

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS  
OF SOUTHWESTERN AT MEMPHIS  
HELD IN THE DIRECTORS ROOM  
PALMER HALL  
MARCH 20-21, 1963

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The stated meeting of the Board of Directors of Southwestern At Memphis was held on Wednesday and Thursday, March 20 and 21, 1963.

In accordance with a suggestion made at the meeting of the Board on October 18, 1962 (see minutes, page 15), members of the Board met with the Faculty Committee on Curriculum at 4:00 P.M. on Wednesday, March 20, 1963, in the North Seminar Room of the Adult Education Center in Burrow Library. In the absence of Dr. L.F. Kinney, Chairman of the Committee, and Dean Jameson M. Jones, both of whom were ill, Dr. John Henry Davis, Secretary of the Committee, made an informative and interesting report on the purpose of the Faculty Committee on Curriculum, after which a discussion was entered into by members of the Board and Committee. The consensus of both Board members and faculty who participated indicated warm approval of informal meetings of this nature.

Most of the members of the Committee joined the members of the Board and several Board members' wives, Dean and Mrs. A.O. Canon, Mr. and Mrs. John A. Rollow, and Mr. and Mrs. C.L. Springfield for dinner at 6:30 P.M. in the Brooks Room of Catherine Burrow Refectory.

After dinner the members of the House, Finance and Development Committees met in order to prepare their reports to be presented to the Board at its meeting on Thursday, March 21, 1963.

The meeting was called to order by the Chairman at 9:00 A.M. on Thursday, March 21, 1963, and was opened with prayer by Mr. Wilds.

The roll call showed the following members present:

|                     |                   |                        |                       |
|---------------------|-------------------|------------------------|-----------------------|
| ALABAMA:            | LOUISIANA:        | MISSISSIPPI:           | TENNESSEE:            |
| Edward V. Ramage    | Alden T. Shotwell | Murphey C. Wilds       | William H. Dale       |
| William H. Mitchell |                   | Frank A. England, Jr.  | Mrs. John T. McCall   |
|                     |                   | Mrs. W. Everarde Jones | Morton B. Howell, Jr. |
|                     |                   | Orrick Metcalfe        | A. Van Pritchett      |
|                     |                   | W.J. Millard           | Ross M. Lynn          |

Peyton N. Rhodes, ex officio

Mr. Lewis R. Donelson III, Treasurer, and Miss Erma Reese, Assistant Secretary, were present by invitation.

Mr. A.K. Burrow, Mrs. Kenneth Harper, Mr. Carlos G. Spaht, and Mrs. Morgan L. Shaw were not able to attend because of illness; Messrs. Jack W. Warner, William A. Benfield, Jr., and Mr. Walker L. Wellford, Jr., were not able to be present because of business or other commitments.

Upon motion by Mr. Shotwell, which was duly seconded, the minutes of the Board of Directors' meeting held on October 17-18, 1962, were approved, and reading for information of these minutes was dispensed with since members of the Board had previously received copies.

Upon motion by Mrs. McCall, which was duly seconded, the minutes of the Executive Committee meetings held on November 19 and December 17, 1962, January 28, February 18, and March 18, 1963, copies of which had been received by the Board members, were approved.

The Chairman announced for information the personnel of the following Committees to serve through the annual meeting of the Board on October 17, 1963:

HOUSE - W.J. Millard, Chairman; Alden T. Shotwell, Vice-Chairman; Murphey C. Wilds, Walker L. Wellford, Jr., Carlos G. Spaht, Edward V. Ramage, William H. Dale.

FINANCE - William H. Mitchell, Chairman; Orrick Metcalfe, Vice-Chairman A.K. Burrow, Mrs. Morgan L. Shaw, Mrs. W. Everarde Jones, Lewis R. Donelson III.

DEVELOPMENT - Frank A. England, Jr., Chairman; W.A. Benfield, Jr., Vice-Chairman; Ross M. Lynn, Mrs. Kenneth Harper, Jack W. Warner, Mrs. John T. McCall, Morton B. Howell, Jr., Alfred O. Canon, Dean of Alumni and Development.

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

It was announced that the Committee on Honorary Degrees is composed of the following:

W.J. Millard, Chairman; A.Van Pritchardt, Peyton N. Rhodes  
Faculty members - Jameson M. Jones and M.L. MacQueen.

The members of the Board were invited to lunch in the Brooks Room of Catherine Burrow Refectory at 12:30 P.M. The Chairman stated that Mr. Lewis R. Donelson III, Treasurer, Dean A.O. Canon, and Mr. C.L. Springfield, Comptroller, had also been invited to the luncheon.

Mr. William H. Mitchell, Chairman, presented the following report of the Finance Committee:

The Finance Committee of the Board of Directors of Southwestern At Memphis, met on Wednesday evening, March 20, 1963, in the Directors Room, Palmer Hall, with W.H. Mitchell, Chairman, presiding. The following were present: Orrick Metcalfe, Vice-Chairman; Mrs. W. Everarde Jones, Peyton N. Rhodes, President; Lewis R. Donelson III, Treasurer, and C.L. Springfield, Comptroller.

The meeting was opened with prayer by Mr. Metcalfe.

Minutes of the meeting of October 17, 1962, were read by the Chairman and approved.

The portfolio of securities held in the endowment fund as of February 28, 1963, the date of the last appraisal, was examined and discussed. The Committee expressed satisfaction with the way the fund is being handled and, upon motion by Mr. Metcalfe, seconded by Mrs. Jones, commended the Investment Committee and the Investment Counselor.

The proposed budget for 1963-64, as developed and recommended by the Budget Committee and approved by the Executive Committee, was presented

by Mr. Donelson, Treasurer, who went over each major item in detail, emphasizing the necessity of increasing salaries of the faculty and staff. The proposed budget anticipated increases of approximately eight percent overall, in some instances more than eight percent and in some less. President Rhodes told the Committee that salaries should be increased about the same percentage for the next two years, pointing out that competition for faculty members was very keen. It was the consensus of the Committee that salaries at Southwestern should more nearly approximate the average paid by other comparable institutions.

After a full discussion, on motion by Mr. Metcalfe, seconded by Mrs. Jones, the proposed budget was approved.

President Rhodes reported that the college has a very good retirement plan and adequate major medical insurance for the faculty and staff but expressed the hope that contributions by the college to the retirement plan could be increased in the near future.

After a general discussion of finances and future plans, the meeting adjourned at 9:00 P.M. with a closing prayer by Mr. Donelson.

W.H. Mitchell, Chairman  
Mrs. W. Everarde Jones, Sr.  
Orrick Metcalfe  
Lewis R. Donelson III

#### ANTICIPATED INCOME FOR 1963-64

|  |                   |
|--|-------------------|
|  | \$                |
| Tuition - 825 Students @ \$900.00  | 742,500.00        |
| Endowment Income - Gross   | 223,000.00        |
| Dining Halls, Residence Halls, and Bookstore - Gross   | 390,000.00        |
| Special Students, Applications Fees, etc.  | 22,000.00         |
| Idlewild Church - T.K. Young Chair   | 7,200.00          |
| Second Church - A.B. Curry Chair   | 7,200.00          |
| Evergreen Church - W.J. Millard Chair  | 7,200.00          |
| Hohenberg Chair  | 5,000.00          |
| Benevolences   | 132,500.00        |
| Alumni Gifts (Loyalty Fund)  | 16,000.00         |
| Tennessee Independent Colleges Fund  | 2,000.00          |
| Annual Sponsors' Program   | 119,000.00        |
| Interest on Savings Accounts and Miscellaneous Income  | 12,000.00         |
| Other College and Student Activities including Music Dept.,<br>Athletics, Publications, Laboratories, etc. | <u>180,000.00</u> |
|  | \$1,865,600.00    |
| Less Scholarships and Student Aid  | <u>110,000.00</u> |
|  | \$1,755,600.00    |

## ANTICIPATED EXPENSES FOR 1963-64

|  |    |                       |
|--|----|-----------------------|
| I  |    |                       |
| Adult Education Center   | \$ | 40,000.00             |
| Annual Audit   |    | 1,000.00              |
| Annuities (Halliburton, Glassell)                                  |    | 18,869.50             |
| Endowment Supervision and Services                                 |    | 12,000.00             |
| Board Meetings   |    | 750.00                |
| Bulletins  |    | 1,800.00              |
| Campus Grounds   |    | 5,000.00              |
| Catalogue  |    | 4,500.00              |
| Class Room Supplies  |    | 1,000.00              |
| College Associations   |    | 2,250.00              |
| Commencement and Public Occasions                                  |    | 2,000.00              |
| II   |    |                       |
| Comptroller and Office Assistants                                  |    |                       |
| Salaries - 9 Persons and Student Help                              |    | 62,200.00             |
| Debating and Dramatics   |    | 600.00                |
| Dining Hall, Residence Halls and Bookstore                         |    | 357,000.00            |
| III  |    |                       |
| Engineers, Watchman, Janitors, Campus and Maintenance Employees    |    | 50,900.00             |
| Entertainment  |    | 500.00                |
| Equipment  |    | 4,000.00              |
| IV   |    |                       |
| Faculty and Assistants Salaries                                    |    | 604,350.00            |
| Insurance - Institutional Property                                 |    | 7,000.00              |
| Insurance - Major Medical, Life, Retirement and Social Security    |    | 65,000.00             |
| Language Center  |    | 3,000.00              |
| International Studies Center                                       |    | 3,000.00              |
| Janitors Supplies  |    | 1,500.00              |
| Legal and Miscellaneous Expenses                                   |    | 2,000.00              |
| V  |    |                       |
| Librarian and Assistants Salaries - 7 Persons plus Student Help    |    | 43,400.00             |
| Library Expense and Maintenance                                    |    | 14,500.00             |
| Heat, Light, Power, Water, General Administration Buildings        |    | 12,500.00             |
| Maintenance - Mallory Gymnasium                                    |    | 5,000.00              |
| Maintenance and Utilities Temporary Buildings                      |    | 3,000.00              |
| Maintenance and Utilities Tower Building                           |    | 3,000.00              |
| Office Supplies, Printing, and Stationery                          |    | 6,500.00              |
| Postage  |    | 3,300.00              |
| President's Home - Mortgage Payments,                              |    |                       |
| Interest, Utilities, and Maintenance                               |    | 5,000.00              |
| Provisions for Faculty Contingencies                               |    | 10,000.00             |
| VI   |    |                       |
| Promotional, Publicity, Development, ASP, Alumni and News Services |    | 69,600.00*            |
| VII  |    |                       |
| Registrar and Assistants, Dean of Admissions, Admissions Counselor |    | 45,200.00             |
| Religious Meetings   |    | 350.00                |
| Repairs and Renewals   |    | 5,000.00              |
| Research Funds - Faculty   |    | 3,000.00              |
| Spencer and Evans Funds  |    | 100.00                |
| Telephone and Telegraph  |    | 4,500.00              |
| Travel Expenses - Faculty  |    | 2,000.00              |
| Travel Expenses - General  |    | 5,000.00              |
| Truck and Automobile   |    | 2,500.00              |
| Principal and Interest on Government Loan                          |    | 27,468.75             |
| Other College Activities including Music Dept., Student            |    |                       |
| Activities, Athletics, Laboratories, etc.                          |    | 204,000.00            |
|  |    | <u>\$1,725,138.25</u> |

## Capital Expenditures Estimated or Requested

|   |                |
|---|----------------|
| Physics Department                        | \$ 6,297.65    |
| Biology Department                        | 1,500.00       |
| Chemistry Department                      | 4,500.00       |
| Art Department                            | 1,000.00       |
| Psychology Department                     | 1,000.00       |
|   | <hr/>          |
|   | \$1,739,435.90 |
| *Development and Annual Sponsors' Program | \$ 38,800.00   |
| News Service                              | 11,850.00      |
| Alumni and Loyalty Fund                   | 18,950.00      |
|   | <hr/>          |
|   | \$ 69,600.00   |

Upon motion by Mr. Metcalfe, which was duly seconded, the Finance Committee's report and the budget were unanimously adopted.

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

The Board's Committee on Honorary Degrees met on January 23, February 8, and March 13, 1963.

A number of recommendations were considered, and the Committee nominates the following persons for honorary degrees to be conferred at the commencement exercises on Monday, June 3, 1963:

DOCTOR OF DIVINITY

Thomas C. Duncan, '42.....Birmingham, Alabama  
Pastor, Shades Valley Presbyterian Church  
\*Samuel C. Patterson, '38.....French Camp, Mississippi  
President, French Camp Academy

DOCTOR OF CIVIL LAW

Edmond C. Hutchinson, '36.....Kensington, Maryland  
Regional Administrator for Africa in State Department's  
Agency for International Development

DOCTOR OF HUMANITIES

W. Likely Simpson.....Memphis, Tennessee  
Physician and Surgeon

DOCTOR OF LITERATURE

Samuel Holt Monk, '22.....Minneapolis, Minnesota  
Professor of English, University of Minnesota

Respectfully submitted,

\*In his letter dated April 3, 1963  
Mr. Patterson indicated that he felt  
it improper for him to accept this  
honor.

W.J. Millard, Chairman  
A.V. Pritchett  
M.L. MacQueen  
J.M. Jones  
P.N. Rhodes

Upon motion by Dr. Millard, seconded by Mr. England, the report was unanimously adopted.

Dr. Millard, Chairman, presented the following report of the House Committee, which upon motion, duly seconded, was received:

The House Committee met on Wednesday evening March 20, 1963, in the faculty lounge in Palmer Hall with the following present: Alden T. Shotwell, Vice-Chairman; Edward V. Ramage, William H. Dale, with W.J. Millard, Chairman, presiding, and J.A. Rollow, College Engineer, as consultant to the Committee. The Committee was convened with prayer by Dr. Ramage.

Mr. Rollow reported on the following accomplishments since the October, 1962 meeting of the Board:

1. The completion of the fifth floor of Burrow Library, including the installation of carrels, stacks, wiring, light fixtures, and painting of the walls and ceiling.
2. The widening and resurfacing of the parking area north of the Science Building.
3. The installation of floodlights on the north side of the Science Building to provide better lighting for the parking lot.
4. The resurfacing of cross walks between the Science Building and Palmer Hall, and <sup>he</sup>stated that it is planned to add curbs of concrete or brick, with appropriate plantings as needed.
5. The resurfacing of the parking area south of Bellingrath Hall.
6. The installation of four "bumps" as a safety measure to discourage speeding on campus drives.
7. The installation of new light fixtures for the advanced chemistry laboratory, 308 Science Building.
8. The removal of obsolete vent hoods from 301 Science Building and the installation of new balance tables. The desks from which the hoods were taken were rebuilt, resurfaced and placed in 202 Science Building Storeroom and 204 Science Research Laboratory.
9. The installation of steel shelves, acquired from the Agency for Surplus Property in Nashville, and hanging cabinets for the proper care of the Jessie L. Clough Art Memorial for Teaching collection on the second floor of the Tower Building.
10. The construction of a special filing cabinet for the News Service on the fourth floor of the Tower Building.
11. Voorhies Hall will be completely air-conditioned by summer, in time for the Area Laboratory Schools which will be held on the campus.

The Committee considered the above items and entered a general discussion concerning the buildings and campus, after which the Committee commended Mr. Rollow, his staff, and all others associated with him in the maintenance of the buildings and the campus.

W.J. Millard, Chairman

The Chairman reported that a letter had been received from Mr. Vance J. Alexander, Chairman of the Board of Union Planters National Bank of Memphis, stating that because of ill health and his inability to attend meetings he felt he should be replaced on the college's Executive Committee. Mr. Pritchard stated that Mr. Alexander had been a member of the Executive Committee since 1943, and that he was still deeply interested in the college but felt that his resignation should be accepted for the reasons given. The Board expressed its gratitude to Mr. Alexander and requested the Secretary to write him a letter of appreciation for his valuable services to the college for so many years.

Upon motion by Mr. Metcalfe, seconded by Mr. England, President Rhodes was requested to design a suitable plaque or certificate to be presented to Mr. Alexander in recognition of his long and valuable services to the college. It was suggested that such a plaque or other form of recognition be presented to all members of the Board, Executive and Investment Committees when their terms of service are concluded.

President Rhodes stated that the student enrollment for the 1962-63 session increased approximately five percent over the preceding session, and that present applications for the 1963-64 session are about the same as they were at this time last year. He reported that Dr. L.F. Kinney, Professor of Bible, had been very ill for several months, but that he was now considered to be out of danger, and that he would probably be able to resume at least part of his duties at the college within a few weeks. He discussed the recent announcement of the Thomas W. Briggs Student Center, and stated that other immediate additions to the physical plant consist of an additional science building, a large auditorium, a fine arts building, and a men's residence hall. He also reported on a number of other items relating to faculty needs, particularly increased salaries to meet competition with other institutions in this section, science research that is being conducted by the various departments, and Southwestern's Development Program 1963-1971. The Development Program was enthusiastically endorsed by the Board.

The meeting was recessed for ten minutes and reconvened at 11:00 A.M.

The Chairman referred to the faculty petition which was presented to the Board at its meeting on October 18, 1962 (see minutes, pages 7 and 8), and Dr. Millard, Chairman of the Ad Interim Committee to study this matter, made the following report:

REPORT OF THE BOARD'S AD INTERIM COMMITTEE

Your Committee appointed at the October 17, 1962 Board meeting to make a study of admitting all qualified students to Southwestern without regard to race met in Evergreen Presbyterian Church, Memphis, on January 11 and February 15, 1963, at 10:00 A.M. and adjourned at 3:00 P.M., and again on March 20, 1963, at noon.

Prior to the January meeting, President Rhodes and your Chairman worked out a questionnaire to be sent to Southern colleges which have a great deal in common with Southwestern in order to discern what their experience with this problem had been. The persons to whom these questionnaires were sent were very cooperative and prompt in their response. A total of sixteen colleges were contacted, only one of which is state controlled; namely, Memphis State University. The purpose of this last contact was to learn of the local climate concerning this problem. Memphis State University has approximately two hundred undergraduate Negro students. They were admitted with restrictions, which were gradually removed until now they are students in full and good standing. They have had no "incidents." The Negroes have enrolled for the sole purpose of getting an education and not proving a point; they can attend Memphis State University cheaper than any other local college.

Of the church-related and privately-controlled colleges contacted, nine register all qualified students without regard to race; one is in Louisiana, two in Georgia, one in each of Virginia, Missouri, Texas and North Carolina, and two in Tennessee. Of the seven which do not enroll Negroes three are in Virginia, two in Mississippi, and one in Alabama and South Carolina. One of these is forbidden by original constitution; one confesses to "a lot of talk and soul-searching on the part of the faculty and Board members but nothing of an official nature." Of the sixteen colleges contacted, fifteen did not forbid the admission of Negro students by charter or by-laws. Those admitting them are doing so by action of the Board of Directors.

Unfortunately, most of the colleges which have admitted Negro students have had them such a short length of time that their experience is not very well seasoned. They seemed to have prepared the student body for the admission of Negroes and they have been received without confusion on the part of the students. The question asked by your Committee was "What is the attitude of white students toward Negro students? against, passive, or cordial," and the replies have been "passive and cordial." One college reports that a few of the students have been hostile - that college is in Missouri.

The question was asked "What has been the general reaction of alumni?" The answers were "passive, none, some resistance, some encouragement, mixed, a few violently opposed, a good many enthusiastically for - no strong adverse reaction from large numbers." To the question "What has been the effect on fund raising?" the following answers were given "None noted yet, but some alumni support is expected to decrease or disappear- some alumni will increase, but probably not as much as those who decrease," "None," "Unnoticeable," and "None apparent." The answer to the question "Has the enrollment of Negro students reduced the number of white students?" has been "No." Of the nine colleges willing to admit Negroes only four have actually enrolled them and two of the Negroes are Congolese.

The Committee interviewed five faculty members who signed the petition to the Board of Directors requesting that all qualified students without regard to race be admitted, and four professors who refused to sign it. Of the four who refused to sign the petition, none was opposed to teaching Negroes nor admitting them into the



student body - they refused to sign the petition because they believed it was a matter of policy concerning which the faculty was not in a position to examine all of the ramifications. At the final meeting of the Committee three invited students were heard on this problem. They represented varied points of view and were agreed that Southwestern should admit all qualified students without regard to race, but differed as to the time this should begin. Two of the students were in favor of beginning in the fall of 1963 and one preferred to delay it five years. All agreed that Negro students would be accepted in stride by the other students.

Since Southwestern is owned and controlled by four Synods of the Presbyterian Church in the United States, it was thought advisable to ascertain the position of the Church on this matter. Accordingly, parts of the report of the Committee on Christian Relations dealing with Higher Education were read from the Minutes of the Ninety-Fourth General Assembly meeting in Montreat in 1954, as contained on pages 189 and 193. The salient parts of this report affecting our problem are as follows:

"From a study made of one hundred and sixteen white colleges representing twenty denominations in sixteen southern states and the District of Columbia in 1951<sup>1</sup>, fifty-nine colleges reported 311 students who belonged to racial minority groups and were permanent residents in the United States. These groups were represented as follows: 13 Japanese-American students; 13 Chinese-American students; 13 Indian-American students; 124 Mexican-American students; 31 Puerto Rican students and 58 Negro-American students. Six of these colleges reported enrollment of Negro students. Of these, two operated on a segregated basis. The four non-segregated colleges were located in Texas, Missouri and West Virginia.

"Nine colleges reported that their practice of not admitting Negro students was based upon the behavior patterns of the population in the geographical area in which they were located.

"Generally speaking, there were no great problems confronted on the campus or classroom in those colleges accepting minority groups. Said one report: 'We have had Negro-American students in our college and would again consider such students for admission.' This represents the opinion of the other institutions. In those colleges where minority groups have not been accepted, two opinions prevail. One is represented in the statement: 'It does not seem to be the policy of southern schools other than state institutions to admit Negroes.' The other is represented in the statement: 'We have no regulation against the admission of Negro students. We have not had applications from Negroes. Although their admission might create some problems, we would nevertheless live up to our Christian profession and act on such an application in the same way in which we would act on the application of a white student.'

"More recent studies indicate that thirty-four church-related or private institutions now admit students on an inter-racial basis. Of this number, twenty-one are Roman Catholic."

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<sup>1</sup>Department of Racial and Cultural Relations, National Council of Churches.

After four pages given to "A Statement to Southern Christians," the General Assembly adopted the following recommendations - pages 193 and 194:

"1. That the General Assembly affirm that enforced segregation of the races is discrimination which is out of harmony with Christian theology and ethics and that the Church, in its relationship to cultural patterns, should lead rather than follow.

"2. That the General Assembly, therefore, submit this report for careful study throughout the Church, and that it especially urge:

"(a) That the trustees of institutions of higher education belonging to the General Assembly adopt a policy of opening the doors of these institutions to all races.

"(b) That the Synods consider earnestly the adoption of a similar recommendation to trustees of institutions under their control.

". . ."

The Church and the Supreme Court decision on the Racial Integration of Public Education.

Concerning this question, the courts and the Church agree that the courts have no jurisdiction over private or church colleges in this matter. The General Assembly has this to say about it - page 193:

"Since segregation of the white and Negro people continues to diminish it is time to determine the Church's relationship to this trend. The state of flux is due to two dynamic forces at work, the Federal Constitution and the Christian conscience, the one legal and the other spiritual, the one finding expression in statutes and court decisions, and the other in personal conduct, in the voice and policies of the Church. If it be judged that segregation is not merely the separation of two peoples, but the subordination of one people to another, we can, on good evidence, observe that the courts have shown more sympathy toward the Negro than has the Church. The Church would then find itself in the embarrassing position of having to adjust its sense of morality to measure up to the mores of the state. This would belie its pristine nature. Our Christ was and still is ahead of the times; the customs, traditions, and laws of it. The Church must strive to keep apace of its Master or become bereft of His spirit."

The Committee on Christian Relations concluded its report with this recommendation found on page 197:

"Having in mind the recent decision by the Supreme Court of the United States concerning segregation, the Assembly commends the principle of the decision and urges all members of our churches to consider thoughtfully and prayerfully the complete solution of the problem involved. It also urges all our people to lend their assistance to those charged with the duty of implementing the decision and to remember that appeals to racial prejudice will not help but hinder the accomplishment of this aim."

The minds of the Committee were refreshed concerning the purpose of the college by reading a statement from the By-Laws contained on page 27, Part III, Article I, under the caption of "Purpose," which is as follows:

"This institution was founded for the glory of God and is dedicated to the service of the Lord Jesus Christ. It is to be an ideal liberal arts college where knowledge shall be exact and complete, character robust and gracious, and Christianity not only a welcome guest, but the ruling spirit within its walls. It is a cooperative undertaking on the part of several Synods of the Presbyterian Church in the United States, their agency for advancing the Kingdom of God through educational processes. The purpose of the institution is the promotion of Christian higher education. To this end it is essential that the members both of the Board of Directors and of the Faculty be in manifest sympathy with the religious spirit and aim in which the college was founded."

The Committee also considered for its guidance the item in the current college catalogue on page 30, entitled "Its Objectives and Ideals," the first four paragraphs of which are as follows:

"Southwestern was founded for the purpose of fostering Christian higher education. Its position upon the fundamental matter of the relation of religion to education is founded upon the conviction that God is the ultimate Reality, and that life cannot be truly understood apart from Him; that the development of a society of individuals dominated by the Christian spirit is the only purpose worthy of the highest quality of man or capable of motivating the best of mankind; and that Christianity is the only force of sufficient moral strength to create the highest educational ideals and to inspire the attempt to reach them. In view of these convictions, Southwestern has set as its primary objective the graduating of students who not only exhibit alert and well-disciplined minds, but who also live in accordance with the ideals of Christianity.

"One of the distinctive characteristics of Southwestern, therefore, has always been the prominence given to religion. Every candidate for a degree is required to pursue a course of study in the Bible during his freshman year, and again during his senior year. The courses in religion at Southwestern are not sectarian, but they are Christian, and they fully meet sound collegiate standards. Members of various denominations and creeds find here a friendly and congenial atmosphere. The faculty is composed of men and women who are concerned with the moral and spiritual, as well as the intellectual well-being of the students.

"American higher education has been founded upon the liberal tradition, which is fundamental to a civilization of free men. From the Hebrew-Christian tradition has come the root principles of democracy, the dignity and worth of the human individual. But the individual can realize his highest capabilities only through the discipline of sound learning, a discipline which leads to self-discipline, a learning which, because it is rooted in the Christian philosophy of life, encourages breadth of vision, ability to weigh evidence, a sense of values, and a due respect for the opinions of others.

"The basic purpose of a liberal education is to prepare one for full realization of life. The development of mental powers and the building of character are its most important purposes, and it is, therefore, concerned with thorough scholarship, good manners, and good morals. Such an education develops men and women of integrity who readily accept their proper responsibilities to neighbor, state, and church."

There are fifty-three accredited, four-year colleges, seminaries and schools of Christian Education related to the United Presbyterian Church in the United States of America, and twenty such institutions related to the Presbyterian Church in the United States, a total of seventy-three.

So far as we are able to ascertain only six; namely, Belhaven, Hampden-Sydney, King, Mary Baldwin, Presbyterian College (South Carolina), and Southwestern, which make any distinction in applicants of different races.

From this investigation we conclude:

1. That the faculty members who did not sign the petition feel no opposition to an integrated student body but declined to sign either because they did not want to appear to join a pressure group or because they felt that there was presented a policy matter in which they were not involved;
2. That the faculty members who did sign the petition felt no sense of urgency about an immediate change in policy but rather considered that this was an appropriate way to bring the matter to the attention of the Board for consideration and study leading to a change at a proper future time;
3. That the reasons for faculty desire of change range from a deep sense of Christian conviction to an urge to keep pace with overall changing conditions both in the country generally and in the field of education specifically;
4. That the policy of accepting Negro students on some basis has been approved by the majority of colleges supported by our Church;
5. That, although the bases of integration and the methods of its accomplishment vary from college to college, there is unanimity in the care and deliberateness with which the move has been made;
6. That no coeducational institution in comparative circumstances has undertaken a program of integration; and
7. That the experience of Memphis State University in this field prevents any fear of upheaval in the community if a sound program is adopted.

In our decision there must be recognized also these basic concepts of Southwestern's mission and future:

1. As a private institution Southwestern can choose its students with more discrimination than can a public college and thereby can attain a higher level of instruction in a higher calibre student body. Her duty to herself, her constituency, and her nation is to create an atmosphere conducive to study, and to attract students and faculty who contribute to high academic standards.
2. As a church-related institution Southwestern not only can emphasize in its curriculum courses of study and practices of life that teach the principles of Christianity but also must create an atmosphere in which these principles may bear fruit.
3. To paraphrase other church thinking at the moment, Southwestern is both a witness and an instrument. As an instrument of Christian education she is a witness to Christ. If her value as such instrument is impaired so will be her value as a witness. It cannot be doubted that sane integration embodies a Christian principle and serves as a witness. But also does the sound academic education in a broad curriculum by the church of any student, white or Negro, stand as a witness. It is in this latter sense and through the Christian men and women who have been trained here that Southwestern has been a continuing witness to Christ through the generations. The importance of broadening that witness in the future by broadening the area of student selection does not justify impulsive change which could injuriously affect the institution's witness and influence throughout the country. The desire to witness by integration must not destroy the witness of education and thereby destroy Southwestern's usefulness both to the field of education and to the Christian community.
4. It is in this framework of ideals that Southwestern should gradually seek the most qualified students available to her without regard to race.

THEREFORE, BE IT RESOLVED, that the Board declare the following to be the policy of this institution:

Beginning with the fall semester of 1964 Southwestern will accept for entrance those students best qualified by character, demonstrated ability, and seriousness of purpose without regard to race, provided that Negro applicants will be accepted only as day students.

BE IT FURTHER RESOLVED, in order to assure the proper implementation of this policy, that the Board recommends that the college and especially the Committee on Admissions observe the following principles:

1. That no concerted effort be made for the attraction of Negro students as such, but that the emphasis continue to be upon the selection of students mentally, physically, morally, and emotionally able to meet the standards of the institution;
2. That the tradition of great care in the selection of students continue to be exercised by the Committee on Admissions, to the end that the policy accomplish its purpose for the college; and
3. That the parents of present students who are expected to be in college in the fall of 1964 and after, as well as the parents of prospective students, be advised of this policy.

The meeting recessed at 12:15 P.M. for luncheon in the Brooks Room of Catherine Burrow Refectory. In addition to the Board members, Dean A.O. Canon, Mr. Lewis R. Donelson III, and Mr. C.L. Springfield were present at the luncheon.

During the luncheon period, the following report of the Dean of Alumni and Development to the Development Committee of the Board was presented, received with interest and discussed:

I. FUND RAISING PROGRAMS

A. THE PRESBYTERIAN CHURCH IN THE FOUR SYNODS

As reported to the Board in October 1962, a series of visits was made last fall by President Rhodes, Mr. Pritchardt, and Dean Canon to a selected group of churches in the four Synods to present the proposal that each church support a professorship at the college.

Three churches responded affirmatively and included Southwestern in their 1963 budgets for the following amounts:

|   |        |
|---|--------|
| Westminster Presbyterian Church, Nashville, Tennessee | \$ 500 |
| First Presbyterian Church, Shreveport, Louisiana      | 3,600  |
| First Presbyterian Church, Greenville, Mississippi    | 2,000  |

Each church indicated that it would ultimately increase the amount up to a full professorship. At least four other churches are currently giving consideration to the chair proposal.

B. ALUMNI

Alumni support dropped slightly in 1962 in both amount and percent of participation:

| <u>Year</u> | <u>Amount</u> | <u>No. of Donors</u> | <u>% of Participation</u> |
|-------------|---------------|----------------------|---------------------------|
| 1960        | \$36,611      | 964                  | 20.2                      |
| 1961        | 65,804*       | 1345                 | 23.9                      |
| 1962        | 44,426        | 1287                 | 22.5                      |

\*Includes two special gifts for a total of \$24,000

In 1963 a greater effort is being made to solicit each alumnus personally through an area or class agent. In Memphis, over 500 alumni are being called on this month in one division of the Annual Sponsors' Program.

C. BUSINESS AND INDUSTRY

Voluntary support from the business community of Memphis has gradually increased over the past four years as indicated below:

| <u>Year</u>    | <u>Contributors</u> | <u>Amount</u> |
|----------------|---------------------|---------------|
| 1960           | 430                 | \$109,430     |
| 1961           | 570                 | 110,671       |
| 1962           | 650                 | 120,656       |
| 1963 (3/19/63) | 250                 | 84,000        |

The 1963 Annual Sponsors' Program has an excellent organization headed by Mr. Edmund Orgill, a member of Southwestern's Executive Committee. An enthusiastic well-trained team of 270 solicitors is calling on 1735 prospects with a goal of \$150,000. Materials used in this Program will be provided members of the Board during its meeting on Thursday, March 21.

## D. GIFTS AND REQUESTS

President Rhodes, members of the Board and Executive Committee, and Dean Canon have continued to cultivate individuals and to meet with interested groups of Presbyterians throughout the four Synods presenting the needs and aspirations of the college in its development of faculty, curriculum, and campus. A further comment will be made on this subsequently in the report.

## II. PUBLIC RELATIONS

## A. SOUTHWESTERN FILM

For the past two years a sound movie in color has been in production under the direction of Mrs. E.G. Ballenger, Director of News Service, who wrote the script. A preview of the raw film indicates that the movie will present a very attractive description of the college and its activities.

Members of the Board are invited to consider all possibilities of showing the film to church, student, or alumni groups in their communities. Requests for showings may be made to Mrs. Ballenger or Dean Canon. Bookings have already been made in Florence and Mobile Alabama; Pine Bluff, Arkansas; and Baton Rouge. It is a twenty minute film and we normally anticipate that someone from the college will accompany the film and be available for brief comments or answers to questions.

Time has been requested of each Synod to show the film at the meetings this spring.

## B. SPEAKERS

Directors are encouraged to arrange for speakers from Southwestern whenever the opportunity arises.

## III. RECOMMENDATIONS

## A. ENDOWED PROFESSORSHIPS

Due to the dedicated leadership and vigorous efforts of President Rhodes and various members of the Board and Executive Committee, the college has made remarkable progress since 1951 in raising over \$5 million in voluntary support. This has come from several sources (figures from period 1951-1962):

|                                  |                    |
|----------------------------------|--------------------|
| Presbyterian Church              | \$1,680,000        |
| Industry & Business              | 965,000            |
| Ford Foundation or related Funds | 930,000            |
| Governing Boards                 | 859,000            |
| Other Individual Gifts           | 636,000            |
| Bequests                         | 500,000            |
| Foundations                      | 180,000            |
| Alumni                           | 83,000             |
| TOTAL                            | <u>\$5,833,000</u> |

The greatest portion of these funds has gone into buildings (nine constructed since 1953) and current operating funds. Very little has been added to endowment, which now stands at approximately \$6 million market value. The relatively low endowment therefore creates added pressure for current voluntary support each year from the church, alumni, and business and industry.



It seems urgent at this point that specific plans or programs be initiated to encourage potential donors to establish endowed chairs or professorships; e.g., a well-to-do Presbyterian who wishes to make a permanent investment in people, rather than in stone and mortar, might be persuaded to set up a foundation, trust fund, or bequest from which the income could be used for a specific teaching area (the M.J. Jones Chair of Physics or the S.S. Smith Chair of History, etc.). A suitable amount for such a purpose might run from \$150,000 to \$500,000 for each chair.

A plan should be prepared for presentation to a specially selected gifts and bequests list under such a title as, "The Southwestern Distinguished Teacher Program." This would emphasize the necessity to recognize the great teachers on the current faculty and to attract some outstanding men in one or more fields which need development at the college.

#### B. FACULTY SALARIES

As the demand of college teachers becomes more acute, it is essential that Southwestern's faculty be on a competitive basis salary-wise with comparable colleges or universities. During the period 1957-61, for example, the average salary of full professors in private institutions throughout the country increased 33.6%, with an average salary of \$9,830 in 1961-62. In the southeastern region similar salaries increased 30.5% to an average of \$8,210 in the same year. In the same period, Southwestern's "average full professor salary" increased 28.3% to \$7,700.00.

This appears to indicate that Southwestern's full professor salary was becoming less competitive in 1957-1961 in spite of a significant 28.3% increase! It is absolutely essential, if Southwestern is to continue to be a great college, that faculty salaries be substantially increased at once.

One method of raising additional funds would be to stress this need in connection with the Alumni Loyalty Fund. Increased participation might be obtained if all Loyalty Fund contributions over and above a certain level (say, \$50,000) were designated specifically for faculty salaries. This should have greater interest for alumni than the routine appeals of the past for general operating income.

President Emeritus Charles E. Diehl eloquently stated the importance of the faculty member at Southwestern when he wrote in 1925:

The time will never come when the teacher is not the most important part of the college. He is the college in the active sense; all other things are circumstances, machinery, arrangements. He is the mind that learns and teaches. If he does well, then all is well; if he does ill, the college is a failure. It is of the utmost importance, therefore, that the instructional force should be made up, not of immature and inexperienced teachers who can be secured at small cost, but of inspiring teachers, great personalities, who seek to advance knowledge not only among themselves, but among their students, who are anxious that their students should develop, not only in intellect, but in character, in their whole personalities.

### C. DEVELOPMENT COUNCIL

There are many corporate and individual prospects in Memphis and other communities that are capable of making large annual contributions and/or bequests to the college if they can be personally cultivated in an effective manner. President Rhodes, with assistance from Mr. Pritchardt and two or three others, has devoted considerable time and energy to this over the past few years with very fruitful results.

The problem in reaching these prospects appears to be (1) of enlisting more persons in the solicitation effort and (2) of continuing the process throughout the year rather than limiting it to the normal ASP solicitation period in the early spring.

It is therefore proposed that a Development Council be created for this purpose. It would be composed of approximately 12-16 persons drawn from (1) Board and Executive Committee, (2) faculty, (3) alumni, and (4) special friends of the college. President Rhodes, Dean Canon and any other persons designated by Mr. Pritchardt would be ex officio members. This would be a working group with all members subject to call on one or two days each month; e.g., a member of the Executive Committee (or some alumnus) might team with a faculty member from the Council (or President Rhodes) to solicit the support of a particular firm or individual. The ultimate objective of such activity would be to bring the prospect to the campus so that he or she would become well acquainted with the facilities and the people at the college.

Meetings of the Development Council could be held at stated intervals or on call of the chairman. New prospects could be evaluated and the "approach" to them discussed. It is thought that the mere involvement of ten or twelve alumni and Board or Committee members would be worthwhile per se.

### D. MASTER CAMPUS PLAN

As the final plans for the Student Center are drawn up and further efforts are made to provide for an auditorium, fine arts building, etc. on the north side of the campus, it would seem desirable that a master plan of the campus be further developed which would take into account both student and vehicular traffic, parking, loading and unloading arrangements for deliveries, etc. Such a plan existed when the college was originally conceived in this location but several buildings have been shifted since that time and new ones injected into the picture. It was also impossible 40 years ago to envisage the amount of traffic and parking which complicates the college campus of the 1960's.

Other colleges have greatly benefited from the services of a campus planning consultant who is experienced in the location of projected buildings, roadways, walks, parking facilities, etc. Such an expert could also draw up a scale model of the "completed campus" which would be of considerable value when dealing with prospective donors.

### E. GIFTS AND REQUESTS

As members of the Board are aware, the General Assembly continues to stress through its Committee on Bequests and Deferred Gifts in each Synod the importance of every Presbyterian making provision in his or

her will for a church college or similar institution. This is a basic responsibility and challenge to each of us in the Church but those of us more closely connected with a college have a particular obligation in this respect. We can influence others by our own example and suggest various possibilities of life income trusts, etc. to them.

In a recent publication of a fund-raising organization the point is made that a college must have four objectives in dealing with prospective donors: information, interest, involvement, and investment. Those of us who form the college community (members of governing boards, faculty, students, and administrators) are already informed and interested. To the extent that we also become involved as investors in Southwestern, we begin to motivate friends and associates in our circle of influence to do likewise.

This is our opportunity and our obligation.

The Chairman expressed the Board's appreciation to Mrs. John T. McCall (Synod of Tennessee), Mrs. W. Everarde Jones (Synod of Mississippi), and Mr. Walker L. Wellford, Jr. (Synod of Louisiana) for their long and valuable services to the Board and to the college, all of whose terms will expire at the 1963 meetings of their respective Synods, and who are ineligible for re-election under the operating rules of their respective Synods.

The meeting reconvened at 1:35 P.M.

After a long and exhaustive discussion of the report of the Ad Interim Committee, upon motion by Dr. Millard, seconded by Mrs. McCall, the report was unanimously adopted.

Upon motion by Dr. Lynn, seconded by Mrs. McCall, the President and Chairman were authorized to make the announcement concerning the Board's action at a time which they deem advisable, and that copies of the press release, as well as of the report be sent to each Board member before the announcement is made.

The Chairman announced that the annual meeting of the Board will be held on Wednesday and Thursday, October 16 and 17, 1963.

President Rhodes read the following statement to the Board:

It is in order to inform the Board that on January 29, 1965, I shall be 65 years of age and, therefore, in line with established policy, will reach the time of retirement on June 30 of that year. My wife and I look forward to this date with considerable enthusiasm.

Since this time is only two and a quarter years away, it is none too soon to begin seeking my successor. This is a most important task. I trust the Chairman will shortly take appropriate action in appointing a committee to initiate whatever study is necessary.

Peyton N. Rhodes

The meeting adjourned at 3:00 P.M. with prayer by Dr. Millard.

*Ross M. Lynn*  
Secretary