

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL
MARCH 18-19, 1964

The stated meeting of the Board of Directors of Southwestern At Memphis was held on Wednesday and Thursday, March 18 and 19, 1964.

On Wednesday, March 18, at 6:00 P.M., a large number of the membership of the President's Council, composed of outstanding business and professional men of Memphis, met with the members of the Board for dinner in the Catherine Burrow Refectory, at which time Mr. David M. Amacker, Professor of Political Science, delivered a thoughtful and interesting address on "Vietnam: Showdown in the Cold War."

After the dinner 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 19, 1964.

The meeting was called to order by the Chairman at 9:00 A.M., on Thursday, March 19, and was opened with prayer by Mr. Wilds.

The roll call showed the following members present:

ALABAMA:	LOUISIANA:	MISSISSIPPI:	TENNESSEE:
Wm. H. Mitchell	Alden T. Shotwell	Murphey C. Wilds	Wm. H. Dale
Lewis R. Donelson III	Mrs. Morgan L. Shaw	Frank A. England, Jr.	A.V. Pritchett
	E.B. LeMaster	Mrs. J. Maury McIntyre	Ross M. Lynn
		Orrick Metcalfe	
		W.J. Millard	

Peyton N. Rhodes, ex officio

Miss Erma Reese, Assistant Secretary, was present by invitation.

The following members were absent: Edward V. Ramage, Jack W. Warner, and Mrs. Kenneth Harper (Synod of Alabama); W.A. Benfield, Jr. and Carlos G. Spaht (Synod of Louisiana); Mrs. David K. Wilson and Morton B. Howell, Jr. (Synod of Tennessee).

Upon motion by Mr. Donelson, which was duly seconded, the minutes of the Board of Directors' meeting held on October 16-17, 1963, were approved, and reading for information of these minutes was dispensed with since members of the Board had previously received copies.

Upon motion by Mr. Metcalfe, which was duly seconded, the minutes of the Executive Committee meetings held November 18, December 16 and 30, 1963, January 20 and March 10, 1964, copies of which had been received by the Board members, were approved.

The Chairman announced the death of Dr. Charles E. Diehl, President Emeritus, on Thursday, February 27, 1964, and the following resolution, which had been prepared by Dr. Millard, was read and ordered included in these minutes.

IN MEMORIAM

CHARLES EDWARD DIEHL

1875-1964

Charles Edward Diehl was born in Charles Town, West Virginia, May 18, 1875, and died in his home in Memphis February 27, 1964. On March 24, 1909 he was married to Katherine Ireys, of Greenville, Mississippi, in Washington, D.C. They had one son, Charles I. Diehl, who is the present Dean of Men and Professor of English at Southwestern. Dr. Diehl received the Bachelor of Arts degree from The Johns Hopkins University in 1896 and the Master of Arts degree from Princeton University in 1900, where one of his professors was Woodrow Wilson. The same year he was graduated from Princeton Theological Seminary. He was ordained a Presbyterian minister by Ebenezer Presbytery October 29, 1900. He served the Crescent Springs and Independence Churches in Kentucky from 1900 to 1905, the First Presbyterian Church of Greenville, Mississippi for two years, and the First Presbyterian Church of Clarksville, Tennessee from 1907 to July 15, 1917, when he became President of Southwestern.

This was a challenge for only the most visionary and courageous. The total student enrollment the first semester of 1917 was 54, 35 of whom lived in the dormitory. President Diehl tried for a unit of the Student Army Training Corps and got it. This brought the enrollment up to 181, which lasted until the end of World War I. With the exodus of the military unit, the enrollment hit an all-time low. For the first time women students were welcomed to classes and the first woman to receive a degree from Southwestern was a member of the Class of 1920. The buildings were in bad repair, the endowment had been dissipated to meet operating expenses, and students were hard to get. These were truly the dark days - only a man with a vision and a lion's heart could face them with the slightest hope. These qualities President Diehl possessed.

It soon became obvious that Southwestern could never become the great college he wanted it to be in its present location. It was too far from the four Synods which supported it financially and with students. After President Diehl persuaded the Board of Directors that Southwestern would never become a great college unless it was moved to Memphis, things began to happen rapidly. His closest friends for many years refused to speak to him and lawsuits were instituted to prevent the move, but the President had charted the course and he was sure it was right.

In the Fall of 1925 Southwestern At Memphis opened its doors to students for the first time. Much "blood, sweat and tears" had been experienced and this was only the beginning. It was now that the President's measuring rods of genuineness and excellence were taking emblematic form in the Collegiate Gothic stone buildings constructed on the beautiful and wisely selected campus of 100 acres. Now the mistakes and inadequate traditions of the past could be forsaken and a new institution born, which was conceived in the mind and soul of a great Christian, humanitarian and educator - Charles E. Diehl.

In his opening address he said "here is the chance of a lifetime to set the standard of an institution for all time which is as nearly ideal for

its purpose as painstaking investigation, careful thought, and planning can make it. Realizing that the good is ever the enemy of the best, we did not seek merely the good, but the best. This is a Presbyterian institution and is avowedly Christian, and as much is shot through with that passion for honesty and that hatred for all sham which is fundamental in any interpretation of Christianity."

He closed the address with this paragraph - "With high resolve and honest purpose Southwestern opens her doors in Memphis. She holds aloft the unpurchasables as the objects of desire and bears an unfaltering testimony to the value of spiritual ideals. ... She labors to send out men and women with strong characters and disciplined minds which are to be put at the disposal of the world's need for the solution of its desperate problems, for the alleviation of its myriad ills, and for the bringing in of that better day when wrong shall cease, and liberty and love and truth and right shall prevail."

In drawing up the By-Laws of the Board of Directors he wrote another memorable paragraph in Article I, under the caption of "Purpose." It 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. ... 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."

Dr. Diehl firmly believed that a church-related college need not do shoddy academic work. Therefore, he sought the very best teachers available. He said "The time will never come when the teacher is not the most important part of the college; all other things are circumstances." He was eminently successful in securing splendidly qualified teachers at below average salaries who were dedicated to the ideals of Southwestern, one of whom is our President - Dr. Peyton Nalle Rhodes. Dr. Diehl constantly inspired his faculty to self-improvement with grants and fellowships. He was never satisfied with anything less than the best and as the standards were raised he pursued them.

His constant quest for the excellent is seen not only in the beautiful campus and enduring buildings but also in the academic processes instituted during his regime. In 1928 upperclassmen were permitted to read for honors, and in 1931 the tutorial system used at Oxford University was adapted and inaugurated at Southwestern. These innovations strengthened the curriculum tremendously and permitted students with inquiring minds to make an exhaustive study of a subject of their choice. Beginning in 1935 a student who wished less specialization could be awarded a degree with distinction based on overall general achievement. Comprehensive examinations for seniors were introduced in 1945. It is no wonder, therefore, that Southwestern graduates have won honors in graduate schools all over the world.

But intellectual excellence was not enough. This in itself can become a social liability; there must also be moral responsibility. Hence the Honor System, which gives a student an opportunity to prove himself trustworthy, was established in Clarksville and has proven to be a strong character building force on the campus. Dr. Diehl had great faith in the chapel services, religious

emphasis periods, and other Christian activities on and off the campus as powerful forces in developing a Christian interpretation of life. Consequently, he saw to it that these means were kept on the highest possible plane and that faith was always credible and relevant to developing minds and unfolding personalities.

His achievements in raising the standards and improving the quality of Christian higher education were quickly noticed by his fellow laborers in this field, and consequently they elevated him to positions of leadership and responsibility. He was elected Secretary-Treasurer of the Southern University Conference, President of the Association of American Colleges, and to membership on the Board of Visitors of the United States Naval Academy. Great honor was reflected upon him when a chapter of Phi Beta Kappa was established at Southwestern. The officials of the General Education Board, Carnegie Corporation, and other foundations made substantial grants to Southwestern to aid in the splendid work being done under the leadership of her President. The degree of Doctor of Laws was conferred upon him by Davidson College, Centre College, and the University of Chattanooga. The degree of Doctor of Divinity was conferred upon him by Southwestern Presbyterian University at Clarksville before he became its president. Last but not least, he was elected Moderator of the General Assembly of his Church in 1941.

It is quite obvious that this memorial can go on indefinitely. Charles Edward Diehl cannot be adequately put on paper. A book could be written about the intangibles of his life, the great spiritual forces which made him an indomitable leader and at the same time an incurable humanitarian. In a memorial service for the faculty and students in Hardie Auditorium, Palmer Hall on the morning of March 2, 1964, a litany prayer was said in which those present thanked God for Dr. Diehl's "courage to face issues squarely, which inspired the weak to be resolute and made firm the strong in their duty; for the vision which led him to see the good and his firmness of purpose to make it real; for his steadfastness when burdens were heavy, and patience when perplexity mounted; for his discontent with paltry values, and his impatience with hypocrisy and sham; for the vigor of a robust spirit which despised mediocrity and dishonor in personal and community life; for the stamp of integrity which he placed indelibly upon this college." To this prayer, all who knew him and the members of this Board can sincerely say, Amen and Amen.

The Board of Directors of Southwestern At Memphis assembled in stated meeting this the nineteenth day of March in the year of our Lord nineteen hundred and sixty-four hereby adopts this memorial of Charles Edward Diehl and commits it to record by a standing vote thereby registering the Board's awesome appreciation of him and his achievements as President of this college from 1917 to 1949.

Realizing that his motivating ideals were received from his true conception of God, who is unchanging in purpose and infinite in goodness, it is fitting that the members of the Board of Directors stand in silence thereby honoring the man and be led in a prayer of thanksgiving to God who gave him and inspired him.

After a period of silence, the Board was led in prayer by Dr. W.J. Millard, First Vice Chairman.

The Chairman also announced the death on March 2, 1964, of Mr. Thomas W. Briggs, of Memphis, and the following resolution, which had been prepared at the request of the Chairman by Messrs. S. Toof Brown and C.W. Butler, Jr., members of Southwestern's Executive Committee, was read and adopted:

IN MEMORIAM

THOMAS WINSTON BRIGGS

1886-1964

Mr. Thomas Winston Briggs died in New York City at 10:30 A.M. on March 2, 1964.

Mr. Briggs was a native of Memphis but, having spent a large part of his life in New York City as well as all over the world, he was known and respected by people not only nationally but internationally. He was known as a true friend and counselor to many, and as evidence of his love for people his firm of Welcome Wagon International was established by him as an idea for the purpose of having people meet others, both from a business and a social standpoint. He considered it a privilege to make people feel at home in strange cities and to serve his clients at the same time.

Because of the longtime and true friendship of Mr. Briggs for Southwestern and because of his personal and financial support of the college due to its ideals and integrity, the Board of Directors of Southwestern At Memphis assembled in stated meeting this the nineteenth day of March in the year of our Lord nineteen hundred and sixty-four unanimously adopts the following resolution:

RESOLVED, that in the passing of Thomas Winston Briggs Southwestern At Memphis has lost a faithful and loyal friend, the country and community a splendid and upright citizen, as well as an able businessman; and further

RESOLVED, that this token of esteem and affection for Mr. Briggs be recorded in the minutes of the Board of Directors of Southwestern At Memphis and that a copy be sent to his wife.

The Chairman stated that Dr. E.V. Ramage, former pastor of the First Presbyterian Church, of Birmingham, Alabama, had moved to the Synod of Texas. Upon motion by Mr. Metcalfe, seconded by Mr. Dale, the Secretary was requested to write Dr. Ramage a letter expressing appreciation for his services to Southwestern and regret that his move to Texas would, of necessity, remove him from Southwestern's Board.

The Chairman announced for information the personnel of the following Committees to serve through the annual meeting of the Board on October 22, 1964:

HOUSE - E.B. LeMaster, Chairman; Murphey C. Wilds, Vice-Chairman; William H. Dale, E.V. Ramage, Ross M. Lynn, W.J. Millard.

FINANCE - Orrick Metcalfe, Chairman; Mrs. Morgan L. Shaw, Vice-Chairman; William H. Mitchell, Lewis R. Donelson III, Mrs. David K. Wilson, Alden T. Shotwell.

DEVELOPMENT - Frank A. England, Jr., Chairman; Morton B. Howell, Jr., Vice-Chairman; Carlos G. Spaht, Mrs. Kenneth Harper, Jack W. Warner, Mrs. J. Maury McIntyre, Alfred O. Canon, Dean of Alumni and Development.

A. Van Pritchardt, ex officio member of all committees.

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, 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 Deans Jameson M. Jones, Ray M. Allen, Alfred O. Canon, C.I. Diehl, and Anne Caldwell, and Mr. C.L. Springfield, Comptroller, had also been invited to the luncheon.

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

The Board's Committee on Honorary Degrees met on March 7, 1964, with all members of the Committee present.

A number of recommendations were considered, and the Committee voted unanimously to nominate the following persons for honorary degrees to be conferred at the commencement exercises on Monday, June 1, 1964:

DOCTOR OF DIVIITY

Edwin C. Brasington.....Leland, Mississippi
Pastor, Leland Presbyterian Church

F. Ray Riddle, Jr.....Memphis, Tennessee
Presbytery of Memphis Executive Secretary

DOCTOR OF HUMANITIES

Philip F. Howerton.....Charlotte, N.C.
Moderator of General Assembly, Presbyterian Church in the U.S., 1958;
President, Board of the Presbyterian Foundation at present.

Berthold S. Kennedy, x¹12.....Belle Mina, Alabama
Physician and Surgeon, Retired

DOCTOR OF LITERATURE

Frank H. Caldwell.....Louisville, Kentucky
President, Louisville Presbyterian Theological Seminary

DOCTOR OF LAWS

*Merrimon Cuninggim.....St. Louis, Missouri
Executive Director, The Danforth Foundation

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

President Rhodes reported orally on a number of items, including increased student enrollment and the need for an additional men's residence hall on the campus, which would make it unnecessary to house students in Stewart Hall located across the street from the campus, which is not fireproof. He stated that Dr. L.F. Kinney, Professor of Bible, who was very ill a year ago, had been able to resume most of his teaching and other duties, but that Dr. J. Quincy Wolf, Professor of English, is not able to perform all of his normal duties because of rheumatoid arthritis.

President Rhodes also reported that for a number of years the Memphis Garden Club had been interested in helping to beautify the Southwestern campus and had furnished and planted many shrubs, particularly around Burrow Library, the women's residence halls, and the Richard Halliburton Memorial Tower. He stated that the Club's most recent activity on the campus was in the installation of a very attractive fountain in the women's quadrangle. The members of the Board requested President Rhodes to express their appreciation to the Memphis Garden Club for its continued interest and generosity in beautifying the campus.

The meeting recessed for fifteen minutes at 10:30 A.M.

*In his letter dated March 25, 1964, Dr. Cuninggim expressed appreciation for the degree, but stated that it was the policy of The Danforth Foundation that members of its staff should not accept honorary degrees from institutions that are, or might be, related to any of the programs or activities of the Foundation, except in those unusual circumstances in which the staff member happens to have intimate personal connections with the institution in question, such as his having been a former student or faculty member of the institution, and for this reason he must regretfully decline to accept the degree.

Mr. Metcalfe, 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 18, 1964, in the Directors Room, Palmer Hall, at 8:15 P.M., with Mr. Orrick Metcalfe, Chairman, presiding and with the following persons present: Mrs. Morgan L. Shaw, Messrs. William H. Mitchell, Lewis R. Donelson III, Treasurer; C.L. Springfield, Comptroller, and James M. Chambers, Assistant Comptroller. Mr. Alden T. Shotwell, a member of the Finance Committee, was drafted by one of the other Committees, and left for its meeting after the Finance Committee's meeting was opened with prayer. Chairman of the Board, Mr. A.V. Pritchartt, and President P.N. Rhodes spent some time with the Committee.

The meeting was opened with prayer by Mr. Shotwell.

The minutes of the meeting held October 16, 1963, were approved as recorded.

The proposed budget for the 1964-65 fiscal year, prepared and recommended by the Budget Committee of the Board, and approved by the Executive Committee, was presented by the Treasurer and explained in detail. After discussion, on motion by Mr. Mitchell, seconded by Mrs. Shaw, the Committee recommended that the Board adopt the budget.

President Rhodes spoke briefly about the proposed new men's residence hall and the possibility of obtaining a loan of \$600,000 from the Housing and Home Finance Agency to apply toward the erection of such a building, which will cost approximately \$750,000, the balance to be paid out of certain reserved funds. Dr. Rhodes explained that the HHFA had tentatively set aside \$600,000 for Southwestern, subject to submitting a formal application within ninety days. The probable interest rate will be 3 5/8%. Upon motion by Mr. Donelson, seconded by Mr. Mitchell, the Committee recommended that the Board of Directors authorize the proper officials of the college to proceed with the application for funds and the building of an additional men's residence hall.

Mr. Pritchartt stated that the college would doubtless have to consider the advisability of conducting a capital funds campaign in the near future in order that funds might be provided to build two new science buildings, and a classroom and administrative office building.

The latest appraisal of securities held in the endowment fund was inspected. In connection with the recommendation made by the Committee at the meeting on October 16, 1963, it was moved by Mr. Donelson, seconded by Mr. Mitchell, that the Board direct the Chairman of the Board to have the investment portfolio and the present policy of the Investment Committee appraised by a competent authority. The motion was approved.

The meeting adjourned at 9:35 P.M. with prayer by Mrs. Shaw.

/s/ Orrick Metcalfe, Chairman

ANTICIPATED EXPENSE BUDGET FOR 1964-65

Adult Education Center - Schedule 1	\$ 57,350.00
Annual Audit	1,000.00
Annuities (Halliburton and Glassell)	21,635.00
Athletics and Physical Education (not including Coaches' salaries)	62,500.00
Athletics -- Coaches' salaries - Schedule 4-A	30,250.00
Biology, Chemistry, Physics, Art and Psychology Departments	21,800.00
Board Meetings	750.00
Bulletins	1,800.00
Campus Grounds	7,500.00
Capital Improvements -- General	15,000.00
Capital Improvements - Biology, Chemistry, Physics, Psychology, and Art Departments	14,300.00
Catalogue	5,500.00
Classroom Supplies	1,000.00
College Associations	2,250.00
Commencement and Public Occasions	2,000.00
Comptroller and Office Assistants - Schedule 2	66,600.00
Creative Activity Fund - Faculty	4,000.00
Debating and Dramatics	600.00
Dining Halls, Residence Halls, and Bookstore	398,500.00
Endowment Supervision and Service	12,500.00
Engineers, Watchmen, Janitors, and Maintenance Employees - Schedule 3	60,400.00
Entertainment	750.00
Equipment	5,000.00
Faculty and Assistants - Schedule 4	597,150.00
Heat, Light, Power and Water - Administrative Buildings	12,500.00
Insurance - Institutional Property	7,500.00
Insurance - Major Medical, Life, Retirement and Social Security	70,000.00
International Studies Department	4,000.00
Janitors' Supplies	1,750.00
Language Center	6,900.00
Legal and Miscellaneous Expenses	2,200.00
Librarian and Assistants - Schedule 5	48,650.00
Library Expense and Maintenance	14,500.00
Library Books	17,500.00
Maintenance - Mallory Gymnasium	5,000.00
Maintenance - Temporary Buildings	3,000.00
Maintenance - Richard Halliburton Memorial Tower	3,000.00
Medical Department	23,300.00
Music Department - Not Including Fixed Salaries	44,400.00
Music Department - Fixed Salaries Except Directors- Schedule 4-B	46,350.00
Office Supplies -- Printing and Stationery	6,500.00
Other Departmental and Student Activities	30,550.00
Postage	3,500.00
President's Home	5,000.00
Promotion, Publicity, Development, Alumni Salaries -Schedule 6	43,745.00
Expenses other than Salaries - Schedule 6	29,700.00
Provision for Faculty Contingencies	10,000.00

Provision for Sabbatical Leaves	\$ 18,000.00
Registrar, Assistants, Dean of Admissions, Admissions Counselors - Salaries - Schedule 7	44,300.00
Expenses other than Salaries - Schedule 7	13,250.00
Religious Meetings	350.00
Repairs and Renewals	7,500.00
Spencer and Evans Funds	100.00
Scholarships and Student Aid	110,000.00
Summer Session	16,850.00
Telephone and Telegraph - Administrative	4,500.00
Travel Expenses - Faculty	3,000.00
Travel Expenses - Administrative and General	5,000.00
Truck and Automobile	3,000.00
Provision for Additions to Retirement Income of Retired Faculty and Staff Members	9,000.00
Provision for Fine Arts and Distinguished Speakers	2,000.00
	<u>\$2,066,530.00</u>

ANTICIPATED INCOME FOR 1964-65

Tuition - 830 Students @ \$1,000.00	\$ 830,000.00
Endowment Income	240,000.00
Dining Halls, Residence Halls, and Bookstore	426,700.00
Special Students, Application Fees, etc.	25,000.00
Idlewild Presbyterian Church - T.K. Young Chair	7,200.00
Second Presbyterian Church - A.B. Curry Chair	7,200.00
Evergreen Presbyterian Church - W.J. Millard Chair	7,200.00
First Presbyterian Church, Greenville, Mississippi, Chair	2,000.00
Westminster Presbyterian Church, Nashville, Tennessee, Chair	3,600.00
Benevolences	145,000.00
Hohenberg Chair	4,500.00
Alumni Loyalty Fund	16,000.00
Tennessee Independent Colleges Fund	4,500.00
Annual Sponsors' Program	128,000.00
Interest on Savings Accounts and Miscellaneous	12,000.00
Memphis College of Music	47,500.00
Summer Session	24,700.00
Library Fees	16,500.00
Medical Department Fees and Income	25,900.00
Athletics and Physical Education Department Fees and Other Income	22,400.00
Adult Education Center	20,200.00
Language Center	6,900.00
Biology, Chemistry, Physics, Psychology Fees	15,300.00
Other Departmental and Student Activities Income	30,550.00
	<u>\$2,068,850.00</u>

Upon motion by Mr. Metcalfe, seconded by Mrs. Shaw, the Finance Committee's report and the budget were unanimously adopted.

The following report of the House Committee was read by the Chairman, Mr. LeMaster, which, upon motion, duly seconded, was received:

The House Committee met on Wednesday, March 18, 1964, at 8:15 P.M., in the Faculty Room, Palmer Hall, on the campus.

Those present were E.B. LeMaster, Chairman; Messrs. W.J. Millard, Murphey C. Wilds, Ross M. Lynn, and Peyton N. Rhodes. Messrs. J.A. Rollow, Engineer, and Roy R. Twaddle, Superintendent of Maintenance, were present by invitation, as were The Reverend Mr. R. Scott Woodmansee, of Collierville, Tennessee, Chairman of the Christian Vocation Council of the Synod of Tennessee, and Dr. Fred D. Pultz, Director of Vocational Counseling.

The minutes of the meeting held on October 16, 1963, were read and approved.

Mr. Woodmansee, speaking for the Presbyterian Guidance Center, thanked the Board for the physical improvements which had been made since the last meeting of the Committee and requested the Committee to give serious consideration to building permanent housing for the Guidance Center. He stated that some 500 students went through the Center last year and, in addition to service rendered, it indirectly brought Southwestern to the attention of a great many potential students.

The Synod of Tennessee Christian Vocation Council appointed a Steering Committee to look into the operation of the Guidance Center and clarify its relationship to the college and the other interested Synods of Louisiana, Mississippi, Alabama, and Arkansas. The operation costs approximately \$60.00 per student.

Mr. LeMaster stated that he had been asked by the Chickasaw Council of the Boy Scouts of America to discuss their present facilities and to raise the question about Southwestern making available some property on its campus for the erection of a Scouts headquarters. After some discussion by the group, it was decided that this property would be used by the college sooner than the Scouts could amortize the property.

Mr. LeMaster discussed the possibility of trying to work out a plan to beautify the campus by some type of formal gardens.

The House Committee recommended to the Board that it consider favorably the college's application to HHFA for a loan of \$600,000 to apply to the \$750,000 estimated cost of a residence hall on the campus to house 120 male students. Upon motion by Dr. Millard, seconded by Mr. Wilds, this recommendation was approved.

Dr. Millard suggested, and the Committee concurred, that the Board begin giving serious thought to building an appropriate memorial to Dr. Diehl, and further suggested the chapel as a possibility.

Messrs. Rollow and Twaddle and their staff were commended for the work done on the campus, resulting in its beauty and well kept appearance.

The meeting recessed at 12:30 P.M. for luncheon in the Brooks Room of Catherine Burrow Refectory. In addition to the Board members, Deans Ray M. Allen, Alfred O. Canon, C.I. Diehl, and Anne Caldwell, and Mr. C.L. Springfield, Comptroller, were present.

During the luncheon period, the following report of the Dean of Alumni and Development to the Development Committee of the Board was presented by the Chairman, Mr. England, which was received with interest and discussed:

I. Fund-Raising Programs

A. Presbyterian Church in the four cooperating Synods.

In 1963 the First Presbyterian Church of Shreveport, Louisiana, initiated a chair or professorship with \$3,600 in the budget for that year. During the year, however, Dr. William A. Benfield, Jr., accepted a call to another Synod, and the Church experienced some difficulty in meeting its budget ^{estimate} for 1964. In the light of these developments, the Session withdrew its chair support from the college. There is some uncertainty at this point as to the future of the original commitment.

As a result of vigorous and sustained efforts by President Rhodes, Mr. Morton B. Howell and Mr. H. Clinton Parrent (college architect) the Westminster Church in Nashville increased its chair support from \$500.00 in 1963 to \$3,600 in 1964. This chair presently is not named.

On March 13, 1964, through the encouragement of Dr. Wayne P. Todd, '52, minister, and Mr. William H. Mitchell, an Elder, the First Presbyterian Church of Florence, Alabama, designated \$3,000 in the 1964 budget "to commence the endowment of a chair, which contribution we expect to continue and hope to increase as time goes on."

A total of \$30,200 is now anticipated in 1964 in direct support from six churches.

B. Alumni

In 1963 alumni contributions reached \$66,068 (of which \$36,000 was given through the Annual Sponsors' Program), with 22.7% of all alumni participating. This compares quite favorably with the 1962 total of \$44,926, with 22.5% participation.

Area solicitation has been intensified in 1964 with state and city chairmen being appointed or reactivated in order to personalize the appeal as much as possible.

C. Annual Sponsors' Program (ASP)

Under the astute chairmanship of Mr. Edmund Orgill, who literally gave weeks of tireless effort to this project, the college reached a record high in 1963 in corporate and individual contributions as well as in alumni giving, as indicated by the following figures:

Year	Annual Sponsors' Program		Alumni (non-ASP)	Total (Corporate and Alumni)
	Contributors	Amount		
1960	430	\$109,430.00	\$ 26,377.00	\$135,807.00
1961	570	110,671.00	49,425.00	160,096.00
1962	650	120,656.00	24,168.00	144,824.00
1963	941	<u>166,210.00</u>	<u>29,488.00</u>	<u>195,698.00</u>
Four-year total		\$506,967.00	\$129,458.00	\$636,425.00

Although two gifts of \$5,000 each, which were part of this 1963 total, are not likely to be received in 1964, it is hoped that the current goal of \$175,000 can be achieved. A splendid organization headed by Mr. Orgill, with the enthusiastic assistance of Mr. William S. Craddock, '40, has already turned in pledges of \$99,984 as of March 18, 1964.

II. Public Relations

A. Film and Speakers

Since the last report to the Board, the Southwestern film in color has been run twice on Memphis television stations, used in conjunction with such special events as Homecoming, Parents' Day and the ASP kickoff dinner, and shown to 64 separate audiences. Several requests a week are received for it, and Mr. Kenneth Berryhill, Director of Public Relations, has encouraged civic clubs throughout the Mid-South region to use it as one of their programs.

Mr. Berryhill has greatly extended the coverage of Southwestern activities through radio and television since his arrival on the campus last August. He has produced two television shows and arranged for college personnel to appear on at least 12 other television programs. A total of 76 Southwestern women students have also appeared on a weekly television program. He feels that a great amount of free air time is available on radio if equipment can be obtained which would enable him to tape interviews with various professors. As Mr. Berryhill is expert in this medium, it is felt that a modest expenditure in this area would be an excellent investment.

B. Other Publicity Media

The Director of Public Relations has arranged for the Southwestern exhibit to be shown in the lobbies of four Memphis banks and is requesting permission to place it in such areas at the Metropolitan Airport, the new Federal Building, the Mid-South Fair, etc.

The college seeks every opportunity to obtain publicity in the local press. Coverage of some activities, such as the ASP, has been excellent, while other events have attracted little attention. The Public Relations Office submits releases constantly to both Memphis papers (in addition to the hometown newspapers of students), but the competition to obtain space for stories and photographs is becoming increasingly intense as each school or college demands coverage.

Brochures produced by the Public Relations and Development Offices for distribution to alumni, the business community, the Church, etc., will be provided the Directors at the time this report is presented.

C. Meetings on Campus

1. Alumni and Parents

The response of parents and alumni to the combined Homecoming-Parents' Day in the Fall and Alumni Day in the Spring has been most gratifying. Mr. Goodbar Morgan, Director of Alumni Affairs, and his assistant, Mrs. Arthur Birge, have arranged excellent programs for these events, working with the Executive Council of the Alumni Association and the Admissions Office in the case of Parents' Day.

2. The Business Leadership of Memphis

Three meetings of the President's Council have been held during the 1963-64 session, with addresses by Professors J.H. Taylor (physics), Granville D. Davis (history and adult education), and D.M. Amacker (political science) on the following topics:

"The Alaskan Solar Eclipse Expedition"

"The Four-Day Week" (What effect will automation and the increasing amount of leisure available have on the American citizen?)

"Vietnam: Showdown in the Cold War"

3. The Church

The Synod of Tennessee will hold its 1964 meeting on the campus this June with a special emphasis on Christian higher education and Southwestern.

The Women of the Church of the three largest Memphis churches have been invited to hold their April meetings on the campus and to remain for an open house and tour of the campus.

Plans are being discussed to bring small groups of ministers to the campus for orientation sessions of one to two days duration.

III. Recommendations

A. The Executive Committee has suggested that the time has come when an additional staff member might advantageously be secured for the Development Office. There is no doubt that much more could be done in some areas such as the Loyalty Fund (and possibly the ASP) if an assistant to the Dean of Alumni and Development could follow through on the organizing of area alumni meetings and subsequent solicitation of funds. This would also indirectly tie in with the encouragement of student recruitment by alumni.

With an increase in staff it is hoped that a combined goal of \$250,000 per year for ASP and Loyalty Fund can be attained in the near future.

B. With the increasing volume of letters, brochures, bulletins, etc., that must be handled by the Development and Alumni Offices, the sheer mechanics of getting out a large mailing becomes a problem when student assistants are used for this purpose. They are on duty for only a few hours a day and can accomplish only so much at critical times such as holidays, exam periods, etc.

If a full-time person could handle this in the Alumni Office, it would greatly expedite the operations and provide more effective coordination with respect to the use of mimeographing, addressing, and mailing machinery. As some or all student assistants would be eliminated through the addition of such a person, the extra expense would not be substantial. In view of the recent investment in modern addressograph equipment, it would be to the college's advantage to see that it is fully utilized by competent people.

C. The Development Office would welcome suggestions from the Board as to the approach which should be made to at least five additional churches for the establishment of a chair.

D. The Development Office once again recommends that plans be initiated and carried forward at the earliest opportunity for a capital fund campaign. Endowment must be increased if the college is to compete with other colleges of quality and excellence for faculty and students! (Note attached chart)*.

In this connection it would be extremely advantageous if more time and effort could be devoted to the cultivation of (1) the larger New York based foundations and (2) wealthy individuals in Memphis and the four Synods who could give Southwestern substantial sums of money. Both of these sources must be constantly and systematically explored over a period of years by persons such as President Rhodes and members of the Board and Executive Committee who will command attention and a sympathetic reception.

*ENDOWMENT OF SELECTED INSTITUTIONS
1951 and 1961

<u>Institution</u>	<u>Endowment and Enrollment</u>		<u>Endowment per Student</u>	
	<u>1951</u>	<u>1961</u>	<u>1951</u>	<u>1961</u>
Agnes Scott	\$ 2,766,900 (457)	\$ 8,952,121 (640)	\$6,054	\$13,987
Davidson	6,222,850 (828)	11,000,000 (977)	7,516	11,259
University of the South	3,176,353 (513)	12,302,000 (730)	6,191	16,852
Vanderbilt	31,562,071 (2886)	50,905,002 (3861)	10,936	13,184
Washington and Lee University	6,370,645 (1044)	10,283,637 (1186)	6,102	8,671
Southwestern	2,607,349 (474)	4,321,304 (812)	5,500	5,322

The meeting reconvened at 2:00 P.M.

President Rhodes discussed the possibility of borrowing funds under the College Housing Program, Title IV of the Housing Act of 1950, Public Law 475, 81st Congress, for the construction of an additional men's residence hall on the campus, and stated, upon authorization of the Executive Committee, that he had taken the initiative in filing a preliminary application with the Regional Director of Community Facilities Administration, Housing and Home Finance Agency in Atlanta, Georgia. After a free discussion of this matter, upon motion by Dr. Millard, seconded by Mr. Mitchell, the following was adopted:

Be it resolved that the action of President Rhodes in filing application with the Regional Director of Community Facilities Administration Housing and Home Finance Agency in Atlanta, Georgia, for a loan of \$600,000 be and the same is hereby ratified and confirmed.

Be it further resolved that President Rhodes be and he is hereby authorized to follow through on said application and to take such further steps as may be necessary to obtain approval of a loan not to exceed \$600,000.

All members of the Board, except Mr. Metcalfe, voted "yes" on the above resolutions.

President Rhodes stated that about a year ago he appointed a committee of the faculty to study Article V "Officers of Instruction" of the By-Laws, which was adopted at the annual meeting of the Board of Directors on September 10, 1940, and to make suggestions and recommendations concerning this section. He presented the following report of the committee which, upon motion by Mr. Dale, seconded by the Secretary, was ordered placed on the table for consideration of the Board:

ARTICLE V*

OFFICERS OF INSTRUCTION

Officers of Instruction shall be classified and shall rank as follows:

- (1) Professors
- (2) Associate Professors
- (3) Assistant Professors
- (4) Lecturers
- (5) Instructors

Visiting or part-time officers of instruction may be appointed to any of the above five ranks with the word "Visiting," or "Part-time" prefixed.

Assistants may be appointed by the Dean of the College upon recommendation by the department concerned, and with the approval of the President.

All officers of instruction shall be appointed by the Board upon the recommendation of the President in consultation with the Dean of the College and the department concerned.

*As provided by the Charter, the administration of the affairs of this institution shall be supremely and solely in the hands of its said Board of Directors." From Article I of the By-Laws of Southwestern At Memphis.

All officers of instruction shall be provided with a written contract on or about March 1 for the following academic session. This contract shall specify (1) rank and salary, (2) term of appointment, (3) conditions of tenure and status under these conditions, (4) special terms and conditions of employment, if any, and (5) the general duties and responsibilities of the faculty member. Officers of instruction shall inform the President in writing within two weeks of their acceptance or rejection of the terms of the contract.

If, after a period not to exceed 5 years, it is desired to continue the employment of a full-time officer of instruction, he is to be regarded as being on permanent tenure, and his services shall be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies which must be demonstrably bona fide.

Unless otherwise stated, the appointment of any officer of instruction who has served the college for a period of less than 5 years shall be on an annual basis. Any officer of instruction not on permanent tenure who is not to be re-appointed shall be notified of this not later than March 1 of the session at the end of which his appointment terminates. Such officer of instruction shall not be dismissed before the termination of his appointment except for adequate cause.

Termination for cause of the appointment of an officer of instruction on tenure, or the dismissal for cause of an officer of instruction previous to the expiration of his term of appointment, may be considered by a committee consisting of at most 7 members composed of representatives of the Board and/or Executive Committee, and the faculty. At least 4 of these members shall be officers of instruction selected by the Dean of the College from a panel of 5 elected for that purpose by the faculty at the beginning of each session. If a hearing is requested by the accused officer then he shall be informed by the President before the hearing in writing of the charges against him and shall have the opportunity to be heard in his own defense. A request for a hearing must be made within 4 weeks after notification of termination or dismissal; the hearing must occur within 2 weeks after the request of the accused officer. He shall be permitted to have with him an advisor of his own choosing from the faculty who may act as counsel. The administration shall provide a full stenographic record of the hearing which shall be made available to the parties concerned. In the hearing of charges of incompetence the testimony may include that of officers of instruction and other scholars. Subject to approval by the Board, the decision of the hearing committee shall be final. An officer of instruction on permanent tenure who is dismissed for reasons not involving moral turpitude or non-feasance shall be paid at the rate stated on his last contract for one academic year from the date of notification of dismissal whether or not he is continued in his duties at the college; however, if he begins employment elsewhere he thereafter forfeits any further compensation from the college.

Any officer of instruction desiring to resign his position shall send his resignation to the President within two weeks after the contract for the next academic session is offered.

Each officer of instruction shall have full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties. Research or consultation for pecuniary return using college facilities shall be based upon an understanding with the President.

Each officer of instruction shall have freedom in the classroom in discussing his subject, but he must abstain from introducing into his teaching controversial matter which has no relation to his subject.

In the exercise of the rights of citizenship, every officer of instruction shall be free from institutional censorship or discipline. He should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Every officer of instruction should have maximum regard for the integrity, good reputation, and general welfare of the college as a whole.

THE FACULTY

The faculty shall consist of the President of the college, the Deans of the college, the Librarian, the Directors of Physical Education, the officers of instruction, including the visiting and part-time officers, and such others as the faculty may designate.

The faculty shall meet regularly at least once a month during the academic session, and shall meet in special session at the call of the President or upon the request of two officers of instruction. A majority of the members shall constitute a quorum, and all questions at issue shall be decided by a majority of the votes cast.

To the faculty shall be committed the general responsibility for the formulation and control of the educational program of the college. This shall include the specification of standards of admission of students; requirements for the various degrees in course; the curriculum of the college; instruction; recommendations for degrees in course; supervision over disciplinary actions, including the power to censure, suspend, or dismiss a student; supervision over student activities and organizations. It shall be the duty of the faculty, in addition to the work of instruction, to maintain a constant, sympathetic and effective oversight of the conduct, character, and work of the students under its care. The faculty shall have the power to adopt such rules and regulations as may be found necessary for the performance of these duties and obligations. In particular, the faculty shall have the power to establish any standing committees it deems necessary to meet its responsibilities. There shall be constituted a Committee on Committees consisting of the President, the Dean of the College, and 3 officers of instruction elected by the faculty at large. This committee shall make recommendations to the faculty regarding the organization and functions of the standing committees of the faculty, and shall have the responsibility of determining the membership of the various standing committees. The Dean of the College shall serve as the chairman of the Committee on Committees. The President and the Dean of the College shall be ex officio members of all standing committees.

It shall be the duty of every member of the faculty to attend the meetings of the faculty unless formally excused from attendance by the President. At meetings of the faculty, in the absence of the President, the Dean of the College shall preside; and in the absence of the Dean, the senior professor present.

The faculty shall elect for a term of three years a Secretary and an Assistant Secretary who shall keep a record of the minutes of the faculty meetings and such other records of the faculty as the faculty shall determine, be responsible for the codification and maintenance in current form, publication, and distribution to the faculty of its rules and regulations, and perform such other duties appropriate to the office as the President, Dean, or faculty shall from time to time designate and appoint.

All members of the faculty shall be present at the college for the first faculty meeting before the session opens, and shall continue on duty throughout the academic year, including the commencement exercises. Applications for leave of absence of seven days or fewer shall be made to the Dean; applications for leave of more than seven days shall be made to the President. A member of the faculty, in accepting an appointment from the Board, thereby agrees to conform to all regulations adopted by the faculty or by the Board.

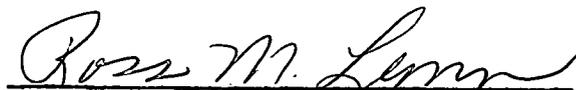
An officer of instruction shall not substitute nor appoint any one to perform his college duties without the approval, in each case, of the Dean of the College; nor shall he engage, without the express permission of the President, in any undertaking, pursuit, or occupation, with or without compensation, which interferes with the thorough and efficient performance of his duty to the college. No agreement shall be made for giving instruction in another institution during the academic session without the permission of the President.

In addition to the maintenance of the highest personal standards of character and conduct, it shall be the duty of each officer of instruction to keep abreast of the developments in his field of scholarship by study and by participation, when possible, in the activities of learned societies, and in research which may serve to both extend knowledge and embrace effectiveness of teaching. Each officer of instruction is urged to be continually sensitive to the skillful teaching of students entrusted to his care.

The Chairman requested the Board members to arrive in Memphis by 2:00 P.M. on Wednesday, October 21, 1964, in order that the Committees of the Board could hold their meetings that afternoon and evening prior to the Board meeting on Thursday, October 22, 1964.

The Chairman made a brief report on the activities of the Board's Selection Committee to seek a successor to President Rhodes.

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


Secretary