

MINUTES OF THE MEETING OF THE BOARD OF TRUSTEES
SOUTHWESTERN AT MEMPHIS
October 18-19, 1972

The regular meeting of the Board of Trustees of Southwestern At Memphis was held in Room 200 (The Edward J. Meeman Center for Continuing Education, S. DeWitt Clough Hall, on the campus, at 1:30 P.M. on Wednesday, October 18, 1972.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by Dr. David H. Edington, Jr.

The roll call by the Secretary showed the following members present:

<u>ALABAMA</u>	<u>LOUISIANA</u>	<u>MISSISSIPPI</u>	<u>TENNESSEE</u>
J.A. Thompson	Kenneth G. Phifer	Orrick Metcalfe	John W. Wade
Belin V. Bodie	W. C. Rasberry	Park H. Moore, Jr.	Walk C. Jones III
Sterling J. Edwards, Jr.	Mrs. Lee D. McLean	Mrs. Frank M. Mitchener	Robert D. McCallum
Morton D. Prouty, Jr.	Edward M. Carmouche	John H. Bryan, Jr.	
	Dan F. Goodwin, Jr.		

<u>Class of 1973</u>	<u>Class of 1974</u>	<u>Class of 1975</u>	<u>Class of 1976</u>
Walter P. Armstrong, Jr.	Stanley J. Buckman	C. B. Harrison	L. Palmer Brown
David H. Edington, Jr.	Wayne W. Pyeatt	W. Neely Mallory	Paul Tudor Jones
Edmund Orgill	S. Shepherd Tate	Sidney A. Stewart, Jr.	Michael McDonnell
	Russel S. Wilkinson	Spence L. Wilson	William W. Mitchell

A.V. Pritchardt, Acting President, ex officio

<u>Faculty Board Members</u>	<u>Student Board Members</u>	<u>Present by invitation</u>
Charles O. Warren, Jr.	Anne Elizabeth Brantley	Mrs. James W. Hall, Secretary to
Donald W. Tucker	Marmaduke Edmund Cain	President Pritchardt
Jane Soderstrom	Brant Shive Copeland	*Robert G. Patterson
		*Marshall Jones
		*Julius Melton
		*Lloyd C. Templeton, Jr.
		*A. P. Perkinson, Jr.
		*David C. Ferner

*invited into the meeting later

Absent members were William H. Dale, Jefferson Davis, John H. Stennis, H. C. Unruh and Mrs. David K. Wilson.

The Chairman introduced and welcomed the new Board members:

Morton D. Prouty, Jr., Vice President and Secretary, Alabama-Tennessee Natural Gas Company, Florence, Alabama.
Paul Tudor Jones, Minister, Idlewild Presbyterian Church, Memphis.
Michael McDonnell, President, The Jordan Companies, Memphis.

The Chairman introduced and welcomed the faculty members:

Dr. Donald W. Tucker, Department of Spanish and Chairman of Modern Languages
Professor Jane Soderstrom, Department of Music
Dr. Charles O. Warren, Jr., Acting Chairman, Department of Biology

The Chairman then introduced and welcomed the student members:

Anne Elizabeth Brantley, President, Honor Council
Marmaduke (Duke) Edmund Cain, President, Student Government Assn.
Brant Shive Copeland, Member of the Honor Council

The Chairman explained at some length the recent administrative changes. First of all he welcomed A.V. Pritchartt, who has been elected as the Interim President of Southwestern. The Chairman reviewed the facts relative to the resignation of Dr. William Bowden to accept the position as Executive Director with the Southern Growth Policies Board. (See Minutes of the Executive Committee of August 29, 1972) He also reviewed the facts relative to the desire of Dr. Bowden to have M.J. Williams relieved of the positions of Vice President for Fiscal Affairs and Treasurer and that his employment at Southwestern be terminated. (See Minutes of Executive Committee of September 19, 1972, page 3 and Minutes of Executive Committee of October 6, 1972.) The Chairman pointed out that most of the time of President Pritchartt since assuming his new position had been spent investigating the entire matter relative to Mr. Williams, and that President Pritchartt had come to the conclusion that it was best for Southwestern that Mr. Williams should leave the college. The Chairman stated that Mr. Williams' resignation would be tendered tomorrow. He pointed out that the problem with Mr. Williams was not in any way involved with financial matters, but was purely a matter of his difficulty in getting along with other people on the staff and faculty.

The Chairman announced also that A.P. Perkinson, Director of Development, had resigned to accept a position with Millsaps College.

President Pritchartt also reviewed at great length the facts and investigation relative to Mr. Williams.

Upon motion by Mr. Metcalfe, duly seconded by Mr. Raspberry, there was a unanimous vote of commendation to the Chairman, President Van Pritchartt and the Executive Committee on the actions which had been taken to date, and an approval of what had been done to date, and a request that they carry through on these matters to conclusion.

The Chairman appointed the following committee to prepare the appropriate announcement for the news media, upon the resignation of Mr. Williams being made and accepted:

President Pritchartt
Sidney A. Stewart, Jr.
Donald W. Tucker
Charles O. Warren, Jr.
Jane Soderstrom

Anne Elizabeth Brantley
Marmaduke Edmund Cain
Brant Shive Copeland
Chairman McCallum, ex officio
Lloyd C. Templeton, Jr.

The Chairman then invited into the meeting the administrative officers:

Robert G. Patterson, Vice President for Academic Affairs and
Dean of the College
Marshall Jones, Associate Dean of the College and Assistant to the
President
Julius Melton, Director of Deferred Gifts
Loyd C. Templeton, Jr., Director for Institutional Advancement
A.P. Perkinson, Jr., Director of Development

The Chairman pointed out that the Executive Committee had approved the retaining of Frantzreb and Pray Associates, Inc. as the firm to handle the capital funds program, and that this firm would conduct a feasibility study and a capital fund campaign. He pointed out that after President Bowden's resignation the matter had to be reconsidered, and it had been decided at this time to have the firm go ahead with the first three phases of this study. The Chairman asked into the meeting and introduced David C. Ferner, Vice President and Secretary of Frantzreb and Pray Associates, Inc. and called upon him to explain the capital fund feasibility study. Mr. Ferner explained the various steps in the feasibility study and pointed out that the first phase would begin on October 31, 1972.

Upon motion duly made and seconded the minutes of the meeting of the Board of Trustees held on March 15-16, 1972, a copy of which was sent to each member of the Board, were approved.

Upon motion duly made and seconded the minutes of the meetings of the Executive Committee held April 17, May 23, August 29, September 19 and October 6, 1972, copies of which were sent to each member of the Board, were approved.

The Chairman pointed out that there had already been distributed at this meeting the "Annual Report of the President, 1971-72 (A Summary Statement)." [Attachment A, pages 10-24]

In the absence of Mrs. David K. Wilson, The Chairman asked Mrs. Lee D. McLean to serve as Acting Chairman of the Development and Institutional Planning Committee. [Attachment B, page 25]

The Board recessed at 3:15 P.M. in order for various committees to meet so that they could have their reports ready for presentation to the Board at its meeting on Thursday, October 19, 1972 at 9:00 A.M.

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The Board of Trustees resumed its meeting on Thursday, October 19, 1972, at 9:00 A.M. in Room 200 (The Edward J. Meeman Center for Continuing Education) S. DeWitt Clough Hall on the campus.

The meeting was called to order by the Chairman, Robert D. McCallum, and was opened with prayer by the Reverend Dan F. Goodwin, Jr.

The Chairman thanked Mrs. Mitchener and Mr. Bryan for the lovely party which had been given by Mr. and Mrs. Mitchener and Mr. and Mrs. Bryan last night at the Memphis Country Club in honor of Dr. and Mrs. William L. Bowden.

The roll call by the Secretary showed the following members present:

<u>ALABAMA</u>	<u>LOUISIANA</u>	<u>MISSISSIPPI</u>	<u>TENNESSEE</u>
J. A. Thompson	Kenneth G. Phifer	Orrick Metcalfe	John W. Wade
Belin V. Bodie	W. C. Rasberry	Park H. Moore, Jr.	Walk C. Jones III
Sterling J. Edwards, Jr.	Mrs. Lee D. McLean	Mrs. Frank M. Mitchener	Robert D. McCallum
Morton D. Prouty, Jr.	Edward M. Carmouche	John H. Bryan, Jr.	
	Dan F. Goodwin, Jr.		

<u>Class of 1973</u>	<u>Class of 1974</u>	<u>Class of 1975</u>	<u>Class of 1976</u>
David H. Edington, Jr.	S. Shepherd Tate	C. B. Harrison	L. Palmer Brown
Edmund Orgill	Russel S. Wilkinson	W. Neely Mallory	Paul Tudor Jones
		Sidney A. Stewart, Jr.	Michael McDonnell
		Spence L. Wilson	William W. Mitchell

A.V. Pritchardt, Acting President, ex officio

<u>Faculty Board Members</u>	<u>Student Board Members</u>	<u>Present by invitation</u>
Charles O. Warren, Jr.	Anne Elizabeth Brantley	Robert G. Patterson
Donald W. Tucker	Marmaduke Edmund Cain	Marshall Jones
Jane Soderstrom	Brant Shive Copeland	Julius Melton
		Loyd C. Templeton, Jr.
		A. P. Perkinson, Jr.
		Mrs. James W. Hall, Secretary to President Pritchardt

Absent members were Walter P. Armstrong, Jr., William H. Dale, Jefferson Davis, Wayne W. Pyeatt, John H. Stennis, H. C. Unruh, Mrs. David K. Wilson and Stanley J. Buckman.

The Chairman called upon Mr. Wilkinson, Chairman of the Committee on Buildings and Grounds, to give a report for that committee. Mr. Wilkinson made the following report which was received. [Attachment C, page 26]

A motion was made, duly seconded, and unanimously passed that the Committee on Buildings and Grounds be authorized to sell the Overton Park Avenue property for the price of \$150,000, on the terms outlined in said report.

The Chairman had asked Mrs. McLean, to serve as Acting Chairman of the Committee on Development and Institutional Planning. In the absence at this time of Mrs. McLean from the meeting, the Chairman asked Mr. Orgill to give a report for that committee. Mr. Orgill made the following report which was received. [Attachment D, pages 27-29]

A motion was made, duly seconded and unanimously passed that the Board of Trustees seek recommendations from the Alumni Executive Council when the occasion arises to fill the next vacancies on the Board of Trustees.

A motion was made, duly seconded and unanimously passed that we invite Mr. David C. Ferner and other representatives of Frantzreb and Pray to be present at the meetings of the Executive Committee.

Mr. Orgill stated that the Committee wanted to thank Mr. Perkinson for all that he had done for the college, and he moved that we thank Mr. Perkinson for all that he has done for the college.

The Chairman stated that the Board passed this resolution unanimously, without a vote.

The Chairman called upon Dean Wade, Chairman of the Faculty Committee, to give a report for that committee. Dean Wade made the following report which was received. [Attachment E, page 30-31]

A motion was made, duly seconded and unanimously passed that the sabbatical leaves set forth in the report be approved by the Board.

The Chairman called upon Mr. Rasberry to make a report for the Finance Committee in the absence of Mr. Pyeatt, the Chairman of that committee. Mr. Rasberry presented the Income and the Expense Analysis, Southwestern At Memphis, September, 1972. [Attachment F] He also made the following report which was received. [Attachment G, page 33]

The Chairman called upon Mr. Perkinson, Director of Development, who gave a report on the Southwestern Annual Fund. [Attachment H] Among other things, Mr. Perkinson pointed out that the annual drive is in its best stage of organization since he has been here and that Ron A. Yarbrough is doing an excellent job.

The Chairman thanked Mr. Perkinson for the fine job he has done, expressed regret at his leaving, and wished him great success in his new endeavor.

The Chairman pointed out that Dr. Bowden had sent to each Board member a set of proposed By-Laws together with copies of old By-Laws. He pointed out that Dr. Bowden had tried to reconcile various suggestions which had been made and questions which had been raised.

The Chairman pointed out that by the time of the next Board meeting the college would have a new president, and he suggested that in the interim each Board member look over the By-Laws carefully and make any suggestions to President Pritchard, with the hope that the proposed By-Laws, with changes, may be adopted at the Spring meeting of the Board of Trustees.

In the absence of Mr. Armstrong, Chairman of the Committee on Students and Educational Program, the Chairman called upon Mr. Goodwin to make a report for that committee. Mr. Goodwin made the following report [Attachment I, pg.37]

Under the order of Old Business, each member of the Board was given a letter dated October 16, 1972, addressed to the members of the Board of Trustees relative to Recent Summary of Sorority Compliance Issue, from the Southwestern Panhellenic Council. [Attachment J] This letter and matter were considered at great length.

A motion was made and duly seconded that we receive this letter as information and request that it be referred to the Community Life Committee and the Faculty Committee and to the Executive Committee if action is needed. Upon vote taken, the motion carried.

Under the order of New Business, the Chairman read the letter of resignation from M.J. Williams. [Attachment K, page 40]

Upon motion duly made and seconded, it was unanimously voted that the resignation of M.J. Williams as Vice President for Fiscal Affairs and Treasurer be accepted.

The Chairman stated that a committee would be appointed, and Mr. Williams would be given an opportunity to appear before the committee and discuss anything he would like to discuss and that there would be a fair solution to his salary and other matters.

A motion was made that the committee use utmost fairness with Mr. Williams, in particular, with regard to terminal pay, and that the minutes reflect that M.J. Williams is leaving Southwestern without the loss of any personal honor and that he is a man of the highest integrity. Upon vote taken the resolution was passed.

The Chairman stated that the committee would be appointed.

Upon motion duly made and seconded, it was unanimously passed that Marshall P. Jones be appointed as Acting Treasurer.

Upon motion duly made and seconded, it was unanimously passed that the degrees which had been approved by the Faculty Committee and the Executive Committee and granted by the college since the last Board of Trustees meeting in March, 1972, be recorded in these minutes. [Attachment L, pages 41-46]

Upon motion duly made and seconded, it was unanimously resolved that the following bank resolutions be adopted:

BE IT RESOLVED THAT NATIONAL BANK OF COMMERCE IN MEMPHIS, MEMPHIS, TENNESSEE, be and it is hereby designated as a depository of this corporation, and that an account in said bank, in the name of, for and on behalf of this corporation, BE REVISED according to the following designation:

CURRENT SAVINGS - 20-101-260-8

BE IT FURTHER RESOLVED THAT delivery to National Bank of Commerce in Memphis, Memphis, Tennessee, of funds, checks, drafts or other property, with or without endorsement, and if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by any TWO of the following:

Robert D. McCallum, Chairman of the Board
A. V. Pritchardt, President
S. Shepherd Tate, Secretary
Robert G. Patterson, Vice President
Marshall P. Jones, Acting Treasurer

and the bank shall be under no obligation to see or make inquiry as to the application of funds so withdrawn, even though such withdrawal order may be payable to the agent of the company executing same, and the funds be withdrawn for his individual use or credit.

BE IT RESOLVED THAT FIRST NATIONAL BANK OF MEMPHIS, Memphis, Tennessee, be and it is hereby designated as a depository of this corporation, and that an account in said bank, in the name of, for and on behalf of this corporation, BE REVISED

Checking Account 08-0262692
Savings Account Dorm. Rev. #1 08-6862853
Savings - Current 08-6880193
Savings Account Dorm. Rev. #2 08-6878849

BE IT FURTHER RESOLVED THAT delivery to First National Bank of Memphis, Memphis, Tennessee of funds, checks, drafts or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following: ANY TWO SIGNATURES

Robert D. McCallum, Chairman of the Board
A. V. Pritchardt, President
S. Shepherd Tate, Secretary
Robert G. Patterson, Vice President
Marshall P. Jones, Acting Treasurer

and the bank shall be under no obligation to see or make inquiry as to the application of funds so withdrawn, even though such withdrawal order may be payable to the agent of the company executing same, and the funds be withdrawn for his individual use or credit.

BE IT RESOLVED THAT FIRST NATIONAL BANK OF MEMPHIS, Memphis, Tennessee, be and it is hereby designated as a depository of this corporation, and that an account in said bank, in the name of, for and on behalf of this corporation, BE REVISED

Payroll Account 08-0262714

BE IT FURTHER RESOLVED THAT delivery to First National Bank of Memphis, Memphis, Tennessee, of funds, checks, drafts or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following: ANY ONE SIGNATURE

A. V. Pritchardt, President
Marshall P. Jones, Acting Treasurer
Fred E. Young, Jr., Business Manager

BE IT RESOLVED THAT FIRST NATIONAL BANK OF MEMPHIS, Memphis, Tennessee, be and it is hereby designated as a depository of this corporation, and that an account in said bank, in the name of, for and on behalf of this corporation, BE REVISED

Federal Student Aid Account - 08-0289264

BE IT FURTHER RESOLVED THAT delivery to First National Bank of Memphis, Memphis, Tennessee, of funds, checks, drafts or other property, with or without endorsement, and, if endorsed, in whatever manner effected, unless specifically restricted, shall be authority to said bank to place the same to the credit of the company, and such credits may be withdrawn by check, draft or other instrument executed for the company by the following:

ANY TWO SIGNATURES

Marshall P. Jones, Treasurer
Robert G. Patterson, Vice President
Willie L. Jones, Director of Financial Aid
Fred E. Young, Jr., Business Manager

BE IT RESOLVED, That any 2 of the following: President, Vice-President, Secretary, Treasurer, Chairman of the Board of this corporation, be and they are authorized for and on behalf of said corporation, to draw and sign checks against the accounts of the corporation.

Current Savings - #04-650

Endowment Savings - #04-651

with the Union Planters National Bank of Memphis, Tennessee, in the names of:

Robert D. McCallum, Chairman of the Board
A. V. Pritchard, President
S. Shepherd Tate, Secretary
Robert G. Patterson, Vice President
Marshall P. Jones, Acting Treasurer

AND BE IT FURTHER RESOLVED, That said Union Planters National Bank of Memphis, Tennessee, is hereby authorized and directed to honor and pay any checks so drawn, when so signed, whether or not such checks be payable to the order of any officer or person signing said checks, or any of said officers or persons in their individual capacities, and whether or not such checks are deposited to the individual credit of the officer or person signing said checks, or to the individual credit of any of the other officers or persons, and any and all checks heretofore so drawn and signed and honored by said Bank are hereby fully ratified.

AND BE IT FURTHER RESOLVED, That all signatory resolutions heretofore adopted and delivered to the Union Planters National Bank are cancelled and superseded by these resolutions.

The Chairman advised that the Presidential Selection Committee consists of:

Walter P. Armstrong, Jr., Chairman
John H. Bryan, Jr. William C. Rasberry
Paul Tudor Jones J. A. Thompson
W. Neely Mallory John W. Wade
Mrs. Frank M. Mitchener, Jr. Russel S. Wilkinson
Robert D. McCallum, Chairman of the Board

The Chairman advised that the Faculty and Student Advisory Committee consists of:

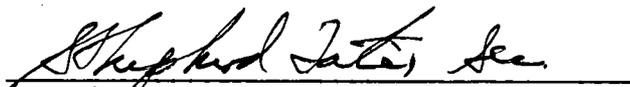
Granville Davis, Chairman
Robert L. Amy, Professor of Biology
Douglas W. Hatfield, Associate Professor of History
Elisabeth Lunz, Associate Professor of English
Fred Neal, Professor of Philosophy and Religion

Bruce G. Allbright, Vice President, Student Government Association
Anne E. Brantley, President, Honor Council
Marmaduke Edmund Cain, President, Student Government Association

In the absence of Mr. Armstrong, Chairman of the Presidential Selection Committee, the Chairman made a brief review of the various candidates who are being considered by the Committee.

The Chairman reminded the Board that its next meeting will be on Wednesday and Thursday, March 14 and 15, 1973.

There being no further business to come before the meeting, the meeting was adjourned at 11:40 A.M.


S. Shepherd Tate, Secretary

ANNUAL REPORT OF THE PRESIDENT, 1971-1972

(A Summary Statement)

TO: Members of the Board of Trustees

Ladies and Gentlemen, it is an honor and pleasure to present to you the report of the President of Southwestern At Memphis.

In the mid-sixties Southwestern's position in higher education was recognized by The Ford Foundation when it described the college as "a regional center of excellence." Such an impartial observation takes its place beside the more traditional ways of measuring an institution's worth including the testimony of the lives of its alumni. Southwestern is not an institution seeking to become worthy of the name "college." To know Southwestern is to know what the term "college" means.

While meeting or surpassing all standards for accredited colleges, Southwestern has also become distinctive in several ways.

Southwestern gives emphasis to the liberal arts - now more than ever relevant to the contemporary scene.

Southwestern consciously tackles the important questions and concerns of urban life, such as the life of the city which is its home.

Southwestern reaffirms in contemporary terms the values inherent in its traditional relationship with the church.

Southwestern demonstrates a commitment to reasoned innovation in all areas of collegiate life.

Southwestern stresses the importance of each individual student, underscoring this by expanding his role in campus governance and in shaping his own academic career.

Southwestern possesses stability - as seen in faculty tenure, student retention, and growth of resources, and as symbolized by a campus of exceptional permanence and beauty.

Southwestern has an able body of alumni with broad interests, actively contributing to the professional, civic, religious, and cultural life of their communities, and increasingly loyal to their alma mater.

Southwestern has introduced advanced planning techniques to ensure a careful, open, rational, and responsive movement into the future.

A Liberal Arts College Both Traditional and Relevant

No generation gap exists at Southwestern where the value of a liberal arts education is perennially considered. Turn to Southwestern's graduates in business, industry, the professions, government, education and the arts and one will find that they place a high value on liberal arts education. Turn to student critics of the modern university and one will find that what they seek in education is a free and productive interaction of minds and a recognition that education cannot ignore values--two marks of liberal arts education.

Liberal arts is the educational mission of Southwestern At Memphis: liberating the mind, igniting a spirit of inquiry that will increase knowledge of oneself and one's universe. What greater contribution to society than to produce persons able calmly to seek a solution to an unexpected problem, to surmount rapid change with equanimity, to lead or govern with both force and fairness!

Liberal arts education requires a certain style, setting, and system in a college. The style must emphasize that life is now being lived-- in the college, among faculty and student friends, with real opportunities for decisions and contributions--as over against the view that life is "out there" waiting to be lived until the student leaves to "earn a living." Reality and participation are aspects of the style of campus life at Southwestern, helping the student to develop creative ways to use time and energy-- learn about himself while learning other things.

The setting for liberal arts education must be marked by human scale and ample chances for developing one's humanity, gaining appreciation for other persons, and coming in contact with man's best expressions of talent, creativity, and insight into the spirit. The small size of Southwestern, its high ratio of faculty to students, plenty of access to books, laboratory equipment, the outdoors, and the city beyond the campus, all contribute to a liberating education. Its beautiful, wooded, one hundred acre campus in mid-Memphis, its 1000 students and 100 teachers, its library of 140,000 books, spacious laboratories for science and studios for art, are evidence that Southwestern provides this setting.

The system of a true liberal arts college must be an open and responsive one, like Southwestern's. Southwestern's curriculum retains the traditional virtues of an education in breadth by requiring students to do work in each of four areas: the Humanities, Natural Sciences, Social Sciences, Arts and Communication. But the true bases of an effective education are personal motivation and proper academic counselling, which Southwestern seeks to provide from the very beginning of the college experience. A system of Freshman Colloquia brings each entering student together with ten others in an open-ended investigation of a topic chosen by them, under the leadership of a professor who also serves as faculty advisor to each of these students. A familiar faculty/student relationship is thereby encouraged to give support to the student in the choices he must make of academic courses fitting his own needs. This freshman "system" also immerses the student in new ways of learning, taking part in a small group, studying a topic not easily branded with a traditional academic label such as "English" or "History." With this introduction to independent study and interdisciplinary work so early in his career (alongside more traditional course work), one would expect

the Southwestern student to desire other such learning experiences later. Such is the case - for this "innovation" of the past several years grew out of and has now increased interest in Southwestern's traditional opportunities for independent study, such as the tutorial plan, borrowed from Britain's Oxford and Cambridge Universities, which took hold as a distinctive Southwestern feature in the early 1930's.

Emphasis on the liberal arts gives strength to specialized work in a major field at Southwestern, rather than undercutting it. Both professors and students recognize the value of exploring in depth a major subject - why else the development of a faculty of whom 75% have the highest academic degree (Ph.D.) given in their field of specialization, and the purchase of sophisticated equipment to which undergraduate majors have access in their own studies and research? By avoiding the technical or professional school approach to learning, however, Southwestern underscores that its own aim as a college is to promote life-long devotion to study and learning and to prepare persons to meet the future with flexibility of mind and spirit. When a student with this liberal arts orientation acquires a mastery of a special field, on a level appropriate to the Bachelor's Degree, he has a preparation the relevance of which cannot possibly be questioned.

An Urban Liberal Arts College

The relocation of Southwestern in Memphis in 1925 after 77 years in Clarksville, Tennessee, was the result of a considered decision by the late President Charles E. Diehl and his associates. This decision united a prophetic recognition that urban society would carry the mainstream of American life with a wise belief that liberal education should occur in the mainstream of life.

The succeeding years have displayed the wisdom of that choice. Not only are students from a wide area attracted to their region's metropolis, strengthening the college's appeal, but unique educational opportunities exist in the city. Southwestern has, in fact, a great laboratory at its doorstep and takes advantage of the many special educational opportunities of the metropolitan region.

Just as important as specific learning experiences in the city are the chances for students to acquire knowledge by service. Under the student-directed Kinney Program, upwards of 200 Southwestern students annually volunteer their time in social service projects in hospitals, schools, and social welfare agencies, or work beside Memphians on jobs or in intern work/study situations. Faculty, staff, and students participate in governmental and civic councils and committees, and civic leaders in turn find enlightenment and creative outlets in programs sponsored by the Center for Continuing Education at Southwestern, a community-service arm of the college which has enrolled as many as 2400 citizens a year in its non-credit courses since Southwestern first began making such experiences available in the 1940's.

Southwestern aims, as part of the educational service it provides, to make positive contributions to the city and region in which it is located and to acquaint its students in as great depth as possible with the force of urbanization that increasingly affects the lives of all of us. Just as

this college has in the past produced leaders in the professions, business, and the church, it now aims to graduate men and women who can help make our enlarging cities liveable.

A Liberal Arts College with a Christian Tradition

The religious tradition in which Southwestern stands provides for it an understanding of the dignity and worth of the human individual. Made in the image of God and accountable to God, the individual is endowed with reason, conscience, and the power of choice. Men and women should be able to make the most of their abilities and opportunities. This understanding is the bedrock on which Southwestern's conception of higher education rests.

Southwestern's mission of service began well over a century ago when Presbyterians of the Old Southwest united to help provide higher education for their region's future leaders. This Christian orientation has never been sectarian. Southwestern has welcomed and continues to welcome persons of all religious persuasions and imposes no religious obligations upon them.

Southwestern sees its Christian tradition as a guarantee of freedom from any power or principality which might seek to obstruct the pursuit of truth. Southwestern has found in its Christian tradition an obligation to seek the truth, wherever that search might lead. Moreover, the Christian tradition has been seen by the college as obligating it to show a deep concern and responsibility for God's world, hence the widespread student interest in fields such as ecology, urban affairs, religion and indeed the whole panorama of learning. It keeps Southwestern from being able to view itself as an ivory tower into which teachers and students may withdraw. What both students and teachers do at the college is to be judged by its relevance and service to the world in which they live.

The Synods of the Presbyterian Church, U.S., which assist the college with their support, guarantee its integrity as an educational institution by entrusting its governance to a Board of Trustees, twenty of whom are elected by the synods and eighteen by the Board itself. Southwestern's freedom as a place of inquiry and liberal arts learning has been displayed clearly by a very healthy and unfettering relationship between the church and the college.

In pursuing its own proper ends as a college, Southwestern will continue to give attention in appropriate ways to the church's problems, issues and opportunities, and to serve the church in many of the same ways that it serves the community at large, by research, teaching, continuing education, and availability for consultation. Students and faculty are encouraged to consider and give expression to religious and moral impulses through study, concern with social and moral issues, volunteer service projects, and through practicing their faith.

A Liberal Arts College Committed to Reasoned Innovation

Southwestern is committed to making learning happen. Therefore, it not only accepts the inevitability of change but has consciously adopted an innovative point of view. As an institution committed to reason, it does not value innovation simply for the sake of innovation, but has determined that flexibility in educational policy and methods is essential to the intellectual and personal well-being of its faculty and students.

In order to be and remain contemporary, Southwestern has sought to meld its own time-tested ways with new ideas and approaches from the arts, sciences, professions, business, and industry. The courses which make up Southwestern's educational program are not static or pre-packaged but are continually being adapted to take advantage of improved methods of teaching, new approaches to questions, and new insights into what problems need urgent attention. Research is vigorously encouraged in order that faculty members may be part of the mainstream of creative scholarly endeavor. A faculty member is permitted a full opportunity to experiment, subject to the judgment of his peers. Intellectual ferment is fostered through interdepartmental cooperation and through the initiative granted to students to propose to faculty members Directed Inquiry projects which they desire to pursue.

Several educational formats are popular at Southwestern, for example: small group discussion courses that focus on modern interests and ideas, as one finds in the Freshman Colloquia; the team-taught interdepartmental course "Man in the Light of History and Religion" that traces man's intellectual and social development through varying eras and cultures; traditional lecture courses; laboratory classes; creative exercises in art and music; and the Honors Program which provides a means and degree of recognition for seniors who indicate ability to pursue advanced independent research in their major field.

Southwestern has shown innovation in its creation of a more efficient yearly academic calendar. Its novel three-term system (twelve weeks in the fall, twelve weeks in the winter and spring, and six weeks in the late spring) was devised after considerable study by the faculty and has been tested and reapproved by both students and faculty. It allows the year to be punctuated with natural breaks around Christmas and Easter, and affords a six-week period just before summer for flexible use, in either traditional or experimental academic enterprises. During this short term independent study, on or off campus, in local research facilities, or abroad, is encouraged. Southwestern intends to continue to experiment with ways to use time and space, to provide more efficiently and effectively the kind of high quality, undergraduate liberal arts education for which it is noted.

A Liberal Arts College which Fosters Individuality

Southwestern has a long and honorable record of fostering the student's individual pursuit of knowledge in depth according to his own particular interests. In the late 1920's, Southwestern inaugurated the Honors Program, affording seniors intensive work on a chosen topic. In the early 1930's Southwestern began to offer the Tutorial Plan of individual study. More recently individualized study has been afforded also by the Directed Inquiry option, allowing nearly any student the chance to pursue a topic of his own

choosing, under faculty guidance. In addition, nearly all Southwestern classes are small, affording each student the maximum degree of individual involvement.

Southwestern's recognition of the importance of each individual student is underscored not only by individual study opportunities but by the student's expanded role in campus governance and in the shaping of his own college career. To a high degree, students participate in the development of their own educational program, and student participation in the organization and control of the common affairs of the college has long been a recognized principle. For over half a century Southwestern students have managed the honorable conduct of research and examinations and maintained honesty in official matters through an Honor System, directed by the student Honor Council. Decades of positive experience with this expression of student autonomy led to an expansion of the role of students in governance of residence halls, the student center, and student social affairs. Within the last decade, faculty members have chosen to add student members to their committees. On the basis of good experience at this level of responsibility the Board of Trustees of Southwestern recently added three students, as well as three faculty members, to the Board, though without the vote.

In Memphis and in the other communities from which Southwestern's students come, thousands of college-age men and women are working daily in business and industry, shouldering responsibilities for their work performance and their personal lives. Southwestern has found it both appropriate and encouraging to entrust to the student citizens of its campus community an increasing role in shaping their daily lives, relationships, and educational careers. Such involvement removes the unreality of the college years and makes it clear that the student is even now living a responsible life and not simply getting ready for one. The faculty and administration have been gratified by the way in which students of Southwestern have kept their trust while experiencing their individuality.

A Liberal Arts College of Unusual Stability

Southwestern's campus symbolizes the college's stability and permanence. The collegiate Gothic architecture which Southwestern chose as its unifying design when it moved to Memphis in the 1920's has maintained its aesthetic appeal through the ups and downs of half a century of fashion. Constructed of Arkansas sandstone, Vermont slate, with leaded glass windows, Southwestern's twenty-two permanent buildings were built for centuries of service and economical upkeep. The campus conveys an air of stability and beauty which seldom fails to occasion comment by visitors.

The first impression of stability which one gains from the Southwestern campus is supported by a list of consistent allegiances and firm statistical evidence of the college's stability.

The Students:

Enrollment at Southwestern has been marked by steady but careful growth, rather than by capricious peaking and dipping.

Southwestern has retained an ever increasing percentage of the very able students it attracts for the four full years of their education. An average of 90% of those able to return from the preceding spring enroll the next fall.

Desire to live in the residence halls on campus has remained constant and strong among Southwestern students.

During an era of turmoil nationally, relationships between students and Southwestern's administration and faculty have been colored by the presence of strong and able representatives in both groups. These constituent parts of the Southwestern community have avoided rancor and polarization, being marked instead by stable progress toward helpful cooperation.

Southwestern has enrolled both men and women students for over 50 years, the balance having ranged in recent years from between 60% male and 40% female to an almost even division between men and women.

Despite changing fortunes nationally and changing status on the student scene, national social fraternities and sororities have maintained chapters and lodges at Southwestern for over 50 years, and have shown increasing willingness to cooperate with the college in maintaining a healthy social life on campus.

A full slate of varsity and intramural athletics has been maintained through the years on a competitive basis, even though completely unsubsidized. Hard work at coaching and practice and eager volunteers for the teams have produced for Southwestern athletes an encouraging, stable record of more wins than losses.

Southwestern launched a program of volunteer community service by students many years before this became a fashionable cause, and has had such remarkable success with this program, the Kinney Program, that other colleges have taken it as a model of student community service.

The Faculty:

The superior faculty recruited to lead Southwestern's academic program has displayed a remarkable degree of loyalty. Turnover occasioned by professors choosing to leave is so low as to have created the enviable problem of a heavier concentration in the higher professorial ranks than in the lower.

The percentage of Southwestern's faculty holding the Ph.D. degree has remained at almost 75% for well over a decade.

Despite the fact that Southwestern's stress is on teaching undergraduates, each year is marked by scholarly books or articles being published by Southwestern professors.

Faculty have continued over the years to derive support for research projects from federal grants and private foundations, notably in the sciences.

Southwestern has been able to offer summer research grants to its faculty members on a competitive basis since 1946, thus stimulating their creative activity. For almost a decade this program has been supplemented by sabbatical leaves for tenured faculty, providing longer periods of faculty enrichment.

The Academic Program:

Faculty opinion, surveyed periodically, has overwhelmingly remained on the side of Southwestern's remaining an undergraduate college, taking an active role in community affairs.

For over a decade Southwestern's Physics Department, through its Laboratory of Atmospheric and Optical Physics, has launched and staffed expeditions to solar eclipses and other major research projects throughout the world. During the same period, Southwestern's Departments of Chemistry and Music have maintained special accreditation by their respective professional societies.

A quarter of a century of experience with team teaching of interdisciplinary courses has caused Southwestern to be used as a model by other institutions beginning much later to experiment with this teaching method.

Continuing education experiences have been offered by Southwestern to civic leaders and other interested persons in the Mid-South for over 25 years.

Phi Beta Kappa, America's most distinguished honor society, has recognized the quality of Southwestern's program by the presence of a chapter on campus for almost 25 years; Omicron Delta Kappa, leadership society, for 45 years.

Support for Southwestern:

Southwestern's endowment has shown growth and stability over the years, growing from a few thousand in 1925 to 10,500,000 in 1972.

Annual gifts from 1,479 donors in 1968-69 aggregating \$199,043.23 have increased to 3,806 donors giving an aggregate of \$295,962.68 in 1971-72 (*)

Southwestern has continued to be related to and supported by the same regional units of the Presbyterian Church U.S. for right at a century.

Alumni loyalty to Southwestern has shown remarkable stability, and gifts from alumni have increased dramatically over the years, from \$33,129.23 in 1968-69 to \$95,397.92 in 1971-1972. Alumni donors in 1968-69 numbered 1,068 individuals while they numbered 3,111 in 1971-72. (*)

* Exclusive of Ford Foundation Challenge Gifts

Support of Southwestern from the business and professional community of Memphis has been and remains strong, and has served as a steadying factor for the college. It has grown from \$62,108.55 in 1968-69 to \$87,707 in 1971 (*)

Careful Planning for the Future

Institutional stability can be present in a static situation; innovation in an institution can occur as an unreasoned, forced response to events. Southwestern claims to have the characteristics of both stability and reasoned innovation, a combination which does not occur by chance but only on the basis of hard work, skill, and cooperative planning.

A look at the college reveals the following procedures for careful planning:

Academic Planning. The Southwestern Faculty, led by the Dean of the College, engages in a constant review of the educational program of the college and how it can be improved to meet changing needs. The Educational Development Committee is charged with studying new ways of learning found effective elsewhere in the nation and receiving suggestions for better ways to manage Southwestern's educational program. Several of its proposals have been warmly received in recent years. The Curriculum Committee deals with specific changes requested by professors and academic departments, having the power of reviewing and altering these before submitting them to the full faculty for final action. With student and administrative participation being present and welcomed all along the way, a careful but responsive process exists for academic planning.

Program Planning: Plans for academic affairs naturally impinge on and are affected by planning of other aspects of the college's program. In order to draw together all types of planning, a coordinated system of program planning has recently been introduced, giving Southwestern one of the more modern and businesslike college operations in America. Two key groups are involved in the program-planning process: (1) the Planning Committee, which is the President's seven-man cabinet, determines overall goals and objectives and reviews recommendations of (2) the Analytical Studies Committee (composed of four elected faculty, a student, the college Business Manager and the college Planning Director), which reviews all departmental or divisional proposals and budgets in the light of income projections and college goals and objectives. Such a process of review and recommendation provides an opportunity for democratic representation of views to take place in a studious atmosphere and for a long-range program and budget picture to emerge. Final management authority, of course, rests with the President; and ultimate control of the institution is in the hands of its thirty-eight member Board of Trustees.

Financial Planning: Financial Planning has three fronts--management of the endowment and other investment assets, budget management, and planned improvement of support for Southwestern.

Investment planning is under the direct control of Southwestern's Investment Committee. This eight-man group, elected by the Board of Trustees, is composed of some of the Mid-South's top investment analysts

*Exclusive of Ford Foundation Challenge Gifts

and managers. This committee determines policy and makes long-range plans, but for several years it has committed day-to-day management of investments to the United States Trust Company of New York. One long-range decision, in operation since 1968, is the total-return concept, under which part of the capital growth of the endowment is able to contribute to the college's annual operation. Allowing greater investment in growth securities than was possible when only the endowment's income, strictly interpreted, might be used for this purpose. Southwestern was among the first American colleges to adopt this plan, and its experience has been very good under it. The endowment has grown in value since 1968 from approximately an \$3,000,000 level to over \$10,000,000 level. At present Southwestern receives five percent return on its endowment annually, on the value as of July 1.

Budget planning is intimately related to the program-planning process. Administratively it is under the direction of the college's Treasurer. Oversight is exercised by the Finance Committee of the Board of Trustees, to whom annual budgets, audits, and monthly variance analyses are submitted for on-going information and approval.

Southwestern's Office of Development has charge of planning for improvement of financial support for the college. Its Director--along with the Directors of Annual Giving and Deferred Gifts--work closely with the Board of Trustees' Committee on Development and Institutional Advancement. Southwestern has had a long way to go to achieve a level of support equal to that of comparable institutions. While it still has far to go, progress has been extremely encouraging. The rapid improvement in alumni giving, for example, won for Southwestern a special award in 1972 from the American Alumni Council. The encouragement of deferred gifts (bequests, life income contracts, etc.) by the college, marked by the appointment of a Director of Deferred Gifts in March, 1972, recognizes the important place such gifts have had in Southwestern's past growth and offers assistance to those disposed to help the college in these ways in the future. Annual giving by church bodies, alumni, businesses, foundations, and other friends of the college has maintained stability and in several quarters is showing significant improvement. Planning for the college's future must include rapid advances in financial support of all types.

Goals for Southwestern At Memphis

The following statement represents the continuing platform of goals for Southwestern's president and chief administrative officers. It was prepared by the members of the administrative cabinet in order to provide a foundation for the program-planning process launched at the college in fall, 1971. The items are not ranked in any order of priority.

Statement of Goals: 1970-1980

With a fundamental assumption of the necessity for financial stability and solvency for the college's permanent operation, and the understanding that financial factors will weigh in the consideration for implementation of all programs and policies, nine broad goals for the 1970's have been selected as of overriding importance to the college.

1. The college will grow at a rate commensurate with maintaining quality in its student body, educational program, and human relationships.
2. The college will maintain maximum opportunities for students to learn by means of a contemporary and flexible curriculum.
3. The college will continue to secure faculty members with distinguished ability in teaching and research and seek to foster their continuing professional development.
4. The college will give students major responsibility for designing and planning their academic careers.
5. The college will stress to all students the importance of continuing their education throughout life.
6. The college will bring to students the inspiration and intellectual stimulation of performances and creative opportunities in the arts.
7. The college will provide increased opportunities for students to interrelate studies on campus with realistic life-work situations in the community.
8. The college will encourage responsible student autonomy and self-government.
9. The college will provide the atmosphere within which each student may develop a sense of values and ethics that is relevant to the individual and to his relationships with others.

Operating Objectives at Southwestern At Memphis

After determining the goals for the college listed above, the president's cabinet considered objectives as part of the program-planning process. Once again these items do not appear in order of priority. While in many ways similar to and overlapping the goals, they provide a statement of more immediacy. The objectives should be regarded as an indication of short-range intentions of the college, for instance for the next one to three years, whereas the goals are the longer-range intentions.

1. To establish a balanced budget while meeting the goals of the college.
2. To increase the student body size without a proportional increase in costs.
3. To assist in establishing financial stability at the college by increasing the flow of large amounts of gift money into the college.
4. To maintain morale and working efficiency of the faculty and staff, to give appropriate salary increases, and to insure fairness in working conditions.

5. To increase the quality and efficiency of instructional programs.
6. To continue to maintain buildings, grounds, and equipment at an acceptable level in order to preserve the aesthetic and functional qualities of the campus.
7. To meet the needs of the students through appropriate facilities, services, and extracurricular activities.
8. To achieve greater understanding and support of Southwestern by its constituency.

The Alumni of Southwestern

Since Southwestern has throughout its history been a small liberal arts college, one would not expect its alumni to be numerically significant in the population. On the other hand, if the college's program has been effective, the alumni should be occupying positions of leadership and service in their communities. Both of these expectations are, in fact, borne out by evidence.

In Memphis, the city which is Southwestern's home, the college's alumni are relatively significant numerically. The 3,000 alumni in Memphis constitute 4% of the college-educated population of the city. Of Memphians who received their education in a liberal arts college they may compose as high as 20%. Southwestern's impact on its home community and on its region generally is not at all in proportion to the numbers of alumni residing there, of course. It is due instead to the predominance of leadership and service careers which are chosen by Southwestern alumni. Many of the women who make up 48% of Southwestern's alumni naturally do not become identified with careers because they devote themselves to their families. However, many of these women graduates render distinguished service in civic life, service positions, and church affairs. About half the alumni, male and female, are below the age of 40, and hence would not have moved into the public eye in positions of leadership, in the ordinary course of affairs. Some 850 men in Memphis, between the ages of 40 and 65, are Southwestern alumni. This relatively small figure may prove surprising when compared with the number of important positions in business, professional, and civic life that are held by Southwestern alumni. Southwestern alumni are found on governmental councils, on boards and in executive offices of business and financial institutions, active in religious leadership and strongly represented in the professions. Law and medicine in Memphis are practiced by a significant number of Southwestern alumni.

Nationally, Southwestern's alumni have followed similar vocational patterns. Many have gone from the college to graduate or professional school--an average of sixty percent of the men in recent years. Law, health professions, teaching, church vocations and business professions have attracted more and more Southwestern graduates.

Vocational patterns of the husbands of those among the 4021 women alumni who are married are thought to be similar to those of the college's 4389 male alumni. There are, by the way, 800 couples in which both husband and wife are Southwestern alumni. Volunteer involvement in civic affairs,

cultural life, the church, and community improvement is impossible to document, but one gets the impression that the alumni of Southwestern as a body are humane, involved, self-motivated persons, the sort frequently at the forefront of good causes.

Southwestern's students have come largely from the South. The college's mission to play a role in providing an educated leadership for its region seems to have been fulfilled, insofar as geographical distribution of alumni is concerned. Tennessee is home for 42% of Southwestern's alumni. The rest of the Southeast has been chosen as the place of work and residence by another 25%. The South, west of the Mississippi River, contains 15% of the college's alumni. The Northeast has 6-1/2%; the Midwest 4-1/2% and the Far West 4%--or a total in these three areas of 15% of the alumni.

The distribution of its alumni nationally is wider in extent than the distribution of areas from which Southwestern's students have come, certainly during many of the earlier years of the college's history. This indicates that the education they received at Southwestern and the ambition that was kindled have proved helpful in carrying many alumni out of the area of their birth in the conduct of their careers. However, with 80% of the alumni remaining in a 15 state area of the southern United States, Southwestern clearly has rendered a positive educational service to its own home region.

Of some interest and importance is this list of states in which at least 100 Southwestern alumni live, in order numerically; Tennessee, Mississippi, Texas, Arkansas, Alabama, Louisiana, Florida, Georgia, California, Virginia, North Carolina, New York, New Jersey, Missouri, Kentucky, and Illinois.

The following list indicates the age distribution of Southwestern's alumni:

SOUTHWESTERN ALUMNI		
Age	Percent of Alumni	Number of Alumni
22-25	10.3	917
26-29	17.0	1486
30-34	13.1	1139
35-39	9.6	841
40-44	11.4	995
45-49	9.6	834
50-54	8.4	730
55-59	7.2	628
60-64	6.8	592
65-	6.4	558
	99.8	8720

It is the college's hope that increasingly, wherever one may go, if something valuable is being done someone among the group doing it will be able to say "I went to Southwestern."

Where Southwestern stands today

These data and comments that I have presented should indicate clearly that Southwestern is today a strong liberal arts college. Its commitment to superior teaching and reasoned educational innovation have caused it to continue to be attractive to both students and their parents, as revealed by the stable pattern of enrollment and high caliber of students. The level of interest and support from its constituency is high and growing. Southwestern has a productive faculty of recognized competence, 75 percent of whose members hold the highest academic degree, the earned doctorate. The equipment with which they work and which is available to students is almost unparalleled in quality in any similar institution. Science laboratories and art studios are new and well equipped. Unusually sophisticated equipment is available on campus in the sciences. The college's library resources are recognized as outstanding for a liberal arts college. Southwestern's administration is a dedicated group, well qualified and modern in outlook, seeking to utilize advanced management methods in a personalized, open administrative situation. The Board of Trustees is strong and active. Both the administration and the Board are committed to the principle of sound fiscal operation. Operating deficits, which began during a period of rapid expansion in the mid 60's, have been reduced with care and without sacrificing any vital college programs, to a point where a balanced budget is both a possibility and a requirement.

Southwestern today displays in abundance all the attributes of a high quality liberal arts college. Its principal weakness is that its excellent program is so inadequately secured by endowment resources. In the preceding decade, Southwestern's development of program, staff, and physical facilities was made at the expense of its developing substantial endowment. The time has come for a forthright appeal for vastly augmented funds. The college is eminently worthy of such shoring up. Its traditions and contributions are something which any person of reflection and means would want to see made stable and permanent. Southwestern's comparative position in terms of endowment of its program is notoriously weaker than that of nearly all of the colleges in whose "league" Southwestern is usually placed. Southwestern's current endowment is estimated to be \$10,500,000, whereas that of Washington and Lee is \$20,491,673; the University of the South (Sewanee) is \$23,319,993; Davidson College is \$19,147,796 plus a share of the Duke Endowment; Agnes Scott College is \$29,689,468; the College of Wooster has \$14,611,579; Middlebury College has \$21,715,443; Macalester College has \$30,550,743; Lafayette College has \$41,189,181; Grinnell College has \$16,001,749; and Furman College has \$17,089,744.* It should be obvious that the remarkable achievement Southwestern has made and the strong program it currently maintains have been brought into being at great odds, comparatively speaking, and it maintains today a rather perilous existence.

It is now the moment for persons who see the value to American Society and to their own communities of persons educated in the free, private, liberal arts college to step forward and help underwrite the mission and program of one of the best of these colleges to be found in the United States. That it is found in their own community or geographical area and that it has educated persons known to them should be added cause for their support. The valid argument that colleges like Southwestern are in peril

*Source: Council for Financial Aid to Education, May 1972

of going under unless they are more substantially endowed is not without significance. The Board and administration and faculty and students of Southwestern have every intention of seeing the college continue to prosper in its educational endeavors. But they cannot cause this to happen without strong swift support from friends who share their intention.

William L. Bowden
President

October, 1972

I wish to acknowledge the very large help of Dr. Julius Melton in preparing this statement.

Board of Trustees Committee personnel to serve through October 1972 meeting:

BUILDINGS AND GROUNDS:

Board members - Russel S. Wilkinson, Chairman; L. Palmer Brown, John H. Stennis,
Sidney A. Stewart, Jr., Walk C. Jones III, Belin V. Bodie,
David H. Edington, Jr.

Faculty members - Albert M. Johnson, Librarian; Lawrence K. Anthony

Student members - F. Clark Williams, Jr., President, Briggs Student Center
H. Galloway Beck

ex officio - Fred Young, Business Manager
Roy Twaddle, Superintendent of Maintenance

DEVELOPMENT AND INSTITUTIONAL PLANNING:

Board members - Mrs. David K. Wilson, Chairman; Jefferson Davis, Mrs. Lee D. McLean,
Orrick Metcalfe, Edmund Orgill, J.A. Thompson, Spence L. Wilson

Faculty members - G. Kenneth Williams and Richard A. Batey

Student members - Bruce G. Allbright, Vice President, Student Government Association
Ann M. Chamberlain, Commissioner, Women's Undergraduate Board

ex officio - A.P. Perkinson, Director of Development
Loyd C. Templeton, Director for Institutional Advancement
Julius W. Melton, Director of Deferred Gifts

FACULTY:

Board members - John W. Wade, Chairman; Paul Tudor Jones, Michael McDonnell,
Mrs. Frank M. Mitchener, Jr., Kenneth G. Phifer, Morton D. Prouty,
S. Shepherd Tate

Faculty members - Richard D. Gilliom, William Larry Lacy, Jack U. Russell,
Gordon D. Southard, Bernice Williams

Student member - Mark Lester - Editor, Southwestern Journal

ex officio - Robert G. Patterson, Dean of the College
Marshall P. Jones, Associate Dean of the College

FINANCE:

Board members - Wayne W. Pyeatt, Chairman; John H. Bryan, Jr., Edward M. Carmouche,
C.B. Harrison, William W. Mitchell, W.C. Rasberry, H.C. Unruh

Faculty members - Frank Thomas Cloar, Douglas W. Hatfield, Donald W. Tucker

Student members - Duke Cain, President, Student Government Association
Jane S. Howze, Treasurer, Student Government Association

ex officio - Robert D. McCallum, Chairman, Board of Trustees
A. Van Pritchartt, Acting President
Treasurer

STUDENTS AND EDUCATIONAL PROGRAM:

Board members - Walter P. Armstrong, Jr., Chairman; Stanley J. Buckman, William H.
Dale, Sterling J. Edwards, Jr., Dan F. Goodwin, Jr., W. Neely
Mallory, Park H. Moore, Jr.

Faculty members - James C. Lanier, John L. Streete

Student members - Jamie M. Bibee, Education Commissioner

Brant Copeland, Student representative on Board of Trustees

ex officio - Charles I. Diehl, Dean of Men
Mrs. Anne Marie Williford, Dean of Women

HONORARY DEGREES:

Board members - Walter P. Armstrong, Jr., Russel Wilkinson, Paul T. Jones,
A. Van Pritchartt, Robert McCallum

Faculty members - Granville D. Davis, Ralph C. Hon

Student member - Anne E. Brantley, President, Honor Council

Report of Committee on Buildings and Grounds, October 18, 1972

Present: Russel S. Wilkinson, Chairman, Sidney A. Stewart, Walk C. Jones III, Belin V. Bodie, and David H. Edington, Jr. from the Board of Trustees, Lawrence K. Anthony and Albert M. Johnson from the Faculty F. Clark Williams, Jr. and H. Galloway Beck from the Student Body Fred E. Young, Jr. and Roy R. Twaddle, Jr., members, ex officio

The meeting was called to order at 3:20 P.M. in Room 300 of Clough Hall.

The first item of business dealt with a discussion of the present housing of the Black Students Association in the Briggs Student Center. Both student members reported that the quarters are completely inadequate for the activities of the B.S.A. It was demonstrated that any attempt to enlarge or remodel the present assigned space would not be feasible. After a discussion of other possible locations on the campus, Chairman Wilkinson appointed a committee to be composed of H. Galloway Beck, F. Clark Williams, Jr., Roy R. Twaddle, Jr., and Fred E. Young, Jr. to confer with members of the Black Students Association in an investigation of all possible locations on the campus, and to report their findings and recommendations as soon as possible to the Executive Committee of the Board of Trustees.

Mr. Wilkinson informed the Committee that he had been unable to dispose of the Overton Park Avenue property at the originally proposed price of \$180,000. He read to the Committee an offer from Mr. Charles Snead to purchase the property for \$150,000 with \$70,000 to be paid in cash and the remaining \$80,000 to be made as a loan with no interest for five years. It was the opinion of the Committee that the offer as stated was not acceptable. Mr. Wilkinson then proposed that the Committee recommend to the Board of Trustees that the property be sold to Mr. Snead and his associates if the following terms can be arranged: \$70,000 in cash with the remaining \$80,000 to be amortized over a period of ten years at 4% interest and that this should be secured by a mortgage on the property. The Committee concurred in Mr. Wilkinson's proposal.

The Committee had previously recommended that better lighting be provided in the area behind the sorority houses. Since nothing has been done to date, it was recommended that prices be obtained from the Memphis Light, Gas & Water Division for the installation of mercury lights and that the sororities be asked to bear the expense of maintaining such lighting.

Mr. Twaddle reported that the leaks in the Science Building were no longer a problem. He also reported on the work now in progress that will eliminate the drainage inadequacy in the basement of Voorhies Hall.

Mr. Young suggested the possible need for additional parking in the area formerly occupied by the temporary buildings. It was the opinion of the Committee that instead of creating additional parking space, the students should be encouraged to make use of the existing space near the gymnasium.

Mr. Twaddle asked for authority to make some minor adjustments to the driveway around the site of the former temporary buildings. The Committee moved that the necessary work be accomplished in accordance with the original plan for the roadway.

There being no further business, the meeting was adjourned at 4:20 P.M.

Report of the Committee on Development and Institutional Planning
to the Board of Trustees, October 19, 1972

The Committee met from 3:20 to 4:50 on Wednesday afternoon, October 18, 1972, on the Southwestern campus. The following persons were in attendance:

Board members - Mrs. Lee D. McLean, Acting Chairman; Orrick Metcalfe,
Edmund Orgill, J.A. Thompson, Spence L. Wilson
Faculty members - G. Kenneth Williams and Richard A. Batey
Student members - Bruce G. Allbright, Vice President, Student Government Assn.
Ann M. Chamberlain, Commissioner, Women's Undergraduate Board
ex officio - A. P. Perkinson, Director of Development
Loyd C. Templeton, Director for Institutional Advancement
Julius W. Melton, Director of Deferred Gifts
Ronald Yarbrough, Director of Annual Giving
Visitor - David C. Ferner, Vice President and Secretary,
Frantzreb & Pray Associates, Inc., Arlington, Virginia

Minutes of the Spring meeting were read for information.

Mr. Orgill raised a question concerning this committee's recommendation regarding alumni representation on the Board of Trustees which had been a part of the spring, 1972, report. He and other members expressed concern over the disposition of that recommendation. In order to clarify the matter the committee voted to request that the Board adopt the recommendation made by the Committee on Development and Institutional Planning in spring, 1972 regarding alumni representation on the Board. This will appear at the conclusion of these minutes under recommendations.

Mr. Templeton reported that sixteen alumni meetings were held during 1971-72 academic year. The plan is to delay such meetings during this year until spring in hopes that a new president may be introduced at some of these meetings at that time. Plans for Homecoming on October 27-28, 1972 were discussed. Mr. Templeton announced that he, Dr. Melton, and Mr. Yarbrough would work together to try to fill the gap created by Mr. Perkinson's departure for a new position on December 1, 1972. They will follow plans which he has developed for the several 1972-73 fund-raising efforts.

Mr. Perkinson reminded the committee of the three-part development program: annual giving, capital giving, and deferred giving. Undergirding the whole of this effort, he said, was a need for a professional consultant. The retaining of Frantzreb & Pray Associates, Inc. has been a step which was vitally needed and should prove to be a most important move. He recommended a delay in employment of a permanent Director of Development until a new president is chosen. Yet, for the sake of the college and the planned capital campaign such employment of a Director of Development needs to be done as soon as possible. Thus it appears to be imperative that the process of selection of a president proceed with dispatch. Mr. Yarbrough was introduced by Mr. Perkinson, with the comment that he had been on the job for six months as Director of Annual Giving. Mr. Yarbrough explained the plans for the annual fund operation for 1972-73. Stress this year is to be placed on a total goal for the entire annual fund rather than on separate goals for the constituent parts of that total campaign. The total goal for this year is \$345,000. Three challenge gifts were announced. These are designed to encourage alumni fund giving, in order to upgrade the level of giving and to attract new alumni donors.

Dr. Melton called attention to recent examples of deferred gift arrangements which have been worked out to the benefit of Southwestern by several donors. The need for development of operating procedures in the area of deferred giving is recognized as the next step which needs to be taken in this area of work.

David Ferner was introduced and made a number of remarks concerning his firm's intentions and hopes. He pointed out that the annual fund is basic to the support of an institution and must not be allowed to be eroded by a capital campaign, but rather must be maintained with strength. A deferred gifts program, he felt, was something which too many colleges had deferred implementing. This kind of program is the source of many, if not most endowment gifts for a college. It enables donors to consider larger gifts than they might have thought possible by providing them a continuation of income for life. A deferred gifts program in no way should be considered as a competitor to a capital giving program, but rather as a complement to it.

The feasibility study to be undertaken by Frantzreb and Pray was discussed. It is to begin October 31 through November 2, 1972, as a portion of phase I is undertaken. This will be an "internal audit," which is a survey of management readiness for a good capital campaign. In addition to this kind of study, prospect research on the top 100 or so prospects will begin. Work will go on simultaneously on developing a comprehensive case statement for the college to use in its capital campaign. The total feasibility study is crucial because this will no doubt be the greatest fund-raising effort in Southwestern's history.

Frantzreb and Pray plans to submit an interim report to the Board of Trustees through the Development committee, although the exact timetable is unclear at the moment. The external phase of the feasibility study is to be postponed until the new president is announced.

In response to questions it was pointed out that the feasibility study, in its external phase, will test the opinion of selected respondents regarding the plans, case, needs, and objectives of the college before a public campaign commences. It will also seek through confidential interviews to discover key prospective donors and to encourage such persons to assume leadership roles. In effect it will be a market test, enabling the campaign to proceed more realistically and successfully. The "internal audit" will include seeking the opinions of administrators, selected faculty, students, and Trustees.

Mr. Perkinson pointed out several values of a consultant to an institution, but emphasized the need for effective and frequent participation of the consultant in Board meetings, committee meetings, etc. A recommendation from this committee to the Board regarding this matter appears below.

Discussion of how students might become involved in raising money for projects important to them was referred back to the Development Office for consideration.

A question was raised concerning the wisdom of ceasing to have reunions of alumni classes after their 25th reunion. This was referred back to the institutional advancement office for consideration. The committee chairman introduced a motion, which was seconded by Professor Kenneth Williams, in behalf of the faculty according to Professor Williams, which commended Mr. Perkinson for his work through the past four years. A unanimous vote of thanks and best wishes was offered by the committee.

The following two formal recommendations are made by the committee to the Board of Trustees:

- (1) The committee on Development and Institutional Planning voted unanimously to request that the Board of Trustees adopt the recommendation made by this committee in spring 1972 regarding alumni representation on the Board, which is "That the Nominating Committee of the Board of Trustees be requested to seek recommendations from the Alumni Executive Council whenever the occasion arises to fill one of the three (3) non-synodical positions on the Board which the By-Laws require be held by alumni."
- (2) The committee on Development and Institutional Planning voted unanimously to request that the Board issue a formal invitation to Mr. Ferner and other representatives of Frantzreb and Pray who may be designated by him, to attend meetings of the Board of Trustees and any of its committees, including the Executive Committee, and that they be given access to all information regarding the college which they feel to be essential to the conduct of their study.

Report of Committee on Faculty, Board of Trustees, October 19, 1972

The Committee on Faculty of the Board of Trustees of Southwestern At Memphis met at approximately 3:20 P.M. on October 18, 1972, with Dean John W. Wade presiding. Other members present included the following:

Board - Mrs. Frank Mitchener, Jr., Dr. Kenneth Phifer, Mr. Shepherd Tate,
Dr. Paul Tudor Jones, Mr. Morton D. Prouty and Mr. Michael McDonnell
Faculty - Dr. Larry Lacy, Dr. Richard Gilliom, Dr. Gordon Southard, Dr. Jack
Russell and Dr. Bernice Williams
Student - Mark Lester
ex officio - Dean Robert G. Patterson

The reading of the minutes of the March meeting of the Committee on Faculty was dispensed with inasmuch as the Board had already accepted those minutes.

Upon recommendation by Dean Patterson, it was moved and passed that the Committee approve the following sabbatical leaves:

<u>Professor</u>	<u>Period</u>	<u>Activity</u>
Douglas W. Hatfield	III (72-73), I (73-74)	Research on the role of the Protestant churches in Germany during the <u>Kulturkampf</u> of the 1870's
Wm. Thomas Jolly	I, II, III (73-74)	Travel in Italy and Greece, related to the teaching of classics
James C. Lanier	II, III (73-74) & I (74-75)	Research on the Modifications of Social Democrats from 1945-1965
← Elisabeth Lunz	I, III (73-74)	Developing models for effective teaching in language arts
F. Michael McLain	I, II, III (73-74)	Research on the use of reason in contemporary theology
James E. Roper	III (72-73) & I (73-74)	1. Myth and symbols study 2. Research on history of Memphis
John L. Streete	I, II, III (73-74)	Research in astrophysics and solar physics
Charles O. Warren, Jr.	I, II, III (73-74)	Research in biochemical bases for growth and development

At the suggestion of Dean Patterson, the Committee gave brief consideration to some suggested changes in the proposed (1972) By-Laws concerning faculty that the Dean received from Mr. Orrick Metcalfe:

1. A question concerning the notice given to non-tenured faculty members who are not going to be retained was resolved by the consensus of the Committee that clarification of the wording of such notices should be sufficient and that Mr. Metcalfe's concern for student interests was understandable and would be taken into consideration by the Dean in such cases.

2. With reference to Mr. Metcalfe's suggestion that the statement (p.25, line 18) requiring faculty members to conform to all regulations of "the faculty or the Board" be changed to read "the faculty and the Board," the Committee tacitly agreed to leave the word "or."
3. With reference to Mr. Metcalfe's point that the nepotism clause (p.27, lines 13-14) was vague, the Dean reported that his comment to President Bowden on the matter referred to the Executive Order earlier this year and to the HEW guidelines regarding that Order. It was decided that the faculty representatives to the Committee would work out a statement for the spring meeting keeping in mind the HEW guidelines.
4. In regard to Mr. Metcalfe's question concerning maternity leaves (p. 27, line 21) -- what happens if the mother chooses not to return at the end of the year? -- the Committee agreed that to detail procedures for all contingencies was inadvisable and that the Dean's office should continue to handle such matters as it has been doing.

Dr. Russell raised the question of the desirability of more direct communication between the Board and the faculty, particularly with reference to the recent sequence of events. Dean Wade and others on the Committee assured the faculty members present that the situation had been handled with "appropriate consideration for the interests of all parties concerned"; that the Board is moving toward a statement to the entire Southwestern community about the events in question that should clarify the issues and answer most questions about all sides.

Mr. McDonnell raised the question of the advisability of seeking funds for specific projects (e.g., a chair in creative writing and a journal) for Southwestern. The general reaction was that at present most colleges are in need of funds for existing programs and that such special concerns had best be set aside.

Under pressure of time, there being another meeting scheduled at 4:30 P.M., the meeting was adjourned.

INCOME AND EXPENSE ANALYSIS
SOUTHWESTERN AT MEMPHIS
September, 1972
(In Thousands of Dollars)

	-----Month-----		-----Year to Date-----			Variance Between Actual and Budget Year to Date <u>1972-73</u>
	September, 1972		Actual	Budget	Actual	
	<u>Actual</u>	<u>Budget</u>	<u>1971-72</u>	<u>1972-73</u>	<u>1972-73</u>	
INCOME:						
Tuition and Fees	\$ 328	\$ 165	\$ 949	\$ 495	\$ 1,034	\$ 539
Endowment Income	3	38	57	114	40	(74)
Benevolences	8	14	31	42	25	(17)
Annual Support	4	23	25	69	26	(43)
Other Gifts and Grants	13	29	15	87	13	(74)
Auxiliary Enterprises	72	62	357	186	365	179
Student Aid (Endowment)	<u>3</u>	<u>5</u>	<u>7</u>	<u>15</u>	<u>8</u>	<u>(7)</u>
TOTAL INCOME	<u>\$ 431</u>	<u>\$ 336</u>	<u>\$ 1,441</u>	<u>\$1,008</u>	<u>\$1,511</u>	<u>503</u>
EXPENSE:						
Board Meetings				\$ 2		\$ (2)
Presidents Office	\$ 4	\$ 8	\$ 17	24	\$ 15	(9)
Business Office	21	20	40	60	44	(16)
Student Services	19	21	52	62	48	(14)
Development Office	15	16	34	48	42	(6)
Dean of College	10	9	20	27	22	(5)
Humanities	57	53	132	159	70	(89)
Social Sciences	25	21	51	62	34	(28)
Natural Sciences	40	35	94	105	52	(53)
Interdepartmental & Curricular Experiments	1		17	2	1	(1)
Computer Center	3	4	5	12	8	(4)
Athletics	15	14	45	42	31	(11)
Guidance Counseling	2	3	3	9	4	(5)
Continuing Education	8	6	19	18	18	
Library	28	14	47	42	49	7
Physical Plant	37	43	74	128	91	(37)
Auxiliary Enterprises	61	51	112	152	110	(42)
Student Aid	<u>3</u>	<u>18</u>	<u>14</u>	<u>54</u>	<u>8</u>	<u>(46)</u>
TOTAL EXPENSE	<u>\$ 349</u>	<u>\$ 336</u>	<u>\$ 776</u>	<u>\$ 1,008</u>	<u>\$ 647</u>	<u>\$ (361)</u>
NET INCOME OR DEFICIT FOR PERIOD	<u>\$ 82</u>	<u>\$ 0</u>	<u>\$ 665</u>	<u>\$ 0</u>	<u>\$ 864</u>	<u>\$ 864</u>

Report of the Finance Committee

Present: All members of the Committee, plus Chairman Robert McCallum,
President Van Pritchard and Dr. Marshall Jones, Acting Treasurer.

The Committee met in Room 200 S. DeWitt Clough Hall on October 18, 1972.

The following five items were brought to the attention of the Committee and were discussed fully.

1. For the first time in several years there is a possibility that the fiscal year will end in the black.
2. The cash position of the college is \$200,000 better at this point this year than it was at the same point last year. [This figure was derived from the September fiscal variance report as prepared in the college business office. It should be remembered that normal fluctuations in both income and expenses prevent the variance report from serving as more than a rough indicator of financial situation until considerably later in the fiscal year.]
3. As of November 18, 1972 the short term debt is \$1,200,000.
4. There are 1090 full-time equivalent students enrolled this year as compared with 1020 FTE students last year.
5. A tuition increase of \$100 per student per year is helping to eliminate the deficit.

Taking all of the above into consideration, the outlook for the college is brighter this year than it has been for the last several years.

**A REPORT FROM THE DEVELOPMENT OFFICE
TO THE BOARD OF TRUSTEES
October 18, 1972**

The year which ended June 30, 1972 was one of the most significant in the history of Southwestern's development program. Building on this good foundation, 1972-73 is expected to be even better. The three-front program -- the Annual Fund, Deferred Gifts and Capital Gifts -- is proceeding well.

The highlights of last year were:

- Gifts (cash and pledges) made during 1971-72 totaled \$1,028,000, a record for a non-capital campaign year. Development office records indicate that \$1,012,713 was collected during the year in cash. These totals represent all private gifts for all purposes. They do not include any unmatured deferred gifts.
- Southwestern broke into the top ten (10th place) for the number of alumni donors among all small private colleges in the United States. This is for the 1970-71 year. We expect to rank about 7th for 1971-72 year.
- At the American Alumni Council convention in July, Southwestern received an achievement award from the United States Steel Company for most improved Annual Fund performance among colleges in its category throughout the United States. The award brought a \$1,000 check to the college.
- The firm of Frantzreb and Pray Associates, Inc. was selected to assist the college in the preparation and planning for its capital gift program.

For the current year, work is proceeding smoothly in each of the three areas of development work:

(A) THE ANNUAL FUND

The goal for 1972-73 is \$345,000. This year, the total goal will be emphasized, rather than the individual goals for the various divisions. In publications, stronger emphasis will be given to gifts from the Presbyterian Church for operating purposes.

Chairmen have been enlisted for the Alumni Loyalty Fund (Mrs. Julia Marie Ries and Ed T. Hamlet); the Parents' Fund (Lt. Gov. William Winter of Mississippi); the Faculty and Staff campaign (Dr. Richard Batey); the Trustees campaign (Mrs. David K. Wilson). More than three-fourths of the volunteer positions for the Alumni Loyalty Fund have been filled, representing more than 75 alumni. By early November, organizational work should be completed for the Memphis Community Campaign. This organizational phase of the Annual Fund is considerably ahead of schedule than in past years.

Challenge gifts have been secured for the Alumni Loyalty Fund involving all alumni in Mississippi, alumni in the Nashville area, and alumni in the New York City area. While the challengers for the Nashville and New York City areas have expressed

a desire to remain anonymous, Mr. Sam C. Caldwell of Hazelhurst, has issued the challenge to Mississippi alumni -- a challenge that can run as high as \$5,000. While the terms of the individual challenges vary slightly, each represents an emphasis on upgrading past levels of giving and attracting new sources of alumni support.

Challenge gifts with similar terms are being sought for the states of Florida, Louisiana, and Arkansas, as well as the Memphis area. It is felt that if these challenge gifts can be secured, the Alumni Loyalty Fund will far exceed its minimum goal of one-third of the total Annual Fund.

Several proposals for scholarship funds are being submitted to foundations, both in Memphis and elsewhere. Solicitation of corporate gifts has begun in New York and other areas outside Memphis. Beginning the last week of October, an intensive effort will be directed toward national corporations with local offices in the Memphis area.

In this year of presidential transition, record levels of support for Southwestern through the Annual Fund from all of the college's constituency is extremely important. The help of the Trustees will be needed as never before.

(B) DEFERRED GIVING PROGRAM

While a great deal of Dr. Melton's time has been spent in establishing and organizing the program, including attendance at workshops for his own professional training, several concrete results have already been realized from his efforts with specific friends of Southwestern.

In August a 57 year old alumnus (who does not wish his name to be made public in connection with this) placed stocks worth \$30,600 in a charitable remainder unitrust, for the ultimate benefit of Southwestern. He, and then his wife, will receive the income from this trust for life, up to a limit of 6 per cent on the value annually. In addition to being a very generous gift, this was a good investment for him. He will have a tax deduction for a charitable gift of around \$7,000. He will also avoid having to pay tax on the immense capital gains (\$26,000). When these savings are taken into account, the effective rate of return on his trust will be about 9 per cent.

A few weeks earlier a couple in their 70's, long friends of Southwestern (who also prefer anonymity) placed \$57,000 worth of municipal bonds in a charitable remainder unitrust for the ultimate benefit of Southwestern. During their lifetimes they will receive the actual income produced by these bonds or 5 per cent of the value of the trust annually, whichever is the smaller sum. Their charitable gift deduction for income tax purposes is about \$27,000, reducing the out-of-pocket costs to them of this gift, and raising the effective rate of return to about 3-1/2 per cent. This income, of course, remains tax exempt, since it is from tax-free municipal bonds.

A couple of weeks earlier, Mr. and Mrs. Jere Crook, Jr. of Memphis, formerly of Germantown, made an unrestricted gift to Southwestern of a two-fifth undivided interest in a piece of real estate next to the corner of Poplar and Germantown Road. Based on the smaller of two recent appraisals of this property, Southwestern's portion is around

\$54,000 in value. The property currently is leased to McLemore Market. For the next two years Southwestern will receive about \$50 per month in rent, after which it increases for another ten years to \$100 per month. The lease expires at the end of 12 years after which the lot and improvements revert to the owners.

No public announcement will be made of this item, and naturally anonymity is desirable, but at about the beginning of summer, we were successful in seeing Southwestern written into the will of an individual as the sole beneficiary of a portfolio of securities valued at upwards of one-half million dollars. Since this is a provision of a will, it is subject to change but the individual has expressed a general interest in a trust arrangement for part of the funds and we soon will begin discussions along that line.

By their own gifts to the college through the deferred giving program and by referring to Dr. Melton the names of friends of the college who might consider a gift of this kind, Trustees can play an important role in the success of the program.

(C) CAPITAL GIFTS PROGRAM

Work is proceeding internally in preparation for the major capital gifts program, which will be undertaken as soon as possible after the naming and arrival of our new president. The first three steps of the feasibility study will concentrate on internal readiness and prospect evaluation, and the Development Office is already working in these areas. Work has already begun in solicitation and organization of the \$400,000 Synod of Tennessee campaign among churches. The proceeds of this campaign will endow "Synod of Tennessee Scholarships," and the earning from the principal fund will give scholarship aid each year with preference to Tennessee Presbyterians. This campaign is directed toward churches, rather than toward individual Presbyterians.

A quiet campaign for the endowment of a chair in Economics and Business Administration is underway, headed by Charles P. Cobb, attorney. The goal of this effort is to obtain by May 30, 1973, pledges payable over a three-year period totaling \$500,000.

In summary, despite the uncertainty created by Dr. Eowden's resignation, the Development Office expects 1972-73 to be even more productive than last year.

Minutes of Meeting of Committee on Students and Educational Program

The Committee on Students and Educational Program met at approximately 3:30 p.m. on Wednesday, October 18, all members including faculty and student members and ex officio members being present.

The first subject discussed was the possibility of co-educational dormitories. It was reported that any such prospect had been abandoned, but that a program had been initiated of exchanging one men's and women's dormitory, so that for the past year there had been a men's dormitory on the women's side of the campus and vice versa. There appeared to be a mixed reaction as to how this had worked, but in general it seemed to be felt that it produced some benefits, and it was suggested that further such exchanges might be made in the future.

The next question raised was one of campus security. It was suggested that there might be substantial improvements in this area, specifically by employing additional guards, by installing additional lights, by providing proper hardware on dormitory doors so that they might be kept locked, and by an educational program to the students as to how to avoid situations which might lead to difficulties. This last seemed to hold more promise than any of the rest.

A question was then raised as to the adequacy of the infirmary facilities available at the college, and a full report was given as to the nature of these facilities, which indicated that they are adequate.

Next a question was raised as to the adequacy of the fire security available. This was finally determined to be basically a question for the Building and Grounds Committee, but on the limited information available, the fire security appeared to be adequate.

Inquiry was made as to the progress on the Living-Learning Program which was discussed at the last meeting of the Committee, but Dr. Lanier reported that the program had failed to materialize.

The general feeling of the student members of the Committee seemed to be that although the level of achievement in the college appeared to be higher than ever, the relationship between the students did not appear to be developing to the extent which could be hoped for. It was suggested however, that this might be merely because the meeting of the Committee was held so early in the school year, and that by the time of the spring meeting, a different situation might exist. All members of the Committee agreed that all appropriate steps were being taken to this end.

TO: Members of the Board of Trustees
FROM: The Panhellenic Council, Southwestern At Memphis refer to attached letter
RE: Recent Summary of the Sorority Compliance Issue

In May, 1972, the Ad-Hoc Committee on Voluntary Organizations dissolved reporting that as of September, 1972, any voluntary organization not in compliance with any part of the following three policies was to have its right to pledge and activate members withdrawn until such a time as it is in compliance with the following college policies:

- Policy I: "Every organization at Southwestern At Memphis must present clear evidence that its membership is not closed to any student on the basis of race or creed. Any restrictive rules of the organization must have been abolished without reservation or evasion."
- Policy II: "Election to membership in any organization at Southwestern At Memphis shall require an affirmative vote of no more than ninety percent (90%) of the active membership of the chapter."
- Policy III: "Recommendations from outside the active collegiate membership of the chapter shall not be required for pledging to membership, nor shall negative recommendations of this type preclude a person's being pledged to membership."

On September 27, 1971, the Community Life Committee met to consider the reports of the Ad-Hoc Committee on Voluntary Organizations. As a result of this meeting, two (2) sororities were found in compliance and the remaining three (3) were not. Since the compliance issue began in September, 1967, these organizations have worked diligently with their nationals and have made genuine efforts to secure modification of their national policies so as to permit such compliance.

In September, 1968, the Board of Trustees indicated by letter that full compliance would be interpreted as "bona fide efforts at compliance begun within the period provided and continued as expeditiously as possible." However, in May, 1971, the Ad-Hoc Committee on Voluntary Organizations set a deadline for full compliance. At this time neither spirit nor actual progress was acceptable as evidence of full compliance. Tangible evidence of compliance with every part of the three policies was then required.

We, the sorority members, have been constantly reminded of our value to the Southwestern community through our scholarship, leadership, and service. We all remain in the spirit of the compliance issue and those sororities not in compliance at this time are making progress. Whether remaining national policies will be modified before the formal rush date in January, 1973, is uncertain. We take this time to assure the Board of Trustees that our local chapters will continue in their efforts towards full compliance. We ask the Board to review original intentions of compliance in light of our present situation.

In addition to discussing the many challenges placed before the Board of Trustees, the Panhellenic Council requests that time be scheduled to discuss the present and future states of the sorority system. It is our hope that you will submit a written statement to us by the time you adjourn this meeting.

We thank you for your time.

Sincerely,

The Southwestern Panhellenic Council

SOUTHWESTERN AT MEMPHIS

A College of Liberal Arts and Sciences

FOUNDED IN 1848

MEMPHIS, TENNESSEE 38112

September 19, 1968

To the Representatives of Chi Omega, Delta Delta Delta, Kappa Delta and Zeta Tau Alpha:

Ladies:

The Executive Committee of the Board of Directors of Southwestern At Memphis has received and carefully considered your statement of August 30, 1968. We deeply appreciate your interest and the care and clarity with which you have stated your position. In view of the points which you raise, and after full discussion at its meeting on September 16, 1968, upon the recommendation of President David Alexander, the Executive Committee has voted to take the following action:

1. Apparently none of the groups has any difficulty in complying with Regulations 1 and 4 as set forth in your statements.

2. In regard to Regulation 3, the Executive Committee for purposes of clarification adopts the definition of "active membership" given in Dr. Alexander's letter of July 23, 1968 as "those active in the collegiate chapter."

3. In regard to Regulation 2, your statement is accepted as the report called for by September 1968, and your attention is called to the interpretation of this regulation adopted by the Executive Committee at its meeting on May 20, 1968 to the effect that "bona fide efforts at compliance begun within the period provided and continued as expeditiously as possible (will) be interpreted as full compliance." The intention of the Executive Committee was to permit the affected organizations whatever time might be necessary in which to complete the desired action, so long as efforts to initiate the change were begun within the prescribed period. Your statement indicates that Chi Omega and Zeta Tau Alpha can comply with this regulation, but that Kappa Delta and Delta Delta Delta cannot without a change in national policy. Accordingly, the Executive Committee has made a further interpretation of this regulation to the effect that where a fraternity or sorority is prohibited by national policy from complying with the regulation, a showing of expeditious and bona fide efforts to secure modification of that national policy so as to permit such compliance will be accepted as compliance with the spirit of the regulation. Recognizing that it may not be possible to complete such an effort prior to September 1969, its initiation prior to that date will be sufficient.

Certainly it is not the purpose of the Executive Committee to force any sorority or fraternity off the Southwestern campus. We recognize their value, and we wish to cooperate with them in every way possible. At the same time we must reserve the right to fix policies under which sororities and fraternities will be permitted on the Southwestern campus, and to insist that every effort be made to comply with those policies.

We trust that the above interpretations will serve to meet the difficulties which you have encountered. Again we appreciate your interest and cooperation, and look forward to many years of happy and productive sorority and fraternity life at Southwestern.

Very truly yours,

A. Van Pritchard, Chairman

1744 Forrest Avenue
Memphis, Tennessee
October 18, 1972

Mr. Robert D. McCallum, Chairman
Board of Trustees
Southwestern of Memphis
2000 N. Parkway
Memphis, Tennessee

Dear Mr. McCallum:

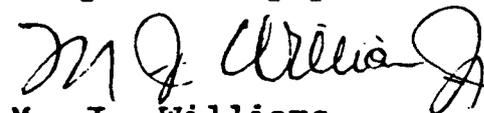
I hereby offer my resignation as Treasurer and Vice President for Fiscal Affairs of Southwestern of Memphis. I ask that it be accepted at the earliest practicable date, consistent with the Board's desires and with the orderly transfer of my duties to a successor.

While in no way making them conditions to my resignation, I do respectfully make these requests of the Board.

First, I wish to appear before the Board, or a committee it may appoint, to fully present my views on the circumstances within the College which have led to my resignation. It is important to me - and ultimately, I believe, to Southwestern - that my departure not be clouded by even the suggestion of impropriety on anyone's part. If the Board sees fit to appoint a committee for this purpose, I further ask that its membership consist of two representatives from each of the cooperating synods, and two members chosen from the Board at large.

Second, with regard to salary payments and other terms or understandings upon which my resignation may be accepted, I ask only that the Board deal fairly and honorably with me, as it will undoubtedly do in all events.

Respectfully yours,


M. J. Williams

DEGREES CONFERRED ON JUNE 5, 1972

BACHELOR OF ARTS

Timothy Dale Ables	Vicksburg, Mississippi
Elizabeth Inez Acree	Baton Rouge, Louisiana
Alice Cartwright Allen	Memphis, Tennessee
Elaine Van Auken Atkinson	Batesville, Arkansas
William Hunter Atkinson	Clarksville, Tennessee
Kathleen Backus	Dallas, Texas
Preston Ross Bandy	Nashville, Tennessee
Cathe Jean Barnes	Poplar Bluff, Missouri
Margaret Annelle Beaty	Nashville, Tennessee
Guy Beecher Biggs	Searcy, Arkansas
Jeannette Lasley Birge	Memphis, Tennessee
Betty Jean Blade	Boston, Massachusetts
Hannah Elise Boon	Huntsville, Alabama
Danny Mack Bramlitt	Memphis, Tennessee
Hugh Albert Burger	Memphis, Tennessee
Jane Murray Butler	Nashville, Tennessee
Harriett Anne Cannon	Chattanooga, Tennessee
Eric Nelson Cardwell	Memphis, Tennessee
Nancy Gregg Carlton	Holiday, Florida
# Nancy Ann Chadick	Texarkana, Texas
Sandra Geok Sieng Chiew	Malaysia
Kent Tsi Kwan Choi	Hong Kong
Susan Chu	Forrest City, Arkansas
Kenneth Fisher Clarke	Brownsville, Tennessee
Anne Allison Cowan	Staunton, Virginia
Bette Catherine Dale	Prentiss, Mississippi
Frederick Marion Dick II	Birmingham, Alabama
William Michael Doramus	Little Rock, Arkansas
Phillip Earl Doss	Jackson, Mississippi
Barbara Ann Drumright	Nashville, Tennessee
William Edward Duckworth	Dyersburg, Tennessee
Carl George Dury II	Nashville, Tennessee
Marcia Anne Easker	Metairie, Louisiana
Laila Adams Eckels	Brookhaven, Mississippi
Vernon Andrew Edington	Mobile, Alabama
William Dennis Ehlers	Shreveport, Louisiana
John Taylor Enloe	Alexandria, Louisiana
Clayton Ponder Farrar, Jr.	Hot Springs, Arkansas
John Arthur Ford, Jr.	Shreveport, Louisiana
Mark Earl French	Memphis, Tennessee
Allegra Garces	Bogota, Colombia
# James Bailey Gardner	Memphis, Tennessee
# Joanne Elaine Glover	Rochester, Michigan
Ellinor McDowell Goldman	Waterproof, Louisiana
Gary Paul Goodman	Clemson, South Carolina
Paulette Mercedes Grayson	Jacksonville, Florida
James Lollar Hagan	Tyler, Texas

*new diploma
 issued in name
 of Nancy Lee
 Gregg 5/29/78
 go Hall*

#Phi Beta Kappa

BACHELOR OF ARTS (Continued)

Linda Beth Hall	Memphis, Tennessee
Jan Martin Hamilton	Memphis, Tennessee
Joseph Standridge Hamilton	Dalton, Georgia
Stephen Owen Harkness	Metairie, Louisiana
Hoyt Clark Harris, Jr.	Lewisburg, Tennessee
Daniel Lee Haskell	Memphis, Tennessee
Virginia Allen Haskell	Birmingham, Alabama
Elisabeth Falls Heisler	Indian Harbor Beach, Florida
Walter Carl Herrick	North Little Rock, Arkansas
Daniel Edward Hieber	Jonesboro, Arkansas
#Susan Means Hilley	Monroe, Louisiana
#Herbert Brian Holt	Laurel, Mississippi
#Sarah Margaret Horne	Meridian, Mississippi
Mary Sue Hosokawa	Minneapolis, Minnesota
Nancy Greene Hottel	Belfast, Tennessee
Martha Nance Howell	Jamestown, North Carolina
Juan Carlos Augusto Hrase von Bergen	Encarnacion, Paraguay
Audrey Maria Jackson	Memphis, Tennessee
Barbara Ann James	Shreveport, Louisiana
Stephen Baird James	Memphis, Tennessee
William Emmett Jefferson III	Memphis, Tennessee
*Allen Olmsted Jones, Jr.	Memphis, Tennessee
Robert Lyons Jungklas, Jr.	Millington, Tennessee
Donna Marie Kidd	Ripley, Tennessee
Kathy Keith King	Baton Rouge, Louisiana
Charles William Kinslow III	El Dorado, Arkansas
William Brasher Klein	Nashville, Tennessee
Patricia Ann Lane	Dallas, Texas
Stephanie Denise Larry	Memphis, Tennessee
#Richard Allen Larsen	Reisterstown, Maryland
Nancy Napier Lee	Duplex, Tennessee
Walter Jerome Lee	Richmond, Virginia
*Nancy Hope Lenox	Collierville, Tennessee
Philip Alan LeTard	Metairie, Louisiana
Priscilla Aileen Lientz	Savannah, Georgia
Hershel Saul Lipow	Memphis, Tennessee
William Gillespie McBride	Alexandria, Louisiana
Robert Edward McCain <i>new diploma ordered 10-20</i>	Memphis, Tennessee
Jessie Howard McClure <i>RIEKA EDWARDA MCCAIN</i>	Memphis, Tennessee
*Nancy Alleene McLendon	Fort Worth, Texas
#Carol Ann MacCurdy	Baton Rouge, Louisiana
Marion Leal Majors	Memphis, Tennessee
Sara Gwen Martin	Dalton, Georgia
Clint Michael Matheny	Memphis, Tennessee
Kay Evelyn Maune	London, England
*James Barlow Mills	Memphis, Tennessee
#Mona Margaret Mizell	Little Rock, Arkansas
Medora Mobley Moore	Clarksdale, Mississippi
Martha Karin Nelson	Tenafly, New Jersey
Joe Robert Niesen	Webster Groves, Missouri
#James Lee Nolan	Little Rock, Arkansas

 *Graduated in absentia
 # Phi Beta Kappa

BACHELOR OF ARTS (Continued)

Katherine Marie Norowski	Memphis, Tennessee
*Patricia Ann O'Hearne	Kansas City, Kansas
#Catherine Marcella Orr	Dallas, Texas
Jan Ceile Parry	Concord, California
Frances Carolyn Pillow	Paragould, Arkansas
Marea Eleanor Rankin <i>-duplicate diploma ordered 5/81</i>	Signal Mountain, Tennessee
Robert William Ratton, Jr.	Memphis, Tennessee
William Kenton Redding	Memphis, Tennessee
William Andrew Richardson	Jackson, Tennessee
Edward Todd Robbins	Memphis, Tennessee
Thaddeus Salter Rodda, Jr.	Memphis, Tennessee
#Donna DeJarnatte Rosen	Little Rock, Arkansas
Gary Edward Rowsey	Memphis, Tennessee
Zuhair Samuel Sabbagh	Nazareth, Israel
Michael Hunter Sadler	Tupelo, Mississippi
Susan Lynn Schaeffer	Memphis, Tennessee
David Neill Senter	Humboldt, Tennessee
Charles Richard Shamel, Jr.	Boca Raton, Florida
Karen Leslie Shaw <i>-duplicate diploma ordered 12/18/81</i>	Meridian, Mississippi
Thomas Earl Sides	Dundee, Mississippi
Constance Stavra Sloan	Chattanooga, Tennessee
Dorothy Barbee Smith	Brownsville, Tennessee
Nancy Angelynn Smith	Nashville, Tennessee
#Susan Lyn Smith	Florence, Alabama
Susan Sims Smith	Jonesboro, Arkansas
James Baxter Spelshouse	Montclair, New Jersey
Thomas Claude Stayton	Hammond, Louisiana
Edward Henry Stevens, Jr.	Birmingham, Alabama
#Sarah Jane Stitt	Austin, Texas
Ralph Manning Sudderth III	Little Rock, Arkansas
#Carol Jean Sullivan	Huntsville, Alabama
*John Samuel Suter	Memphis, Tennessee
Jacqueline Taylor	Caruthersville, Missouri
James Kendrick Thompson	New Orleans, Louisiana
*David Dane Troutman	Shreveport, Louisiana
John Valentine Troy	Memphis, Tennessee
Carl Eltinge Tulloss	Knoxville, Tennessee
Edgar Smith Underwood	Birmingham, Alabama
Judith Ann Vincent	New Orleans, Louisiana
David Conner Wallace, Jr.	Little Rock, Arkansas
Martha Virginia Wallace	Allardt, Tennessee
#Wanda Jane Warmack	Baton Rouge, Louisiana
Judith Leigh Warren	Memphis, Tennessee
Oren Michael Williams	Nashville, Tennessee
John Madison Williamson	Brownsville, Tennessee
Charles Eugene Wilson	Henderson, Tennessee
Leslie Ruth Wineland	Indianapolis, Indiana
#Susan Carolyn Workman	Memphis, Tennessee
Henry Alexander Yeilding	Birmingham, Alabama
Catherine Carole Yongue	Atlanta, Georgia
Stephen Deaderick Youmans	Calhoun, Georgia
Martha Ellen Zachry	Signal Mountain, Tennessee

*Graduated in absentia
#Phi Beta Kappa.

BACHELOR OF SCIENCE

Michael James Brady	Dallas, Texas
#Dorwyn Wayne Croom II	Malden, Missouri
William Walter Dodson	Shreveport, Louisiana
Robert Boyd Flowers	Brookhaven, Mississippi
Emmel Bernhardt Golden, Jr.	Memphis, Tennessee
Loyce Jan Graham	Little Rock, Arkansas
#Garry Lynn Huff	Millington, Tennessee
David Lindsay Hume, Jr.	San Bernardino, California
Susan Schwab Keslensky	Memphis, Tennessee
Henry Grady Marlow III	Germantown, Tennessee
Edward David Mays	Memphis, Tennessee
Allen Warner Phelps, Jr.	Memphis, Tennessee
Sharon Lee Ridings	Cape Girardeau, Missouri
Robert Milton Riley III	Little Rock, Arkansas
Jerry Mead Roberts	Memphis, Tennessee
#Joe Cathey Rutledge	Lewisburg, Tennessee
#John Hunt Rutledge II	Humboldt, Tennessee
#Jane Ann Schmid	Tampa, Florida
John Medley Smoot	Brownsville, Tennessee
Glenn Allen Sowell	Memphis, Tennessee
Marcia Clark Wagner	Little Rock, Arkansas
Ramona Jan Westbrook	Chattanooga, Tennessee
Matthew William Wood, Jr.	Germantown, Tennessee

BACHELOR OF MUSIC

Sylvia Faye Thomas	Memphis, Tennessee
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DEGREES CONFERRED ON AUGUST 31, 1972

BACHELOR OF ARTS

Richard Cecil Dorman	Memphis, Tennessee
James Frederick Hayes, Jr.	Huntsville, Alabama [1968 candidate]
James Christian Hendricks	Caruthersville, Missouri
William Bryan Jones, Jr.	Little Rock, Arkansas
Martha Andra McWeeny	Memphis, Tennessee
Cecilia Morris Moore	Memphis, Tennessee
Ellen Marion Moorhead	Stuttgart, Arkansas
Richard Edwin Morris	Memphis, Tennessee
Clara Jane Murray	Jackson, Mississippi
*Vivian Charlotte Naumann	Memphis, Tennessee
Joseph Walter Pinner, Jr.	Memphis, Tennessee
*Michael Frederick Throckmorton	Fayetteville, Tennessee
Martin Robert Toma	Memphis, Tennessee
Kate Flowers Weathersby	Covington, Tennessee [1968 candidate]
*Nancy Hudson Williard	Jackson, Mississippi

*Graduated in absentia
#Phi Beta Kappa

GRADUATED WITH HONORS AND/OR DISTINCTION

Alice Cartwright Allen	Philosophy
Kathleen Backus	Psychology
*Cathe Jean Barnes	Anthropology
Margaret Annelle Beaty	Communication Arts and Psychology
*Michael James Brady	Biology
Jane Murray Butler	English
Nancy Gregg Carlton	Psychology
Nancy Ann Chadick	History
Kenneth Fisher Clarke	Political Science
Dorwyn Wayne Croom II	Chemistry
Bette Catherine Dale	Psychology
William Walter Dodson	Chemical Biology
*William Michael Doramus	Political Science
Richard Cecil Dorman	Art
*Phillip Earl Doss	English
Marcia Anne Easker	Biology
Vernon Andrew Edington	Psychology
William Dennis Ehlers	Political Science
Clayton Ponder Farrar, Jr.	Political Science and Psychology
*Robert Boyd Flowers	Biology
*James Bailey Gardner	History
Joanne Elaine Glover	Mathematics and Art
Emmel Bernhardt Golden, Jr.	Biology
*James Lollar Hagan	International Studies
Joseph Standridge Hamilton	Psychology
Stephen Owen Harkness	Biology
Virginia Allen Haskell	Communication Arts and English
*Elisabeth Falls Heisler	Psychology
Susan Means Hilley	Religion
*Herbert Brian Holt	Philosophy
*Sarah Margaret Horne	Anthropology(Honors) and Psychology
Martha Nance Howell	Psychology
Garry Lynn Huff	Chemical Biology
##*Juan Carlos Augusto Hrase von Bargaen	International Studies(Honors) and Spanish
Susan Schwab Keslensky	Biology
*Kathy Keith King	English
Charles William Kinslow III	Communication Arts
Richard Allen Larsen	Psychology
Nancy Napier Lee	Psychology
##*Philip Alan LeTard	Political Science
Hershel Saul Lipow	Political Science
Nancy Alleene McLendon	Spanish
Martha Andra McWeeny	Psychology
Carol Ann MacCurdy	English
Henry Grady Marlow III	Biology
Clint Michael Matheny	Communication Arts
Mona Margaret Mizell	Psychology
Medora Mobley Moore	Psychology
Vivian Charlotte Naumann	Psychology

 *Honors

##Did not graduate with Distinction

GRADUATED WITH HONORS AND/OR DISTINCTION (Con't)

*Martha Karin Nelson	Anthropology
*James Lee Nolan	Anthropology and English(Honors)
Katherine Marie Norowski	Psychology
Patricia Ann O'Hearne	Psychology
Catherine Marcella Orr	English
Frances Carolyn Pillow	History
William Andrew Richardson	Economics
Sharon Lee Ridings	Biology
Donna DeJarnatte Rosen	English
Joe Cathey Rutledge	Chemistry
John Hunt Rutledge II	Chemical Biology
Jane Ann Schmid	Biology
Charles Richard Shamel, Jr.	History
Karen Leslie Shaw	Anthropology
Dorothy Barbee Smith	Psychology
Nancy Angelynn Smith	Psychology
Susan Lyn Smith	Economics
Susan Sims Smith	Psychology
John Medley Smoot	Biology
Glenn Allen Sowell	Physics and Mathematics
Thomas Claude Stayton	Religion
Edward Henry Stevens, Jr.	Communication Arts
Sarah Jane Stitt	English
Carol Jean Sullivan	Psychology
Carl Eltinge Tulloss	Political Science
Judith Ann Vincent	Psychology
Marcia Clark Wagner	Biology
*Wanda Jane Warmack	International Studies
Judith Leigh Warren	Psychology
/*Kate Flowers Weathersby	International Studies
Ramona Jan Westbrook	Biology
*John Madison Williamson	Religion
*Leslie Ruth Wineland	Anthropology
Susan Carolyn Workman	Biology
*Henry Alexander Yeilding	Mathematics
Martha Ellen Zachry	Anthropology

*Honors

#Did not graduate with Distinction