

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL
MARCH 14, 1961

The stated meeting of the Board of Directors of Southwestern at Memphis was held in the Directors Room, Palmer Hall, on the campus, on Tuesday, March 14, 1961 instead of the regular time which was Thursday, March 16, 1961, in order for the members to attend the opening dinner meeting of the 1961 Southwestern Annual Support Program on Monday, March 13, at which Dr. Chester M. Alter, Chancellor of the University of Denver, was the speaker.

The meeting was called to order at 9:00 A.M. by Chairman A. Van Pritchett and was opened with prayer by Dr. Ramage.

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

The roll call showed the following members present:

ALABAMA:	LOUISIANA:	MISSISSIPPI:	TENNESSEE:
Edward V. Ramage	Carlos G. Spaht	Frank A. England, Jr.	Morton B. Howell, Jr.
Mrs. Kenneth Harper	Mrs. Morgan L. Shaw	Murphey C. Wilds	Ross M. Lynn
William H. Mitchell	Walker L. Wellford, Jr.	Mrs. W. Everarde Jones	Mrs. John T. McCall
		W. J. Millard	A. V. Pritchett

Peyton N. Rhodes, ex officio

The Secretary reported that Messrs. John M. McMillan (Alabama), William A. Benfield, Jr. (Louisiana), Orrick Metcalfe (Mississippi), and William H. Dale (Tennessee) were unable to attend because of previous commitments of long standing; and that Messrs. A. K. Burrow (Alabama) and Alden T. Shotwell (Louisiana) were unable to be present because of illness.

Upon motion by the Secretary, which was duly seconded, the minutes of the Board meeting held on October 20, 1960 were approved, and reading for information of these minutes was dispensed with since members of the Board had previously received copies of the minutes.

Upon motion, duly seconded, the minutes of the Executive Committee meetings held November 21 and December 19, 1960, January 16 and February 20, 1961, copies of which had been received by the Board members, were approved.

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

HOUSE - Morton B. Howell, Jr., Chairman; Mrs. Kenneth Harper, Mrs. W. Everarde Jones, Ross M. Lynn, Frank A. England, Jr., John M. McMillan

FINANCE - Alden T. Shotwell, Chairman; A. K. Burrow, Wm. H. Dale, Murphey C. Wilds, Mrs. John T. McCall, Carlos G. Spaht, Edward V. Ramage.

DEVELOPMENT - W.J. Millard, Chairman; Wm. H. Mitchell, Orrick Metcalfe, Van Pritchardt, W.A. Benfield, Jr., Walker L. Wellford, Jr., Mrs. Morgan L. Shaw, Robert P. Richardson, Vice-President for Development

HONORARY DEGREES - W.J. Millard, Chairman; Van Pritchardt, Peyton N. Rhodes
Faculty members - A.T. Johnson, M.L. MacQueen

A.V. Pritchardt, ex officio member of each committee.

Dr. Millard, Chairman, made the following report of the Committee on Honorary Degrees:

The Board's Committee on Honorary Degrees met on February 28 and on March 6, 1961. Dr. R.P. Richardson, Vice-President for Development, met with the Committee on February 28 in an advisory capacity.

A number of recommendations were considered, and the Committee nominates the following persons for honorary degrees to be conferred at the commencement exercises on Monday, June 5, 1961:

DOCTOR OF DIVINITY

James Arthur Cogswell, '42.....Memphis, Tennessee
Missionary to Japan
William McCree Ford.....Columbia, Tennessee
Pastor, Zion Presbyterian Church
J. Will Ormond.....Tuscaloosa, Alabama
Pastor, Covenant Presbyterian Church

DOCTOR OF CIVIL LAW

Walter P. Armstrong, Jr.....Memphis, Tennessee
Attorney

DOCTOR OF HUMANITIES

Sidney W. Farnsworth.....Memphis, Tennessee

The Committee also recommends that an honorary degree be conferred upon the commencement speaker if it is deemed wise to do so, the choice of the degree to be left to President Rhodes.

Upon motion by Dr. Millard, which was seconded by Dr. Ramage, the report was unanimously adopted.

The members of the Board were invited to lunch in the Brooks Room of Catherine Burrow Hall at 12:30 P.M. The Chairman stated that the following persons had also been invited to lunch with the members of the Board: Dr. Charles E. Diehl; Dean Jameson M. Jones; Dr. Granville D. Davis (Dean of Continuing Education); Professor F.W. Neal (Philosophy); Dr. Alfred O. Canon (Dean of Alumni); Dr. R.P. Richardson (Vice-President for Development); Mr. C.L. Springfield (Comptroller), and Dr. Chester M. Alter, Chancellor of the University of Denver.

President Rhodes reported orally on the work of the college for the 1960-61 academic session to date. He also spent some time discussing the Profile of Southwestern at Memphis: 1951-1971, which had just been completed at the request of The Ford Foundation. A copy of this Profile was given to each member of the Board, with the request that it not be discussed with anyone other than a Board member since any publicity might imperil further conversations with the Foundation. Attached to these minutes is a copy of the Profile of Southwestern at Memphis: 1951-1971.

At this point Mr. Maury Wade, Southwestern's Investment Counselor for some twenty years, was invited into the meeting to discuss the college's portfolio of investments. Judge Spaht expressed the Board's appreciation to Mr. Wade for his visit and for his enlightening discussion of the college's investment program.

President Rhodes reported that The Fund for Adult Education on February 6, 1961 had announced its grant of \$300,000 to Southwestern at Memphis in support of the college's program of continuing education. (See minutes of Board of Directors' meeting for October 20, 1960, pages 3 and 4).

Mr. Howell, Chairman, presented the following report of the House Committee:

The House Committee met on Monday evening, March 13, 1961 with the following members present: Mrs. W. Everarde Jones, Mrs. Kenneth Harper, Ross M. Lynn, Frank A. England, Jr., and Morton B. Howell, Jr., Chairman; also present were Board Chairman A. Van Pritchett and President Rhodes, members ex officio; J.A. Rollow, College Engineer, and Jerry M. Duncan, President of the Student Council.

The meeting was opened with prayer by Dr. Lynn.

The minutes of the meeting held on October 19, 1960 were read by the Chairman and ordered to stand approved.

The Chairman invited Jerry M. Duncan, President of the Student Council, to make a statement to the Committee as to the progress of the Student Center Committee, which was done as follows:

Efforts are continuing to raise funds by student activities in excess of the \$2,000 reported in October, 1960. The need for a student center is the one considered most pressing by the student body, although a fine arts center is also desired. At the same time the completion of the new women's residence hall, now in use, and the one for men, now nearing completion, is a source of great satisfaction and of enthusiasm for continuing improvement of facilities at Southwestern. A better understanding of the great expense involved in construction work, and the estimated minimum cost of a student center, including the various facilities generally desired, at \$500,000 has made the student body more mindful of their responsibility as alumni-to-be. No report of additional funds raised for the project can be made at this time.

Mr. Rollow reported that the new residence halls were on schedule, with new space for 64 young women already in use, and space for 105 young men to be made available before the end of the present session. He also reported that Mr. Roy Twaddle, his assistant recently employed, is working out very well, and further that his new shop facilities are now finished and in use.

Dr. Lynn questioned Mr. Duncan concerning the possibility of using a temporary building for the snack cafe and student gathering place until funds could be provided for a permanent building. Mr. Duncan replied that he and his committee found that such a plan might delay the construction of a student center for an indefinite time and also result in greater expense to the college. Mr. Duncan was thanked for his report, after which he retired from the meeting.

Dr. Rhodes reminded the Committee that increased auditorium space was the greatest need and also the most expensive part of any proposed student center, with costs estimated at \$25.00 per square foot. He stated that a study had been made of the possibility of enlarging Hardie Auditorium in Palmer Hall and this was found impracticable on a long-range basis.

Mr. Pritchardt discussed with Mr. Rollow and the Committee the proposal to widen the driveway leading from the Hunt Gateway to the Burrow Library. After discussion, upon motion of Mr. England, duly seconded, it was

RESOLVED, That this Committee recommend that continuing study of this proposal be made by the Executive Committee and action taken to accomplish such widening when same can be economically and practicably accomplished.

Mr. England moved, Mr. Lynn seconded, and it was

RESOLVED, That the Committee congratulate Mr. Rollow upon the general condition of the campus, buildings, and improvements.

The meeting was then adjourned.

Anna Dora Harper
Ross M. Lynn
Mrs. W. Everarde Jones
Morton B. Howell, Jr.
Frank A. England, Jr.

Upon motion by Mr. Howell, seconded by Mrs. Jones, the report was unanimously adopted.

The following report of the Finance Committee was presented by the Acting Chairman, Mrs. John T. McCall:

The Finance Committee of the Board of Directors of Southwestern at Memphis met on Monday evening, March 13, 1961 in the Directors Room, Palmer Hall. In the absence of Alden T. Shotwell, Chairman, Mrs. John T. McCall was asked to serve as Acting Chairman. The following members were present: Edward V. Ramage, Carlos G. Spaht, Murphey C. Wilds, and ex officio members Chairman of the Board, A. Van Pritchard, and President Peyton N. Rhodes, and C.L. Springfield, Comptroller, who served as secretary.

The meeting was opened with prayer by Mr. Wilds.

Minutes of the meeting of October 19, 1960 were read and approved.

The Committee expressed regret that Messrs. A.K. Burrow, Wm. H. Dale, and Alden T. Shotwell could not be present.

The portfolio of securities was presented and the latest report of the Investment Counselor, Mr. Maury Wade, was read by the Chairman. The Committee expressed satisfaction with the way the endowment fund is being administered and recommended that the Board extend official thanks to the Investment Committee and to the Investment Counselor for the splendid job they are doing.

The Committee was informed that the sum of \$64,457.15 had been received recently from the Trustees of the Bellingrath-Morse Foundation, the same amount that was received last year. This money is being held in reserve in a savings account and no part is being used for operating purposes. As was stated last year, under the terms of the Loan Agreement with the Housing and Home Finance Agency, \$25,000 per year of the Bellingrath-Morse fund is pledged to secure payment of principal and interest on the \$600,000 loan.

Since the last meeting Southwestern has received the bequest of Mrs. Herbert Buell, of Birmingham, amounting to about \$40,000. This money has been placed in the endowment fund, the income to be used for scholarships as designated by the will.

The Committee noted with satisfaction that the Executive Committee felt able to approve the salary budget for the fiscal year 1961-62 recommended by the budget sub-committee. The budget adopted represented an increase of between six and seven percent.

The Committee wishes to encourage the Executive Committee and its budget sub-committee to continue to move as rapidly as practicable toward increasing salaries further so as to be more nearly competitive with comparable institutions in this area.

The meeting adjourned at 9:35 P.M.

Gertrude McCall
Murphey C. Wilds
Carlos G. Spaht
Edward V. Ramage

Upon motion by Mrs. McCall, which was duly seconded, the Finance Committee's report was approved.

Dr. Millard presented Dr. R.P. Richardson, Vice-President for Development, who made the following report for the Committee on Development:

In submitting the progress report of the Office of Development since the last meeting of the Board of Directors of Southwestern at Memphis in October, 1960, we present the report along the customary four lines of endeavor which have characterized the Office of Development since its inception in September, 1951. These lines are: (1) Alumni Relations, (2) Publicity and Publications, (3) Student enlistment, and (4) Fund-Raising.

Alumni Relations

Work in the alumni office continues at a rapid pace. At present we are engaged in preparation for the 1961 Loyalty Fund. The selecting of class agents and sending out mailings to all alumni takes a great deal of time. The results of the 1960 Loyalty Fund were very gratifying and contributions by alumni amounting to \$36,000 set an all-time record for alumni support. The percentage of participation by alumni in the 1960 Fund was 17.8%. This was not as much as hoped for, but it is believed that this figure will be increased in 1961 as there are definite plans for a more concentrated effort.

In addition to the Loyalty Fund project, we are also making plans for Alumni Day, Saturday, June 3. Emphasis is placed on class reunions, and this involves considerable advance preparation. Then there is always the never-ending task of keeping records of alumni who change their addresses.

The alumni office has developed into a highly detailed department, and one which is demanding of the staff, composed mostly of part-time student help. These students do a good job considering the limited amount of time they are able to work. In spite of the detailed system of files, records, and operation, which sometimes almost consumes us, we feel we are doing an important and valuable service to the college.

Publicity and Publications

In December, 1960 the long awaited new viewbook was delivered. A full color photograph was used on the cover for the first time, a luxury made practical by the use of color plates from last year's LYNX. The booklet is designed for two years' use and it is hoped that it will not only attract desirable students but also serve the college's needs in many other ways.

Since that time the small question-and-answer folder to be used in the 1961 Southwestern Annual Support Program has been produced, and the copy for two more brochures has been prepared - one on the vocational guidance center and one on the music department. These are in production and a new science booklet is also in the mill.

There has been much to write about as usual, with the new buildings, the Arden House Conference, The Fund for Adult Education grant, many lecturers and events, and the ever-developing new programs and projects, and we have tried to use all this to best advantage in newspapers, magazines and the college's publications. There is never a shortage of grist for the news mill!

Student Enlistment - Admissions Office

The Office of Admissions has cooperated with the alumni office in putting on alumni-recruitment dinners in a number of cities throughout the college's area. To these meetings have been invited alumni, parents of current students, and prospective men students with their parents; the programs have consisted of talks by the heads of Departments of Physics and International Studies, and the showing of slides of campus activities, both intellectual and social.

In addition, Southwestern has been represented at all High School College Days to which it has been invited, and from twenty-five to fifty high school visitors are entertained on the campus each week, from local as well as from out-of-town schools. While the Office of Admissions is officially working with the Registrar's Office, we find ourselves still in the field of public relations since we are called on for programs of various kinds several times a week in Memphis and nearby cities.

The Admissions Office undertook the work last fall of placing in homes near the campus thirty-two young women who formed the nucleus of the group to fill the new residence hall when it was completed early in December. Although these young women were not on the first list of acceptances (meaning they had not the high grade averages of the early acceptees) only two dropped out because of academic difficulty and all thirty-two were paying the full cost - that is not receiving financial aid. So financially, at least, for the college, it was a worthwhile project.

The addition of Mr. James D. Curtis, '60, to the staff this year has proved invaluable in the Admissions Office, and it is hoped that a suitable successor may be found for next year.

The above reports were made by Mr. Goodbar Morgan, Alumni Secretary; Mrs. E.G. Ballenger, Director of News Service, and Mrs. John Quincy Wolf, Admissions Counselor.

Fund-Raising

Under the head of "Fund-Raising" the Sponsors of Southwestern raised \$1,929.40 for the year 1960, and electric cold water drinking fountains have been installed on the first, second, and third floors of Palmer Hall, paid for with this money. These water fountains have been a boon to faculty and students alike for now, for the first time in the history of Palmer Hall, cold drinking water may be had on all three levels.

The Annual Support Program for 1960 produced \$110,000 from 420 contributors at a cost of \$4,500, less than 4% of the funds raised.

If one alumnus of the college had paid his pledge of \$1,000, we would have been able to report 100% paid on pledges. As it was, \$111,000 was pledged and \$110,000 was collected.

Plans for the Annual Support Program for 1961 are well under way and this year the objective is \$150,000. The number of prospects has been increased to 1100 and 150 men have been enlisted as volunteer solicitors, 40% of whom are alumni. There are a number of prominent Memphians—industrialists, bankers, insurance agents, as well as professional men—who are assisting in this city-wide effort. Without any assistance from the outside, we anticipate that the cost of this program for 1961 will be about \$2,000, which will be less than half what it cost to handle the program in 1960.

In addition to fund-raising several other significant activities are mentioned: (1) Parents' Day, (2) Southwestern Singers' Tour, (3) Church Relations, and (4) Additional residence halls on campus.

Parents' Day

Parents' Day in 1960 was the largest and most successful one we have had in the five years that this has been a scheduled event on the college calendar. This past year it was held on Saturday, November 12, when more than five hundred parents were on the campus attending classes, having lunch with their sons and daughters, attending a football game in the afternoon, enjoying open houses held by the different sororities and fraternities, and attending the Kappa Delta All Sing that evening. This last event was held in the auditorium of Snowden Junior High School since Hardie Auditorium in Palmer Hall on the campus was not adequate to seat the 800 or more people who attended this event. It is the expectation of the Office of Development to request President Rhodes to write to all parents who have children who are doing successful work in the college with the hope of enlisting financial support from parents who are able to contribute beyond the money that is required of these same parents for tuition and fees in behalf of their sons and daughters. We believe that parents are an integral part of the college constituency and they too should be given the opportunity to contribute to the ongoing of the institution.

Southwestern Singers' Tour

The Southwestern Singers' Tour for 1961 was held during the last week in February and the first week in March and included stops at Grenada, Jackson, Laurel, Gulfport, New Orleans, McComb, Vicksburg, and Greenville. The Singers, about forty in number, were entertained by Presbyterians at such places as Grenada, Laurel, New Orleans, Vicksburg, and Greenville. They sang in Presbyterian churches and in high schools along the way. It is the judgment of the Office of Development that the tour of the Southwestern Singers is a good public relations project. The students have been well received, well cared for, and in the main have created a very favorable impression. We have a feeling, on the basis of our ten years' experience with it, that the Southwestern Singers' Tour would be an even better program if more time, thought, energy, and imagination were given to its improvement.

Church Relations

The Office of Development is concerned with keeping the college before the Church and it does this in a number of ways. This is done through the regular meetings of Presbyteries and Synods, and conference meetings in the summer for young people, Women of the Church groups, Men of the Church groups, as well as preaching almost every Sunday in one or more of the churches in the Synods surrounding Memphis. This is a team effort and almost every week several preachers drawn from the faculty and staff have filled pulpits most acceptably. These include Professors Kinney, Patterson, Reveley, Brown, and Neal, also Dean Canon and Dr. Granville D. Davis. These men have created a favorable impression of the college for many of our churches because of these services.

Additional Residence Halls on the Campus

In the report three years ago it was urged that buildings on the campus be added in three ways. It was suggested that two residence halls could be erected, one for men and one for women, by making use of government loans. It was proposed that a capital fund campaign slanted toward alumni, parents and interested friends be launched to build a student center, and we advocated the building of an adult center or a fine arts building by having a committee from the college appeal to certain foundations that already have an interest in such a project. There has been considerable activity along these three lines, but concretely we have as of December 10, 1960, and April, 1961, the completion of two residence halls on the campus, one for men and one for women, to house an additional one hundred and seventy students. It is hoped that the other two buildings may in time be erected along the lines suggested in the second century progress report made three years ago.

Future

Due to the growth and expansion and success of the Development Office since 1951, it is felt that there is a need for at least three men to do its work. In addition to the business of student enlistment, alumni relations, and publicity and public relations, fund-raising is perhaps the most important function of the Development Office. We get money from at least three sources - alumni, business and industry, both corporations and individuals, and bequests and deferred gifts. The time has come for at least three full-time people to work at this assignment and along the three lines indicated; namely, funds from alumni; the overall large fund-raising projects, such as capital gifts for a student center, the Annual Support Program from corporations, business and industry; the Futures Program having to do with bequests and deferred gifts that go with wills and life income contracts. If there were one hundred corporations in the city of Memphis that would give a thousand dollars or more each year as a prestige performance, it would not be necessary to make difficult contacts with so many small contributors. This is a matter that should be given serious attention.

On March 8, 1961 R.P. Richardson reached the age set by the college for the retirement of all administrative officers. On that day he was sixty-five years of age. His work will be terminated as Vice-President for Development as of June 30, 1961. As far as R.P. Richardson is concerned the retirement term is a misnomer because he has no intention of retiring. As long as he can be productive he has every intention of continuing to work in some phase of the Church's life, either in Christian Higher Education, World Missions, Church Extension, as a pastor or associate, or as an assistant, either in a rural or urban community. He has been asked to continue for the year 1961-62 as Associate in Church Relations for Southwestern at Memphis.

Beginning July 1, 1961 Dr. Alfred O. Canon will assume the duties of the Development Office as Dean of Alumni and Development. This could not happen to a finer man. We predict that with the broadly based foundation laid by the Office of Development for the past ten years that the college will grow and expand and improve in the next ten years under the leadership of Dean Canon. He is a man of talent, dedication, and a well developed sense of responsibility. We had a share in finding him and bringing him to the college and our endorsement and interest in him continues to be 100%.

Associate in Church Relations

In this assignment there are two or three things that are quite obvious.

1. The college should become better known to the Church. With the exception of a few members of the Bible Department, the Philosophy Department, and a few instructors or professors in the college, the institution is not too well known, certainly in the remote corners of the four cooperating Synods. An aggressive program with imagination and with personnel from the college visiting the Church, bringing the Women of the Church and the Men of the Church, as well as the young people on the college campus from the four Synods constitute some of the activity to be used to improve church and college relations.
2. We should have more of the Church organizations on the campus, such as the Women of the Church of the four Synods. They have not met on the campus as synodical organizations. Also, the Men of the Church from the four Synods might be encouraged to come. The more Presbyterian laymen, ministers, boys and girls that visit the campus, the better the college will become known in the churches.
3. An effort should be made for all faculty members to become better known to the Presbyterian Church. It would not be out of place for more of the faculty members to know and be seen more by members of the Presbyterian Church, both in Memphis and in the Synods of Alabama, Mississippi, Louisiana, and Tennessee.

Conclusion

When we look back on the work of the Office of Development and philosophize a bit on what has occurred on the campus between 1951-1961 we do so with no sense of smug complacency or self-satisfaction. But, rather with a sense of pride in the development which has come about, as a team effort, with the Office of Development a member of that team. We mention a number of these developments:

Increase in the student body from 500 to more than 700 students.
Revival of intercollegiate varsity football competition on a non-subsidized basis.
Setting up the Orgill Trophy for Southwestern and the University of the South at Sewanee.
Memphis Lumbermen's Club Arboretum on the campus.
The "Three-Two" Program for engineers - 5 years.
Sponsors of Southwestern Program - \$2,000-\$2,500 annually - 5 years.
Beginning of the Leadership Awards Program.
Parents' Day - 500 parents on campus November 12, 1960 - 5 years.
Formation of the President's Council.
Two large iron and collegiate Gothic signs on the campus.
Southwestern - one of the originators of Tennessee Independent Colleges Fund.
Children of faculty and staff - free tuition.
Free World Issues Series in Hardie Auditorium.
Room 102 Palmer Hall - Admissions Office - Admissions Counselor.
Southwestern News, Publicity and Publications separate from English Department.
Initiation of Southwestern Conferences in the four Synods.
Introduction of: Pat Abbott, Derrick Barton, Ross Pritchard, Bob Patterson, Mrs. Ballenger, Mrs. Wolf, and Alfred O. Canon to the college.
Service to the Church:
 (a) Sunday morning preachers in the four Synods.
 (b) Summer conferences in the four Synods, Men of the Church, Women of the Church, young people.
Total church contributions to the college for 1960, including S.O.S. contributions were \$141,472.26. Total church benevolences for 1951 were \$46,937.21.
Second Century Program:
 (a) Two residence halls completed.
 (b) Alumni-Student Center proposed.
 (c) Adult Education and Fine Arts Building - proposed.
Beginning of a Master Landscape Plan for the campus.
The Synods of Tennessee, Mississippi, and Alabama have met on the campus and the Synod of Louisiana will do so June 8-9, 1961. The Women of the Church of the Synod of Tennessee has met at the college.
1960 Annual Support Program - \$110,000 from 420 contributors @ 4% expense.
1961 Annual Support Program - Objective \$150,000 @ 2% expense.
A Future's Program - Bequests and Deferred Gifts.

R.P. Richardson,
Vice-President for Development

Upon motion by Dr. Millard, seconded by Dr. Ramage, the report was adopted.

Upon motion by Judge Spaht, which was seconded by Mrs. McCall, the Board expressed its sincere gratitude to Dr. Richardson for his valuable services to the college during the past ten years and its hope that after his retirement on June 30, 1961 he would continue to ~~serve~~ the college throughout its four cooperating Synods in the capacity of Associate in Church Relations.

The meeting recessed at 11:45 A.M. in order to give the members of the Board an opportunity to inspect the two new residence halls before lunch.

The meeting reconvened at 1:45 P.M.

The members of the Board encouraged and urged President Rhodes to attend the Third General Assembly of the World Council of Churches, meeting in New Delhi, India, November 18-December 6, 1961, if he is elected by the General Assembly as a representative of the Presbyterian Church in the U.S.

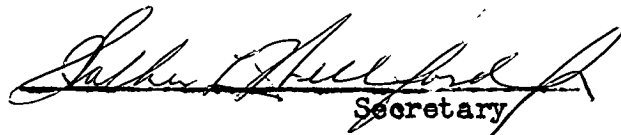
Upon motion by Mr. Mitchell, seconded by Mrs. Jones, the proposed amendments to the By-Laws of Southwestern at Memphis which were accepted and tabled by the Board at its meeting on October 20, 1960 to be acted upon at the March, 1961 meeting of the Board were unanimously approved and adopted. (See minutes of Board of Directors' meeting held 10/20/60, pages 6 and 16-21).

Upon motion by Judge Spaht, seconded by Mr. Wilds, Mr. Lewis Donelson III, an alumnus of Southwestern, an outstanding Memphis attorney, and an active member of Idlewild Presbyterian Church, was unanimously elected Assistant Treasurer of the college and to membership on its Investment Committee.

The Chairman announced that the annual meeting of the Board of Directors will be held on Thursday, October 19, 1961, with the committees meeting the previous evening.

Upon motion, duly seconded, it was voted to send the minutes of this meeting to the members of the Board of Directors for approval.

The meeting adjourned at 2:15 P.M. with prayer by Dr. Millard.


Secretary

Profile of SOUTHWESTERN AT MEMPHIS
1951 to 1971

Submitted on

March 15, 1961

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Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table I - Definitions Agreed To Prior To the
Preparation of the Statistical Data

First Statistical Table Involved	Item	Definition
IV	Number of Students	In computing average full-time enrollment for the year count as of the end of the third week of each semester or quarter; count part-time students (if any) on a pro rata basis in arriving at full-time equivalent. Excluded from the count: summer school students and nurses in training.
IV	Typical cost and average cost of tuition and fees.	These will differ if a substantial proportion of students do not pay the full-time undergraduate rates (such as part-time students, graduate students, etc.). Average tuition multiplied by number of students should equal total income from tuition and fees in Table VII.
V	Number of teaching faculty; total compensation of faculty; and average compensation of faculty.	Figures should be rounded to the nearest whole number. Include persons on leave <u>with pay</u> , counting them in proportion to the fraction of pay they receive while on leave. Include administrative officials and librarians only in proportion to their teaching duties. Enter number of military personnel on faculty and faculty on leave without pay in proper line and exclude from calculations of average compensation.
	Median salaries of faculty.	Should be for regular session only; exclude summer school.
	Number of students per faculty member.	Use totals as above excluding faculty on leave <u>without pay</u> .
	Fringe benefits	Include retirement annuity, life, health, disability insurance, compensation insurance, social security, remission of tuition, tuition exchange, housing allowances and other group benefits.
V	Median teaching load.	Make appropriate allowances in the calculations for laboratory sections.

(continued)

Table I - Profile of SOUTHWESTERN AT MEMPHIS

First Statistical Table Involved	Item	Definition
VI	Replacement value of plant.	Can be estimated. Insured value of property other than land may be a good indicator of replacement value. Should be calculated on a building by building basis.
VII to X	Income and expenditures	Categories follow generally those set forth in the American Council of Education's publication <u>College and University Business Administration</u> , Volume I.
IX	Scholarships	Include all scholarships administered by the college. Include outside scholarships only if payment is made by donor directly to the college (not the student).

Profile of SOUTHWESTERN AT MEMPHIS

1951 to 1971

Table II - Assumptions for U.S. as a Whole
Entering Into the 1962-71 Estimates

Item	Assumptions
1. The national economy	There will be no major dislocations or depressions. Prices will continue to rise at the rate of 1% per year. Building costs will continue to rise at the rate of 15 AGC points/year.
2. The world situation	There will be no major conflagration but there will be a continuation of cold war tensions. The military draft requirements will stay essentially the same; that is, students in college will be exempted from draft.
3. College enrollments	There will be an increasing number of high school graduates and an increasing percentage of them will seek college. College enrollments will double in some parts of the country. The pressure will not be as great, however, in the South as in other regions of the nation, nor as great in non-tax-supported institutions in the South.
4. Financial aid for education	The federal government will develop new programs for making funds available for education both for construction and student aid. Loan funds for students will be greatly increased; various scholarship programs will also be devised, with federal government paying total instructional cost to colleges. Increased aid from the federal government and other sources will not, however, do more than keep pace with rising costs of education and greater numbers of students. No general disposition to have federal government assume the major part of educational costs.
5. Level of faculty compensation	The competition for qualified faculty will cause top salaries to increase 100% in ten years.
6. High school education	High school preparation for college will become more intensive so that toward the end of the sixties students will come to college with more advanced preparation in foreign languages and mathematics. Colleges may be enabled to alter radically their present introductory courses in English, foreign languages, and mathematics.

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table III - Assumptions for the College Itself
Entering Into the 1962-71 Estimates

Item	Assumption
1. Enrollment	<p>The college will remain predominantly sectional in its appeal; that is, the majority of students will come from Tennessee, Mississippi, Louisiana, Alabama, and Arkansas, all states of low income. The population growth in this area will not be as rapid as in other areas. A student body of approximately 1,100 will reasonably meet the population pressure and allow for gradual increase in selectivity of admissions.</p> <p>An approximately 60-40 ratio will be attained and maintained between resident and town students and between men and women students.</p>
2. Nature and aims of college	<p>The college will remain essentially the same in the sense that it will offer liberal arts education. The aim will be to assimilate new content into existing departmental offerings rather than to add divisions or departments. For example, a greater attention to non-Western civilizations will be developed through history, philosophy, social science, and language departments.</p> <p>The college's strength in physics, mathematics, and English may warrant offering the M.A. degree.</p>
3. Tuition charges	<p>Tuition and average fees will increase in the decade from \$830 in 1960-61 to \$1,330 in 1970-71.</p>
4. Scholarships and financial aid to students	<p>The amount of financial aid will increase but the percentage of students receiving aid and the ratio between financial grants and tuition received will remain substantially what it is in 1961.</p>
5. Selective admissions	<p>As measured by the CEEB, selectivity will result in an average score of 600 by 1970-71. Increased selectivity should help in achieving a better balance in size among freshman, sophomore, junior, and senior classes.</p>

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table III - Assumptions for the College Itself
Entering Into the 1962-71 Estimates

Item	Assumption
6. Student-faculty ratio	<p>From the present ratio of one faculty member to 13.1 students the college will move toward a 1:16.0 ratio. This ratio would result in 70 full-time faculty members in 1970-71. In considering these ratios, teachers of applied music and of physical education and coaches are not counted.</p> <p>To achieve this ratio the college will have to hold the line resolutely on the number of courses offered; delete some introductory courses now deemed necessary, such as introductory language and English courses; develop more team teaching which combines lectures to large groups with meetings of small groups for discussion; redesign upper division courses so that they attract a heavier registration; increasingly distinguish between teaching techniques of lecture, discussion, tutoring, and quizzing, so that mechanical aids and other devices can be assimilated effectively.</p>
7. Relation to the city of Memphis and the Mid-South community	<p>The college will intensify its relation to the city of Memphis both in services rendered and in support received. The effort will be selective and qualitative rather than to become simply a service institution. The adult education program will be sustained at its present level. The college will work for closer liaison with the high schools and will seek an active role in support of cultural enterprises such as the Symphony, the Art Academy, the Brooks Art Gallery, and in civic planning and development as represented by the International Center, the Public Affairs Forum, the Citizens Political Association in its educational endeavors, and the Committees on Urban Renewal and Urban Development. It is not assumed that these activities will add to the financial budget except indirectly as faculty and administrative staff members contribute their time. It is assumed that such activity will warrant increasing financial support from the city.</p>

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table III - Assumptions for the College Itself
Entering Into the 1962-71 Estimates

Item	Assumption												
8. Financial support	<p>The listing below represents the expected increases in three of the college's main sources of income:</p> <table><tr><td></td><td><u>1961</u></td><td><u>1971</u></td></tr><tr><td>Church</td><td>\$140,000</td><td>\$165,000</td></tr><tr><td>Memphis Annual Support Program</td><td>110,000</td><td>185,000</td></tr><tr><td>Alumni (exclusive of Memphis Annual Support Program)</td><td>15,000</td><td>75,000</td></tr></table> <p>A vigorous bequest program is being inaugurated.</p>		<u>1961</u>	<u>1971</u>	Church	\$140,000	\$165,000	Memphis Annual Support Program	110,000	185,000	Alumni (exclusive of Memphis Annual Support Program)	15,000	75,000
	<u>1961</u>	<u>1971</u>											
Church	\$140,000	\$165,000											
Memphis Annual Support Program	110,000	185,000											
Alumni (exclusive of Memphis Annual Support Program)	15,000	75,000											
9. College calendar and class schedule	<p>The college calendar will remain essentially the same, with a session of two semesters and a summer session of ten weeks. To try to expand the summer session beyond its present time and size limits would be unrealistic in view of the total educational program and the summer climate in Memphis. There will be, however, an increasing use of the plant during the summer months for institutes and short-term conferences.</p> <p>There will be an increasing use of the late afternoon hours for regularly scheduled classes. The college now operates on a six-day week and will continue to do so. Classes and labs now run from 8:00 a.m. to 4:00 p.m. Possibilities of evening classes for undergraduates will be explored. The Adult Education Center will continue almost around-the-clock schedules.</p>												
10. Research	<p>Research will increasingly involve the faculty in natural sciences and social sciences. Research done under outside contracts and grants will be self-financing.</p>												
11. Faculty	<p>Every effort will be made to maintain the faculty at the highest quality by adequate compensation and best working conditions. It is believed that the present 75% of doctorates can be sustained.</p>												

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971Table III - Assumptions for the College Itself
Entering Into the 1962-71 Estimates

Item	Assumption
12. Budget	Budgets for general and educational purposes, for auxiliary enterprises, for scholarships and student aid, and for plant construction will be maintained and separately balanced.
13. Endowment	This will continue to be built up and all capital gains reinvested as endowment.
14. Financial campaigns, bequests, and government loans	At least one capital fund campaign will be needed in the decade. Bequests and substantial gifts are expected to provide for certain buildings and a government loan for one additional men's residence hall.

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table IV - Data and Assumptions on Students

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
1. Number of students enrolled						
(a) Men	268	299	382	410	540	675
(b) Women	249	245	352	365	395	455
(c) Total	517	544	734	775	935	1130
(d) Full-time	501	520	714	750	905	1100
(e) Part-time	16	24	20	25	30	30
(f) Full-time equivalent	509	530	723	760	920	1115
(g) Undergraduate	509	530	723	760	920	1115
(h) Graduate	-	-	-	-	-	-
(i) Unclassified	-	-	-	-	-	-
2. Number of students housed and fed by the college						
(a) Housed	235	313	356	440	515	550
(b) Fed	244	317	410	440	515	550
3. Number of students receiving scholarships						
(a) Number	133	256	257	300	360	440
(b) Percentage of full-time enrollment	26	47	36	40	40	40
4. Number of students receiving loans						
(a) Number	negligible		42	60	125	175
(b) Percentage of full-time enrollment			5.8	8.0	13.8	15.9

(continued)

Table IV -- Profile of SOUTHWESTERN AT MEMPHIS
(continued)

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
5. Geographic origins of students						
(a) in state	317	331	397	425	500	630
(b) out of state	200	213	337	350	435	500
6. Freshman admissions picture						
(a) Number of completed applications	225	260	487	550	850	1100
(b) Number enrolled	139	191	244	260	375	350
(c) Number awarded scholarships	56	76	99	117	175	150
(d) CEEB-SAT)						
verbal median)	used first in 1957		520	530	550	600
(e) CEEB-SAT)			524	540	575	600
math median)						
(f) Percentage of class in top quarter of high school graduating class	70	69	67	70	75	80
7. Typical cost for full-time undergraduate students						
Tuition and fees	520	520	830	880	1030	1330
Room and board	490	575	650	650	700	800
Total	1010	1095	1480	1530	1730	2130
8. Average tuition and fees per full-time student (if different from above)	same	same	same	same	same	same
9. Number of degrees granted						
BA - BS	93	90	110	125	175	250
Master's						
All other B.M.	12	5	6	7	15	20

(continued)

Table IV -- Profile of SOUTHWESTERN AT MEMPHIS
(continued)

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
10. Amount of endowment income per full-time student	\$ 207.00	\$ 246.00	\$242.00	\$246.00	\$218.00	\$200.00
11. Number of students enrolled with national scholarships						
(a) National Merit	-	-	5	4	12	20
(b) Baker	-	-	5	8	8	?
(c) Carbide	-	-	3	2	Program ended	?
(d) Sloan	-	-	-	-	?	?
(e) Other	-	-	-	-	?	?
12. Percentage of graduates who go to graduate and professional schools (estimated where necessary)						
(a) Total	30	35	50	50	60	60
(b) Men	70	55	70	70	75	75
13. Number of graduates who receive national fellowships (estimated where necessary)						
Woodrow Wilson	-	-	2	5 (probable)	?	?
Rhodes (none in indicated years - 4 total)	-	-	-	-	?	?
National Science	-	-	-	-	-	-
National Defense	-	-	1	-	-	-
Education Act	-	-	1	-	-	-
Fulbright	2	2	1	not known	?	?
Others						
Rotary	-	1	-	?	?	?
French Government Award	-	1	-	-	-	-

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table V - Data and Assumptions on Academic Faculty

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
(academic)						
1. Number of teaching faculty (full-time equivalent)						
Professor	21	21.5	27	29.5	30	34
Associate Professor	10	9	15.5	12	13	15
Assistant Professor	13	12.5	10	13	14	18
Instructor	-	1 (lab)	2	2.5	3	3
Other (assistant instructor, lecturers, etc)	-	-	-	-	-	-
Sub-total	44	44	54.5	57	60	70
Military	-	-	-	-	-	-
On leave (without pay)	-	-	-	-	-	-
Total	44	44	54.5	57	60	70
2. Total compensation of faculty (9 mos. basis)						
Salary	\$185,700	\$219,200	\$368,700	\$405,625	\$546,000	\$760,000
Fringe benefits	17,169	23,264	41,821	44,597	60,000	83,600
3. Average compensation of faculty						
Salary	\$ *4,220	\$ **5,000	\$ ***6,765	\$ ****7,111	\$9,100	\$10,850
Fringe benefits	390	529	767	782.41	1,000	1,185
Per cent fringe benefits to salary	9.24	10.58	11.33	11.03	11.00	11.00
4. Number of students per faculty member (academic faculty)	11.6	12.0	13.1	13.3	15.3	16.0
<u>Annual Christmas Salary Bonus</u>						
* + 2½% =	\$4,325.00					
** + 3% =	5,150.00					
*** + 3% =	6,970.00					
**** + 3% =	7,324.00					

(continued)

Profile of SOUTHWESTERN AT MEMPHIS

1951 - 1971

Table V - Data and Assumptions on Applied Music Faculty

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
1. Number of teaching faculty (full-time equivalent)	7	7	7	7	8	9
Professor	The customary academic titles of professor, etc are not used for applied music faculty.					
Associate Professor						
Assistant Professor						
Instructor						
Other (assistant instructor, lecturers, etc.)						
Sub-total						
Military						
On leave (without pay)						
Total	7	7	7	7	8	9
2. Total compensation of faculty (12 mos. basis)						
Salary	\$24,250	\$24,500	\$34,300	\$36,100	\$48,000	\$60,000
Fringe benefits	None	640	1,590	1,777	3,760	4,500
3. Average compensation of faculty						
Salary	\$ 3,460	\$ 3,500	\$ 4,900	\$ 5,157	\$ 6,000	\$ 6,600
Fringe benefits	-	91.50	227	254	470	500
Per cent fringe benefits to salary	-	2.6	4.6	4.9	7.8	7.5
4. Number of students per faculty member	-----DOES NOT APPLY-----					
Note: Teachers of <u>applied</u> music (violin, voice, etc) in contrast with those teaching music theory, music history, and all music "class" courses are or have been on a commission basis generally, often with a base salary guarantee. Not comparable with academic faculty.						

(continued)

Profile of SOUTHWESTERN AT MEMPHIS

1951 - 1971

Table V - Data and Assumptions on Physical Education and Athletics

Item (average for the year)	1950-51	1955-56	1960-61	1961-62	1965-66	1970-71
1. Number of teaching or coaching faculty (full-time equivalent)	4	5.5	5.5	5.5	6	7
Professor	No academic titles used for coaches, etc.					
Associate Professor						
Assistant Professor						
Instructor						
Other (assistant, instructor, lecturers, etc.)						
Sub-total						
Military						
On leave (without pay)						
Total	4	5.5	5.5	5.5	6	7
2. Total compensation of faculty						
Salary	\$12,325	\$21,750	\$28,600	\$29,800	\$35,000	\$44,500
Fringe benefits	560	1,064	2,438	2,510	3,047	3,815
3. Average compensation of faculty						
Salary	\$ 3,080	\$ 3,955	\$ 5,200	\$ 5,420	\$ 5,830	\$ 6,370
Fringe benefits	140	193	443	456	508	547
Per cent fringe benefits to salary	4.6	4.9	8.5	8.3	8.6	8.6
4. Number of students per faculty member	-----DOES NOT APPLY-----					
Note: Members of the department of physical education and athletics, either teaching classes or coaching, carry no professorial titles. Much coaching is on a part-time basis by alumni and only partly compensated. Not comparable with academic faculty. A full program of <u>non-subsidized</u> intercollegiate sports is carried on.						

(continued)

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971

Table VI - Data . . Assumptions on College Assets
(Dollar Amounts in Thousands)

Item (year end values) *	1950-51 (355)	1955-56 (440)	1960-61 (540)	1961-62 **(555)	1965-66 **(615)	1970-71 **(690)
1. Amount of endowment (book value)						
(a) Unrestricted as to income	2,302	2,927	3,466	3,775	4,000	4,400
(b) Restricted as to income	336	440	544	550	600	600
Total	2,638	3,367	4,010	4,325	4,600	5,000
2. Total revenue from endowment (net)	105.5	130	175	188	207	225
3. Rate of return (net) (on book value)	3.98	4.16	4.36	4.35	4.5	4.5
4. Amount of endowment when securities are valued at year end market prices	3,299	4,239	5,255	5,650	6,100	6,600
5. Value of educational plant and equipment						
(a) Book value	933	2,856	3,013	3,013	4,213	6,178
* (b) Replacement value	1,707	3,974	5,243	5,390	7,172	8,032
6. Value of auxiliary enterprises plant						
(a) Residences, dining halls and student union						
(1) Book value	1,087	1,402	2,651	2,651	3,401	3,901
* (2) Replacement value	1,714	2,452	4,384	4,510	5,747	6,937
(b) Other auxiliary enterprises						
(1) Book value	20	20	26	176	176	176
* (2) Replacement value	35	43	59	211	234	262

*Associated General Contractors indices are used for these computations.

The appropriate index is shown for each year.

**It is assumed that the AGC index will increase 15 points per year.

Profile of SOUTHWESTERN AT MEMPHIS
1961 - 1971
Table VII - Educational and General Budget
(In thousands of dollars)

	1960-61	1961-62	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71
<u>EXPENSE</u>											
1. General Administration	88	90	95	95	100	110	115	120	125	130	135
2. Student Services	73	76	79	80	82	85	90	95	100	105	110
3. Public Service and Information	56	60	65	66	70	75	80	85	90	95	100
4. General Institutional Expense	72	75	80	85	105	115	120	125	130	135	140
5. Instruction	429	480	525	550	575	600	640	690	750	825	925
6. Organized Activity Related to Educational Departments	77	100	114	115	120	125	130	135	140	150	160
7. Library	59	64	67	68	70	75	78	81	85	90	100
8. Operation and Maintenance of Physical Plant	74	84	86	87	88	92	94	96	100	105	110
9. Educational Plant Rehabilitation and Depreciation Fund*	-	-	-	-	-	-	-	-	-	-	-
	<u>928</u>	<u>1029</u>	<u>1111</u>	<u>1146</u>	<u>1210</u>	<u>1277</u>	<u>1347</u>	<u>1427</u>	<u>1520</u>	<u>1635</u>	<u>1780</u>
10. Scholarships	85	95	100	110	125	140	150	160	175	185	200
Sub Total	<u>1013</u>	<u>1124</u>	<u>1211</u>	<u>1256</u>	<u>1335</u>	<u>1417</u>	<u>1497</u>	<u>1587</u>	<u>1695</u>	<u>1820</u>	<u>1980</u>
11. Contingency	<u>82</u>	<u>108</u>	<u>96</u>	<u>90</u>	<u>113</u>	<u>131</u>	<u>107</u>	<u>123</u>	<u>225</u>	<u>168</u>	<u>188</u>
TOTAL EXPENSE	1095	1232	1307	1346	1448	1548	1604	1710	1920	1988	2168
<u>INCOME</u>											
1. Student Fees	600	669	744	781	863	948	989	1080	1275	1328	1483
2. Endowment Income	175	188	188	190	195	200	205	210	215	220	225
3. Gifts and Grants	200	225	225	225	235	240	245	250	255	260	275
4. Organized Activities	75	100	100	100	105	110	115	120	125	130	135
5. Other Sources	-	-	-	-	-	-	-	-	-	-	-
6. Administration of Auxiliary Enterprises	<u>45</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
TOTAL INCOME	1095	1232	1307	1346	1448	1548	1604	1710	1920	1988	2168

* For major repairs and replacement of plant.

Profile of SOUTHWESTERN AT MEMPHIS
 1961 - 1971
Table VIII - Scholarship Budget
 (In thousands of dollars)

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	1960 -61	1961 -62	1962 -63	1963 -64	1964 -65	1965 -66	1966 -67	1967 -68	1968 -69	1969 -70	1970 -71
Income for scholarships											
Endowment	25	25	25	25	26	27	27	28	28	28	28
Gifts	-	-	-	-	-	-	-	-	-	-	-
Bookstore and Union	-	-	-	-	-	-	-	-	-	-	-
General College Funds	60	70	75	85	89	113	123	132	147	157	172
Total	85	95	100	110	115	140	150	160	175	185	200
Expenditure for scholarships	85	95	100	110	115	140	150	160	175	185	200
Expenditure for student employment on campus	27	27	30	33	35	40	40	43	45	50	60
Scholarship expenditures and student employment expenditures together:											
Amount	112	122	130	143	150	180	190	203	220	235	260
Per cent of tuition income	18	18	17	18	17	19	19	19	19	18	19

Profile of SOUTHWESTERN AT MEMPHIS
1961 - 1971

Table IX - Auxiliary Enterprises Budget

(In thousands of dollars)
for totals (2) and (3)

	1960 -61	1961 -62	1962 -63	1963 -64	1964 -65	1965 -66	1966 -67	1967 -68	1968 -69	1969 -70	1970 -71
Factors entering into Auxiliary Enterprise budget											
Enrollment total											
to house in dormitories	356	440	440	440	440	515	515	515	540	540	550
to feed in dining halls	410	440	440	440	440	515	515	515	540	540	550
Room charge	\$ 200.00	200.00	200.00	200.00	200.00	225.00	225.00	225.00	225.00	225.00	275.00
Board charge (per individual)	\$ 450.00	450.00	450.00	450.00	450.00	475.00	475.00	475.00	475.00	475.00	525.00
Total (1)	\$ 650.00	650.00	650.00	650.00	650.00	700.00	700.00	700.00	700.00	700.00	800.00
Income from Auxiliaries											
Room and board	256	286	286	286	286	360	360	360	378	378	440
Other	None	None	None	None	None	None	None	None	None	None	None
Total (2)	256	286	286	286	286	360	360	360	378	378	440
Expenditures for Auxiliaries											
Residence halls)	211	236	236	236	236	310	310	310	328	328	390
Dining halls)											
Other	None	None	None	None	None	None	None	None	None	None	None
Total (3)	211	236	236	236	236	310	310	310	328	328	390

Profile of SOUTHWESTERN AT MEMPHIS
1961 - 1971

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Table X - Plant Construction and Acquisition Budget
(In thousands of dollars)

	1960-61	1961-62	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71
Source of Funds											
Gifts - regular					Fdn.						
- special	110	400	750	300	275	600 Fdn.				
- campaign (Development)	400	25	200	600.....	500	
Endowment Income											
Loans (Government)	600..	500			
Federal Matching Funds	300						
Total	<u>1,000</u>	<u>135</u>	<u>600</u>	<u>750</u>	<u>600</u>	<u>275</u>	<u>1,200</u>	<u>500</u>		<u>500</u>	
Expenditures (list)											
1. 2 Residence Halls	1,000										
2. Infirmary	135									
3. Student Center	750							
4. Adm. Bldg. & Tower	600								
5. Science Bldg.	600						
6. Fine Arts Bldg.		1,200				
7. Academic Bldg.		500	
8. Men's Residence Hall	500			
9. Addition to Gymnasium	275					
Total	1,000	135	600	750	600	275	1,200	500		500	

Item	Last Ten Years 1951-52 to 1960-61	Next Ten Years 1961-62 to 1970-71 (Estimated)
(In Thousands of Dollars)		
<u>Purposes</u>		
A. Educational and general	1,917	1,195
B. Scholarships	51	1,230
C. Auxiliary enterprises	1,207	500
D. Plant construction and acquisition	1,265	4,060
E. Endowment funds	1,033	990
F. All other	<u>172</u>	<u>0</u>
G. Grand total	5,645	7,975
<u>Sources</u>		
A. Gifts, grants and bequests from:		
1. Industry and business	838	1,070
2. Alumni	67	545 (2 & 3)
3. Governing board	859	
4. Other living individuals	296	300
5. Bequests	330	510
6. Religious groups	1,531	1,510
7. Ford Foundation *	934	300**
8. Other foundations	180	600
9. Government agencies		
(a) scholarships	-	-
(b) other	-	300
10. All other	<u>10</u>	<u>2,340</u>
11. Total	5,045	7,475
B. Loans from:		
1. Government agencies	600	500
2. Banks and other financial institutions	-	-
3. All other	-	-
4. Total	<u>600</u>	<u>500</u>
C. Grand Total	<u>5,645</u>	<u>7,975</u>

*Includes Fund for Advancement of Education, Fund for Adult Education, and Educational Facilities Laboratories.

**Terminal grant Fund for Adult Education.

Note: This table shows receipts only - does not include pledges or commitments.

Profile of SOUTHWESTERN AT MEMPHIS
 Table XII - Details of Fund Raising Last Ten Years
 (In thousands of dollars)

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Item	1951-52	1952-53	1953-54	1954-55	1955-56	1956-57	1957-58	1958-59	1959-60	1960-61	Total
Purposes:											
A. Educational and general	69	113	147	181	193	171	186	265	299	293	1,917
B. Scholarships	-	-	-	-	-	-	-	-	51	-	51
C. Auxiliary enterprises	-	-	12	96	63	196	132	82	26	600	1,207
D. Plant construction and acquisition	676	265	139	19	88	-	70	-	-	8	1,265
E. Endowment funds	17	6	7	16	346	199	22	18	42	360	1,033
F. All other	-	-	-	-	3	95	63	9	1	1	172
G. Grand Total	762	384	305	312	693	661	473	374	419	1,262	5,645
Sources:											
A. Gifts, grants and bequests from:											
1. Industry and business	139	164	69	46	49	41	71	44	85	130	838
2. Alumni	2	4	3	4	5	9	10	9	10	11	67
3. Governing boards	533	137	89	-	-	64	36	-	-	-	859
4. Other living individuals	29	15	12	24	21	20	86	37	31	21	296
5. Bequests	-	-	12	16	237	1	5	5	-	54	330
6. Religious groups	59	64	93	198	166	209	209	217	171	145	1,531
7. Ford Foundation*	-	-	25	24	202	233	45	45	60	300	934
8. Other foundations	-	-	2	-	3	84	11	17	62	1	180
9. Government agencies											
(a) scholarships	-	-	-	-	-	-	-	-	-	-	-
(b) other	-	-	-	-	-	-	-	-	-	-	-
10. All other	-	-	-	-	10	-	-	-	-	-	10
11. Total	762	384	305	312	693	661	473	374	419	662	5,045
B. Loans from:											
1. Government agencies	-	-	-	-	-	-	-	-	-	600	600
2. Banks and other financial institutions	-	-	-	-	-	-	-	-	-	-	-
3. All other	-	-	-	-	-	-	-	-	-	-	-
4. Total	762	384	305	312	693	661	473	374	419	1,262	5,645
C. GRAND TOTAL	762	384	305	312	693	661	473	374	419	1,262	5,645

Note: This table shows receipts only -- does not include pledges or commitments.

*Includes Fund for the Advancement of Education, Fund for Adult Education and Educational Facilities Laboratories.

Profile of SOUTHWESTERN AT MEMPHIS
 Table XIII - Details of Fund Raising Next Ten Years Estimated
 (In thousands of dollars)

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Item	1961-62	1962-63	1963-64	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70	1970-71	Total
Purposes:											
A. Educational and general	145	145	110	115	110	105	115	125	125	100	1,195
B. Scholarships	95	100	110	115	125	130	130	135	140	150	1,230
C. Auxiliary enterprises	-	-	-	-	-	-	500	-	-	-	500
D. Plant construction and acquisition	135	600	750	600	275	1,200	-	-	500	-	4,060
E. Endowment funds	315	50	75	75	75	75	75	75	75	100	990
F. All other	-	-	-	-	-	-	-	-	-	-	-
G. Grand Total	690	895	1,045	905	585	1,510	820	335	840	350	7,975
Sources:											
A. Gifts, grants and bequests from:											
1. Industry and business	100	100	100	110	110	110	110	110	110	110	1,070
2. Alumni)											
3. Governing boards)	25	50	50	50	50	50	60	65	70	75	545
4. Other living individuals	-	-	-	300	-	-	-	-	-	-	300
5. Bequests	110	400	-	-	-	-	-	-	-	-	510
6. Religious groups	140	145	145	145	150	150	150	160	160	165	1,510
** 7. Ford Foundation*	300	-	-	-	-	-	-	-	-	-	300
8. Other foundations	-	-	-	-	-	600	-	-	-	-	600
9. Government agencies											
(a) scholarships	-	-	-	-	-	-	-	-	-	-	-
(b) other (matching)	-	-	-	300	-	-	-	-	-	-	300
10. All other	15	200	750	-	275	600	-	-	500	-	2,340
11. Total	690	895	1,045	905	585	1,510	320	335	840	350	7,475
B. Loans from:											
1. Government agencies	-	-	-	-	-	-	500	-	-	-	500
2. Banks and other financial institutions	-	-	-	-	-	-	-	-	-	-	-
3. All other	-	-	-	-	-	-	-	-	-	-	-
4. Total	690	895	1,045	905	585	1,510	820	335	840	350	7,975
C. GRAND TOTAL	690	895	1,045	905	585	1,510	820	335	840	350	7,975

Note: This table shows receipts only -- does not include pledges or commitments.

*Includes Fund for the Advancement of Education, Fund for Adult Education and Educational Facilities Laboratories.

**Fund for Adult Education.

Profile of SOUTHWESTERN AT MEMPHIS

Table XIV - Details of Gifts, Grants and Bequests
from Governing Boards*
(~~includes family gifts and personal business related gifts~~)

Description	Cumulative 1951-52 to 1960-61	Description	Cumulative 1951-52 to 1960-61
From present members		From present ^{past} members	
A	\$ 21,000.00	A	\$ 400.00
B	18,000.00	B	2,225.00
C	875,600.00	C	2,000.00
D	3,700.00	D	3,650.00
E	4,200.00	E	4,975.00
F	500.00	F	9,000.00
G	300.00	G	14,750.00
H	1,100.00	H	500.00
I	1,100.00	I	2,200.00
J	200.00	J	925.00
K	650.00	K	32,600.00
L	2,200.00	L	
M	2,500.00	M	
N	500.00	N	
O	9,400.00	O	
P	2,000.00	P	
Q	1,100.00	Q	
R	11,250.00	R	
S		S	
T		T	
U		U	
V		V	
W		W	
X		X	
Y		Y	
Z		Z	
Sub-total	\$955,300.00		\$73,225.00

Total from present and past members

** \$1,028,525.00

*Includes family gifts and personal business related gifts.

Note: This table shows receipts only -- does not include pledges or commitments.

**This figure does not agree with the figure for Governing Boards (Item A3) in Table XII (\$859,000.) because this last represents contributions to capital funds only. The \$170,000. difference is distributed in Items A 1,4 and 5.

Profile of SOUTHWESTERN AT MEMPHIS

1961 - 1971

Table XV - Summary of Objectives According to Priorities

(In thousands of dollars)

Priority - Objectives	Source of Funds	1961 -62	1962 -63	1963 -64	1964 -65	1965 -66	1966 -67	1967 -68	1968 -69	1969 -70	1970 -71	Cumulative - 10 years 1962 - 1971
(1) General instructional and institutional expense plus scholarships	Church and business annual giving	225	225	225	235	240	240	240	245	245	250	2,370
(2) Educational plant construction	Bequests, special gifts, development campaign, matching government grants	135	600	750	600	275	1,200	-	-	500	-	4,060
(3) Auxiliary Enterprise construction (Men's residence)	Government loan	-	-	-	-	-	-	500	-	-	-	500
(4) Endowment funds	Foundations Gifts Bequests	315	50	75	75	75	75	75	75	75	100	990
TOTALS		675	875	1,050	910	590	1,515	815	320	820	350	7,920

(continued)

Table XV - Summary of Objectives According to Priorities

Of highest priority, of course, is the maintenance and steady increase of funds from the church and business to supplement fees and endowment income for day to day college operations.

Should the college receive some very large gift or grant, then such a sum would be divided into two parts, not necessarily equal.

Part 1 would be invested as endowment, the income from which would hopefully allow (a) an across the board faculty and staff salary increase of 10% for each of the three following years, thus accelerating the salary objectives shown elsewhere in this profile; (b) provision for maintenance on structures built with Part 2 funds as follows:

Part 2 would be used to accelerate construction of the four buildings listed in Table X for the period 1961-62 to 1964-65. These are:

Infirmary	\$135,000
Tower and Administration Building	600,000
Student Center	750,000
Second Science Building	600,000

It should be emphasized that all permanent structures have developed according to an orderly plan as evidenced in Table VI. Much has been accomplished in the last decade and not until 1960-61 was any debt incurred in the process.

All foreseeable future buildings and campus improvements have been conceptually developed for many years, and either complete drawings and specifications or sketches and estimates have been prepared for them in an orderly sequence.

The availability of substantial funds would not alter existing building plans, but would greatly accelerate them. This would permit major savings in building costs as well as accomplish the faculty and staff salary improvements mentioned earlier. In turn this would permit instruction for a student body increasing at a greater rate than shown in Table IV.

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971
Table XVI - Text Material

A. Please comment on these questions:

1. What is your philosophy of extra-curricular activities, and what part do they play in the total program of the college and the total education of the student?
2. What in your view is the case for the liberal arts college (as a separate institutional entity)?
3. What is distinctive in your liberal arts program that would warrant special Ford Foundation support for your college?

B. Please attach:

1. A brief outline of:
 - a. Educational)
Plant) developments of the 1951-1961 decade.*
Fund-Raising)
 - b. Educational)
Plant) goals and priorities of the 1961-1971 decade.*
Fund-Raising)
2. A summary of the results of the Ford Foundation grants in the 1950-1960 decade.
3. A short historical sketch of the college and a copy of the charter and bylaws.
4. Brief biographies of key administrative officers, including deans.
5. Brief biographies of trustees.
6. Brief biographies of distinguished faculty.
7. Brief biographies of distinguished alumni.

* Please comment on new programs; new degrees; new teacher utilization practices; new space utilization plans; new cooperative arrangements, inter-departmental and/or inter-institutional; and any programs to improve the caliber of students, faculty, teaching and research.

Profile of SOUTHWESTERN AT MEMPHIS
1951 - 1971
Table XVI - Text Material

- A. 1. "What is your philosophy of extra-curricular activities, and what part do they play in the total program of the college and the total education of the student?"

Extra-curricular activities have importance in the total educational program of the college in that they allow for the free play of individual talents and potentialities. They also can contribute significantly to the development of emotional maturity in the student. Ideally they should strengthen the student's motivation for learning and development and thus support the curricular program.

The principles governing extra-curricular activities are the same as those governing curriculum development. On the one hand the college should keep trying to integrate these activities so that they confront the student as a unified and purposeful program rather than as a random assortment of activities. On the other hand, the aim always should be to provide activities that will develop the individual rather than promote conformism. Like the curricular, the extra-curricular should justify itself before the principles of intellectual development and moral or spiritual development. The aim of the total college program is to provide an education that unites thought with action, and the extra-curricular should never become mere activities. This last does not mean that recreation, social life, and entertainment have no place; rather they should be kept in their essential place as one component in a total program which includes athletics, departmental clubs, student government, social welfare work, and suitable political activity.

Southwestern does not give designated scholarships or grants-in-aid for extra-curricular talents of any kind -- athletic, music, journalism, etc. Individuals with these talents are encouraged, but they can participate or not participate as they choose. If they hold financial grants, the grants are in no way dependent on their participation. Financial need determines in all cases the amount of the grant.

Southwestern is committed to the view that the college should seek to be a community with as much depth and richness as are possible considering the age of the students who comprise the majority of its members. In the last analysis the value of the extra-curricular activities is to be measured by the kind of relationships that obtain in the college community -- relations among students and between students and faculty. Those relations are good if they generate self-confidence, mutual trust, initiative, and common purposes. The voluntary nature of extra-curricular activities provides for free expression of thought and attitudes during a period of intellectual ferment. Such activities can be highly formative in personal development.

- A. 2. "What in your view is the case for the liberal arts college (as a separate institutional entity)?"

Generations of liberal arts college graduates have testified to the value of this kind of institution, although they may so testify because they are ignorant of a better way to organize collegiate education. At all events, their testimony is a major argument in making a case for the liberal arts college.

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

Liberal education is a function of relationships among minds, -- relations between author and reader, teacher and student, and student with student. While various types of institutional organizations can establish and nourish these relations, the liberal arts college is the most satisfactory attempt so far to clarify and intensify these relationships, particularly those between teacher and student, and student with fellow student. The self-containment and singleness of purpose of the liberal arts college powerfully symbolizes the value of education for its own sake. The symbol manifested in the liberal arts college is not made cloudy or fuzzy by attachments to other and professional aims which divert attention from the inherent value to be found in mind meeting mind.

Size has something to do with the case for the liberal arts college. If one takes the view that liberal education is concerned with life as a whole, with expression as well as impression, with maturity of judgment as well as with intellectual competence, then that education should occur within a community where individual students are called on to exercise judgment and responsibility, where personal encounter is the familiar rather than the rare experience, and where there are occasions for self-expression and practice in self-determination. While no one has proved the quantitative limits for such a community, it would appear reasonable that a collegiate community of from 500 to 1,500 could realize these goals more easily than could a community of 5,000.

Research and teaching are frequently presented as to some degree antithetical. Research is essentially and directly connected with the advance of knowledge, but while it is essentially connected with education its connection is only indirect. Teaching, however, is directly and essentially connected with education. If one should consider that education has both form and content, one might say that research is directly connected with content only, whereas teaching is directly concerned with both form and content. Research is necessary for education to continue fresh, open, and relevant, but research alone does not propagate the chain reaction of mind on mind. No one likes to separate teaching and research and regard them as mutually exclusive. On the other hand, in so far as there is a valid distinction between the advancement of knowledge and education, the liberal arts college makes its primary choice clearly and wholeheartedly for education, and consequently for teaching. This choice can be made more decisively by a liberal arts college as a separate institutional entity than it can be made by a liberal arts unit within a university complex. Research in an alert liberal arts college may be framed against a backdrop of solid classroom and laboratory teaching rather than constituting a "superior" or unrelated activity. Thus educational "balance" may be attained and maintained.

Most liberal arts colleges were once church-related, and many still are. Many of those which no longer have a formal connection with the Church still are animated by an outlook derivative from the Christian view of man and the world. While it is conceivable that a liberal arts education can be organized within a humanist, a positivist, or Buddhist, etc context, it is hardly conceivable that an effective educational program could be organized with no recognized values, principles, or world view. On what basis would such a program form itself? What values and principles would determine degree requirements, campus mores, or extra-curricular activities? The liberal arts college as a separate institutional entity is at least in a position to determine what its overall philosophy shall be. It can more easily escape the hazard that has befallen so many multipurpose institutions of trying to be all things to all men. It should be recognized that the liberal arts college has

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

its own danger in this respect. This danger is not arbitrariness; arbitrariness is rather to be found in the stipulations of the institution which has no overall philosophy. The danger is rather parochialism, pride, smugness, the assumption that the institutional position represents the final wisdom. While this danger is real and should be recognized, it does not invalidate the case for the liberal arts college, for this danger is the inevitable price for having convictions.

A. 3. "What is distinctive in your liberal arts program that would warrant special Ford Foundation support for your college?"

Southwestern has worked diligently for the past thirty-five years at advancing along its chosen path. It is believed that the Foundation will approve the direction of this path and the advancement made so far. An indication below of the main guide-posts will best show what is distinctive about Southwestern.

LOCATION IN MEMPHIS. The fact that Southwestern is located in the city of Memphis is not fortuitous but is the result of a responsible decision made in the early 1920's by then President Charles E. Diehl and his friends and advisers. The men responsible for shaping the college's destiny had the vision at that time that the urbanization of American life would continue. They acted on the conviction that a liberal arts program, to be relevant to life, should be located in a city. Further, they chose to come to Memphis only after considering carefully a number of other cities in the light of promise of future growth and the educational needs of this section of the country. Memphis, the hardwood and inland cotton capital of the world, is probably the key city of the South as the economy shifts from agrarian to industrial.

From the time of its location in Memphis, the college has sought to penetrate the life of the growing city with its educational purposes and facilities. In the late 1930's and early 1940's Southwestern was already developing experimental programs in non-credit adult education for the citizens of Memphis. Since that time and with support from The Fund for Adult Education, the effort has grown continuously and has been marked by such special programs as The Institute for Executive Leadership, the first urban American Assemblies, and the pioneering American Alumni Seminar for Public Responsibility.

QUALITY OF EXCELLENCE. An uncompromising striving for excellence has been a distinctive theme since the time when the college was relocated in Memphis. Evidence of this striving is seen in the careful design and quality of the buildings erected, the conscious effort to secure a high percentage of Rhodes Scholars on the faculty, the institution in the early 1930's of an Honors and Tutorials program, the securing of a Phi Beta Kappa charter in the 1940's, the introduction of the College Entrance Examination Board tests in the 1950's, the 35-40% of graduates who go on for further study, and the current percentage of Ph.D.'s on the academic faculty -- approximately 75%.

The following are cited as evidences of the attempt for excellence in curriculum content and extra-curricular activities. Since the faculty believes that high quality education must continually recapture the historical foundations of Western civilization and must rigorously sharpen the basic tools of thought, degree requirements have stipulated for all students a two-year study of Greek, Latin, or mathematics, a study of the Judaeo-Christian heritage, and a reading, speaking, and writing knowledge of a modern foreign language. For more than a decade the foreign language

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

instruction has added conversational sections and brought advanced students from abroad to serve as native conversants. For twelve years the college has sought to lift the intellectual sights of freshmen with a double course whose content consists of selected classics and monuments of Western civilization, especially in the fields of history, philosophy, and religion.

In extra-curricular affairs the college has maintained an intercollegiate program including all the major sports and on an unsubsidized basis. The intercollegiate program along with the intramural program and the physical education courses enlist ninety-five percent of the men students in some form of athletic endeavor. From time unremembered the campus has enjoyed the privileges and responsibilities of an Honor System which is governed, cultivated, and perpetuated by student interest and organization. The Student Government, operating through the Student Council, is active and interested in promoting the educational aims of the college. For the past two years, senior students, under the leadership of the Council's Commissioner of Education, have shared in the educational orientation of the freshmen by leading discussion seminars on materials sent to entering students in the summer. The purpose of the seminars is to give the new students a first-hand experience of the level and the techniques of learning through discussion. Under a grant from The Danforth Foundation, the college inaugurated five years ago a continuing program through which students contribute their services to social agencies and churches of the city. The students receive training in their particular jobs and are evaluated by those who supervise their work. Approximately fifty students a year participate in this program.

CENTRALITY OF FACULTY. Some months ago, in an article in the Saturday Review of Literature, Professor Jacques Barzun pointed out that American institutions differed markedly from European ones in allowing a proliferating administrative network to grow up alongside and, to some extent, overshadow the faculty. The Southwestern program has been and is based on the conviction that the teaching faculty must take responsibility for and exercise control over the educational program. Consequently, Southwestern operates its program through administrative committees of the faculty rather than through individual decision of administrative officers. Conversely, most administrative officers regularly teach courses. This way of operating has its disadvantages in that faculty members together do what sometimes an administrative officer might do alone. The great advantage of the procedure is that the student realizes that his teachers are not only specialized instructors but exercise collective judgment in decisions affecting his educational progress.

DEDICATION TO A CONCEPT. The following quotations are from an address by President Charles E. Diehl on the occasion of the celebration marking the opening of Southwestern in Memphis in 1925. A bulletin containing the complete address is included in exhibits accompanying the profile material.

"It may not be amiss at this time to say a few words about our ideals, about the motives which actuated us in our planning, about the purposes of this institution, to make clear what has been in our minds and what we are trying to do. A brief historical reference will enable us to do this the more understandingly. ...

"Here was the chance of a lifetime; a chance to set the standard of an institution for all time; a chance to go forth unhampered by past mistakes, architectural and other, and to launch an institution which

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

was as nearly ideal for its purpose as painstaking investigation and careful thought and planning could make it. Realizing that the good is ever the enemy of the best, we did not seek merely the good, but the best. There was ever before us the idea of excellence. It was our purpose to launch here an institution which would endure for centuries, and which would command the respect and quicken the pride of succeeding generations. ...

"Further, this institution was not to be a university or a technical school or a professional school, but a college of liberal culture. We were not planning a university, not only because of the enormous amount of money necessary for such an institution -- money which was not available -- but also because we were not interested at this time in establishing a university. The institution we had in mind was one which was vitally concerned with scholarship, but which was even more concerned with character and manhood; an institution which believes in the life eternal, and, as a consequence, in real moral values; an institution which stands for the essential permanence of truth, beauty and goodness.

"We were planning an institution which indeed some day may become a university, but which now seeks to give a liberal education; one which does not primarily concern itself with utilitarian values, but which contemplates a disciplined mind, a freed soul, a broadened personality, and an upright life. ...

"We had before us ever the ideal of excellence, of the best for the purposes we had in mind. ... Therefore, we sought in our planning to preserve the advantages of the small college, in spite of the fact that the numbers will increase, by adopting in large measure the Oxford plan of a cluster of small colleges, making such adaptations of this scheme as seemed wise and beneficial. ...

"To adopt this plan would not be the cheapest way to handle the situation; but it would be the best for developing men and women. ... Therefore, our Board of Directors nearly four years ago officially adopted this principle: 'That, while every proper economy will be observed in the planning for and the administration of SOUTHWESTERN, the fundamental principle upon which all our planning shall proceed is the welfare, and especially the moral welfare, of the students, for whom the institution exists, even though the application of this principle proves to be more costly in dollars and cents.' ...

"It is our ideal to attempt nothing that we cannot do as well as it can be done in this country, and for this reason we are offering only the bachelor's degrees. We are conservative, but our faces are toward the morning. We know of few if any short cuts. ...

"With high resolve and honest purpose SOUTHWESTERN opens her doors in Memphis. ..."

It is believed that operating with internal flexibility and with alertness to the inexorable impacts of a changing world, Southwestern has not been unfaithful to its heritage. This heritage and its continuing guide lines form firm bases for the realization that no escape into the past, no preoccupation with derivative

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

concerns, can absolve the urban college from the obligation of bringing to bear on contemporary life the resources of human understanding and of accepting the obligation of preparing students to live intelligently, responsibly and morally in the present world.

B. 1. a. (1) A brief outline of educational developments of the 1951-1961 decade.

Curriculum Content

--Organization of a Department of International Studies and development of major. (Supported by a grant from the Carnegie Corporation.)

--Organization of a Department of Art (Visual) and development of major.

--Summer course in Field Work in Archaeology, in cooperation with Archaeologist of State of Tennessee working at nearby Indian village site, Chucalissa.

--Elementary and intermediate courses in Russian introduced.

--Extensive revision of courses for first two years in mathematics. The Southwestern mathematics faculty has led in revitalizing both secondary and higher math teaching in the State of Tennessee. There has also been considerable revision of courses in physics and sociology.

--Introduction of inter-departmental course, American Studies, an upperclass elective counting toward major in English, history, or philosophy.

--Foreign language tutorials (using tapes) for students interested in individual study of one of the less widely used foreign languages.

--Continuing revision and extension of the double humanities course, "Man in the Light of History and Religion," taught by a team of seven professors.

Instructional Organization and Methods

--Inauguration of sophomore reading and discussion groups set up alongside sophomore tutorials to stimulate more able sophomore students to do summer reading and improve competence in discussion method and work with contemporary literature and thought.

--Inauguration of International Language Center with library of tapes representative of approximately twenty languages.

--Experimentation with team teaching approach in beginning courses in French, Spanish and German.

--Institution of 3-2 plan in engineering in cooperation with Georgia Institute of Technology, Vanderbilt University, University of Tennessee, Auburn University. This plan is also adaptable to cooperative effort with other colleges of engineering.

--Revision of program of courses leading to certification of high school teachers.

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

--Appointment of Coordinator of Mass Media with consequent expansion of audio-visual equipment use and the assembling of a comprehensive library and book shop of the best in paperback books.

--Development of a College Reading List from recommendations of various departments.

--Inauguration of a non-credit seminar in which advanced students and faculty participate on informal basis. Teachers from art, mathematics, philosophy, and religion participate.

--Orientation seminars for freshmen instituted by Student Council, the purpose being to orient the entering students into the academic life.

--Inauguration and development of the Jessie L. Clough Art Memorial for Teaching - a collection of Oriental art, available for handling and use in classes.

--A revision of the class schedule to put more class meetings in the afternoon. Regular classes and laboratories are scheduled until 4:00 P.M. Some meet later and at night.

Research and Creative Activity

Fourteen years ago, Southwestern was one of the colleges selected for participation in the Carnegie program to stimulate faculty research and creative activity. The funds available (partly matching) were administered by a faculty committee. After the completion of the Carnegie participation, Southwestern has continued the program on its own resources and expects to continue to do so. To date, 79 grants have been made to 40 different faculty members.

In the natural sciences and mathematics ninety percent of the faculty are involved in basic research or institutes involving grants from one or more of the Institutes of Health, the National Science Foundation, or Air Force Cambridge. In addition, ten undergraduates each summer, beginning in 1959 and continuing at least through 1962, have participated or will participate in the National Science Foundation Student Research Program.

The Southwestern Research Institute was organized for the purpose of bringing together college research facilities with problems and needs of business and industry in this area.

In anthropology, one professor, aided by a National Science Foundation grant, is preparing a "Basic Slide Collection for Anthropology Courses" to be made available also to other institutions.

The preparation of addresses, reviews, papers and books occupies appropriately a considerable part of the non-teaching time of the faculty. Between forty and fifty meetings of professional societies are attended each year with generous travel expense coverage provided by the college.

For a more detailed account of faculty activity please see, as typical examples, in the October 1959 and October 1960 Southwestern Bulletins, the introductory paragraphs and the material titled "ACADEMIC DEVELOPMENT."

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

Another event, indirectly related to instruction, is the establishment, in cooperation with the Presbyterian Church, of a Vocational Guidance Center. While designed primarily for high school students, it serves also as a testing and counseling center for college students, especially freshmen.

B. 1. a. (2) Plant developments of the 1951-1961 decade.

The insert sheet, marked B.1.a. (2), was produced as a revision of earlier studies relating to total value of plant. The items marked in red are pertinent for this profile.

Townsend and East Halls are residences for women, housing a total of 130 persons. Bellingrath Hall (practically completed) will house 105 men. Catherine Burrow Hall is a second refectory seating simultaneously 200 persons. This, with the earlier Neely Hall, gives a simultaneous seating capacity of 450 persons.

From this insert it should be noted that there is no structure on the Southwestern campus over thirty-five years old. Since all permanent buildings have been built of stone with Vermont slate roofs, copper gutters, steel window sashes and other quality and fire resistant properties, and since all are maintained in perfect operating condition out of current funds, the plant constantly appreciates in value. It is unlikely, barring earthquakes, that major repairs will be required under several hundred years.

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TOTAL ASSETS - JANUARY 1, 1961						
ITEM I						
PERMANENT STONE STRUCTURES	CONTRACT LET OR CONSTRUCTION STARTED	AGC #	COMPLETED	ORIGINAL COST PARTLY OR FULLY FURNISHED	REPLACEMENT COST 1/1/61 (AGC #540)	
1. Palmer Hall	1923	200	1925	\$ 400,000	\$1,080,000	
2. Neely Hall	1924	205	1925	200,000	526,800	
3. Robb & White Halls	1924	205	1925	206,000	542,600	
4. Science Hall	1924	205	1925	365,000	961,400	
5. Engineer's Home	1925	205 (?)	1926	20,000	52,600	
6. Voorhies Hall	1946	230	1947	425,000	1,100,000	
7. Ellett Hall	1946	230	1947	165,000	387,500	
✓ 8. Burrow Library	1951	355	1953	1,020,000	1,551,400	
✓ 9. Mallory Gymnasium (Main Wing)	1953	385	1954	740,000	1,037,500	
✓ 10. Townsend Hall	1955	425	1955	315,000	400,000	
✓ 11. Catherine Burrow Hall	1956	460	1957	245,000	287,500	
✓ 12. *East Hall	1960	540	1960	400,000	400,000	
✓ 13. *Bellingrath Hall	1960	540	1961	600,000	600,000	
				\$5,101,000	✓ \$8,927,300	✓

*U.S. Mortgage on #12 and #13 of \$600,000 total

ITEM II	
1. Estimated value of 100 acre main campus at \$20,000/ acre (Net cost in 1922 was \$168,000)	\$2,000,000
2. Estimated value of temporary wooden buildings on main campus (Cost to Southwestern - none; to U.S. Government approximately \$100,000 for delivery and erection on campus in 1945)	50,000
3. College of Music property (Cost to college in 1943 \$35,000)	200,000
4. Four brick veneer apartment buildings (Total cost to college at various acquisition dates \$160,000)	191,000
✓ 5. President's home (Cost to college in 1956 \$50,000)	75,000
6. Library books as per audit	200,000
7. Science equipment and miscellaneous furnishings - estimated	150,000
	\$2,866,000
Total plant	\$11,793,000

ITEM III	
Endowment funds as of June 30, 1960 - book value	\$4,139,870
Total (Market value November 30, 1960 \$5,089,155)	\$15,932,870

ITEM IV			
Present cost of 5 most needed buildings	\$3,135,000	This would make	\$11,793,300
" " " 5 final buildings	2,175,000	total plant value	5,310,000
Plant completed	\$5,310,000	(Mid-1960 dollars)	\$17,103,300
If 30 more professorships were endowed at			
\$250,000 each there would be additional			
invested funds of	\$7,500,000	Thus, the total assets in plant	
Present endowment	4,139,870	and endowment for 900 to 1,000	
	\$11,639,870	students would be	
		\$17,103,300 (plant)	
		11,639,870 (endowment)	
		\$28,743,170	

Roughly \$17,000,000 value of plant
12,000,000 value of endowment

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

B. 1. a. (3) Fund-Raising developments of the 1951-1961 decade.

The total book value of the endowment for 1950-51 (Table VI, page 10) was \$2,638,000, over \$2,000,000 of this having been raised in a Precentennial Campaign between 1945 and 1948.

Between the years 1953 and 1958 a series of Development Fund Campaigns was held in each of the Synods of Alabama, Louisiana, Mississippi and Tennessee and in the city of Memphis. In these efforts a total of \$870,000 was secured, available for construction, scholarship aid, or endowment. Some of these funds partly paid for the Neely Mallory Gymnasium and Townsend Hall.

By virtue of gradual additions by gift and capital gains reinvested, the endowment fund increased to \$4,010,000 book value by 1960-61.

Burrow Library resulted from a long-cultivated gift of approximately \$1,000,000. Catherine Burrow Hall was made possible by a gift of \$100,000 from Mr. and Mrs. A.K. Burrow, some development funds and small gifts from several individuals and foundations.

The major fund-raising efforts of the last decade have been directed to a carefully developed program of annual giving from:

(1) The constituency of the Presbyterian Church in the Synods of Alabama, Louisiana, Mississippi and Tennessee.

(2) Business firms and a limited number of individual "Friends" in the city of Memphis.

With regard to (1), the benevolence and endowed chair support of the church has grown from \$47,000 in 1950-51 to \$139,000 in 1959-60, the latest fiscal year for which figures are available.

In the same period, annual income from (2) has been raised from \$17,500 to \$84,000. Actually this last figure is misleading, as it includes only a portion of the first calendar year of a stepped-up Southwestern Annual Support Program. The income from this will be not less than \$110,000 and will probably equal \$125,000 in the fiscal year 1960-61.

Other funds during the decade other than bequest and operating funds were largely capital grants from foundations for specific purposes as follows:

Carnegie Corporation	\$ 35,000
Danforth Foundation	30,000
Fund for the Advancement of Education	5,000
Kresge Foundation	24,000
Warner Foundation	5,000
Fund for Adult Education (various projects)	250,000
Ford Foundation Endowment Grant	227,000
Ford Foundation Achievement Grant	141,000
George F. Baker Trust	50,000
Kahn Foundation	10,000
Bellingrath-Morse Foundation	306,700

Research grants to the college or faculty are not included above.

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

B. 1. b. (1) A brief outline of educational goals and priorities of the 1961-71 decade.

The major aim in the next decade is to achieve greater educational effectiveness through pulling more closely together the natural sciences, the social sciences, and the humanities. The guiding principle in making judgments on content and form of educational program will be relevance for the excellent life.

Curriculum Content, Instructional Organization and Methods

--Incorporation into the curriculum of material on non-Western civilization. The plan is to introduce material into courses offered in the humanities and social sciences.

--Increase and modify the degree requirement in science by providing a "bridging" course in science at junior or senior level.

--Integrate more closely the work in art and music and both with the general humanities offerings.

--Bring the work in political science and international studies into closer relation with contemporary political activity on local, state, national and international levels.

--Raise further the level of competence required in foreign language.

- Through an analysis of each course of instruction seek to determine
- a. optimum class size.
 - b. relative importance and effectiveness of lecture, discussion, quizzing, independent reading and writing as techniques of teaching/learning.
 - c. optimum number of meetings per week and per semester.

--Development of team teaching approach in freshman courses in Bible, history, mathematics and English.

--Experiment with mechanisms, devices and procedures which will (1) enable faculty members to teach effectively a larger number of students, and (2) place greater responsibility on the student for the pursuit of excellence in achievement.

--Continue studies instituted earlier on best utilization of existing space involving each phase of the college's activities as well as constantly re-evaluating space needs and arrangements in proposed facilities.

--Continue vigorous explorations of cooperative efforts with neighboring institutions, especially relating to foreign study programs and in research projects involving expensive equipment and special competences of personnel. Much ground has been broken already in such directions.

Extra-curricular

--Improve student publications to higher standard of maturity and excellence.

--Develop further the educational potentials of some activities and delete some which serve only to produce a crowded calendar.

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

Admission Requirements

--Raise and modify present admission requirements to meet demands of raised standards in college program.

Implementations

The task force pattern, in which a small spearhead of say three to five persons meets frequently with faculty groups and less frequently with the whole faculty in order to gain progressive acceptance of plans, is indicated.

B. 1. b. (2) A brief outline of the plant goals and priorities of the 1961-71 decade.

Infirmery, 1961-62 - (\$135,000)

Tower and administration building, 1962-63 - (\$600,000)

Student Center, 1963-64 - (\$750,000)

Additional science building, 1964-65 - (\$600,000) - (second science building)

Women's wing of gymnasium, 1965-66 - (\$275,000)

Fine Arts Building, 1966-67 - (\$1,200,000) - (music, speech, dramatics, art)

Residence hall for men, 1967-68 - (\$500,000)

Classroom building, 1969-70 - (\$500,000)

B. 1. b. (3) A brief outline of the fund-raising goals and priorities of the 1961-71 decade.

The following comment serves to supplement a number of the preceding estimates given in tabular form. In general, the highest priority in any fund-raising must be concerned in meeting the annual operating budget. This means that in addition to indicated increases in tuition and fees, there must be a steady increase in annual unrestricted funds from:

- (1) Business and selected individuals
- (2) The Church
- (3) Alumni

The funds for construction of both educational facilities and auxiliary enterprises will necessarily come from (1) bequests; (2) large gifts from individuals; (3) foundation grants; (4) federal loans and/or partly-matched funds; (5) capital fund campaigns in the four cooperating Synods and the city of Memphis.

In (2) above are listed the needed facilities at their January 1, 1961 carefully estimated costs and in order of priority as currently evaluated.

Specifically and in light of previous presentations to individuals and groups, the following sources of funds appear reasonable ones.

Infirmery	- largely from a bequest
Tower and Administration Building	- local gifts
Student Center	- a campaign among alumni and parents
Science Building	- a foundation gift or $\frac{1}{2}$ federal matching funds and $\frac{1}{2}$ gift
Fine Arts Building	- a capital funds campaign
Classroom Building	- memorial gift
Residence hall for men	- federal loan
Women's wing of gymnasium	- memorial gifts

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

One structure which would have a very special significance for Southwestern is a building serving as a home for the Memphis Adult Education Center, now housed in Burrow Library. It is hoped that this will be provided by a foundation which has shown a long interest in Adult Education facilities. While, for the purposes of the profile being constructed of Southwestern, an Adult Center of operations may be peripheral, yet in the total picture of an urban program of continuing liberal education, it looms very large. It is possible that such a center might be merged with a Fine Arts Center. No reliable cost estimates are presently available although basic requirements are established.

B. 2. "A summary of the results of the Ford Foundation grants in the 1950-1960 decade."

In 1952-53, The Fund for the Advancement of Education made a grant of \$5,000.00 which enabled the faculty to conduct a very helpful piece of research, titled "A Study in Values at Southwestern," dealing with attitudes and value judgments of students at different levels and of alumni reactions to the liberal arts.

In 1955-56 The Ford Foundation made Southwestern a grant of \$227,000 as an "endowment grant" and \$141,000 as an "accomplishment" grant." The total of \$368,000.00 was added at once to endowment. The income enabled the college to increase faculty and staff salaries approximately 4% and gave a tremendous lift to the efforts already being made in that direction. The effects of the nationwide publicity probably did more than anything else to date to focus the attention of the public on the sad financial plight of faculties. A copy of a sheet widely distributed to alumni and friends is included in this document.

Southwestern started out on a small program of continuing liberal education, with no outside assistance, in 1945, following closely the establishment of the integrated undergraduate humanities course, "Man in the Light of History and Religion." This may have been one of the earliest non-credit, non-extension, quality efforts at continuing liberal education as now understood; certainly it was the first by a small, urban college in the South. It antedated The Fund for Adult Education and furnished some ideas for The Fund. Since 1953, Southwestern's Adult Education Center for many projects and experiments has received grants of approximately \$250,000 from The Fund. A vast array of material could be presented to support the value of this investment of The Fund in Southwestern and the Mid-South.

As a terminal grant The Fund has made a grant of \$300,000, payable before July 1, 1961. The purpose of this grant is to aid to some extent in carrying on the existing strong program of continuing education already established and in enlarging it where possible.

A more complete idea of the importance to the community and surrounding region and the magnitude of the Center's operations may be obtained from the sections headed Adult Education of the October 1959 and October 1960 Bulletins, which are included among the exhibits relating to this Profile.

(continued)

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For the convenience of the reader a further summary of current operations of the MEMPHIS ADULT EDUCATION CENTER is included here.

During the past fifteen years Southwestern has developed a program which is providing an unusual experience in adult liberal education for Memphis and the Mid-South. Since 1953 Southwestern has been enabled to expand its offering in this field through grants from The Fund for Adult Education. Memphis was included in The Fund's "Test Cities" program; Southwestern was one of the colleges engaged in The Fund's "Selected Institutions" project; and in February, 1961, the college was one of eleven colleges and universities designated to participate in the final disbursements of The Fund.

By careful planning the Burrow Library was designed to house the operating center of an extensive program of continuing education as a service to the community. The ground floor of this building, with its large, well-furnished display and assembly room, offices, discussion rooms, and storage closets, is provided by Southwestern for this project. On November 4, 1953, a ceremony was held dedicating this area as the Memphis Adult Education Center.

The staff personnel is as follows: Granville D. Davis, Ph.D., Dean of Continuing Education; Laurence F. Kinney, Ph.D., Director of Academic Relations; Alfred O. Canon, Ph.D., Dean of Alumni; Raymond S. Hill, M.F.A., Coordinator of Mass Media; Miss May Maury Harding, B.A., Director of Programs; Mrs. Robert E. Shroder, Secretary.

Two of these staff members were added in September, 1956. Recognizing its continuing responsibility to all who began their education at Southwestern, the college named a Dean of Alumni, a position hitherto unknown in American education. Dean Alfred O. Canon is projecting the program of adult education into the community of college alumni, encouraging the concept of a lifetime of learning among the graduates of all institutions.

In acknowledgment of the impact of the media of mass communication on modern life, Raymond S. Hill was appointed Coordinator of Mass Media. Here the services of television, radio, films, newspapers, magazines, and superior paperback books are being utilized to encourage liberal adult education activities.

More than nineteen hundred registrants participated in various study-discussion programs of liberal education during the past year. This is in addition to those attending special lectures, exhibits, "Headlines" news events, forums, etc. Thirty different discussion programs were offered under the following categories:

Man and His Universe

Man and His Achievements

Man and His Society

Man and His Aspirations

National attention has been attracted by two special courses of study offered to adult groups, the Institute for Executive Leadership and the American Alumni Seminar for Public Responsibility.

In addition to eighty-one Memphis discussion groups, thirty-six groups were active in nearby communities: Blytheville, Earle, Forrest City, Helena, Marianna, Osceola, and West Memphis in Arkansas; Mayfield in Kentucky; Brookhaven, Clarksdale, Cleveland, Columbus, Corinth, Greenville, Grenada, Indianola, Jackson (two groups), Kosciusko, Laurel, Lexington, Natchez, Rolling Fork, Shelby, Tutwiler, and Walnut in Mississippi; and Cordova, Covington, Dyersburg, Jackson, Millington, Newbern, Paris, Ripley, Savannah, and Union City in Tennessee.

(continued)

Table XVI - Profile of SOUTHWESTERN AT MEMPHIS

- B. 3. "A Short historical sketch of the college and a copy of the charter and bylaws." Printed Charter and By-Laws included in accompanying exhibits.

Southwestern at Memphis had its origin in Montgomery Masonic College, which was established at Clarksville, Tennessee, in 1848. In 1855 the Synod of Nashville of the Presbyterian Church assumed control of the college, with Dr. W.M. Stewart as president, and named it Stewart College. In 1861 it became a college of the Presbyterian Church in the United States. In 1875, under the administration of Dr. J.B. Shearer, the college was incorporated as Southwestern Presbyterian University.

About 1900 the Church began to realize that the institution was not ideally located with reference to the territory it was presumed to serve. After rejecting a suggestion to move it to Atlanta, the Board of Directors became convinced that Memphis, the leading city in its tri-state area, would be the best location.

In 1917 Dr. Charles E. Diehl was elected president. A large and beautiful campus was obtained in Memphis, where the college opened its seventy-seventh session in the autumn of 1925. Beautiful stone buildings in the collegiate Gothic style had been erected. In July, 1930, the mortgage indebtedness incurred in order to complete the initial buildings was paid. In 1943 the Memphis College of Music became the music department of Southwestern.

After thirty-two years of service, 1917-1949, Dr. Diehl retired from the presidency, and Dr. Peyton N. Rhodes, vice-president since 1944, became his successor. The inauguration of President Rhodes took place on September 21, 1949, as a part of Southwestern's Centennial Celebration, at which time the college entered upon its second hundred years of service in the cause of Christian higher education.

The buildings on the campus are designed and equipped for maximum comfort and efficiency. Palmer Hall contains Hardie Auditorium, the Davidson Hill Memorial Directors Room, the main administrative offices, and classrooms. Hugh M. Neely Hall and Catherine Burrow Hall provide efficient and healthful dining service. The Science Building is amply equipped with facilities for scientific work of the highest quality.

The Burrow Library, a gift in 1951, of Mr. and Mrs. A.K. Burrow, of Memphis, represents the finest in college libraries. It houses a collection of 83,697 catalogued volumes; the holdings of catalogued phonorecords include 1,425 albums, 2,870 phonodiscs, and 3,759 selections, as well as 3,457 slides, all carefully selected for the program in liberal and fine arts and sciences.

In providing this spacious and functional air-conditioned structure, Mr. and Mrs. A.K. Burrow made possible a building "which will be outstanding for a hundred years." Its ample reading area, conference rooms, comfortable lounges, and carrels make for an ideal study place.

The William Neely Mallory Memorial Gymnasium provides outstanding facilities for the program of physical education and athletics.

There are five residence halls for men - Robb Hall, Stewart Hall, White Hall, Ellett Hall, and Bellingrath Hall - and four residence halls for women - Voorhies Hall, Townsend Hall, Evergreen Hall, and East Hall - which are all under the supervision of resident heads who endeavor to make them pleasant and homelike places.

A more detailed account of the origin and development of the college is available in a volume by W. Raymond Cooper bearing the title "Southwestern at Memphis - 1848-1948," and in the printed Charter and By-Laws which is included in the accompanying exhibits.

Profile of SOUTHWESTERN AT MEMPHIS
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B. 4. Brief biographies of key administrative officers, including deans.

RHODES, Peyton Nalle - A.B., A.M., Ph.D., University of Virginia; D.C.L., The University of the South. Professor of physics, Southwestern at Memphis, 1926-49; Vice-President 1944-49; President 1949-. Trustee, Stillman College; Member, Phi Beta Kappa, Omicron Delta Kappa, Sigma Xi, Rotary.

JONES, Jameson M. - B.A., Southwestern at Memphis; B.D., Louisville Presbyterian Theological Seminary; Ph.D., Duke University. Professor of Religion and Philosophy, Polytechnic Institute of Puerto Rico, 1948-49; Dean, Centre College, 1942-55; Dean, Southwestern at Memphis, 1955-. Member, Phi Beta Kappa, Omicron Delta Kappa.

DIEHL, Charles I. - B.A., Southwestern at Memphis; A.M., University of Chicago. Lieut. U.S. Navy, World War II; taught at McCallie School, Chattanooga, Tennessee, and University Military School, Mobile, Alabama; Associate Professor of Education and English and Dean of Men, Southwestern at Memphis, 1947-. Member, Omicron Delta Kappa.

CALDWELL, Anne S. - B.A., Southwestern at Memphis; Assistant to the Dean of Women, Southwestern at Memphis, 1955-59; Dean of Women, 1959-.

RICHARDSON, Robert Price - B.A. and D.D., Southwestern at Memphis; B.D., Union Theological Seminary, Virginia. Missionary to China, 1923-51; Regional Director Kiangsu Province, China, UNRRA, 1946-47; Vice-President for Development, Southwestern at Memphis, 1951-. Member, Omicron Delta Kappa.

CANON, Alfred O. - B.A., Southwestern at Memphis; M.A. and Ph.D., Duke University. Associate Professor of Political Science and Director of Admissions, Birmingham-Southern College, 1953-56; Dean of Alumni, Southwestern at Memphis, 1956-. Member, Omicron Delta Kappa.

EVANS, Malcolm - A.B., Arkansas College. Registrar, Southwestern at Memphis, 1945-.

REVELEY, W. Taylor - A.B., Hampden-Sydney College; B.D., Union Theological Seminary, Virginia; Ph.D., Duke University. Pastor, Churchville, Virginia, 1942-44; Army Chaplain, 1944-46; Professor of Bible, Southwestern at Memphis, 1946- and Dean of Admissions and Records, 1961-.

SPRINGFIELD, C.L. - LL.B., University of Memphis Law School. Comptroller, Southwestern at Memphis, 1936-. Member, Omicron Delta Kappa.

DAVIS, Granville D. - A.B., University of Arkansas; A.M. and Ph.D., University of Illinois. Instructor in History, Little Rock Junior College, 1932-50; President, Little Rock Junior College, May, 1950-July, 1954; Dean of Continuing Education, Southwestern at Memphis, 1954-.

(continued)

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B. 5. Brief biographies of Directors.

McMILLAN, John M., Stockton, Alabama - Timber business; attended Davidson College and Alabama Polytechnic Institute; President, Alabama Forest Products Association; Bay Minette Chamber of Commerce; Mason; Shriner; Rotarian.

HARPER, Mrs. Kenneth, Selma, Alabama - Housewife; attended University of Alabama, University of Colorado, Columbia University; Board of Directors, Red Cross of Selma.

MITCHELL, William H., Florence, Alabama - Attorney; President, First National Bank of Florence; attended Davidson College and University of Alabama; Board of Directors, Florence Chamber of Commerce, Florence Rotary Club, Lauderdale County United Fund, Lauderdale County Chapter Red Cross, Muscle Shoals Regional Library; Board of Governors, Eliza Coffee Memorial Hospital.

RAMAGE, Edward Vandiver, Birmingham, Alabama - Minister; attended Davidson College, Emory University, and Columbia (Georgia) Presbyterian Theological Seminary; Nominating Committee, General Assembly, Presbyterian Church, U.S.; Family Counseling Association; Past President, Rotary Club.

BURROW, Aaron Knox, Memphis, Tennessee - Retired, grocery and cotton linter businesses; honorary Doctor of Humanities, Southwestern at Memphis; Director, The First National Bank of Memphis; Mason, Rotarian; regarded as a first citizen of Memphis.

BENFIELD, William A., Jr., Shreveport, Louisiana - Minister; A.B., D.D., Davidson College; B.D., Th.M., Louisville Presbyterian Theological Seminary; Th.D., Southern Baptist Seminary; Director, Austin Presbyterian Theological Seminary; Past Director, Centre College, Danville, Kentucky; Board of Annuities and Relief, Advisory Council of Higher Education, Presbyterian Church, U.S.; co-author of books; former professor, Louisville Presbyterian Theological Seminary; former editor of church magazines.

SHAW, Mrs. Morgan L., New Orleans, Louisiana - Housewife; Junior League Thrift Shop Chairman; Past President, P.T.A.; Board of the Family Service Society; President, Women of the Church, and Pioneer Advisor, The Church of the Covenant.

SHOTWELL, Alden T., Monroe, Louisiana - Member of law firm of Shotwell & Brown; American and Louisiana State Bar Associations.

SPAHT, Carlos E., Baton Rouge, Louisiana - Attorney, Judge; attended Louisiana State University; with firm of Kantrow, Spaht, West & Kleinpeter; Army Reserve Colonel; Board, Baton Rouge General Hospital, Baton Rouge Red Cross; Past District Judge; candidate for Governor of Louisiana; Treasurer, Baton Rouge Chamber of Commerce.

(continued)

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B. 5. Brief biographies of Directors.

WELLFORD, Walker L., Jr., Memphis, Tennessee - Chairman of the Board, J.E. Dilworth Co. Member of National Society of Professional Engineers, American Society of Heating, Refrigeration and Air Conditioning Engineers, Products Research Society, and Memphis Park Commission.

WILDS, Murphey C, Oxford, Mississippi - Minister; B.A., Davidson College; B.D., Union Theological Seminary (Virginia); Chairman, Christian Education Committee, Synod of Mississippi, and Church Extension Committee, Presbytery of North Mississippi.

ENGLAND, Frank A., Jr., Greenville, Mississippi - Automobile Dealer, England Motor Company; B.A., Southwestern at Memphis; Chairman, Greenville Industrial Foundation.

JONES, Mrs. W. Everarde, Sr., Tchula, Mississippi - Housewife; attended Newcomb College. Member of General Council, Presbyterian Church, U.S.; Program Chairman, Garden Clubs of Mississippi, Inc.; Chairman, The Home Town Development Organization.

METCALFE, Orrick, Natchez, Mississippi - President, Britton & Koontz National Bank and Jordan Auto Co.; attended Swarthmore College; Past President, Natchez Rotary Club and Natchez Association of Commerce.

MILLARD, Walter John, Memphis, Tennessee - Retired minister, Evergreen Presbyterian Church; B.A. and D.D., Southwestern at Memphis; B.D., Louisville Presbyterian Theological Seminary. Member of Memphis Housing Authority.

DALE, William H., Columbia, Tennessee - Attorney; B.A., Vanderbilt University; Duke University School of Law; Phi Beta Kappa; Tennessee Bar Association; Maury County Bar Association; Columbia Kiwanis Club.

LYNN, Ross M., Memphis, Tennessee - Headmaster, Memphis University School; A.B. and LL.D., Presbyterian College (South Carolina); M.A., University of North Carolina; Tennessee and National Education Associations; Board, Lausanne School and Presbyterian Day School, Memphis; Vice-President, Southern Association of Independent Schools; Kiwanis Club, Executives Club, University Club, Memphis Athletic Club; National Association of Secondary School Principals; Military Order of World Wars.

MCCALL, Mrs. John T., Nashville, Tennessee - Housewife; B.A., Randolph-Macon Woman's College; attended George Peabody College for Teachers; General Board, United Church Women; Advisory Committee, Southern Office, National Council of Churches; Past President, Nashville YWCA; National Support Committee and Foreign Division, YWCA; Past President, Junior League of Nashville; National Conference Community Relations Conference; Nashville Association for the United Nations; President, Little Gardens Club.

(continued)

B. 5. Brief biographies of Directors.

HOWELL, Morton B., Jr., Nashville, Tennessee - Attorney; B.A., Vanderbilt University; LL.B., Yale University Law School; Phi Beta Kappa; Past President and Board Member, Family & Children's Service; Treasurer, Tennessee Children's Home Society.

PRITCHETT, A. Van, Memphis, Tennessee - General Agent, The Connecticut Mutual Life Insurance Company; Life Director, Shelby United Neighbors; Member of various life insurance organizations and outstanding civic leader.

B. 6. Brief biographies of a few selected faculty members.

BAKER, Clinton L. - B.S. and M.S., Emory University; Ph.D., Columbia University. Professor of Biology, Southwestern at Memphis, 1932-. Director of Reelfoot Lake Biological Station of Tennessee Academy of Science; Archivist of Academy Conference of AAAS; Research grant from Public Health Service, National Institutes of Health, of \$20,000 for three years on: Taxonomy, Ecology, and Cytology of Amphibiae; Past Governor, Valley District of Civitan Club; Past President, Tennessee Academy of Science; has served on Nominating Committee of AAAS and is currently a member of Committee on Research Grants to Small Colleges of AAAS; has had several papers published on Fishes of Reelfoot Lake, Life History of Amphibiae, and History of Academies of Science.

CONRAD, Jack Randolph - A.B. and M.A., Emory University; Ph.D., Duke University. Associate Professor of Sociology, Southwestern at Memphis, 1955-. Honorary Fellowships - American Anthropological Association, Royal Anthropological Institute of Great Britain and Ireland, and National Association for the Advancement of Science (Anthropology); Human Research Staff Officer (Captain); U.S. Air Force Reserve; Field Associate in socio-medical research with Mendota Research Group, Minneapolis, Minnesota; Field Associate in market research with Exec-U-Tec, Inc., New York. Publications: The Horn and the Sword (The cultural history of the bullfight; Spanish ethos and personality) New York: E.P. Dutton, 1957; Where Man Stands (A defense of the right of societies to be different) under revision with Doubleday.

DAVIS, John H. - A.B., University of Kentucky; B.A. (Modern History) and M.A., Oxford University (Rhodes Scholar); Ph.D., University of Chicago. Professor of History, The J.J. McComb Chair, Southwestern at Memphis, 1926-. Member, American Historical Association, Southern Historical Association, Renaissance Society of America, Tennessee Historical Society, and West Tennessee Historical Society. Publications: History of St. Mary's Cathedral 1858-1958; articles on "Sir Richard Lodge as Historian" in Some Historians of Modern Europe, University of Chicago Press, 1940; "The Humanities at Southwestern," Humanities in General Education, ed. Earl McGrath (1949), and Humanities in General Education, ed. J. Fisher (1960); editor of West Tennessee Historical Society Papers (1954-) and several editions of Southwestern Humanities Syllabus Man in the Light of History and Religion. On Board of trustees, Memphis Public Affairs Forum and Memphis Academy of Arts. Phi Beta Kappa; Omicron Delta Kappa.

(continued)

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B. 6. Brief biographies of a few selected faculty members.

KINNEY, Laurence F. - A.B., Hampden-Sydney College; B.D., Union Theological Seminary, Virginia; A.M. and Ph.D., University of Virginia. Professor of Bible, The Albert Bruce Curry Chair, Southwestern at Memphis, 1944-. Member, National Association of Biblical Instructors, Southern Society for Philosophy of Religion, Presbyterian Educational Association (President 1950-51); Trustee, Memphis University School (1954-1959), Memphis Educational Television Foundation (1956-1958), and Citizens Association of Memphis and Shelby County (1959-1960); Co-Director, Institute for Executive Leadership, Southwestern at Memphis, 1955-. Director of Academic Relations, Memphis Adult Education Center of Southwestern at Memphis, 1955-. Publications: "Studia Biblica: The Pastoral Epistles," INTERPRETATION, Vol. IX, No. 4, October, 1955; "Liberal Education in a Free Society," published by The Fund for Adult Education in a volume, Liberal Adult Education, 1956; Series of Devotional Studies in DAY BY DAY, Presbyterian Board of Christian Education, 1958; Studies in Deuteronomy, Presbyterian Board of Women's Work, 1958; "Perspectives for Discussion," ADULT EDUCATION, Vol. XI, No. 1, Autumn, 1960; Not Like Ordinary Men, John Knox Press, 1961.

MacQUEEN, Marion Leigh - B.A., Southwestern at Memphis; A.M., University of Wisconsin; Ph.D., University of Chicago. Professor of Mathematics, The E.C. Ellett Chair, Southwestern at Memphis, 1923-. Chairman of the Department of Mathematics, 1955-. Research Assistant, University of Chicago, summer 1936; Visiting Professor of Mathematics, The University of the South, summer 1944; National Science Foundation Summer Institute, Memphis State University, 1959 and 1960, and National Science Foundation Summer Institute, University of Tennessee, 1961. Research interests have been centered mainly in the field of projective differential geometry. Twenty-two papers have been published in the following journals: The Transactions of the American Mathematical Society, The Bulletin of the American Mathematical Society, The Duke Mathematical Journal, The American Journal of Mathematics, The American Mathematical Monthly, and The Journal of the Tennessee Academy of Science. Member, The American Mathematical Society, The Mathematical Association of America, The National Council of Teachers of Mathematics, Tennessee Academy of Science, Tennessee Mathematics Teachers' Association, Phi Beta Kappa, Sigma Xi, and Omicron Delta Kappa.

QUEENER, E. Llewellyn - A.B., University of Tennessee; B.D. and Ph.D., Yale University. Professor of Psychology, Southwestern at Memphis, 1949-. Fellow, American Psychological Association, Southeastern Psychological Association, and National Council on Religion in Higher Education (2 year grant to complete graduate study). Past President, Tennessee Psychological Association and West Tennessee Psychological Association. Member, Sigma Xi. Publications: Introduction to Social Psychology, Dryden, 1951; The development of internationalist attitudes, J. Soc. Psychol. (3 papers), Vol. 29, 30; The psychological training of ministers (survey of 200 theological schools for A.P.A.), Pastoral Psychol., 1956; Gestalt Psychology and the Christian Event (Mss. in progress); A Study of Values at Southwestern at Memphis (unpublished report). Post-doctoral internship in clinical psychology completed, 1959.

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B.6. Brief biographies of a few selected faculty members.

SCOTT, Leland L. - B.S., Southern Illinois University; M.S. and Ph.D., University of Illinois. Professor of Mathematics, Southwestern at Memphis, 1957-. Member, American Mathematical Society, Mathematical Association of America, Tennessee Mathematics Teachers' Association, Phi Beta Kappa, and Sigma Xi. Publications: "Finite Metabelian Groups and Plans of \sum_{14} " Duke Journal of Mathematics; "On the Optimal Number of Components in an Analog Computer," written while employed as Senior Mathematician at the Institute of Air Weapons Research, University of Chicago, published by IAWR but probably classified; "Mathematical Logic Notes," unpublished but several publishers have expressed an interest when they are put into textbook form. At the present time serving as a speaker, when needed, for the Committee on the Undergraduate Program in Mathematics' Panel on Teacher Training. The Committee is sponsored by the Mathematical Association of America and is supported by a grant from the National Science Foundation.

TAYLOR, Jack Howard - B.S., Southwestern at Memphis; Ph.D., The Johns Hopkins University. Professor of Physics, Southwestern at Memphis, 1957-. Member, American Physical Society, Optical Society of America, American Association of Physics Teachers, American Association for the Advancement of Science, Tennessee Academy of Science, Board of Consulting Editors of INFRARED PHYSICS, and International Research Journal, Sigma Xi, and Omicron Delta Kappa. Lt. (jg) United States Navy, World War II, stationed at Naval Research Laboratory, Washington, D.C., doing research and development work on ship-to-shore communications; physicist, E.I. duPont Co., Experimental Station, working on the application of infrared to the study of man-made fibers; Principal Investigator, Air Force Cambridge Contract - basic responsibility to extend the knowledge of applications of infrared; on one eclipse expedition to the Canary Islands to study the chromospheric emission lines in the infrared; participated in Project Firefly, summer 1960.

TAYLOR, Vernon H. - A.B., Penn College; A.M., State University of Iowa; Ph.D., Northwestern University. Professor of Music and Director of The Memphis College of Music (the music department of Southwestern at Memphis), Southwestern at Memphis, 1959-. Member, American Musicology Society, Music Teachers National Association, Society of Ethnomusicology, American Society of University Professors, South Eastern Composers League, American Music Center, and Phi Mu Alpha Sinfonia. Composer: Introduction and Rondo, Saki, Duo for Violins, Yellowstone Suite for chamber orchestra. Contributor of articles to Violin and Violinists magazine, Tennessee Folklore Bulletin, and currently engaged in a monograph on Music in the Southern Appalachians, which is to be part of a book entitled Elements of Culture in the Southern Appalachians.

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B. 6. Brief biographies of a few selected faculty members.

WOLF, John Quincy - A.B., Arkansas College; A.M., Vanderbilt University; Ph.D., The Johns Hopkins University. Professor of English, Southwestern at Memphis, 1937-. Publications: Articles published in Modern Language Notes - "Dryden's Zimri," "British Classical Authors in Germany," and critical reviews of books on Wordsworth. Articles published on American folk songs. Papers read: Modern Language Association Convention, "Heresy in Wordsworth's Excursion"; South-Central Modern Language Association Conventions, "The Myth of the Lost Leader," "Despondency Correct," and "The Sea and the Winds in Wordsworth's 'The World Is Too Much With Us.'" Bibliography prepared for distribution to Modern Language Association membership on research on the English Romantic writers. Discoverer of American folk singers and songs, particularly in the Ozarks; consultant on folk and background music for a film on the Natchez Trace being made for the Department of the Interior. Member, Omicron Delta Kappa.

B. 7. Brief biographies of a number of selected alumni.

Class

- 1879 - GREEN, John Webb, Knoxville, Tennessee - Attorney; Fuel Administrator for Knox County, Tennessee in World War I; Special Judge of Court of Appeals and Supreme Court; frequent contributor to Tennessee Law Review and author of several books on law.
- 1884 - BAILEY, Thomas Jennings, Washington, D.C. - Graduate study at Harvard University; Associate Justice Supreme Court of D.C. in Wilson administration.
- FITTS, William C., Washington, D.C. - Attorney General of Alabama; Assistant Attorney General of U.S. in Wilson administration; Special counsel for Reconstruction Finance Corporation; General Counsel for Postal Telegraph Cable Company, Commercial Cable Company, Commercial-Pacific Cable Company, and the Mackay Companies.
- 1887 - FRIERSON, William Little, Chattanooga, Tennessee - Mayor of Chattanooga; Special Judge Supreme Court of Tennessee; Assistant Attorney General of U.S.; Solicitor General of U.S.; President, Tennessee State Bar Association.
- 1895 - LYON, J. Adair, New Orleans, Louisiana - College professor; Phi Beta Kappa; Professor of Physics, Tulane University, 1900-; attended his sixty-fifth class reunion at Southwestern, June, 1960.
- 1897 - KIRK, Harris E., Baltimore, Maryland - Pastor of Franklin Street Presbyterian Church, Baltimore, Maryland, for more than fifty years; lecturer on Historical Christianity, Princeton University; Professor of Biblical Literature, Goucher College; summer preacher Westminster Chapel, London; Sprunt lecturer, Union Theological Seminary, Virginia; Carew lecturer, Hartford Theological Seminary; Shepherd lecturer, Bangor Theological Seminary; Cole lecturer, Vanderbilt University; McNair lecturer, University

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B. 7. Brief biographies of a number of selected alumni.

- of North Carolina; Rockwell lecturer, Rice Institute; Smyth lecturer, Columbia Theological Seminary; Moderator, Synod of Virginia and General Assembly Presbyterian Church in U.S.; Phi Beta Kappa; author of many books.
- 1897 - McCALLIE, Spencer J., Chattanooga, Tennessee - taught in public schools of Chattanooga and was head of the science department, Chattanooga High School; he and his brother, Dr. J.P. McCallie, established The McCallie School for Boys in 1905, of which he served as Headmaster for many years; was awarded the Chattanooga Kiwanis Award for outstanding civic leadership; past district governor of the Kentucky-Tennessee District of Kiwanis International; past president of the Mid-South Association of Private Schools and Southern Association of Colleges and Secondary Schools.
- MOLDENHAWER, J. Valdemar, New York, N.Y. - Pastor, First Presbyterian Church, New York City for many years; received the Knight Cross of the Order of Dannebrog from King Frederick IX of Denmark; author of many books.
- SUMMEY, George, New Orleans, Louisiana - Chancellor, Southwestern Presbyterian University (now Southwestern at Memphis); pastor, Third Presbyterian Church, New Orleans, for many years; professor, Austin Theological Seminary, Texas; Moderator, Synod of Louisiana and General Assembly Presbyterian Church in U.S.; Phi Beta Kappa.
- 1899 - FRIERSON, John F., Columbus, Mississippi - Attorney; Superintendent, Palmer Orphanage, Columbus, Mississippi, for forty years, a post he held without pay; Excise commissioner with the Mississippi State Tax Commission.
- 1901 - DINWIDDIE, Courtenay, Irvington, N.Y. - Foundation executive; Secretary, Bellevue and Allied Hospitals, New York City; Executive, New York City Visiting Committee State Charities Aid Association; Executive, Duluth (Minn.) Associated Charities; Director, Duluth City Board of Public Welfare; Superintendent, Cincinnati Anti-Tuberculosis League; organized and acted as Executive, Cincinnati Public Health Federation; Executive, Cincinnati Social Unit Organization; Executive, National Child Health Council; General Director, American Child Health Association; Director, Child Health Demonstration Committee and Commonwealth Fund; General Secretary, National Child Labor Committee.
- 1904 - LEECH, Harper, Chicago, Illinois - President and Editor, Denver Express; Washington correspondent Scripps newspapers; Executive Editor, The Commercial Appeal, Memphis; columnist, Chicago Tribune; chief editorial writer, Chicago Daily Times.
- 1905 - LANG, George, Tuscaloosa, Alabama - Professor of Philosophy, University of Alabama; Pastor, Birmingham, Alabama; Professor, Southwestern Presbyterian University (now Southwestern at Memphis); President, Alabama Presbyterian College; Secretary, Alabama Council of Defense during World War I; author of several articles, pamphlets and books; Smyth lecturer, Columbia Theological Seminary; Director, Southwestern at Memphis and Stillman College; Moderator, Synod of Alabama and Presbytery of Birmingham; Phi Beta Kappa; Past National President, Omicron Delta Kappa.

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B. 7. Brief biographies of a number of selected alumni.

- 1922 - MONK, Samuel Holt, Minneapolis, Minnesota - Ph.D., Princeton University; Chairman, English Department, University of Minnesota; Professor of English, Southwestern at Memphis; Charles Scribner Fellow, Princeton University; Research Fellow, American Council of Learned Societies; Intelligence Officer, U.S. Air Force; author of books, articles, and pamphlets.
- WALKER, Kirby Pipkin, Jackson, Mississippi - State Supervisor, Department of Education, State of Mississippi; Superintendent of Schools, Jackson, Mississippi; President, Southern Association of Colleges and Secondary Schools; Mississippi Board of Health; Mississippi Department of Public Welfare; Trustee, R.V. Powers Foundation; author of articles in school magazines.
- 1924 - McILWAINE, A. Shields, Albany, N.Y. - Ph.D., University of Chicago. Professor of English, New York State College for Teachers; taught at Lees Collegiate Institute, University of Chicago, Mississippi State College for Women, and Southwestern at Memphis; author, The Southern Poor-White from Lubberland to Tobacco Road and Memphis Down in Dixie, and several articles; Phi Beta Kappa.
- REDHEAD, John A., Jr., Greensboro, N.C. Pastor, First Presbyterian Church, Greensboro, N.C.; pastor of churches in North Carolina, Virginia, Florida, and Mississippi; preacher on National Radio Pulpit; author of religious articles, pamphlets, and books.
- 1927 - ADAMS, Wesley Price, Dallas, Texas - Executive, Owens-Illinois Glass Co.; Assistant Field Director, American Red Cross.
- DAVIS, Sidney Fant, Jr., Toledo, Ohio - Vice-President and General Sales Manager, Glass Container Division, Owens-Illinois Glass Co.
- 1928 - HEISS, Frank H., New York, N.Y. - Attorney, Rathbone, Perry Kelley & Drye, New York; Legal Aid Bureau, Boston.
- 1929 - HALL, Warner Leander, Charlotte, N.C. - Ph.D., University of Edinburgh. Pastor, Covenant Presbyterian Church, Charlotte, N.C.; pastor in Kentucky, Mississippi, and Alabama; Moderator, Synod of Alabama; Trustee, Davidson College; Chairman, Division of Home Missions, Presbyterian Church, U.S.; Phi Beta Kappa.
- MOORE, Moore, Jr., Memphis, Tennessee - Orthopedic surgeon; Teaching internships in New York, Chicago, Los Angeles, and the Canal Zone; Cmdr., U.S. Navy; civilian consultant to Surgeon General; ship's surgeon, scientific cruises; Fellow, American College of Surgeons.
- WAILLES, Lee Boswell, Miami, Florida - Executive Vice-President, Storer Broadcasting Company; Research Statistician, Assistant to Vice-President, NBC; General Manager, Westinghouse Radio Broadcasting Stations.

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B. 7. Brief biographies of a number of selected alumni.

- 1930 - CAPERS, Gerald M., Jr., New Orleans, Louisiana - Ph.D., Yale University. Professor of History, Newcomb College, Tulane University; Instructor in History, Yale University; Guggenheim Fellow; Phi Beta Kappa; Captain, Air Force; author of several books, including Biography of a Rivertown, John C. Calhoun, Opportunist -- a Reappraisal, and Stephen A. Douglas -- Defender of the Union.
- BEVIS, Herman, Greenwich, Connecticut - CPA; Partner, Price Waterhouse & Company; Chairman, Board of Examiners, American Institute of Accountants.
 - FORTAS, Abe, Washington, D.C. - Attorney; Partner, Arnold, Fortas and Porter; law faculty, Yale University; attorney for AAA, SEC, PWA; Secretary, Petroleum Reserves Corp.; Trustee, William Alanson White Foundation; Adviser, U.S. Delegation to U.N.; Director, Virgin Islands Company; Under Secretary of the Interior; Phi Beta Kappa.
 - LLOYD, Robert N., Memphis, Tennessee - Banker; Vice-President and Senior Trust Officer, Union Planters National Bank, Memphis; admitted to law practice before Treasury Department and Supreme Court.
- 1931 - BAINE, James Ogden, Dallas, Texas - Ph.D., New York University. Professor of Chemistry, Southern Methodist University; teaching fellowship, New York University; Professor of Chemistry, Southwestern at Memphis.
- FLOWERS, John Wilson, Gainesville, Florida - Ph.D., University of Virginia. Professor of Physics, University of Florida; Instructor, University of Virginia; Assistant in Physics, Southwestern at Memphis; Research Assistant, Columbia University; Research Engineer with General Electric Company; Sigma Xi.
 - WHITE, Nathaniel R., Boston, Massachusetts - Business and Financial Editor, The Christian Science Monitor.
- 1932 - CABANISS, James Allen, University, Mississippi - Ph.D., University of Chicago. Professor, University of Mississippi; U.S. Army 1st Lieutenant; author of many books and articles.
- ERSKINE, Albert, Jr., New York, N.Y. - Advertising Manager, Saturday Review of Literature; Executive Editor, Random House; author of books and articles.
 - HUGHES, James G., Memphis, Tennessee - Assistant pediatric resident at Children's Memorial Hospital, Chicago, 1937-38; Pediatric resident, Children's Hospital, John Gaston Hospital, Memphis, 1938-39; February, 1942 went on active duty with Army Medical Corps and became in January, 1943 Commanding Officer of the 225th Station Hospital; trained this station hospital personnel and took the unit overseas where it functioned in Italy; appointed to the National Council on Infant and Child Care; writer of articles and books on pediatrics.
 - HUGHES, John Davis, Memphis, Tennessee - Internal Medicine resident, John Gaston Hospital, Memphis; fellowship, Mayo Foundation, Rochester, Minnesota; staff, Walter Reed Hospital; Lt. Col., U.S. Army, World War II, awarded

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B. 7. Brief biographies of a number of selected alumni.

Legion of Merit medal; Assistant Professor of Medicine, University of Tennessee Medical School; private practice in internal medicine.

- McFERRIN, John Berry, Gainesville, Florida - Ph.D., University of North Carolina. Professor of Economics, Head of Department of Business Organization and Operation, University of Florida; teaching fellowship, University of North Carolina; Fellow, College-Business Exchange Program, Foundation for Economic Education; President, Southern Economics Association; Lt. Comdr., Navy, World War II; author of works on economics; Phi Beta Kappa.
- 1934 - CLOAR, James Carroll, Memphis, Tennessee. - Artist; teacher, Memphis Academy of Arts; MacDowell Fellowship; Guggenheim Award; works in Brooklyn Museum, Library of Congress, Museum of Modern Art; works featured in LIFE, TIME, N.Y. TIMES MAGAZINE, HORIZON, and CHRISTIAN SCIENCE MONITOR.
- OLIVER, Henry M., Bloomington, Indiana - Ph.D., Duke University. Professor of Economics, Indiana University; Instructor, University of Mississippi, Yale University, Duke University; Economic Analyst, U.S. Treasury Department; Fulbright lectureship to Ceylon; author of works on economics; Phi Beta Kappa.
- EDINGTON, Andrew, Kerrville, Texas - President, Schreiner Institute, Kerrville, Texas; Assistant to the President, Southwestern at Memphis; commanding officer of three vessels, U.S. Navy, World War II; Moderator, Synod of Texas; author, The Big Search.
- SMITH, Cleveland Scudder, Lake Bluff, Illinois - Ph.D., University of Virginia. Inventor; Research Physicist, General Electric Company, Miller Electric Company (Appleton, Wisconsin), Parkwood Products Company (Indiana, Pennsylvania); author of several articles; Sigma Xi.
- 1935 - BAINE, Rodney Montgomery, Montevallo, Alabama. - Ph.D., Harvard University. Professor of English, Alabama College; Rhodes Scholar; Instructor, University of Missouri and M.I.T.; Associate Professor of English, University of Richmond; Professor, Delta State Teachers College.
- GORDON, Helen Bridger, Baton Rouge, Louisiana - Dean of Women, Louisiana State University; National Representative, Chi Omega; Assistant Dean of Women, University of Louisville; Assistant Dean of Women and Instructor in Psychology, Southwestern at Memphis.
- MOORE, William Sivley, Heidelberg, Germany. - Physician; Interne, Kansas City General Hospital; Col., Military Attache, Cairo, U.S. Air Force; Legion of Merit; staff of Hospital, U.S. Military Academy, West Point; Commanding Officer, Station Hospital, Sendai, Japan; Air Medal and Cluster, Deputy Surgeon, Eighth Army; Chief of Hospitalization and Operations Branch, Medical Plans and Operations Division, Office of Surgeon General.

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B. 7. Brief biographies of a number of selected alumni.

- 1936 - HUTCHISON, Edmond Carlton, New York, N.Y. - Economist with Railroad Retirement Board; Associate Director, Monetary Affairs Staff, Bureau of Economic Affairs, U.S. State Department; Special Assistant to Director, International Section, Bureau of the Budget; work on formulation of a general foreign economic policy of U.S.; Chief, Lending Division, Loan Development Corporation.
- 1937 - CRENSHAW, Craig Moffett, McLean, Virginia - Ph.D., New York University. Chief Scientist, Signal Corps Research and Development Division; Associate Physicist, Signal Corps, War Department; Army Exceptional Civilian Service Award; Sigma Xi; author of several articles.
- FARLEY, John, New York, N.Y. - Patent attorney; Partner, Fish, Richardson & Neave; Trust Department, Union Planters National Bank, Memphis; Southern Railway; Radiation Laboratory, M.I.T.
- 1942 - MEACHAM, Robert C., St. Petersburg, Florida - Ph.D., Brown University. Head, Mathematics Department, Florida Presbyterian College; Lt. World War II; Associate Professor of Mathematics, University of Florida; Assistant Professor of Mathematics, Carnegie Tech.
- COGSWELL, James Arthur, Memphis, Tennessee - Missionary to Japan; pastor, Pascagoula, Mississippi; teacher, Shikoku Christian College, Japan; Moderator, Memphis Presbytery; Professor of English and Bible, Kinjo College, Nagoya, Japan; Board of Councillors, International Christian University, Tokyo.
- 1943 - NALL, Julian Clark, Arlington, Virginia - Ph.D., Vanderbilt University. Radar Officer, World War II; cotton business, H.C. Nall & Sons, Memphis; Field Representative and Assistant Professor of Mathematics, Southwestern at Memphis; Physics Section, Central Intelligence Agency.
- ADAMS, Edward N., Jr., White Plains, N.Y. - Ph.D., University of Wisconsin. Physicist, Westinghouse Corporation; Radar School Harvard, in Air Force; Instructor of Cadets, Yale University, World War II; Assistant Professor, Department of Physics, Institute for Nuclear Studies, University of Chicago; Consultant, Nuclear Development Associates and Chicago Midway Laboratories; Fellow, Physical Society; AEC Fellow.
- 1945 - BAILEY, Anne Howard, New York, N.Y. - Author of TV scripts produced on Armstrong Theater, Kraft Theater, Robert Montgomery Show, Lux Video Theatre, Theatre Guild, Appointment with Adventure, DuPont Cavalcade Theater; lecturer in TV drama for Yale University and Pace College; winner of Christophers Award; Phi Beta Kappa.
- 1947 - RUFFIN, David Alexander, Dallas, Texas - Ph.D., Vanderbilt University. English Department, Southern Methodist University; author, White Wine.
- SYMES, William Finley, Everett, Massachusetts - Ph.D., Columbia University. Research Chemist, Monsanto Chemical Company; Ensign, U.S. Navy, World War II.

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B. 7. Brief biographies of a number of selected alumni.

- 1948 - BOWDEN, William Lukens, Atlanta, Georgia - Ph.D., University of Chicago. Regional Programs Associate, Southern Regional Education Board; Merchant Marines, World War II; Coordinator of Adult Education, Richmond (Virginia) Area University Center; Director, Evening College, Richmond Professional Institute; Director of Conferences and Short Courses, University of Virginia; Director, Richmond Center, University of Virginia Extension Division.
- BRODERICK, John Caruthers, Winston-Salem, N.C. - Ph.D., University of North Carolina. English Department, Wake Forest College; taught at University of North Carolina, University of Texas, and University of Virginia.
- ROPER, James E., Memphis, Tennessee - Associate Professor of English, Southwestern at Memphis; Rhodes Scholar; Sterling Fellowship, Yale University; Assistant Professor of English, Dickinson College.
- 1949 - AUFENKAMP, Darrel Don, San Mateo, California. - Doctorat d' Universite, University of Paris. Chosen for Institute for Advanced Studies in theoretical physics in Alps; Instructor, Reed College, Princeton University; Department of Electrical Engineering, University of Illinois.
- HALL, John E., DeLand, Florida. - Ph.D., Vanderbilt University. Associate Professor of English, Stetson University; World War II, paratrooper, received Purple Heart and Cluster, Bronze Star, British Distinguished Service Order, and Croix de Guerre; Fulbright Scholar to Greece to teach and study; Ford Foundation teaching fellowship to Vanderbilt University; Head, English Department, American College, Athens, Greece.
- SCHAEFFER, Eugene Michel, Mandalay.- U.S. Information Officer; Foreign Affairs Committee Officer, Executive Secretariat, State Department; Representative and Assistant Director, Travel Division, N.E.A.; Assistant Cultural Attache, U.S. Information Service, Rangoon, Burma.
- SCHILLIG, Stephen, Nashville, Tennessee. - Physician; University Hospital, Vanderbilt University; staff, Johns Hopkins Hospital.
- NEMITZ, William Charles, Lawrence, Kansas. - Ph.D., Ohio State University. Department of Mathematics, University of Kansas.
- 1950 - SPEROS, Vyronis, Belmont, Massachusetts. - Ph.D., Harvard University. American Numismatic Society grant; Fulbright Scholar to Athens; Associate Professor of Byzantine Studies, Harvard University.
- 1951 - BOYCE, William Edward, Troy, N.Y. - Ph.D., Carnegie Institute of Technology. Assistant Professor of Mathematics, Rensselaer Polytechnic Institute; Research Associate, Division of Applied Mathematics, Brown University; Phi Beta Kappa.
- BUNN, Ronald Freeze, Austin, Texas. - Ph.D., Duke University. Associate Professor of Economics, University of Texas; Fulbright Scholar to Germany.

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B. 7. Brief biographies of a number of selected alumni.

- 1952 - RATCLIFF, James Ernest, San Francisco, California. - Attorney; Associated with Thacher, Jones, Casey and Ball; Clerk, U.S. Court of Appeals, San Francisco; Harvard Legal Aid Bureau; Phi Beta Kappa.
- 1953 - ALEXANDER, John David, Jr., San Anselmo, California. - Ph.D., Oxford University; Instructor in Bible, San Francisco Theological Seminary; Danforth Fellow; Rhodes Scholar; Phi Beta Kappa.
- 1954 - WARREN, Arlie Chandler, Jr., New York, N.Y. - Attorney; Associated with Young and Rubicam, Inc. (advertising firm); co-producer of Broadway play; co-owner and co-manager, Orpheum Theatre; Phi Beta Kappa.

Profile of SOUTHWESTERN AT MEMPHIS

ADDITIONAL TEXT MATERIAL not called for in profile, but useful in establishing the total picture and perspective of Southwestern.

The sheet marked A1 contains a representation of the administrative structure of the college as of 1958. There have been minor modifications since that time.

The sheet marked A2 (with red lines) gives another view, emphasizing the importance of continuing education in the college pattern.

The sheet marked A3 is an announcement of the Ford Foundation grant of 1955-56 sent to friends and alumni. The exact amount proved to be greater than that shown.

The sheet marked A4 lists the universities from which members of the faculty and staff have received doctorates. The Southwestern Phi Beta Kappa chapter numbers twenty-two faculty members; there are fourteen members of Sigma Xi.

Important dates in the history of Southwestern:

- 1848 - Founding at Clarksville, Tennessee.
- 1875 - A "Plan of Union" consummated whereby certain Synods joined in cooperative support.
- 1925 - College moved to Memphis 50 years after the "Plan of Union." New collegiate Gothic buildings on a 100 acre campus.
- 1949 - Centennial celebration.
- 1950 - A quarter of a century in Memphis. Beginning of next phase of planned expansion.
- 1960-70 - The decade of challenge that "separates the men from the boys."
- 1975 - The 100th anniversary of the "Plan of Union" and 50th anniversary of location in Memphis.
- 1998 - The 150th anniversary of founding.

The urban significance of the college could be elaborated at length. The population of Memphis in 1925 was 250,000; in 1960 (35 years) it was 500,000; by 1975 (15 years) it will probably be 750,000. The 1925 college plans envisaged an existence in a growing city.

Continuity of planning and concept, as well as stability, is related to the fact that the college has had only two presidents since 1917. Dr. Charles E. Diehl served from 1917 until 1949. The present incumbent has been in office since that date, having served Southwestern as professor of physics since 1926, as well as Coordinator, during World War II, of the 13th College Training Detachment (Aircrew) on the campus, and later as vice-president.

In 1957 there was inaugurated a revitalized research program in biology, chemistry, physics, and mathematics. Practically every member of these departments (15 persons) is engaged in some creative activity. This involves currently four HEW (Institutes of Health) grants for pure research; six National Science Foundation grants, including "Undergraduate Student Research Participation" grants for each of the departments of biology, chemistry, and physics, 1959 through 1962, as well as two summer institutes; a continuing classified contract with Air Force Cambridge dealing with infrared spectroscopy. There has just been completed a NSF project in anthropology. The amount of money involved in these grants and contracts is approximately \$78,000 per year at the present time.

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More specific reference to some of the above will be found on pp 8-9 of the 1960 October Bulletin included in exhibit material.

For many years a faculty committee on "Educational Aims and Advancement" concerned itself with new advances in teaching and learning. Several years ago this was reoriented into a faculty-administrator committee on "Development and Planning" under the chairmanship of the Dean of Alumni, with an injunction to examine any and every facet of the college's operations with special emphasis on maximum efficiency in plant utilization and improved classroom methods. This has been an active committee and its previous efforts have been of great aid because of having available much material for this profile.

This committee on "Development and Planning" has reported to the faculty repeatedly. During the fall of 1960 Dean Jameson M. Jones (Dean of the College) synthesized much of the committee's conclusions in a document which in revised form was presented to the faculty for comment and study early in 1961. The following three pages constitute the preliminary remarks of Dean Jones' paper which went on to call attention to specific areas of study.

Profile of SOUTHWESTERN AT MEMPHIS

Notes Toward a Planned Development for Next 15 Years

January 30, 1961

From: Dean Jameson M. Jones

I. Guide Lines:

It is to be hoped that the next fifteen years will bring the kind of development and change which will augment and make more manifest the continuing identity and integrity of Southwestern. The presumption is that the character of a college, like that of a person, must continually become what it is. If a certain note of excellence and integrity of educational purpose typifies Southwestern, this note functions as a kind of "steady state" which can be retained and strengthened to the degree that there is planning and intelligent development within the flow of time and circumstances.

Guide lines to this steady state are certain symbolic features of Southwestern. By describing certain features of Southwestern as symbolic, one means that the feature in question at once participates in the steady state and at the same time as a sign merely points to the goal. Ideally, every feature of the college should manifest this symbolic function, but in fact only certain features offer practical guide lines to the unique character which the college is continuously realizing. The twofold function of symbol as pointer and participant must always be remembered. None must become so identified with the goal that it substitutes for the goal, becomes a "sacred cow." On the other hand, if these features should drop away, not only would guide lines be lost, but also the centeredness of the college which constitutes its steady state would disintegrate.

What are some of these symbolic features, and how might they guide change in the next fifteen years?

Stone, Slate, and Gothic: The pronounced unity of Southwestern's physical plant makes it a powerful symbol of the college's character. While the architectural style is a most important factor, the stone and slate materials and the general high quality of the buildings are equally important. For Southwestern's steady state to continue to be, the quality of buildings added in the years to come must be superior in quality to most buildings erected in the geographical area.

As more buildings are added, one would hope that the element of monumentality would be added to the campus. A risk that will come with the addition of buildings is that the unity will become a monotony of sameness. The problem will be to achieve a variety and complexity without sacrificing the powerful symbolic unity. For example, the cloistered hallway connecting Margaret Townsend Hall with the new East Hall and the courtyard wall at the south end of East Hall are important constructions from the point of view of needed variety. These illustrate gaining variety through attention to detail. It is conceivable that, without sacrificing the unity, interest and variety can be achieved also by holding on to the components of quality and building materials (slate and field stone) while relaxing the collegiate Gothic style.

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Profile of SOUTHWESTERN AT MEMPHIS

Southwestern at Memphis: The name of the college includes the name of the city -- Southwestern at Memphis. The close relationship of Southwestern to Memphis is a most important symbol. The decision to move Southwestern to Memphis in the early '20's was a responsible decision and intended as far-reaching. This decision was and is symbolic in that it points to and participates in the steady state, the centeredness, which preserves the identity of the college. Southwestern's relation to Memphis is not fortuitous. The college did not find itself already located in an urban setting; it chose to become itself in a developing urban community. This decision was a symbolic linking of the college's destiny with the destiny of Memphis. The official name of the college is a verbalization of this symbolic decision.

In the light of this symbol, the Adult Education Program at the college is not merely an appendage but has a depth which reaches to the centeredness, the steady state, of the institution. The recent consolidation of the Adult Education program into the endowment structure of the college was illustrative of the destiny affirmed in the early '20's.

In the next fifteen years, the college must continue to penetrate with intelligence and commitment into this relationship with its enviroing city. It must continually find new means of channeling into the life of the city whatever contributions it can appropriately make to the social, economic, political, and religious life of the city. Conversely, it must keep open its gates to the educational potentialities that are being and will be generated by the city.

The relationship of the college to the city has been and should continue to be characterized by intensity and selectivity rather than by comprehensiveness and availability. The Memphis schools should in the next fifteen years be brought as close to the college as is feasible. Such things as the Science Fairs, the Junior Academy of Science, the Institutes for teachers, guidance and counseling for school pupils, the college teacher education program--all these are typical of lines the college should cultivate very intensively in the next years to bring Southwestern and the Memphis schools into a more fruitful relation.

While responsibility for formal education in the schools should be a primary civic responsibility of the college, the non-formal efforts of the city to educate are also important. The college should continually think through and re-adjust itself in relation to such enterprises as the Symphony, the Art Academy, the Brooks Art Museum, the Arts Appreciation enterprise. Similarly, the International Center, the Public Affairs Forum, the Citizens Political Association in its educational endeavors, the plans for Urban Renewal and Urban Development are activities to which the guide line leads.

Greek, Latin, and Mathematics: This familiar and long-standing requirement, more than any other of the general, degree requirements, symbolizes the college's grasp of the liberal arts. Certainly, that every student must take two years of Greek, Latin, or mathematics is no sacred cow, but equally certain is the fact that in its rigor and veneration of foundations the requirement symbolizes the strength and certainty of Southwestern's belief in the liberal

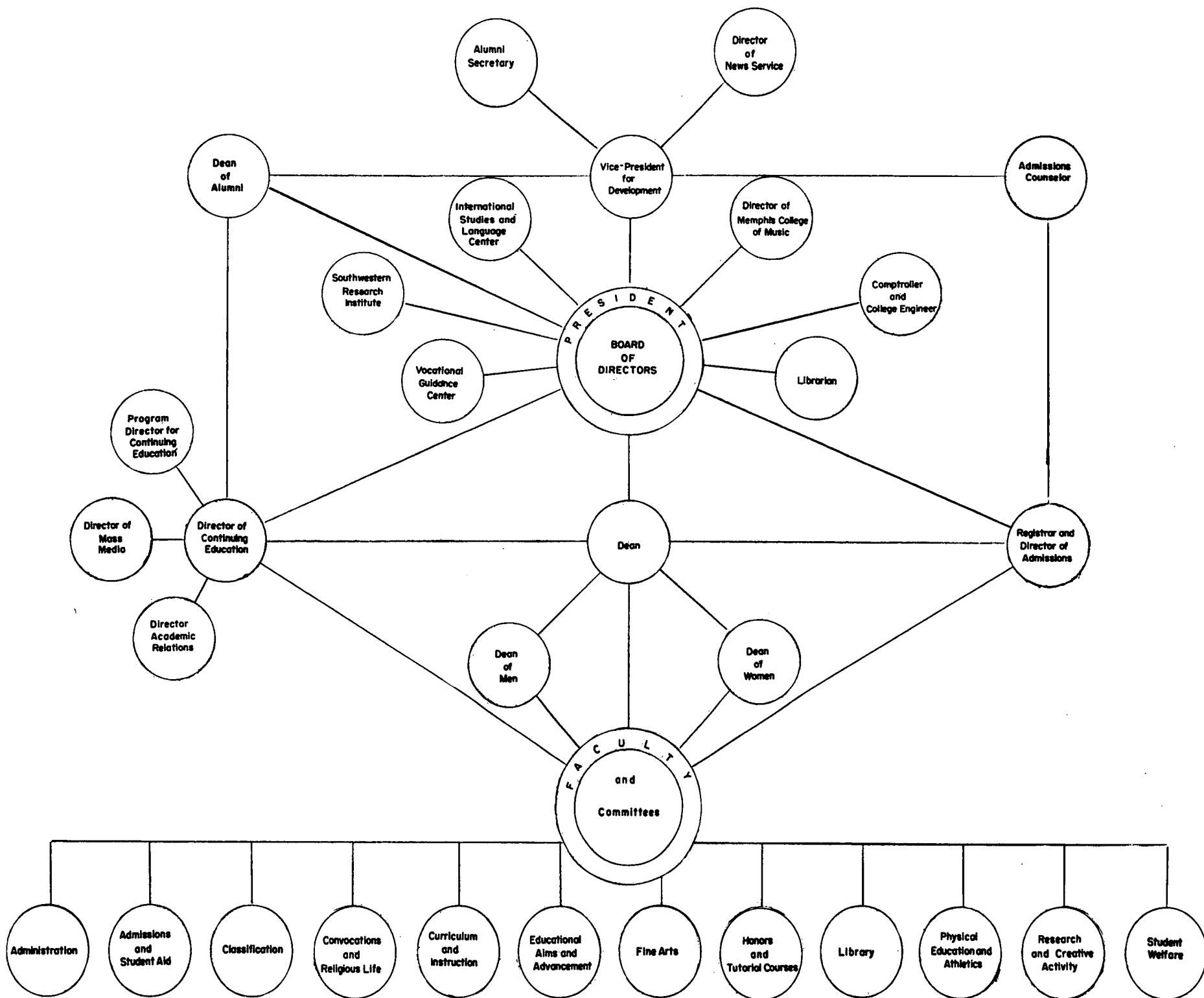
(continued)

Profile of SOUTHWESTERN AT MEMPHIS

arts. Perhaps in the last ten years the integrated course, Man in the Light of History and Religion, has come to rival Greek, Latin, and mathematics as an effective symbol of the liberal arts curriculum at Southwestern. In the present day, there is an evident call for further development in the requirements in the natural and social sciences to produce courses or programs equally symbolic. The faculty must face dispassionately and boldly the times and circumstances that are present and that lie ahead. The point here is that discussion and decision cannot afford to ignore the symbolic function of certain existing curricular patterns.

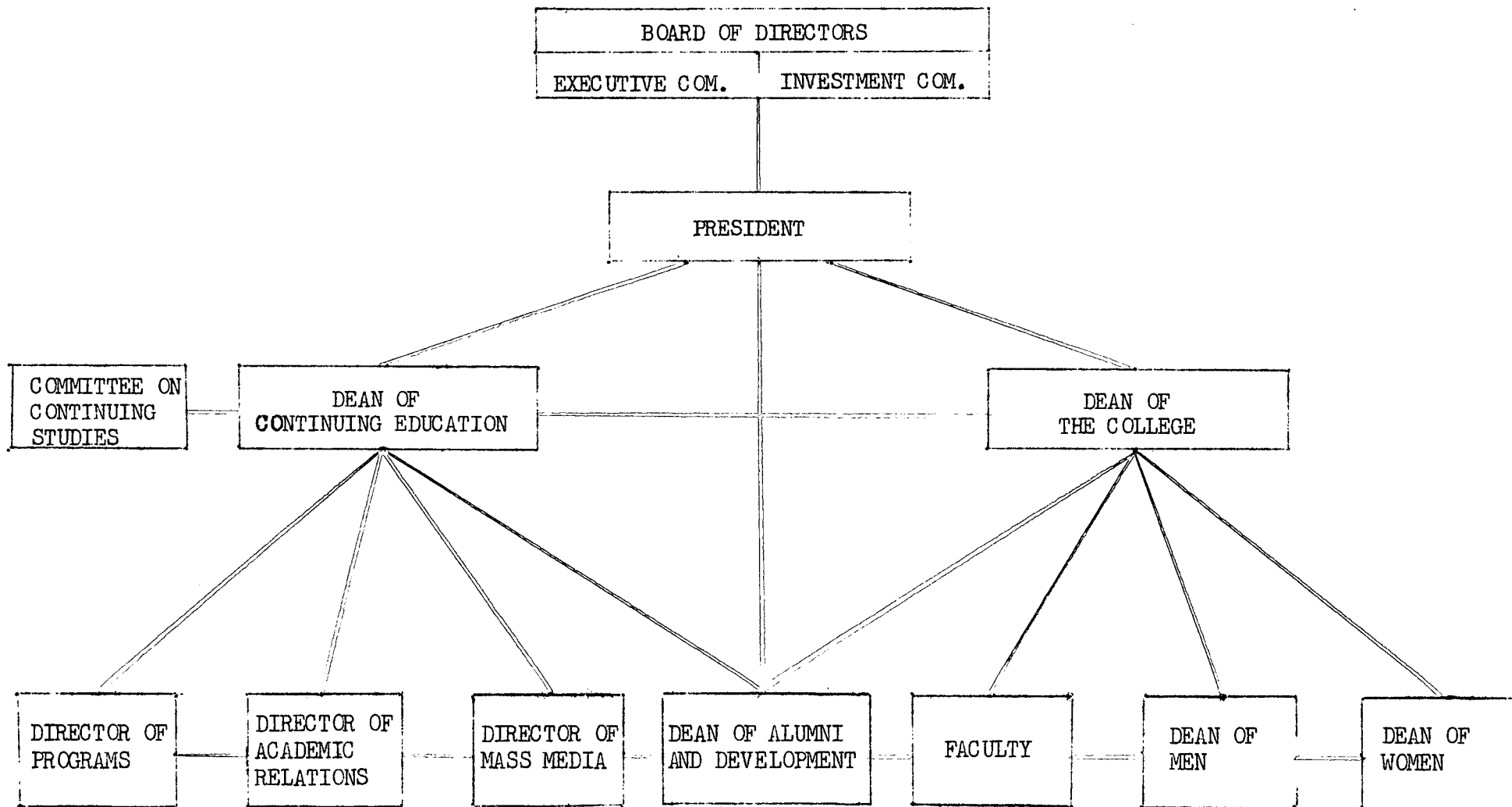
Honors and Tutorials: The Honors and Tutorials program, molded after the English pattern, was established over thirty years ago, when the college began its life in Memphis. Through the years this organized attempt to challenge and release the powers of the individual student has typified the college's concern for excellence and individuality. The program can continue only by changing and developing, but should it lose ground, become of only peripheral concern in the minds of students and faculty, Southwestern would lose an essential ingredient of its identity. In all planning for further development of the educational program, the Honors and Tutorials idea must be a guide for experimentation and new departures.

Commitment and Craftsmanship: Several years ago the "Danforth Program" was inaugurated with the twin aims in the heading above. These terms were chosen then to express the college's objectives which lie beyond "mere acquisition of knowledge." These terms can symbolize as adequately as any the spiritual or religious element that is formalized in Southwestern's "Church connection." The college has been and is now identified as a Christian college of liberal arts, but this last phrase is so widely used that it fails to function as an adequate symbol of the identity of any particular college. The integrity of Southwestern at Memphis is inextricably bound with a faith that man is a free spirit and has a spiritual destiny and that it is the task of education to illumine that destiny and enable a person to fulfill it.



SOUTHWESTERN AT MEMPHIS

January, 1961



A 2

Ford Foundation Grant Points Up Magnitude of Crisis In Education

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

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

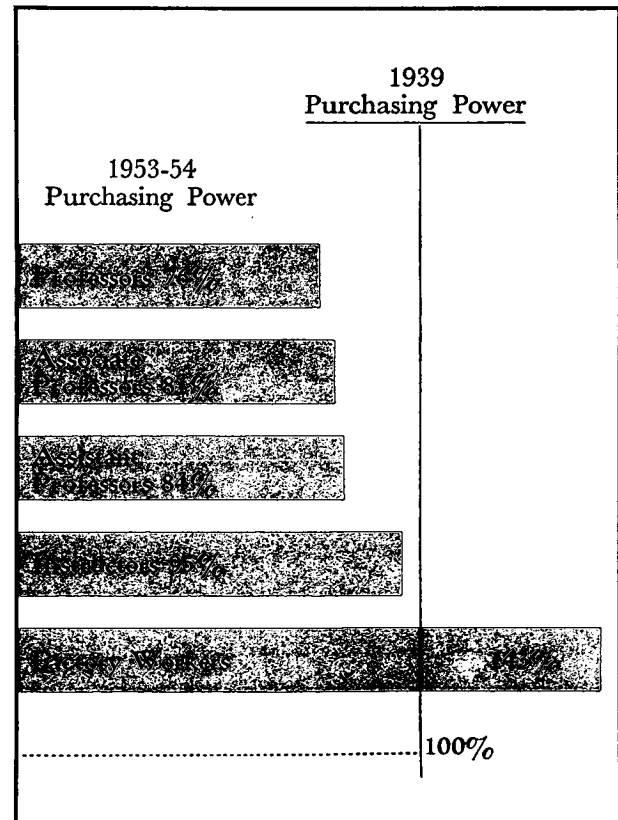
The Ford Foundation calls attention to how big a problem exists in the colleges rather than to how big a gift it is making. Thus the Ford gift is a "pump-primer" to stimulate other gifts instead of being an answer in itself. Hence, it seems wise at this time to place the Ford grant in proper perspective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

SOUTHWESTERN AT MEMPHIS WILL RECEIVE \$320,000

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

"Thank you,
CONTRIBUTORS AND FRIENDS!"

"Thank you,
FORD FOUNDATION!"



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

PH.D. DEGREES HELD BY FACULTY OF SOUTHWESTERN AT MEMPHIS

University of Chicago	4
University of North Carolina	2
University of Missouri	1
University of Virginia	5
University of Michigan	1
University of Washington	1
University of Minnesota	2
Northwestern University	1
Columbia University	2
University of Texas	1
University of Illinois	4
Johns Hopkins University	4
Ohio State University	2
Yale University	2
Princeton University	1
Bryn Mawr College	1
State University of Iowa	1
Duke University	5
Oklahoma State University	1
Fletcher School of Law and Diplomacy	1
Philipps University, Marburg, Germany	<u>1</u>
Total	43

Profile of SOUTHWESTERN AT MEMPHIS

A list of miscellaneous exhibits relating to the college. Reference in the text is made to some of these. Only one copy of each item is sent.

1. The 1960-61 General Catalogue. The 1961-62 edition will be forwarded very shortly.
2. The October 1960 Bulletin, containing annual reports of the president, the dean of the college, and the treasurer.
3. The October 1959 Bulletin.
4. A December 1925 Bulletin, containing an address by President Charles E. Diehl, describing "The Ideals of Southwestern."
5. The printed Charter and By-Laws, plus attached proposed amendments about to be adopted.
6. A folder showing a helicopter view of the campus and listing certain building needs.
7. A viewbook for prospective students.
8. A "Best Four Years" brochure for prospective students.
9. A bulletin dealing with music.
10. Four leaflets for prospective students.
11. The 1960 commencement program and attached sheet on honors research.
12. Four monographs published by Burrow Library.
13. A booklet published at the time of the dedication of Burrow Library.
14. Several representative July Bulletins.
15. Three folders describing the "University Lecturer" series.
- 15a. Two publications dealing with the Institute for Executive Leadership.
16. A booklet describing the first American Alumni Seminar for Public Responsibility.
17. A folder on a Columbia-Southwestern Arden House Conference on alumni education for public responsibility.
18. Three items dealing with Adult Education Center programs.
19. The 1960 and 1961 Annual Support Program descriptive literature.
20. A presentation booklet for prospective large donors.
21. The 1949 Centennial brochure.