional women’s residence hall. This last will probably be the final women’s residence hall to be constructed.
3. The securing by gift or bequest of a suitable chapel, the fine arts building, a student social center, and the additional wing for the Neely Mallory Memorial Gymnasium.
4. Always and without ceasing an emphasis should be placed on securing endowment funds. The income from endowments is far less subject to fluctuation than annual giving from the church, individuals, or corporations.

In retrospect the past year has been characterized by some major accomplishments and many encouraging events. Among the richest endowments of the college are the character, interest, and devotion of those who make up the governing bodies, the faculty, and the staff. It is a unified team dedicated to the conviction that this college can make an increasingly distinguished contribution to the whole cause of Christian higher education in America.

August, 1956

Peyton N. Rhodes
ANNUAL REPORT OF THE DEAN

To the President of SOUTHWESTERN AT MEMPHIS:

The past year saw two new programs of study inaugurated at Southwestern. The program of International Studies leading to a major in this field is the result of careful planning of faculty members from various departments, principally Political Science, Economics, and History. Basic studies were made two years ago, and last September Professor Ross J. Pritchard joined our faculty to give leadership to this inter-departmental endeavor. The program is designed both to offer elective courses to members of the student body at large and also to provide a field of concentration for students who wish to pursue a vocation in the fields of international economics or diplomacy. A proposal from Southwestern to develop not only the academic courses but also campus and community projects related to international affairs was endorsed by the Carnegie Corporation of New York. The substantial supporting grant made by the Corporation should be of great help to the college in this attempt to cultivate interest in and knowledge about the complexities of international relations.

A second new program begun this year is the offering of courses in art. Traditionally the college has felt a responsibility in this general field, and Southwestern courses in music and creative writing have been effective. In the plastic arts, the course in aesthetics, one of the several stellar offerings of Professor A. P. Kelso, has long quickened and sustained student interest. For the actual experience of painting and drawing, however, Southwestern has hitherto depended on the capable but part-time services of instructors from the Memphis Academy of Art. Last September, Mr. Henry Madden joined the faculty as Artist in Residence and Assistant Professor of Art. A studio was prepared, material gathered, and students began work in drawing, design, composition, and painting. In addition to the studio courses, Mr. Madden's program includes a zealous effort to make prints and other objects of artistic merit a part of the life of our students.

Another step forward taken by the faculty this year was the decision to make use in the future of the College Board Examinations administered by the Educational Testing Service. These examinations have long been an effective instrument in the admission procedures of first class colleges in the East. In recent years certain of the leading colleges in the South, such as Washington and Lee, Davidson, Sewanee, Centre, Furman, Georgetown, and Rice have begun administering these tests to their entering students. The examinations have the advantage of providing a significant report on the applicant's academic foundation and thus a dependable basis for placement in the college program. Beginning in September, 1956, all applicants for admission to Southwestern for the 1957-58 session will be required to take the examinations. Their use will be for placement and counseling, and the college will continue to use as other criteria for admission the high school report, principal's recommendation, and the applicant's autobiography.

Other educational activities of significance may be dealt with more
briefly. There are always, or should be, on a college campus activities or 'workings,' which, while they have no elaborate official planning, may be the ferment of intellectual and spiritual development. For example, during the past year an informal group composed of students and professors from various departments met regularly for discussions based on Schroedinger's *What Is Life*. While one fears to organize such activities, one breathes hopefully on such sparks. In addition to this student-faculty discussion, there were two groups of faculty members who met weekly in the faculty lounge of the Burrow Library for luncheon and talk on a topic of interest.

It is noteworthy also that more and more of our students are joining the great trek to Europe each year. For the past two years, two students each summer preparing for their senior year as majors in French have spent their vacation in France. Several others from various departments have taken advantage of travel abroad during the summer. This year the Hickman Foundation of Memphis made generous provision for travel abroad for three Southwestern students.

Early in the session the faculty approved the Washington Semester Plan for Southwestern students. This plan, worked out in collaboration with the American University in Washington, D. C., enables a qualified student to spend a semester of his junior or senior year in residence in the nation's capital. Students from other colleges across the nation participate in this arrangement, and each year for this group of students there are offered by the American University special courses in government and a seminar which provides occasions for meeting and talking with leaders in national government. Each student, while in Washington, is required to do research and write a paper on some particular problem and thus acquire a more intimate knowledge of one of the branches of government.

Our various departmental clubs continue thriving. *Eta Sigma Phi*, the classical fraternity, took advantage of the presence of Sir Richard Livingstone on the campus to sponsor an afternoon tea, giving occasion both to our students and to visiting guests from the University of Mississippi to have intimate conversation with an interesting and impressive scholar. The same fraternity made a trip in return to the University of Mississippi to view the museum there and to hear a lecture on archaeology by a well known classical archaeologist. These occasions of stimulation and exchange of ideas occurred with some frequency throughout the year, but we should seize every opportunity to multiply them.

The individual members of our faculty have been busy with projects that lead beyond the classroom. Professor Jack R. Conrad, whose doctoral dissertation has been accepted for publication, was invited to become a member of the American Anthropological Association and will present a paper in September at the Fifth International Congress of Anthropologists. Professor E. Llewellyn Queener is currently the President of the Tennessee Psychological Association. The mathematics department has been active in state mathematical and scientific societies. Professors Jack U. Russell and Thomas M. Simpson read papers before the Tennessee Academy of Science, and Professor M. L. MacQueen is currently Vice-President and Program Chairman of the Tennessee Teachers of Mathe-
matics. Professor John H. Davis is at work on a history of St. Mary’s Cathedral of Memphis. Professor J. O. Embry is serving as Vice-President of the Modern Language Section of the Tennessee Educational Association, and Professors Emmett H. Anderson, Jr., J. E. Wenger, and E. W. Goessling attended the Ninth University of Kentucky Foreign Language Conference. Professor W. Taylor Reveley has been honored by an invitation from the Board of Christian Education of the Presbyterian Church in the United States to serve, during the first semester of the 1956-57 academic session, as consultant to colleges and universities in the South on the Christian Faculty Fellowship movement. Professor Laurence F. Kinney this summer made one of the principal addresses at a national conference on adult education in Estes Park, Colorado. In the Memphis area the occasions on which members of our faculty have given of their time and ability to various groups are innumerable.

Student Faculty Relations

Many factors contribute to the good morale on the Southwestern campus. One must, however, never cease calling attention to the great importance of student government and the honor system, in particular.

Having responsible and imaginative student leaders in campus affairs and having the climate provided by our honor system are blessings which neither faculty nor students should ever take for granted. Dean C. I. Diehl and Dean Jane Leighton Richards ably lead the way in safeguarding this tradition, but all contribute. In this connection, it is well worth remarking how significant for the total life of the college is the physical education program. Both the skill and the unselfish devotion displayed by members of our athletic staff carry over as an influence not only on team members but on our total campus life.

This year a committee of students and faculty, appointed for the purpose by the President, met to consider ways of improving the faculty advisory system. The faculty remains committed to the policy that all members should share in the academic advising of students. Counseling of students should not and cannot ever be organized into a machine-like system. Students will sometimes go to their appointed adviser and sometimes to some other faculty member who may or may not have them in class. Moreover, counseling should never become a mollycoddling of the student, robbing him of rather than strengthening his initiative. We are content to leave a great deal of flexibility in the advisory system, but we want counseling to be businesslike and not a waste of time for either party. Towards the freshman, the college has a particular responsibility, since such a student has more numerous and pressing problems of adjustment. For this reason a chosen group of the faculty were asked to concern themselves particularly with the new students. The plan is that these advisers will counsel the students through their first three semesters. In the second semester of the sophomore year, the student will become the advisee of a professor in his major department. It is hoped that this arrangement will give the entering student the maximum opportunity of establishing early the kind of relation we seek at Southwestern.
The Danforth Grant

Last Spring the Southwestern faculty was one of thirty selected liberal arts colleges challenged by the Danforth Foundation to present a proposal for a program "further to strengthen the moral and spiritual life of the campus." The invitation stated that not over ten of the thirty colleges would be selected for grants to cover the expense of the proposed three-year program. Early in July word was received that the Foundation had acted favorably on the proposal submitted by the faculty of Southwestern. The focus of our program is on the twin values of commitment and craftsmanship. Efforts to build these values more effectively into campus life will follow three main lines: vocational guidance for Southwestern students, Christian service projects, and Christian perspectives in teaching.

Prospects

The chief concern of the faculty is to maintain the quality of the educational process as the institution grows and changes to meet new conditions and needs. The shortage of qualified teachers which will accompany the expected increased enrollment in colleges is a problem requiring a great deal of thought. While the economic solution to the problem looms large, there are also needed experiments and improvements in the educational program itself. We are giving thought to ways of orienting new faculty members in order that young teachers may assimilate as quickly as possible the lessons that in the past we have been content for faculty members to gain from years of experience. Another approach to making the teaching process more productive is a reading program which early in college would catch reading deficiencies in our students and help the students overcome this handicap. The rising enrollment is beginning to crowd our classroom space. Consideration must be given to placing more of our class meetings in the afternoons as well as to re-organizing some of our courses to make better use of the space available.

Jameson M. Jones

August, 1956
ANNUAL REPORT OF THE TREASURER

For the Fiscal Year Ended June 30, 1956

To the Board of Directors of SOUTHWESTERN AT MEMPHIS:

The Treasurer is happy to submit herewith his report covering operations for the fiscal year July 1, 1955 to June 30, 1956, together with a detailed audit report from the accounting firm of Oliver P. Cobb & Company of Memphis. The audit is the basis for this report and is in agreement therewith except for the use in some instances of summaries and net figures.

Attention is first directed to the operating statement which shows that the year was closed in the black with a small surplus of $2,123.09. Except for the continued fine support of the churches in the four cooperating Synods through benevolences; the special contributions from Second Presbyterian Church and Idlewild Presbyterian Church of Memphis in support of the A. B. Curry Chair of Bible and the T. K. Young Chair of English Literature, respectively; the generosity of alumni; and gifts from corporations and other friends of the college both locally and outside of Memphis, the budget could not have been balanced.

Benevolences from the four Synods amounted to $98,210.28 which compares very favorably with the $98,512.88 received the previous year. In addition to regular benevolences there was received $6,000.00 from Idlewild Presbyterian Church of Memphis in support of the T. K. Young Chair and $6,000.00 from Second Presbyterian Church of Memphis in support of the A. B. Curry Chair, as well as additional congregational benevolences from Second Church of $1,303.03. Through the continued hard and earnest work of President Rhodes in bringing to the attention of business people the needs of Southwestern, contributions of $40,000.00 were received from individuals and corporations during the year for current operations. Also, Friends of Southwestern contributed $8,920.33 and gifts of $2,741.39 were received from miscellaneous sources.

From the foregoing paragraph it can be readily seen just how much the college depends on benevolences and contributions which this year amounted to $163,175.03, or 31.34% of total income.

Endowment income of $130,398.34 showed an increase of $8,281.19 over last year. The overall yield on invested funds approximated 4.25%, adjusted for the Ford Foundation Grant and the E. C. Ellett Chair Fund, both of which were received late in the fiscal year. This compares with a yield of 4.16% the previous year. Endowment funds were increased by $436,819.43 during the year as follows:

- Ford Foundation Grant $180,000.00
- The E. C. Ellett Chair Fund $156,909.46
- Profit on sale of securities $91,365.58
- Other contributions $8,544.39

The book value of the endowment fund is $3,366,592.16. The market value as of the close of the fiscal year was approximately
$4,400,000.00. Based on book value, the endowment fund is divided as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds—Government</td>
<td>32.14%</td>
</tr>
<tr>
<td>Other</td>
<td>15.71%</td>
</tr>
<tr>
<td>Total</td>
<td>47.85%</td>
</tr>
<tr>
<td>Stocks—Common and preferred</td>
<td>38.08%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>4.59%</td>
</tr>
<tr>
<td>Notes and Mortgages</td>
<td>3.58%</td>
</tr>
<tr>
<td>Cash</td>
<td>5.90%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

A breakdown of operating income for the year is as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Students—Net</td>
<td>$183,937.06</td>
<td>35.32%</td>
</tr>
<tr>
<td>Endowment</td>
<td>130,398.34</td>
<td>25.04%</td>
</tr>
<tr>
<td>Auxiliary Enterprises and Miscellaneous</td>
<td>43,252.78</td>
<td>8.30%</td>
</tr>
<tr>
<td>Benevolences and Church Contributions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular Benevolences</td>
<td>$98,210.28</td>
<td></td>
</tr>
<tr>
<td>Second Presbyterian Church</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memphis—Special</td>
<td>1,303.03</td>
<td></td>
</tr>
<tr>
<td>Second Presbyterian Church</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memphis—The A. B. Curry Chair</td>
<td>6,000.00</td>
<td></td>
</tr>
<tr>
<td>Idlewild Presbyterian Church</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Memphis—The Thomas K. Young Chair</td>
<td>6,000.00</td>
<td></td>
</tr>
<tr>
<td>Friends of Southwestern and other contributions</td>
<td>11,661.72</td>
<td>2.24%</td>
</tr>
<tr>
<td>Special Contributions</td>
<td>40,000.00</td>
<td>7.69%</td>
</tr>
<tr>
<td>Total</td>
<td>$520,763.21</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

It has been a good year and much has been accomplished. Many improvements have been made and are being made to the campus and buildings, details of which are covered in the President's report.

The Executive Committee approved a tentative budget on May 25, 1956, subject to later confirmation of a sub-committee. This sub-committee considered a revision of the first estimate on August 10, 1956, which revision anticipates a deficit for 1956-57 of $38,316.67, and recommended its adoption. Increases in corporate and individual gifts, student income, benevolences and other presently unanticipated income would reduce the amount of estimated deficit.

A Condensed Balance Sheet showing the financial condition of the college as at the close of business on June 30, 1956 and a Comparative Statement of Income and Expense for the fiscal years 1955 and 1956 are attached hereto.

A. K. Burrow
CONDENSED BALANCE SHEET

June 30, 1956

<table>
<thead>
<tr>
<th>ASSETS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Net Cash Balance</td>
<td>$195,497.88</td>
</tr>
<tr>
<td>Notes and Accounts Receivable</td>
<td>9,094.81</td>
</tr>
<tr>
<td>Real Estate</td>
<td>3,500.00</td>
</tr>
<tr>
<td>Inventories</td>
<td>6,654.58</td>
</tr>
<tr>
<td><strong>Total Current Funds</strong></td>
<td>$214,747.27</td>
</tr>
<tr>
<td><strong>Special Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Memphis Adult Education Center</td>
<td>8,203.85</td>
</tr>
<tr>
<td><strong>Special Building Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$2,134.62</td>
</tr>
<tr>
<td>Investments</td>
<td>74,471.25</td>
</tr>
<tr>
<td><strong>Total Special Building Funds</strong></td>
<td>76,605.87</td>
</tr>
<tr>
<td><strong>Development Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>12,136.51</td>
</tr>
<tr>
<td><strong>Plant Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>$3,848,135.52</td>
</tr>
<tr>
<td>Real Estate</td>
<td>198,009.82</td>
</tr>
<tr>
<td>Equipment</td>
<td>160,332.23</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>55,066.36</td>
</tr>
<tr>
<td>Library Books</td>
<td>133,000.00</td>
</tr>
<tr>
<td><strong>Total Plant Funds</strong></td>
<td>4,396,531.93</td>
</tr>
<tr>
<td><strong>Permanent Funds</strong></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$202,757.99</td>
</tr>
<tr>
<td>Receivables</td>
<td>10,000.00</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td></td>
</tr>
<tr>
<td>Regular Endowment</td>
<td>$2,783,765.14</td>
</tr>
<tr>
<td>Scholarship Funds</td>
<td>440,069.03</td>
</tr>
<tr>
<td>Less Annuities</td>
<td>3,223,834.17</td>
</tr>
<tr>
<td><strong>Total Permanent Funds</strong></td>
<td>70,000.00</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$8,074,817.59</td>
</tr>
</tbody>
</table>

| LIABILITIES       |                |
| Reserved Funds    |                |
| Student Aid Funds | $598.25        |
| Student Loan Funds| 5,691.30       |
| Scholarship Funds | 16,979.41      |
| Development Campaign Funds | 19,784.37 |
| Reserves for Specific Purposes | 47,499.89 |
| Other Reserves    | 107,045.44     |
| **Total Liabilities** | $197,598.66 |
| **Excess of Assets over Liabilities** | 7,877,218.93 |
| **Total Liabilities and Funds** | $8,074,817.59 |
| Excess of Assets over Liabilities 6-30-55 | 7,182,841.83 |
| Excess of Assets over Liabilities 6-30-56 | 7,877,218.93 |
| **Increase in Net Worth** | $696,377.08  |
COMPARATIVE CONDENSED STATEMENT OF INCOME AND EXPENSE

Fiscal Years 1955 and 1956

<table>
<thead>
<tr>
<th>INCOME</th>
<th>Year ended June 30, 1956</th>
<th>Year ended June 30, 1955</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>From Students</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition, Registration and Recording</td>
<td>$218,313.47</td>
<td>$204,375.50</td>
</tr>
<tr>
<td>Less Scholarships and Grants-in-aid</td>
<td>50,562.00</td>
<td>49,866.00</td>
</tr>
<tr>
<td><strong>Total Student Income</strong></td>
<td>$167,751.47</td>
<td>$154,509.50</td>
</tr>
<tr>
<td>Other Income from Students - Net</td>
<td>$16,185.59</td>
<td>$16,387.45</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING INCOME</strong></td>
<td>$183,937.06</td>
<td>$170,896.95</td>
</tr>
</tbody>
</table>

| EXPENSE                              |                          |                          |
| Instructional                       | $317,650.60              | $274,138.25              |
| Physical Plant and Grounds          | 94,134.18                | 95,061.99                |
| General and Administrative          | 106,855.34               | 101,759.48               |
| **TOTAL OPERATING EXPENSE**         | $518,640.12              | $470,959.72              |

| CONTRIBUTED INCOME                  |                          |                          |
| **Regular Benevolences**            |                          |                          |
| Alabama                             | $18,397.02               | $16,214.76               |
| Louisiana                           | 14,765.41                | 14,910.38                |
| Mississippi                         | 7,870.59                 | 7,691.90                 |
| Tennessee                           | 57,177.26                | 59,695.84                |
| **TOTAL REGULAR BENEVOLENCES**      | $98,210.28               | $98,512.88               |
| Second Presbyterian Church, Memphis - Special | 1,303.03                | 1,822.74                |
| Idlewild Presbyterian Church, Memphis - T. K. Young Chair | 6,000.00                | 6,450.00                |
| Second Presbyterian Church, Memphis - A. B. Curry Chair | 6,000.00                | 6,000.00                |
| Friends of Southwestern and other contributions | 11,661.72               | 13,000.08               |
| Special contributions from individuals, corporations, and industries to cover deficit | 40,000.00               | 27,125.00               |
| **TOTAL CONTRIBUTED INCOME**        | $163,175.03              | $152,910.70              |
| **SURPLUS**                         | $2,123.09                | $4,320.56                |

38
SOUTHWESTERN AT MEMPHIS

A Self-Study and Report

In compliance with the action of the General Assembly of 1953 and the request of the Division of Higher Education of the Board of Christian Education, members of the faculty, administrative staff, Executive Committee, and the Board of Directors of Southwestern at Memphis prepared a study and report as part of the preliminary activity necessary to implement planning for the Year of Special Emphasis (1956) on Christian Higher Education. This was dated November 1, 1954. After an interval of two years, the following revision was prepared by a small faculty group and the president.

1. The number of students for which Southwestern should provide in 1965

A careful study has been made of "A Call for Action to Meet the Impending Increase of College and University Enrollments" made by the American Council on Education. The rates of increase of student populations for the four Synods and areas served by Southwestern have been studied and as the result of weighting the various percentages we have concluded that there will be at least a fifty per cent increase in students by 1965. Since Southwestern's present total enrollment in round numbers is 600, exclusive of trainees in nursing, this will mean an enrollment of at least 900 in 1965. It is believed that this is a conservative estimate. However, it is felt that the ultimate student body should not exceed 1000 if quality with personalized instruction is to be maintained.

2. Educational policy in relation to the Church

The basic policy of Southwestern at Memphis is to develop through a liberal arts education men and women of honor who, in experiencing the richness of full Christian living, readily accept their proper responsibility to neighbor, state, and church. The college recognizes Christianity as the only force through which there can be created and maintained the highest educational ideals and the inspiration for their attainment by men and women of well-rounded personalities and alert and well-disciplined minds. Since the college feels that a close relationship with the Church is fundamental to the fulfillment of its role as an educational institution, it seeks not only to develop the highest type of academic work but it attempts constantly to increase its effectiveness through expanding and strengthening this relationship. The following are some specific examples of the efforts of the college to perform its function as a Christian educational institution in relation to the life of the Church.

(a) Present and recent activities and services

Faculty and staff members regularly participate as leaders in summer conferences. One faculty member is released from teaching duties each summer in order to participate as a leader in church conferences. Members of the departments of Bible and Philosophy, as well as other faculty members, are in constant demand to fill pulpits.
Over fifty candidates for the ministry are students at Southwestern during each session. Southwestern graduates constitute a high percentage of the students at the General Assembly's Training School for Lay Workers. In addition, each year there are Southwestern graduates who enter directly into full-time DCE work.

For the past several years Bible courses have been provided for adults in the Memphis community by Southwestern. Among these have been studies in The Epistle to the Romans, the Book of Job, the Prophets, the Book of Deuteronomy, and a survey of the Old and New Testaments. These have been well attended by the women of the churches.

Southwestern's program of training in the field of church music produces a number of graduates each year who take their places in churches as choir directors and directors of church music. During the past two summers a clinic in church music has been held on the campus.

Faculty and staff members are active participants in the programs of the churches in the Memphis community. That Southwestern enjoys the good will of the local churches is evidenced by the establishment of chairs at Southwestern by three of them.

The Presbyterian ministers of Memphis Presbytery meet monthly on the campus. The Men of the Church of Memphis Presbytery usually have their Fall meeting on the campus. Presbyteries and Synods meet on the campus as the college facilities fit into their plans.

In July 1956 there was initiated, in conjunction with Evergreen Presbyterian Church, an Area Laboratory School for Sunday School Workers.

Professor W. Taylor Reveley was released for the first semester of the session of 1956-57 to work with the Division of Higher Education of the Board of Christian Education in extending the program of Christian Faculty Fellowships in the South.

For several years Southwestern has brought educational consultants to the campus to discuss with faculty members the teaching of various subject matter in the light of the Christian perspective.

Faculty members regularly attend, as leaders or participants, the conferences at Montreat.

A recent reorganization of the religious activities of students has been aimed at the development of students in churchmanship. A new three-year program based on the concepts of Commitment and Craftsmanship, involving both students and faculty, has been made possible by a grant from the Danforth Foundation. The three areas being stressed are those of 1) Christian perspectives in teaching, 2) Christian vocation, 3) Christian service activities and training. This training is undergirded by the Bible courses in the curriculum, by the convocation services for worship, and by a voluntary student seminar in religion.

A special integrated course of study, "Man in the Light of History and Religion," now in its sixth revision, has been developed at Southwestern which has attracted national attention. Jointly taught by four professors,
it seeks to unite history and religion by studying them together. This course endeavors to show the vital connection between Christian faith and human behavior. The John Knox Press is exploring the possibility of publishing the syllabus used.

Southwestern's honors and tutorial courses afford the student the opportunity of individually exploring subject matter in his field of concentration with the personal assistance of a Christian professor.

(b) Plans for development of educational policy as a Christian college

A faculty Committee on Educational Aims and Advancement has functioned for some years. Its duties are to reexamine the progress of the college, to consider the strength and weaknesses of its present operation, to study curriculum, administration, and student life with a view to proposing improvements.

Southwestern received a grant from the Fund for the Advancement of Education which enabled faculty members to make a study of changing student values resulting from their college experiences. The faculty engaged in a re-evaluation study of these experiences in the light of the findings.

Several Southwestern graduates have received Danforth Fellowships and are now engaged in advanced preparation for college teaching as a Christian vocation. Other substantial grants for the encouragement of college teaching are anticipated.

In cooperation with the Presbytery of Memphis, the Presbytery of Nashville, the Synods of Tennessee, Alabama, and Louisiana, and the Department of Christian Vocation of the Board of Christian Education Southwestern has developed a Vocational Guidance Center to serve the youth of the churches in this area. This service is being extended to all Southwestern students who request it.

Southwestern has pioneered among church colleges in providing the services of a chaplain for faculty and students. It now seeks to enlarge this service to aid students and faculty in making their Christian witness felt both in the college community and off the campus, especially in relation to the Danforth program of "Craftsmanship" and "Commitment."

Experiments are planned looking toward an elaboration of the tutorial method of undergraduate instruction, initiated in the South by Southwestern, into the discussion group method characteristic of adult education practice. It is believed that there are many unexplored possibilities in utilizing competent Christian young people just out of college as leaders in community groups interested in a continuing liberal education.

As of June 1, 1956 Southwestern appointed the first Dean of Alumni in American education. Working through an expanded program of continuing liberal education, this Dean will establish post graduate educational ties never before contemplated.
A substantial grant from the Carnegie Corporation is being used to strengthen and expand the undergraduate program of International Studies and the "Free World Issues" convocation lectures.

3. Report on Faculty Situation

(a) Present faculty and staff

The 1956-57 authorized salary range, based on the regular session of nine months, is as follows: (There are no car or housing allowances.)

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors</td>
<td>$4900 - $6200</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>4250 - 5200</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>3500 - 4800</td>
</tr>
<tr>
<td>Instructors</td>
<td>3000 - 3800</td>
</tr>
</tbody>
</table>

It is hoped that salaries may be increased so that by 1965 salary ranges, based on the nine months' session, will be as follows:

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professors</td>
<td>$6500 - $8500</td>
</tr>
<tr>
<td>Associate Professors</td>
<td>5500 - 7000</td>
</tr>
<tr>
<td>Assistant Professors</td>
<td>5000 - 6000</td>
</tr>
<tr>
<td>Instructors</td>
<td>4000 - 4500</td>
</tr>
</tbody>
</table>

If the above salaries are compared to those of active ministers, there should be subtracted approximately $1,200 per year because of no housing allowance.

(b) Based on the assumed student enrollment of 900 in 1965 there would be needed additional faculty members as follows:

- 6 professors at an average salary of $7500
- 5 associate professors at an average salary of $6000
- 8 assistant professors at an average salary of $5500

This would represent an increase of $119,000 and it is estimated that additional staff members would involve an increase of $32,000. Included in this latter estimate are two additional full-time persons for the Library, an assistant Business Manager, an assistant manager of the dining hall, another assistant for the College Engineer, three additional Resident Heads, an assistant to the College Physician, and an additional assistant in the office of the Registrar.

4. Scholarship assistance to students

(a) Present scholarships are as follows:

- 18 Honor Scholarships - 8 at $500 and 10 at $300
- 9 Leadership Awards - 4 at $500 and 5 at $300

Grants-in-aid, work opportunities on the campus, partial remission of tuition to candidates for the ministry, children of ministers, teachers and the children of teachers; and grants-in-aid administered cooperatively by individual churches, other groups, and the college during the session of 1955-56 amounted to $95,000, of which approximately $17,000 was supplied from the income of invested memorial funds.
In order to compete with the large eastern institutions and with the tax-supported colleges and universities in this region for the best students the funds available for scholarships and student aid should be doubled and sufficient sums made available from other than operating funds to cover existing aid. The only means by which this is likely to be accomplished is from the income from specific bequests and by the provision of scholarship funds by individual churches or other groups as memorials.

5. **Buildings required**

   (a) **Needed by 1965**

<table>
<thead>
<tr>
<th>Buildings Required</th>
<th>Estimated Cost</th>
<th>Annual Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two men's residence halls for a total of 175 students @ $4,500 per individual</td>
<td>$787,500</td>
<td>None</td>
</tr>
<tr>
<td>One women's residence hall for 70 students @ $5,000 per individual</td>
<td>350,000</td>
<td>None</td>
</tr>
<tr>
<td>Additional dining hall facilities</td>
<td>250,000</td>
<td>None</td>
</tr>
<tr>
<td>A Fine Arts Building to house music, art, dramatics and speech, containing an auditorium of sufficient size to accommodate the entire student body</td>
<td>1,200,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Completion of Neely Mallory Memorial Gymnasium</td>
<td>275,000</td>
<td>2,750</td>
</tr>
<tr>
<td>Student Center</td>
<td>400,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Science and Academic Building</td>
<td>500,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Tower and administrative office addition to Palmer Hall</td>
<td>400,000</td>
<td>4,000</td>
</tr>
</tbody>
</table>

**Total** | $4,162,500 | $27,750 |

   (b) **Long-time building requirements to round out campus**

<table>
<thead>
<tr>
<th>Buildings Required</th>
<th>Estimated Cost</th>
<th>Annual Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapel</td>
<td>$600,000</td>
<td>$6,000</td>
</tr>
<tr>
<td>Academic classroom building</td>
<td>400,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Campus residences for deans and department heads</td>
<td>500,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Infirmary</td>
<td>175,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Small permanent athletic stadium</td>
<td>100,000</td>
<td>1,000</td>
</tr>
</tbody>
</table>

**Total** | $1,775,000 | $15,000 |

Additional endowment necessary to operate the above total facilities, which will round out the campus in all cases for 900 students and in many cases for 1000 students is, in round numbers, $1,000,000.

6. **Projected operating budget for 1965**, which omits additional scholarship funds but includes $27,750 in increased building operating costs from 5(a) and the increased salary scales for existing faculty and staff, plus necessary additional faculty and staff, will be $866,750. The estimated income
(assuming no increases in tuition and fees) is broken down as follows:

(a) 850 full-time regular students @ $500.00 net $425,000
75 music students @ $300.00 net 22,500
75 nurse trainees @ $250.00 net 18,750 $466,250

(b) Assuming an increase in present endowment only, say to $4,000,000 @ 4%
160,000

(c) Church contributions from regular benevolences 120,000

(d) Contributions from alumni 30,000
Contributions from corporations 50,000
Profits from auxiliary enterprises 30,000
Miscellaneous income (special students, etc) 10,000
Gifts from "Friends of Southwestern" 10,000
Additional income from 5 endowed chairs @ $6000 each 30,000
Total $906,250
Balance available for student aid 39,500

Note: The budget for 1956-57 is $561,800 for approximately 600 regular
students; that for 1955-56 is $866,750 for 925 regular students. The average
annual increase in the budget over the nine-year period is modest, well in
line with recent trends.

The "long-time" view would envisage a total plant of approximately
$10,000,000 cost, an endowment of not less than $10,000,000 and a student
body of possibly 1000. It now seems probable that the college should not
exceed that number.

As a matter of interest it may be noted in the thirty years 1924 to
1954 that the total assets (plant and endowment) increased from $340,000 to
$7,150,000 or twenty-one times. To approximately triple these total assets
in the following twenty years to $20,000,000 might seem a reasonable goal.

7. Plans for Public Relations for 1956-65

(a) Campaign for funds

The Southwestern Development Fund Campaign in the four Synods
will continue at least through 1958, the total objective as originally set
up in 1951 being $1,500,000 (including the City of Memphis).

(b) Student recruiting

A vigorous continuation of the program for recruiting the most
able students from the four Synods and elsewhere will continue. The Office
of Admissions relates itself both to the Office of the Registrar and to the
Office of Development. The Admissions Counselor, with faculty and staff
assistance, visits church and club groups both of youth and adults, as well
as high schools to carry to interested individuals the story of Southwestern.
Weekend visits to the campus of student groups sponsored by DCE's, pastors
and church groups form an integral part of the student recruitment program.

(c) Alumni

Alumni form a continuing part of the college. The appointment of
a Dean of Alumni with duties relating both to the Adult Education Center and
to the Office of Development represents a major advance in alumni relationships.
Publications addressed to alumni are numerous and attractive. In addition to the Alumni Association, there are active organizations of the Southwestern Men of Memphis and the Southwestern Women of Memphis.

Every effort is being made to increase the percentage of alumni participation in the annual "living endowment" fund. In 1952 this was 10%, in 1955, 12.3%. The present goal is 50% participation by 1965.

Alumni are leaders in the Memphis Adult Education Program, the operational center of which is housed on the campus in the Burrow Library.

(d) Presbyterian Church

The annual benevolence support of the four cooperating Synods is steadily increasing and the student body contains 52% Presbyterians. A vigorous policy is carried out under the Office of Development of extending the usefulness of the college to the Church in every possible way. College personnel are rendering many services and students are returning to their communities as potential leaders in churchmanship and civic service.

(e) Local Community

A number of individuals, largely of Memphis, who contribute with a considerable degree of regularity to the operating expenses of the college are known as the "Friends of Southwestern." It is hoped that the size of this group will be greatly increased in the next ten years.

The Executive Leadership Institute for top level young businessmen of Memphis has attracted wide attention. It represents one phase of the activity of the Adult Education Center.

A carefully considered program is in operation which brings to the campus for conferences with members of the Executive Committee and selected faculty members small groups of the top level business and professional men of the city. The past achievements, present operations and future opportunities at Southwestern for investment in human resources are presented to these persons with the expectation that they will wish to participate in the success of the college. This program is proving very helpful and will be continued with vigor.

A group known as "Friends of the Burrow Library" is active in support of the functioning of the library. Gifts as memorials or in recognition of outstanding merit or achievement are expanding the usefulness of the library.

The Patrons of Music organization, which relates itself to the furtherance of fine music, will continue to be encouraged.

It is anticipated that there will be formed a small, competent, and hard-working volunteer public relations committee composed of the most able local consultants in the field. Should explorations in this area prove productive, the opportunities of putting Southwestern more effectively before local citizens will be greatly increased. The idea of opportunity and not dire need should be basic to the public relations and development program.
(f) Bequest program

A small group of alumni known as the President's Council has been organized to extend the efforts of the administration in the matter of full appreciation of the opportunities offered to individuals in the matter of large gifts and bequests.

An attractive brochure and supplementary literature are already in use. The success of securing funds by bequests depends in a large measure on the zeal and enthusiasm of members of the Board, Executive and Investment Committees, and cannot be left solely in the hands of the President and Vice-President in Charge of Development. Only the top level personnel which make up the above groups will be able to make the large number of productive contacts necessary for success. As an aid, however, a full-time person of attractive personality, who knows the Church and who could devote his entire time to the bequest and large gift program, would be invaluable.

(g) Other

An outstanding woman of the Church, at her own instance and volition, has attracted the women of each of Southwestern's four cooperating Synods into groups known as the "Sponsors of Southwestern." These groups undertake each year, as the result of a gift of $1.00 or more per individual, some project important to the welfare of the college, but one not comprehended in its normal budget or needs. The women of the Synods in rotation will determine the nature of the projects in consultation with the officials of the college and will be free to act in any way they see fit, since it is an "over and above" plan and in no way related to any other organized giving.

In a number of cities and towns in the Mid-South region, as a public service to alumni, parents of current students and friends, there will be held "Southwestern Conferences" at which topics of current concern in religion, literature, art, business, natural sciences and international studies will be discussed under the leadership of a team of faculty and staff members of the college.

In general the program for 1956-65 will relate itself to emphases pointing up the fact that Southwestern is a Christian college of liberal arts and sciences, supported voluntarily both by the Church and other persons of good will, advantageously located in urban surroundings, offering to well-prepared young people of the Mid-South a meaningful and practical education which combines technical skills with an understanding of Christian values.
DEGREES CONFERRED ON JUNE 5, 1956

BACHELOR OF ARTS

William J. Barnett  
Memphis, Tennessee  
Ann Hutchison Barr  
Nashville, Tennessee  
Elizabeth Mahan Bell  
Blytheville, Arkansas  
Jerry Gillum Bennett  
Paducah, Kentucky  
Charlotte Ann Black  
Cape Girardeau, Missouri  
Marcia Jeanne Calmer  
Memphis, Tennessee  
John Wayland Carlisle  
Dixie, Louisiana  
Adele Suzanne Carter  
Memphis, Tennessee  
James H. Carter  
Mobile, Alabama  
Lawrence Howard Cater  
Memphis, Tennessee  
Edith Jean Cooper  
Whitehaven, Tennessee  
Evelyn Lourita Cox  
Port Gibson, Mississippi  
Edgar Theodore Crisler, Jr.  
Memphis, Tennessee  
James Edgar Cunningham  
Nashville, Tennessee  
Judith Crosby Deavenport  
New Orleans, Louisiana  
Robert Clement Dickey, Jr.  
Memphis, Tennessee  
Geraldine Dozier  
Memphis, Tennessee  
Joe Carroll Eades, Jr.  
Memphis, Tennessee  
*Lane Wiley Erwin  
Memphis, Tennessee  
Bevington Farnsworth  
Memphis, Tennessee  
George J. Fischer, Jr.  
New Orleans, Louisiana  
Jimmie Carleton Fortune  
Memphis, Tennessee  
Russell A. Gieseler  
New Orleans, Louisiana  
Frances Teer Goben  
New Orleans, Louisiana  
Nancy Carolyne Hair  
Memphis, Tennessee  
Betty Fay Hand  
Memphis, Tennessee  
George Marion Harmon, Jr.  
Memphis, Tennessee  
George Clark Hearn, Jr.  
Memphis, Tennessee  
Dorothy Marion Henning  
Birmingham, Alabama  
Cassandra Ellis Henson  
Memphis, Tennessee  
Nancy Pinkerton Howe  
Memphis, Tennessee  
William Witherspoon Hunt  
Memphis, Tennessee  
Robert Harwell Jackson  
Memphis, Tennessee  
*Thomas Lanier Jones  
Memphis, Tennessee  
John L. Lawhorn  
Memphis, Tennessee  
Rockne Glenn Lee  
Memphis, Tennessee  
Barbara Lovett  
Memphis, Tennessee  
William Graether McAtee  
Memphis, Tennessee  
John Rosamond McKinney  
Memphis, Tennessee  
Kathryn Jean Milne  
Memphis, Tennessee  
Maida Cannon Moore  
Memphis, Tennessee  
Doyle B. Moorhead  
Memphis, Tennessee  
Nola Ann Nurnberger  
Brookhaven, Mississippi  
David C. Ogden  
Memphis, Tennessee  
**Edna Lois Patton  
Memphis, Tennessee  
Shirley Polk  
Memphis, Tennessee  
Harriet Elise Priester  
Memphis, Tennessee  
Carl Wilbur Quattlebaum  
Memphis, Tennessee  

*Graduated in absentia
Minutes of the Board of Directors' Meeting 10/18/56 Page 56

BACHELOR OF ARTS (Continued)

Thomas Edward Richardson  
Robert Burney Rickard  
George M. Russell  
Venita Irene Saunders  
*August Schmitt, Jr.  
Kenneth Silvey  
Gerald Arthur Smith  
Robin Ruth Sprague  
Sarah Ruth Strong  
Loyd Clayton Templeton, Jr.  
Sallie Myhr Thomas  
Carole Anne Thompson  
Sarah Jane Seissinger Tice  
Thomas Edwin Tosh  
*Claude B. Trusty, Jr.  
James Ernest Turner  
Frances Eleanor Van Cleave  
Elaine Vickrey  
John Kenneth Wadley  
Carl Franklin Walters, Jr.  
Mark S. Waters  
John Vance Wiee  
Donald McKenzie Williamson, Jr.  
Henry E. Williamson, Jr.  
Mary Maxine Williamson  
Allene Wimberly  
Joan Elizabeth Womack  
Bogalusa, Louisiana  
Memphis, Tennessee  
Memphis, Tennessee  
Bessemer, Alabama  
Louisville, Kentucky  
Shreveport, Louisiana  
Sumner, Mississippi  
Jackson, Mississippi  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Huntingdon, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Montgomery, Alabama  
Houston, Texas  
Memphis, Tennessee  
Jackson, Mississippi  
Memphis, Tennessee  
Pine Bluff, Arkansas  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Blytheville, Arkansas  
Natchez, Mississippi

BACHELOR OF SCIENCE  
Richard D. Gilliom  
Joanne Heyer  
Malcolm C. Whatley  
Bluffton, Indiana  
Memphis, Tennessee  
New Orleans, Louisiana

BACHELOR OF MUSIC  
Alison Marian Cobb  
*Alvehy Marques  
Julia Ann Morrow  
Ada Jane Walters  
Memphis, Tennessee  
Sao Paulo, Brazil  
Red Bay, Alabama  
Memphis, Tennessee

DEGREES CONFERRED ON AUGUST 25, 1956

BACHELOR OF ARTS  
Nancy Nearn Bethell  
George Dennis Gracey, Jr.  
Robert Joseph Haley  
Charles N. Herrick  
James Darrell Higgason  
Cullen Blackman Johnston, Jr.  
John Elder Mays  
James Harper Mitchell  
James C. Napier, Jr.  
Memphis, Tennessee  
Covington, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee  
Pine Bluff, Arkansas  
Memphis, Tennessee  
Memphis, Tennessee  
Memphis, Tennessee

*Graduated in absentia
BACHELOR OF ARTS (Continued)

Jo Layne Thorwarth
Ada Jane Walters
Joseph W. Warton

Fort Smith, Arkansas
Memphis, Tennessee
Chicago, Illinois

BACHELOR OF MUSIC

Harrylyn Graves

Greenville, Mississippi

GRADUATED WITH HONORS

Edgar Theodore Crioler
Richard D. Gilliom
Elaine Vickrey
Allene Wimberly

English
Chemistry
English
Sociology

GRADUATED WITH DISTINCTION

Elizabeth Mahan Bell
Marcia Jeanne Calmer
Adele Suzanne Carter
Lawrence Howard Cater
Edith Jean Cooper
Robert Clement Dickey, Jr.
Geraldine Dozier
Joe Carroll Eades, Jr.
Bevington Farnsworth
Harrylyn Graves
Betty Fay Hand
George Marion Harmon, Jr.
Charles N. Herrick
Nancy Pinkerton Howe
Barbara Lovett
John Elder Mays
Maida Cannon Moore
Doyle B. Moorhead
David C. Ogden
Edna Lois Patton
Thomas Edward Richardson
Venita Irene Saunders
Robin Ruth Sprague
Carole Anne Thompson
Sarah Jane Seissinger Tice
Frances Eleanor Van Cleave
John Kenneth Wadley
Ada Jane Walters
Ada Jane Walters
Malcolm C. Whatley
Mary Maxine Williamson
Joan Elizabeth Womack

Bible
French
English
Philosophy
Economics
History
English
Philosophy
History
Piano
Spanish
Economics
Philosophy
Bible
Political Science
History
English
Economics
Psychology
English
Chemistry
Sociology
French
Political Science
Political Science
English
Chemistry
School Music (B.M.)
Music (B.A.)
Mathematics and Physics
Mathematics
Bible
HONORARY DEGREES CONFERRED ON JUNE 5, 1956

DOCTOR OF DIVINITY

Warner Leander Hall, '29......................Charlotte, North Carolina
  Pastor, Covenant Presbyterian Church
Wave Hunter McFadden, '37......................Monroe, Louisiana
  Pastor, First Presbyterian Church
Henry Haskell Rightor, Jr........................Charlotte, North Carolina
  Rector, Christ Church

DOCTOR OF HUMANITIES

Edward F. Barry...............................Memphis, Tennessee
  Attorney-at-Law
Lillias House Dale..............................Columbia, Tennessee
  Chairman, Board of Governors of Nacome Conference Center

DOCTOR OF LAWS

Edmund Orgill.................................Memphis, Tennessee
  Mayor, The City of Memphis