

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
OF SOUTHWESTERN AT MEMPHIS
HELD IN THE DIRECTORS ROOM
PALMER HALL

OCTOBER 19-20, 1966

The annual meeting of the Board of Directors of Southwestern At Memphis began with a luncheon at 12:15 P.M. on Wednesday, October 19, 1966, at Second Presbyterian Church of Memphis, which was attended by members of the Board, Executive and Investment Committees and their wives, a selected group of outstanding Memphis Presbyterians, and a representative group of faculty and staff members. At this luncheon meeting the Chairman of the Board, Mr. A.V. Pritchardt, and President Alexander presented encouraging reports on the Southwestern Challenge Campaign to date.

The Board of Directors, with members of the Executive Committee, met in executive session at 2:30 P.M. in the Directors Room, Palmer Hall, on the campus.

The meeting was called to order by the Chairman, A.V. Pritchardt, and was opened with prayer by Mr. Yandle.

The roll call showed the following members present:

ALABAMA:	LOUISIANA:	MISSISSIPPI:	TENNESSEE:
Belin V. Bodie	H. Richard Copeland	W.J. Millard	John W. Wade
Lewis R. Donelson III	Stewart W. Yandle	Mrs. J. Maury McIntyre	A.V. Pritchardt
Mrs. Kenneth Harper	E.B. LeMaster		Mrs. David K. Wilson
Wm. H. Mitchell	Mrs. Morgan L. Shaw		Ross M. Lynn
Earl W. Mallick	W.C. Rasberry		

J.D. Alexander, ex officio

Mr. Frank A. England, Jr., of Greenville, Mississippi, was unable to be present because of some important meetings connected with the Greenville Chamber of Commerce, of which he is President this year; Mr. James V. Johnson, Jr., formerly of Laurel, Mississippi, recently accepted a pastorate in Atlanta, Georgia, and is, therefore, no longer a member of Southwestern's Board; Mr. Orrick Metcalfe, of Natchez, Mississippi, was unable to attend the meeting because of an important meeting of the American Bankers Association, and Mr. William H. Dale, of Columbia, Tennessee, was delayed in reaching Memphis in time for the luncheon and afternoon meeting of the Board.

The following non-Board members of the Executive Committee were present:

Walter P. Armstrong, Jr., C.W. Butler, Jr., Edmund Orgill, S. Shepherd Tate, Russel S. Wilkinson, and S. Toof Brown.

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

The Chairman extended a hearty welcome to the new members of the Board, Dean John W. Wade and Mr. W.C. Rasberry, as well as to the members of the Executive Committee.

Upon motion by Mr. Mitchell, which was duly seconded, the minutes of the Board of Directors meeting held May 3-4, 1966, and the minutes of the Executive Committee meetings held May 23, September 19 and 29, 1966, copies of all of which had been received by members of the Board, were approved.

The Chairman announced for information the personnel of the following Committees to serve through this meeting of the Board:

- HOUSE - E.B. LeMaster, Chairman; Mrs. Morgan L. Shaw, Vice-Chairman; James V. Johnson, Stewart W. Yandle, Ross M. Lynn, W.J. Millard.
- FINANCE - Mrs. David K. Wilson, Chairman; Earl W. Mallick, Vice-Chairman; William H. Mitchell, Lewis R. Donelson III, W.H. Dale, Frank A. England, Jr., W.C. Raspberry.
- DEVELOPMENT - Belin V. Bodie, Chairman; Orrick Metcalfe, Mrs. Kenneth Harper, Mrs. J. Maury McIntyre, H. Richard Copeland, John W. Wade, and Alfred O. Canon, Dean of Alumni and Development.

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

The Treasurer brought to the attention of the Board the fact that upon the impending retirement of Mr. C.L. Springfield, Assistant Treasurer, Southwestern will lose a very valuable member of its staff, one who, because of his long association, is familiar with every phase of the college's management, as well as the fact that the college's operations have greatly increased and enlarged in recent years, and stated he felt that the overall financial structure of the college should be carefully studied at this particular time. Because of these and other considerations, the Treasurer read the following letter from the firm of Ernst & Ernst, the firm which has audited the college's records for several years:

October 18, 1966

Mr. Lewis R. Donelson III, Treasurer
Southwestern at Memphis
Memphis, Tennessee

Dear Mr. Donelson:

At your request, we have performed a preliminary survey of organization and financial management at Southwestern at Memphis for the purpose of determining:

1. What problems exist, if any,
and
2. What could be done to alleviate these problems?

WHAT FINANCIAL MANAGEMENT PROBLEMS EXIST?

We noted several problems of significance, both in general organization and in financial management. As you may suspect, these problems are not disassociated. Each has had its effect on the other. The lack of clear definition for accountability and responsibility in the area of

budgeting and spending control has caused the financial decisions concerning day-to-day operations to migrate to and concentrate in the Assistant Treasurer's office. The heads of spending units are not notified of the approved operating budget allocated to their unit. Inferentially, it should be noted that these unit heads do not participate in the building of the budget in most instances. Therefore, they are completely unaware of the funds available to them and have no conception of the overall budget. Consequently, these department heads (or spending unit heads) do not feel accountable nor responsible for good planning or for operating within certain limits. They do not know the available balance for their spending unit at any given time. Their requests for expenditures are approved or disapproved by the Assistant Treasurer. They are, therefore, absolved of any real responsibility for planning and managing the financial aspects of their units. This process magnifies the spending control and makes it a daily problem for one office.

There also appeared to be a lack of clearly defined institutional policies concerning the transfer or re-allocation of funds after the budget is approved.

There is no attempt to relate the physical ingredients such as enrollment statistics, student-faculty ratios, teaching loads and space utilization to the planned and actual financial data. Projections of these physical ingredients should be the basis for financial planning. When comparing planned and actual financial data, the actual for these physical ingredients should also be compared and related.

The chart of accounts does not readily lend to the organization of income and expense data by function (or activity) and by fund.

The lack of proper procedures and policies, as discussed above, appears to be the principal problem involved in financial management.

WHAT ORGANIZATIONAL PROBLEMS EXIST?

It was noted that several functions are misplaced according to normal responsibility assignments in institutions of higher education. The most notable of these (based on our restricted survey) were the varied responsibilities either assigned to or assumed by the office of the Director of Admissions. In addition to the normal admissions functions, these responsibilities include:

1. Student loan application processing.
2. Student loan accounting.
3. Student employment decisions.
4. Other student aid functions.
5. Programs for prospective students.

These are activities not normally found under the office of the Director of Admissions. Some are accounting functions, some are development functions, and some are student aid functions.

In addition, the Director of the Student Center works under the direction of the Admissions Office in handling NDEA student loans and the U.S. College Work Study Program. The Student Center Director reports otherwise to the Assistant Treasurer.

Building maintenance responsibilities are split between the Business Manager and the Superintendent of Maintenance.

There were also evidences of other significant accounting procedures being performed in offices other than the business office.

The organizational problems may be summarized as follows:

1. Misplaced functions or activities.
2. Lack of clearly defined responsibility areas for management.

WHAT SHOULD BE DONE?

We propose that detail studies be conducted in three phases:

1. An organizational study.
2. An electronic data processing feasibility study.
3. A budgeting and financial reporting systems study.

WHAT ARE THE OBJECTIVES?

The objectives of the organizational study would be to:

1. Provide a clearly defined organizational structure for Southwestern at Memphis.
2. Define responsibility by management position.
3. Properly distribute functional activities within the organizational structure as defined.

The objectives of the electronic data processing feasibility study would be to:

1. Determine whether or not some form of data processing equipment should be used.
2. Determine the general type of equipment needed, if any.
3. Determine the approximate annual cost required to support the data processing effort.

The objectives of the budgeting and financial reporting systems study would be to:

1. Design a system for utilizing an operating budget as a tool for:
 - a. Delegation of financial responsibilities to spending unit heads.
 - b. Maintenance of effective financial control over spending units.

- 2. Design a financial reporting system which will:
 - a. Assist spending unit heads in the execution of the financial responsibilities delegated to them.
 - b. Provide top management with a comparison of planned and actual expenditures by function or activity and by fund. Reporting would include a monthly report of operations to each department head based upon the budget for the respective department. Reporting to the Board of Directors would include operating summaries by department.

WHAT WILL OUR FEES BE?

We estimate our fees, excluding out-of-pocket expenses, to be approximately as follows:

- 1. Organizational Study.....\$3,500 to \$4,000
- 2. EDP Feasibility Study.....\$2,500 to \$3,500
- 3. Budgeting and Financial Reporting Systems Study.....\$6,500 to \$7,500

Cost considerations are estimates, and the resulting benefits, monetary and otherwise, can only be determined after conclusion of the above studies.

We are most appreciative of the opportunity to be of service and will be happy to discuss this proposal at your convenience.

/s/ Ernst & Ernst

After a discussion of the letter and its recommendations, upon motion by Mr. Orgill, seconded by Mr. Tate, the matter was referred to the Chairman of the Board, the President and the Treasurer, and any others whom they might choose, to be studied and to make recommendations to the Executive Committee with power to act.

After giving the background of the formation of the Southwestern Investment Committee, the Chairman stated it is felt that it would be wise to increase the membership of this Committee by two members. Upon motion by President Alexander, seconded by Mr. Mallick, this recommendation was approved.

President Alexander discussed a number of items of interest, reported on the projected size of the student body within the next few years, and stated that he thought a study of needed residence hall facilities for both men and women students should be made as soon as possible. Upon motion by Mr. Orgill, seconded by Mr. Copeland, the suggested study was authorized.

The Chairman invited Dr. Ray M. Allen, Dean of Admissions, to the meeting, and he presented a very enlightening and detailed report on Southwestern's admissions policy and procedures, which was received with interest and appreciation. (See minutes of the meeting of the Board of Directors held May 3-4, 1966, page 3).

The meeting recessed at 5:15 P.M., and the members of the Board, their wives and/or husbands met for dinner in the Brooks Room, Catherine Burrow Refectory at 6:15 P.M.

After dinner the Board's standing committees met in order to have their reports ready for presentation to the Board at its meeting on Thursday morning, October 20, 1966.

The Board of Directors of Southwestern At Memphis resumed its meeting on Thursday, October 20, 1966, at 9:00 A.M., in the Directors Room, Palmer Hall, on the campus.

The meeting was called to order by the Chairman, A.V. Pritchardt, and was opened with prayer by Dr. Millard.

The roll call showed the following members present:

ALABAMA:	LOUISIANA:	MISSISSIPPI:	TENNESSEE:
Belin V. Bodie	Stewart W. Yandle	W.J. Millard	William H. Dale
Lewis R. Donelson III	E.B. LeMaster	Mrs. J. Maury McIntyre	A.V. Pritchardt
Mrs. Kenneth Harper	Mrs. Morgan L. Shaw		Mrs. David K. Wilson
Wm. H. Mitchell	H. Richard Copeland		John W. Wade
			Ross M. Lynn

J.D. Alexander, ex officio

Mrs. Erma Solomon, Assistant Secretary, was present by invitation.

Messrs. Earl W. Mallick and W.C. Rasberry were unable to remain in Memphis for the Thursday meeting of the Board.

The members of the Board, Deans Jameson M. Jones, A.O. Canon, and Granville D. Davis, Messrs. C.L. Springfield, Assistant Treasurer, and J.M. Chambers, Business Manager, were invited to have lunch at 12:15 P.M. in the Brooks Room of the Catherine Burrow Refectory.

Upon motion by Mr. Donelson, seconded by Mr. Mitchell, the following amendment to the By-Laws, commencing with line 27 of Article VIII, page 23, of the mimeographed by-laws, which was tabled at the meeting of the Board on May 4, 1966 (see minutes, page 8), was unanimously adopted:

There shall be no automatic remission of tuition, and all applications for scholarships and student aid shall be addressed in writing to the Faculty Committee on Admissions and Student Aid, and shall give such detailed information concerning the applicant as may be required. Such committee is granted the full authority to award scholarships, and full or partial remission of tuition and/or fees on such standards and conditions as it shall deem appropriate.

All scholarships, remission of tuition, and other grants-in-aid awarded by the college shall be conditioned upon satisfactory conduct and continuing scholastic achievement, and shall be subject to withdrawal upon failure of the holder to make a satisfactory

showing in his studies; or for failure to show proper economy, or for failure to evidence a sympathetic attitude and regard for the principles and traditions of the college.

Special consideration for scholarships and full or partial remission of tuition and/or fees may be granted to the children of members of the faculty and staff of the college; the children of ministers and foreign missionaries in active service or who have been retired on account of physical disability; and the children of deceased ministers and foreign missionaries; candidates for the ministry or the mission field who are recommended by competent ecclesiastical authority.

Upon motion by President Alexander, which was seconded by Mr. Dale, the Secretary was instructed to append to these minutes a list of degrees conferred on June 6 and August 20, 1966. (See pages 16-21).

The Chairman appointed the following Nominating Committee:

Belin V. Bodie, Chairman; William H. Mitchell, and William H. Dale.

The Board was informed by President Alexander of the annuity agreement established with Dr. and Mrs. Berthold S. Kennedy, of Belle Mina, Alabama, which was ratified by the Executive Committee at its meeting on September 29, 1966.

The meeting recessed at 9:55 A.M. in order to give the members of the Board an opportunity to attend the student convocation in Hardie Auditorium, Palmer Hall, to hear the address of Mr. Howard Baker, Jr., of Knoxville, Tennessee, the Republican candidate for the United States Senate.

The meeting reconvened at 10:45 A.M.

The following report of the Nominating Committee was presented by the Chairman, Mr. Bodie:

OFFICERS OF THE CORPORATION

A.V. Pritchardt.....Chairman
 W.J. Millard.....First Vice-Chairman
 Frank A. England, Jr.Second Vice-Chairman
 Ross M. Lynn.....Secretary
 Lewis R. Donelson III.....Treasurer
 Mrs. W.E. Solomon.....Assistant Secretary
 C.L. Springfield.....Assistant Treasurer

EXECUTIVE COMMITTEE

A.V. Pritchardt, Chairman
 W.J. Millard, Vice-Chairman
 Ross M. Lynn, Secretary

John David Alexander, Jr.
 Walter P. Armstrong, Jr., Attorney
 J. Bayard Boyle, President, Boyle Investment Company
 L. Palmer Brown III, L.P. Brown Company

C.W. Butler, Jr., Vice-President, Union Planters National Bank
Lewis R. Donelson III, Attorney
E.B. LeMaster, President, Edward LeMaster Company, Inc.
Robert D. McCallum, Vice-President, Geo. H. McFadden & Bro., Inc.
Edmund Orgill
S. Shepherd Tate, Attorney
Norfleet Turner, Chairman of the Board, First National Bank
Russel S. Wilkinson, President, Wilkinson & Snowden, Inc.

INVESTMENT COMMITTEE

John David Alexander, Jr.
Snowden Boyle, Chairman of the Board, Boyle Investment Company, Chairman
Brown Burch, Vice-Chairman
Lewis R. Donelson III
W. Porter Grace, Jr., Executive Vice-President, Union Planters National Bank
Early F. Mitchell, Executive Vice-President, First National Bank
A.V. Pritchardt
Maury Wade, Investment Counselor
C.L. Springfield, Secretary

It was moved by Dean Wade, and seconded by Mr. Copeland, that the Secretary cast the ballot for the above named nominees. The Secretary reported that the ballot was cast and that the nominees were elected by acclamation.

The following report of the House Committee was presented by the Chairman, Mr. LeMaster:

The House Committee of the Board of Directors of Southwestern At Memphis met on Wednesday evening, October 19, 1966, in the Faculty Lounge, Palmer Hall.

The following members were present: Mrs. Morgan L. Shaw, Vice-Chairman, W.J. Millard, Stewart W. Yandle, Ross M. Lynn, Edward B. LeMaster. Also present at the Committee's request were Mr. J.A. Rollow, College Engineer, and Mr. Roy R. Twaddle, Superintendent of Maintenance.

The meeting was opened with prayer by Mr. Yandle.

The question concerning maid and janitorial service in the residence halls for women and men was discussed again at this meeting. Mr. Rollow pointed out past experience had shown that these services are needed, stating that residence halls can only be maintained in a presentable manner by the continuation of these services. Furthermore, the students are charged for them, he stated, and should they be eliminated it might be expected that any savings should be passed on to them rather than taken by the college. The Committee, therefore, decided to make no recommendation of change in this connection at this time.

In the very comprehensive report on the present and future maintenance needs of the college, which was prepared by Mr. Rollow and presented at the May 3-4, 1966 meeting of the Board (see minutes of meeting, pages 14-21), the urgent need was mentioned for a maintenance shop and storage

area and additional machine shops. The estimate of \$27,000 was given for the former, and \$16,000 for the additional machine shops. Upon the recommendation of the House Committee, this expenditure was authorized at the May 3-4, 1966 meeting of the Board. (See minutes, page 7). Fortunately, it has been avoided since Mr. Rollow has been able to improvise a space in the rear of the old infirmary building, using materials on hand, the approximate dimensions being about 16 x 50. This space is meeting his most urgent requirements for additional machine shops. The actual construction of the new Science Center taking place much sooner than had been expected relieves the necessity for constructing a maintenance shop and storage area. Upon completion of the Science Center the entire old infirmary building can be used for maintenance shop purposes.

Again the House Committee discussed the matter of air conditioning with Mr. Rollow and Mr. Twaddle. The following points respecting this important feature of operation were noted:

1. All new buildings on the campus include modern air conditioning.
2. All of the old buildings, except about 30% of Palmer Hall, are now air conditioned. This includes the residence halls.
3. Individual air-conditioning units are now installed in the the older buildings. These have a remaining life expectancy of from 3 to 5 years.
4. To maintain the older buildings properly and efficiently the replacement of the individual window-type units must be anticipated. This must be done by central units properly designed and installed.
5. Mr. Rollow was requested to make a report to the House Committee at its next meeting to include plans for permanently air conditioning the older buildings, together with estimates of the cost of same, and a more definite estimate of timing. Mr. Rollow strongly recommends that separate heating and air-conditioning units be maintained in the older buildings.

Estimates were also to be secured on replacement of the original heating boilers which would result in economies and greater efficiency.

The major expenditures made by the college during the fiscal year ended June 30, 1966 on grounds and buildings were the replacement of the old sewer line leading from North Parkway, and the conversion of the third floor of Palmer Hall to faculty offices and one seminar room.

The meeting adjourned at 9:00 P.M.

Upon motion by Mr. LeMaster, seconded by Mrs. Shaw, the report of the House Committee was adopted.

Mrs. Wilson, Chairman, presented the following report of the Finance Committee and moved its adoption, which was seconded by Mr. Mitchell and carried:

The Finance Committee of the Board of Directors met on Wednesday evening, October 19, 1966, in the Directors Room, Palmer Hall, at 7:30 o'clock. Mrs. David K. Wilson, Chairman, presided, and the following were present: Messrs. William H. Mitchell, W.H. Dale, W.C. Rasberry, Lewis R. Donelson III, A.V. Pritchardt, President Alexander, Messrs. C.L. Springfield, Assistant Treasurer, and James M. Chambers, Business Manager.

The meeting was opened with prayer by Mr. Donelson.

Mr. Donelson presented the schedule of investments held in the endowment fund with valuations as of August 15, 1966, and explained that some changes had been made recently from common stocks to fixed income securities, due to the favorable rate of interest. After discussion, he moved that the report of Mr. Maury Wade, Investment Counselor, be accepted and recommended to the Board, and that the Investment Committee be commended for its excellent work. Motion was seconded by Mr. Mitchell and carried.

President Alexander observed that Mr. Wade had been Investment Counselor for some eighteen years, but since he operates alone it might be well to consider the advisability of obtaining corporate counsel, although not necessarily in the immediate future. The matter was discussed at length but no action was deemed necessary at this time.

Mr. Donelson presented copies of the audit for the 1965-66 fiscal year, along with his report. He pointed out that while the year closed with a small surplus, it would be necessary to use an undetermined portion of receipts from the Challenge Campaign to balance the budget for 1966-67. This was indicated when the present budget was adopted by the Board at its meeting held May 3-4, 1966 (see minutes, page 5). Mr. Donelson again stressed the importance of increasing the endowment fund as rapidly as possible.

Mr. Donelson also pointed out that benevolences and contributions from churches exceeded last year's, and the Committee expressed appreciation.

There was general discussion of the needs of the college and ways of financing the building of future residence halls.

Upon motion by Mr. Mitchell, seconded by Mr. Dale, the Treasurer's report was accepted with thanks.

The meeting adjourned at 8:30 P.M.

/s/ Mrs. David K. Wilson, Chairman

The Treasurer, Mr. Donelson, presented his report for the fiscal year ended June 30, 1966 (see pages 49-54). Upon motion by Mr. Dale, seconded by Mr. Bodie, the report was approved.

In addition to his formal report to the Board (see pages 22-46), President Alexander discussed several items of interest, especially the need for an auditorium of sufficient size to accommodate the entire student body, and the need for at least two additional residence halls - one for women and one for men. He also discussed the matter of enlarging the membership of the Board of Directors (see minutes of Board meeting held May 3-4, 1966, page 5), and offered the following resolution, which was seconded by Mr. Yandle and unanimously adopted:

BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SOUTHWESTERN AT MEMPHIS MEETING IN DULY CONSTITUTED SESSION ON OCTOBER 19-20, 1966 AT THE COLLEGE IN MEMPHIS, TENNESSEE, THAT:

- I. A petition from the Board be transmitted to the Synods of Alabama, Louisiana, Mississippi, and Tennessee at their next subsequent annual meeting respectively for the revision of the Charter recorded under laws enacted by the Legislature of the State of Tennessee, which Charter was recorded in Corporation Record Book A, pages 34 and 35, May 31, 1875, and registered in the Register's Trust Deed Book No. 2, page 575, Clarksville, Tennessee, together with all amendments to that Charter: to wit, Amendment to Charter, Southwestern Presbyterian University, recorded April 1, 1924 in Charter Book No. 2, page 369, at Clarksville, Montgomery County, Tennessee, and registered and certified to by the Secretary of the State of Tennessee April 3, 1924, and recorded in Record Book No. 30, page 548, at Memphis, Shelby County, Tennessee, December 9, 1924; Amendment to Charter, filed for registration and recorded in Record Book No. 35, page 79, at Memphis, Shelby County, Tennessee, November 28, 1927, and filed and recorded by Secretary of State of the State of Tennessee in Corporation Record Book P-19, page 247, November 29, 1927; Amendment to Charter of Incorporation filed and recorded by Secretary of State of the State of Tennessee in Corporation Record Book P-26, page 367, February 15, 1945, and filed for registration and recorded in Record Book No. 44, page 404, at Memphis, Shelby County, Tennessee, February 21, 1945; together with any amendments otherwise applicable.

Such petition shall seek the consent of the Synods of Alabama, Louisiana, Mississippi, and Tennessee to revise the provisions of the Charter and its Amendments, in particular the Amendment enacted March 25, 1924, as they relate to the constitution of the Board of Directors of Southwestern At Memphis, by providing for the election by said Board of Directors of eighteen additional directors, at least three of whom shall be alumni of Southwestern At Memphis. These eighteen directors shall be elected by the Board of Directors to four-year terms, or as otherwise provided by the By-Laws of the Board of Directors.

- II. If and when consent as required under the provisions of the Charter and its Amendments as recorded has been given by the Synods, the following amendments to the By-Laws of the Board of Directors of Southwestern At Memphis shall take full effect:

A. Amend Article I of By-Laws as follows:

1. Change the language of Article I, page 1, lines 15 to page 2 line 10 as follows:

MEMBERSHIP

In accordance with the provisions of the Charter AS AMENDED, the Board shall consist of THIRTY-NINE members, one of whom shall be the President of the college. TWENTY Directors shall be elected by the Synods of Tennessee, Louisiana, Mississippi, and Alabama, of the Presbyterian Church in the United States, each Synod ELECTING FIVE MEMBERS TO SAID Board of Directors, and each Synod having the right to elect its own representatives upon the Board and to fill vacancies as may be created in the membership of those whom it has elected. Each Synod shall elect a member each year for a term of four years, thus preserving a four-year rotation in office of the members of the Board. Of the five members elected by each of the four Synods, at least one shall be a resident of Memphis and a member of the Presbyterian Church, and at least one shall be an outstanding Presbyterian woman, these two members to be elected the same year. While it is recognized that the Synods are not bound by the recommendations of the Board, in order to aid the Synods in electing the most valuable Memphis Presbyterians for this responsible office, the Board may make recommendations with the consent of the respective Synods.

THE BOARD OF DIRECTORS SHALL ELECT TO ITS OWN MEMBERSHIP EIGHTEEN ADDITIONAL MEMBERS, AT LEAST THREE OF WHOM SHALL BE ALUMNI OF THE COLLEGE, FOR TERMS OF FOUR YEARS. THE BOARD SHALL ELECT TO ITS MEMBERSHIP INDIVIDUALS OF INTEGRITY AND SOUND JUDGMENT WHO DESIRE TO PROMOTE CHRISTIAN HIGHER EDUCATION, AND WHO ARE IN MANIFEST SYMPATHY WITH THE RELIGIOUS SPIRIT AND AIM WHICH CHARACTERIZE SOUTHWESTERN.

B. Amend Article I, page 3, lines 5-9 as follows:

QUORUM

A SIMPLE MAJORITY OF THE MEMBERSHIP OF THE BOARD shall constitute a quorum for the transaction of business. If at any meeting there be less than a quorum present, those present may adjourn the meeting to some definite time, and notice of such adjourned meeting shall be given as in the case of special meetings. The Board shall make provision for the necessary traveling expenses incurred by the members in attending its meetings.

C. Amend Article III, page 5, as follows:

1. Line 5, delete the words "and non-Board."
2. Line 6 through line 9, delete the sentence beginning "In appointing" and ending "characterize Southwestern."

D. Amend Article III, page 6, line 26, by deleting words "Executive and" and amending "Committees" to "Committee."

III. If and when consent under the provisions of the Charter and its Amendments as recorded has been given by the Synods, an Amended Charter be filed with the Secretary of State of the State of Tennessee and recorded pursuant to the Laws of the State of Tennessee in which the revised membership of the Board of Directors of Southwestern At Memphis shall be set forth.

President Alexander stated that Suzanne Trezevant Hall will be officially dedicated on Friday, November 18, 1966. (See minutes of meeting held May 3-4, 1966, page 7).

The Secretary's report is contained in the minutes of the Executive Committee meetings held since the May, 1966 meeting of the Board. The following letter was read from Jas. D. Collier & Co., of Memphis, concerning bonds for the employees of the college:

October 17, 1966

Colonel Ross Lynn
Memphis University School
6191 Park Avenue
Memphis, Tennessee

Dear Colonel Lynn:

Re: SOUTHWESTERN AT MEMPHIS

This letter will confirm that Fidelity Coverage is carried as an insuring agreement, Part 7, of the package policy carried by Southwestern at Memphis under Firemens Insurance Company of Newark, New Jersey, policy number CBP 43352. Coverage is provided under a Blanket Crime endorsement which covers all employees in an amount of \$75,000. The definition of employee has been amended to include Directors and Trustees while acting within the usual duties of employees and serving as a member of any committee duly elected or appointed by resolution of the board of directors or trustees to perform specific, as distinguished from general, directorial acts on behalf of the insured.

Trusting that this information will be sufficient for your requirements and holding ourselves in readiness to serve you at all times, we are with best wishes

Very truly yours,

JAS. D. COLLIER & CO.
/s/ James D. Collier, Jr.

The following two amendments to the By-Laws (mimeographed copy) were suggested and tabled to be acted upon at the meeting of the Board to be held in March, 1967:

- (1) Amend Article III "The Investment Committee" page 6, line 4, to read:
"less than three nor more than seven non-Board members, of which a majority shall ..."
- (2) Amend Article III, page 9, line 2, to read: "respective cooperating Synods as a Director for each of these Synods."

Upon motion by the Secretary, seconded by Mr. Yandle, the Board was unanimous in expressing its approval of the magnificent arrangements made for the formal installation of Dr. Alexander as the sixteenth president of Southwestern At Memphis on May 3, 1966, and requested that the faculty and staff be informed of its deep appreciation for a carefully planned and beautifully executed occasion.

Mr. Yandle discussed using the college facilities for church-related conferences and meetings, especially during the summer months. It was the consensus that the President and other administrative officers should be responsible for arranging for such conferences and meetings and that more realistic fees for same should be charged than has been the case in the past.

The Chairman announced the following Committees to serve through the 1967 annual meeting of the Board:

HOUSE - E.B. LeMaster, Chairman; Mrs. David K. Wilson, Vice-Chairman;
Ross M. Lynn, W.J. Millard, Mrs. Kenneth Harper, W.H. Dale.

FINANCE - Earl W. Mallick, Chairman; Frank A. England, Jr., Vice-Chairman;
Mrs. Morgan L. Shaw, Stewart W. Yandle, Lewis R. Donelson III,
Belin V. Bodie, Mrs. J. Maury McIntyre.

DEVELOPMENT - H. Richard Copeland, Chairman; Wm. H. Mitchell, Vice-Chairman;
W.C. Rasberry, Orrick Metcalfe, John W. Wade, Alfred O. Canon,
Dean of Alumni and Development.

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

HONORARY DEGREES - W.J. Millard, Chairman; J.D. Alexander, A.V. Pritchardt
Faculty members - Jameson M. Jones, Granville D. Davis

The Chairman also announced the dates for the dates for the meetings of the Board in 1967 as follows:

Wednesday and Thursday, March 15-16, 1967
Wednesday and Thursday, October 18-19, 1967

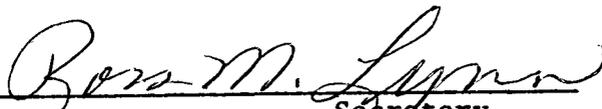
Upon motion by Mr. Yandle, seconded by Mrs. Harper, it was unanimously voted to make provision for the non-Board members of the Executive Committee who reach the age for retirement provided by the By-Laws to serve as non-voting members of the Committee.

The meeting recessed for lunch at 12 noon.

During the luncheon period Mr. Bodie, Chairman of the Development Committee, expressed appreciation for the outstanding work being done by Dr. A.O. Canon, Dean of Alumni and Development, and called upon him to make the report for the Development Committee (see pages 42-44).

Upon motion by Mr. Bodie, seconded by Mr. Copeland, the report of the Development Committee was received with interest and approval.

The meeting adjourned at 1:30 P.M., with prayer by Mr. Copeland.


Secretary

DEGREES CONFERRED ON JUNE 6, 1966

BACHELOR OF ARTS

Myrna Joyce Adams	Memphis, Tennessee
Suzanne Armine Aivazian	Memphis, Tennessee
Henry William West Allen III	Brinkley, Arkansas
Christina Maria Alston	Nashville, Tennessee
Charles Frank Bagley III	Huntington, West Virginia
Phillip Ray Baker	Memphis, Tennessee
Robert Barrie, Jr.	Yonkers, New York
Ernestine Hill Beatty	Memphis, Tennessee
Layne Hunt Beaumont	Memphis, Tennessee
Callie Shaw Bergen	New Orleans, Louisiana
Carrol Ann Berlin	Memphis, Tennessee
Julie Carol Best	Memphis, Tennessee
Barbara Jo Bevis	Henning, Tennessee
William Bruce Bourland	Memphis, Tennessee
Thomas Arthur Bowman	Corinth, Mississippi
Alice Mildred Boyd	Whitehaven, Tennessee
Thomas Dunovant Brabson	Charlotte, North Carolina
Stephen Bull	Memphis, Tennessee
James Clyde Butler II	Huntsville, Alabama
Raymond Erwin Bye, Jr.	Brownsville, Tennessee
Robert Bradford Camp, Jr.	Gadsden, Alabama
Herbert McClellan Chafin, Jr.	Little Rock, Arkansas
Mary Stanley Chase	Shelbyville, Tennessee
Joanna Spencer Cheek	Tupelo, Mississippi
Anne Shearer Chilton	Concord, Virginia
William Graham Cobb, Jr.	Little Rock, Arkansas
Joanna Ruth Coss	Nashville, Tennessee
Myra Ruth Cowan	Nashville, Tennessee
Jane Elizabeth Crabb	Memphis, Tennessee
Auralia Lee Crowell	Mobile, Alabama
Larrie Del Daniel	Fayetteville, Tennessee
Bonnie Eleanor Davis	Holly Springs, Mississippi
Dixie Allen DeMoville	Okolona, Mississippi
Sally Crain Denton	Wilson, Arkansas
Elizabeth Warr Diamond	Memphis, Tennessee
Russell Joe Didelot	Dallas, Texas
Kay Farese Dodge	Ashland, Mississippi
Linda Kay Douthit	Memphis, Tennessee
Willard N. Doyle	Brighton, Tennessee
Kathleen Toole Dukes	Pike Road, Alabama
Delia Ragland Dunlap	Cleveland, Mississippi
Frederick Louis Duschl, Jr.	Jonesboro, Arkansas
John Booth Farese	Ashland, Mississippi
John Kendrick Fears	Atlanta, Georgia
Robert B. Fischbach	Great Neck, New York
Susan Evelyn Fisher	Ripley, Tennessee
Robert Landis Frank	Memphis, Tennessee
Thomas Fontaine Gaines III	Memphis, Tennessee
James Braxton Gandy	Memphis, Tennessee
Margaret Jean Gatz	Augusta, Georgia
*Betty Watkins Gelston	Memphis, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Elbert E. Gentry	Abilene, Texas
Thomas Guy Greaves III	Mobile, Alabama
Frances Amanda Griswold	Covington, Tennessee
Paul Thomas Grubb	Memphis, Tennessee
Cheryl Jane Gurley	Memphis, Tennessee
Harriet Ann Hall	Belzoni, Mississippi
Robert Harwood Hall	Orlando, Florida
William Dayton Hart, Jr.	Mobile, Alabama
Mary Carolyn Hasselle	Memphis, Tennessee
Robert Donaldson Henley	Tiptonville, Tennessee
Eugenia Jackson Heslip	Birmingham, Alabama
Eugenia Ann Holladay	Burlington, N.C.
James Thayer Houts, Jr.	Memphis, Tennessee
Mary Jane Howard	New Orleans, Louisiana
Walter Butler Howell, Jr.	Clarksdale, Mississippi
Martha Ellen Hunter	New Orleans, Louisiana
Nancy Jane Jackson	Clinton, Louisiana
*Tommy H. Jagendorf	Memphis, Tennessee
Tony Bryson Jobe	Frostburg, Maryland
Teresa Margaret Johnson	Nashville, Tennessee
Jerry Richard Johnston	Sheffield, Alabama
John M. Kaman	Memphis, Tennessee
Katherine Perrow Klyce	Memphis, Tennessee
Doris Gay Knight	Hattiesburg, Mississippi
Vincent O'Connell Kouns	Memphis, Tennessee
Daniel Waltner Kroll	Washington, D.C.
Gayle Marie Lanham	Birmingham, Alabama
William Alexander Leneave III	Fulton, Kentucky
Elizabeth Rose Lewis	Huntsville, Alabama
Martha Lynn Lockwood	Memphis, Tennessee
Mary Butler Lydick	Jackson, Mississippi
*David L. McAdoo	Dallas, Texas
Vern Edward McCarty	Laurel, Mississippi
Sandra Lynne McDow	Memphis, Tennessee
Cynthia Anne McFarland	Trenton, Tennessee
James Stanley McNeese	Memphis, Tennessee
Mary Ann McWilliams	El Dorado, Arkansas
William Frederick Mackey, Jr.	Memphis, Tennessee
Rebecca Joyce Malone	Cherokee, Alabama
James Harold Mansfield	Crenshaw, Mississippi
Lona Gail Martin	El Dorado, Arkansas
Ronald John Mason	Memphis, Tennessee
Claire Campbell Massey	Chattanooga, Tennessee
Harold Cleveland May, Jr.	Little Rock, Arkansas
Susan Howell Mayer	Memphis, Tennessee
Harold Browne Mercer	Mobile, Alabama
Pamela Anne Millard	Atlanta, Georgia
Allen Duane Mills	Warner Robins, Georgia
Carole Ann Montgomery	Danville, Kentucky
William S. Morrison III	Hammond, Louisiana
Lynn Cole Morrow	Birmingham, Alabama
Robert Marvin Morse	Louisville, Kentucky
Winifred Ware Mueller	Germantown, Tennessee

*graduated in absentia

BACHELOR OF ARTS (Continued)

Sanford Alvin Myatt	Memphis, Tennessee
Charles Henry Osborne	Memphis, Tennessee
Gail King Ostby	Memphis, Tennessee
Martha Odle Overholser	Nashville, Tennessee
Charlotte Ann Palmer	Columbus, Mississippi
Kerry Temple Patteson	Memphis, Tennessee
Carole Suzanne Pickens	Memphis, Tennessee
Robert Eddy Pineo	Mobile, Alabama
James G. Place	Memphis, Tennessee
Ernest Leonard Posey III	Jackson, Mississippi
Sammy Ann Prium	Little Rock, Arkansas
John Garrett Ratcliff	Laurel, Mississippi
Caroline Christian Reveley	Hampden-Sydney, Va.
Thomas Floyd Richardson, Jr.	Lexington, Tennessee
Julia Marie Ries	Memphis, Tennessee
James Harold Roberts	Memphis, Tennessee
Edward Brantly Scrimger, Jr.	Memphis, Tennessee
Carol Frances Simpson	Sikeston, Missouri
Rebecca Lucille Smith	Havre de Grace, Md.
Virginia Ruth Smith	Memphis, Tennessee
Don Earl Snow	Caruthersville, Mo.
Priscilla Rees Stanley	Corinth, Mississippi
Samuel Ashton Stuckey	Monticello, Arkansas
Virginia Gates Taylor	Como, Mississippi
Kelly Spell Thomas, Jr.	Tupelo, Mississippi
Richard Kenneth Thomas	Memphis, Tennessee
William Vance Thompson, Jr.	Columbia, Tennessee
George David Tyree, Jr.	Memphis, Tennessee
Michael Wayne Utley	Memphis, Tennessee
Betty Carol Walker	Dyersburg, Tennessee
Donald Gwynn Watson	Memphis, Tennessee
William Kossuth Weber	St. Louis, Missouri
Terry Earl Westbrook	Memphis, Tennessee
Marilyn McGee Wiener	Memphis, Tennessee
Robert Marshall Wild, Jr.	Huntington, West Va.
Ernest Bailey Wilkinson	Memphis, Tennessee
Betty Katherine Willis	Pine Bluff, Arkansas
Donald Hugh Windham	Memphis, Tennessee
Annette Delaine Winter	Mobile, Alabama
*Ronald L. Zumstein	Memphis, Tennessee

*graduated in absentia

BACHELOR OF SCIENCE

Thomas Milton Brooks
 Carolyn Ann Crane
 Shirley Kay Haney
 Sara Witherow Hoffman
 Alton Lionel Lightsey, Jr.
 Joe Milton McCord
 Charles Ernest McLean III
 Wayne Eugene Moore
 Milton A. Ratcliff, Jr.
 James Travis Stull, Jr.
 Raymond Thomas Vaughn, Jr.
 George Lee Walker
 Martin Frederic Wehling

Memphis, Tennessee
 Jackson, Tennessee
 Memphis, Tennessee
 Memphis, Tennessee
 Jackson, Mississippi
 Memphis, Tennessee
 Sheffield, Alabama
 Trenton, Tennessee
 Memphis, Tennessee
 Huntsville, Alabama
 Memphis, Tennessee
 Memphis, Tennessee
 St. Louis, Missouri

BACHELOR OF MUSIC

Heloise Marshall McKee
 Nelda Jean Smith

Memphis, Tennessee
 Memphis, Tennessee

DEGREES CONFERRED ON AUGUST 20, 1966

Edith Lucile Agnew
 William H. Brooks
 Mary Jordan Coe
 Anne Rachel Core
 John Martin Gardner III
 Natalie Carole Gibbs
 James McDuff Glenn III
 Kittye Bonds Held
 William Milton Jones
 James Chester Lippy
 John Ward Lott
 Dail W. Mullins
 Ian Farrell Murray
 Judith Marion Simono
 Edmond Davis Taylor

Atlanta, Georgia
 Memphis, Tennessee
 Memphis, Tennessee
 Lexington, Kentucky
 Memphis, Tennessee
 El Dorado, Arkansas
 Memphis, Tennessee
 Earle, Arkansas
 Memphis, Tennessee
 Memphis, Tennessee
 Memphis, Tennessee
 St. Louis, Missouri
 Memphis, Tennessee
 Vicksburg, Mississippi
 Memphis, Tennessee

BACHELOR OF MUSIC

Ethel Maxwell Scrivener

Memphis, Tennessee

GRADUATED WITH HONORS

Robert Bradford Camp, Jr.
 Myra Ruth Cowan
 Carolyn Ann Crane
 Susan Evelyn Fisher
 Robert Donaldson Henley
 Sara Witherow Hoffman
 Teresa Margaret Johnson
 William Milton Jones
 John Michael Kaman
 Joe Milton McCord
 Edward Brantly Scrimger, Jr.
 James Travis Stull, Jr.
 Michael Wayne Utley
 Raymond Thomas Vaughn, Jr.

Chemistry
 Latin
 Biology
 Spanish
 Spanish
 Physics
 German
 International Studies
 English
 Chemistry
 Mathematics
 Biology
 Economics
 Physics

GRADUATED WITH DISTINCTION

Myrna Joyce Adams
 Callie Shaw Bergen
 Alice Mildred Boyd
 Joanna Spencer Cheek
 Anne Shearer Chilton
 Anne Rachel Core
 Delia Ragland Dunlap
 Margaret Jean Gatz
 Natalie Carole Gibbs
 Frances Amanda Griswold
 Harriet Ann Hall
 Eugenia Jackson Heslip
 Eugenia Ann Holladay
 Walter Butler Howell, Jr.
 John Ward Lott
 Charles Ernest McLean III
 William Frederick Mackey, Jr.
 Rebecca Joyce Malone
 James Harold Mansfield
 Lona Gail Martin
 Claire Campbell Massey
 Harold Cleveland May, Jr.
 Susan Howell Mayer
 Pamela Anne Millard
 Carole Ann Montgomery
 Lynn Cole Morrow
 Ian Farrell Murray
 Charlotte Ann Palmer
 Carole Suzanne Pickens
 Ernest Leonard Posey III
 John Garrett Ratcliff
 Caroline Christian Reveley
 Thomas Floyd Richardson, Jr.
 Ethel Maxwell Scrivener
 Carol Frances Simpson
 Donald Gwynn Watson
 Robert Marshall Wild, Jr.
 Betty Katherine Willis
 Donald Hugh Windham

Christian Education
 English
 Spanish
 Spanish
 Psychology
 Latin
 English
 Psychology
 Spanish
 French
 Economics
 Psychology
 Sociology and Psychology
 Business Administration
 Biology
 Chemistry
 Psychology
 Psychology
 Psychology
 English
 Psychology
 Philosophy
 Mathematics
 Psychology
 Biology
 Political Science
 Biology
 History
 Biology
 English
 Philosophy
 French
 Psychology
 School Music
 English
 English
 Biology
 English
 French

HONORARY DEGREES CONFERRED ON JUNE 6, 1966

DOCTOR OF DIVINITY

Robert Eugene Cogswell, '42.....Shelbyville, Tennessee
Minister, The First Presbyterian Church

Edward Craig Hay.....Birmingham, Alabama
Minister, The First Presbyterian Church

DOCTOR OF HUMANITIES

William Forrest Bowld.....Germantown, Tennessee
Chairman, Board of Trustees, Memphis City Hospitals

DOCTOR OF LAWS

Cecil Clarence Humphreys.....Memphis, Tennessee
President, Memphis State University

Walter Taylor Reveley.....Hampden-Sydney, Virginia
President, Hampden-Sydney College

DOCTOR OF CIVIL LAW

*Abe Fortas, '30.....Washington, D.C.
Associate Justice, Supreme Court of the United States

DOCTOR OF SCIENCE

Lewis Lichtenstein Strauss.....Washington, D.C.
Corporation Executive and Former Secretary of Commerce
of the United States

*Conferred September 16, 1966

ANNUAL REPORT OF THE PRESIDENT

To the Board of Directors of SOUTHWESTERN AT MEMPHIS:

I am honored to present to you this report for the academic year 1965-66.

On July 1, 1965, after sixteen years of tireless service, Peyton Nalle Rhodes retired from the presidency of the college. His tenure of office saw the unparalleled expansion of the college in every aspect of its existence. Its financial resources were strengthened, its physical plant was increased by the addition of twelve permanent structures, the faculty was enlarged, and the student body flourished in augmented size and quality. President Rhodes consolidated the college's life, and he leaves Southwestern endowed with enhanced national prestige and resources and brightest hopes for continued growth and increased service.

Southwestern has lost the services of two of its most valued Directors—Mr. Morton B. Howell, Jr., of Nashville, Tennessee, and Mr. Alden T. Shotwell, of Monroe, Louisiana, **Board of Directors** have completed the two terms established under the rules of their respective Synods. Both men served the college with exemplary diligence. Their interest in the affairs of the college was unbounded, and their enthusiastic support of the college's programs and needs unfailing. Both men brought to the Board from their experience in the law much professional advice and wise counsel. The service of men like Messrs. Howell and Shotwell underscores the tremendous debt owed both by the Church and by the college to men and women who serve without immediate recompense in these important positions of trust. Serving on a governing board of a college or a university is a very special set of responsibilities, and the willingness of churchmen and churchwomen to undertake such duties in our church-related colleges remains one of the most crucial forms of unselfish service in the Church's life. I am convinced that all too few church members are cognizant of the significant debt owed by all of us to such men and women who act as trustees of our colleges. Certainly, everyone interested in the welfare of Southwestern must be especially grateful to Messrs. Howell and Shotwell and the other members of the Board of Directors for their selfless devotion and generous response to the college's opportunities.

The Synod of Tennessee has elected Dr. John W. Wade, Dean of the Vanderbilt Law School, and the Synod of Louisiana Mr. William C. Rasberry, '36, of Shreveport, to be members of the Board. The Synod of Mississippi elected the Reverend Mr. James V. Johnson, Jr., of Laurel, to his first full term on the Board, and the Synod of Ala-

bama elected Mr. Belin V. Bodie, of Mobile, for his first full term on the Board.

Three former Directors have died during this year. Mr. Alfred C. Glassell, of Shreveport, was a member of the Board during the difficult and exciting days of the college's first years in Memphis. Elected in 1929 he served through 1938, and was re-elected in 1943. For twenty-four years he brought to the Board his insights and concern for the college, retiring in 1958 from active participation on the Board of Directors. Mrs. W. Everarde Jones, of Tchula, Mississippi, was elected to the Board in 1951 as a member of the first class of women directors. Her death stills an effective voice for the college and deprives the Presbyterian Church of one of its most dedicated and devout laywomen. Mr. Robert E. Harwell, of Nashville, served from 1950 to 1958 as a Director from the Synod of Tennessee. His statesmanship and enthusiasm brought the college great benefits during his two terms on the Board. These three shall be greatly missed by all who love the college.

At its meeting on February 21, 1966, the Executive Committee elected Mr. Russel S. Wilkinson, President of Wilkinson & Snowden, Inc., Memphis, to membership on the Executive Committee of Southwestern. This election was ratified by the Board at its spring meeting. Mr. R. Don Warren, Chairman of the Board of Stratton-Warren Hardware Company, Memphis, who had been a member of the Executive Committee of Southwestern since 1953, found it necessary to resign in August, 1966. Mr. Warren was a faithful and valuable member of the Executive Committee and rendered the college a real service. Mr. S. Toof Brown, whose membership began in 1942, has reached the mandatory age of retirement established by the by-laws of the college. For twenty-four years Mr. Brown has served the college enthusiastically, and he has merited the warmest gratitude of all friends of the college.

Non-Board members who are currently serving on the Executive Committee are:

Walter P. Armstrong, Jr.	Robert D. McCallum
J. Bayard Boyle	Edmund Orgill
L. Palmer Brown III	S. Shepherd Tate
C. W. Butler, Jr.	Norfleet Turner

Russel S. Wilkinson

Two distinguished members of Southwestern's faculty have died during the year under review. Professor Robert P. Strickler was one of President Diehl's mainstays in the years of Southwestern's rapid educational development. Dr. Strickler was a former Rhodes Scholar, one of the stalwarts of the earliest years of the Rhodes Scholarship, years when the athletic attainments of the Americans at Oxford

**The Faculty
and Staff**

were without parallel. Professor Strickler was a man of unflinching academic integrity. He could always be counted on in his classes for instruction of the highest standard, and his broad-gauge mind stimulated and inspired several student generations. After his three years in Oxford, he followed a brief career in business and taught for a time at Davis and Elkins College in West Virginia. Undertaking his Ph.D. in the famed classics department of Johns Hopkins University, he established his scholarship under the guidance of some of the greatest men in American classical scholarship. With his newly won degree he taught at Swarthmore College, and it was from there that President Diehl called him to the faculty of Southwestern in 1924. His retirement from the faculty of Southwestern in 1955 marked the end of but one phase of his long and varied career, and in retirement he served as Whitney Distinguished Professor at Bard College, Annandale-on-Hudson, New York, and at the University of Iowa. Failing health and a desperate series of personal tragedies marked the sad years of his decline.

It has been the happy lot of Southwestern that its faculty are men and women of high dedication and strong academic principles. One of these men who so admirably embody the spirit of the college was Professor Laurence F. Kinney. His death on April 19, 1966, took from Southwestern a man whose spirit had animated the entire college community and whose Christian commitment challenged all who knew him to do their best. The Board of Directors commemorated our corporate appreciation for Dr. Kinney's life with these words:

On April 19, 1966, Southwestern At Memphis lost one of its claims to distinction. Professor Laurence F. Kinney, after a long illness through which his brave faith sustained his good spirits and encouraged his sorrowing friends, came to know, as he himself put it, "the reality of both worlds." His twenty-two years at Southwestern mark an era in which educational innovation and community outreach were parallel concerns of the college, linked in highly effective manner largely through the diligence and brilliance of Professor Kinney. His zeal for truth and his compassion for others fitted him for his unusual responsibilities in a unique way. He was first and foremost a teacher: a man whose heart and mind worked in concert to effect transformations in the lives of those who studied with him. His forte was the asking of questions so penetrating that the student knew when his ground was shaky and through this fresh insight could see a clear way to firmer foundations of thought. Dr. Kinney had in his makeup a spirit of humility which enabled him with tact and patience to listen. Many people talk; few are able to listen; fewer still listen and interject at precisely the right time an appropriate comment which illuminates and encourages the seeker. Dr. Kinney was supremely a superlative listener.

Professor Kinney served the college and its widest constituency. A devoted churchman, he never shunned duties which arose from his deep sense of commitment to the Presbyterian Church, to whose ministry he had been ordained. His outreach, however, was by no means limited to the Presbyterian Church or even, for that matter, to the Christian churches. His powerful Biblical awareness and interest in all men impelled him to learn from and admire the Jewish heritage which underlies Christian faith. He exercised a far-reaching influence

on the people of Memphis through his association with the Adult Education Center. His teaching in this pioneering enterprise was yet another manifestation of his vocation to witness to his faith.

For these virtues he will be remembered, but the greatest joy we have in our remembrance is to recall how generous he was of himself. His greatest virtue was his vast capacity for friendship. In all that he did he gave of himself—mind and spirit—in lavish proportion.

William James, in writing to his dying father, put into words sentiments which are also the words of Professor Kinney's bereaved friends:

What my debt to you is goes beyond all power of estimating—so early, so penetrating and so constant has been the influence. . . . As for us we shall live on, each in his way, feeling somewhat unprotected, old as we are, for the absence of the parental bosoms as a refuge, but holding fast together in that common sacred memory.

Professor Marion Leigh MacQueen retired from the Department of Mathematics after forty-two years of unbroken association with the college. Professor MacQueen, a member of of the Class of '19, is a hearty representative of the Clarksville breed. He contributed to the faculty an unusual combination of knowledge of what had gone before and a deep awareness of what the future can hold. An exceptional teacher, he is remembered by countless mathematicians as a man whose concern for their understanding of the secrets of mathematics was a personal commitment. Professor and Mrs. MacQueen have moved to Hampden-Sydney College where he is Visiting Professor of Mathematics for the academic session 1966-67. We look forward to their return to Memphis.

Mr. C. L. Springfield came to Southwestern in 1936. Attaining his thirtieth anniversary in the service of the college this year, he has now reached mandatory retirement age. Because of the increased responsibilities of the business office arising from the Challenge Campaign and because of the change in administration, I recommended that Mr. Springfield be retired from his position as Comptroller, that the title Comptroller be retired with him, that he be named chief financial officer under the title of Assistant Treasurer to the Board of Directors, and that Mr. James M. Chambers be named Business Manager. Mr. Springfield's statesmanship and his irreplaceable dedication and expert knowledge will thus be preserved in the transitional stages of the administration of the college.

During the academic year, several members of the faculty enjoyed sabbatical leaves in pursuit of their academic goals. Professor John R. Benish went to Australia and New Zealand; Professors John Henry Davis, Thomas M. Lowry, and Jared E. Wenger undertook study and travel in Europe, and Professor Danforth R. Ross availed himself of his sabbatical to spend some time in creative writing in the quietness of Middle Tennessee. The Board's policy continues to work its benefits in reinvigorating the faculty and in offering them expanded opportunities for research and scholarly development.

Professor Robert L. Amy, Chairman of the Faculty Committee on Research and Creative Activity, which has made one hundred and twenty-three grants over twenty years, reports the following awards for the summer of 1966:

Lawrence K. Anthony.....	For experiments in ceramic shell moulding technique for sculpture casting.
Richard A. Batey.....	The completion of a book entitled <i>The Bride of Christ</i> .
Kevin R. Cadigan.....	To pursue research on doctoral dissertation dealing with modern Britain.
Jack D. Farris.....	To continue creative writing (fiction.)
Richard D. Gilliom.....	The preparation of a text in physical organic chemistry.
Charles G. Oakes.....	For further analysis of social factors influencing the choice of a linguistic variant.
John W. Wehlan.....	To provide for attendance at the, 1966 Aspen Music Festival.
John Quincy Wolf.....	For additional recordings of Negro folklore of the White River region of Arkansas.

In September 1965, 958 regular students and 35 part-time students were enrolled. Opening enrollment figures for the second semester in February 1966 show 917 full-time and 23 part-

The Students time students. Full-time equivalent enrollment was 972 in the first semester and 926 in the second, for an average full-time equivalent enrollment of 949, up from 905 full-time equivalent in 1964-65. Twenty-seven new full-time and four new part-time students enrolled in February giving a combined total enrollment for the academic year of 985 full-time and 39 part-time students. These figures represent an increase of 3.6% over comparable figures for 1964, and an increase of 74.2% over September 1955. Eleven students completed all requirements for graduation at the end of the first semester.

The combined total enrollment, for regular students only, was distributed by states as follows:

	<i>Number</i>	<i>Percent of Total</i>
Alabama	77	7.8
Louisiana	47	4.8
Mississippi	79	8.0
Tennessee (ex-Memphis)	175	17.8
Memphis	370	37.6
Other States and Foreign Countries.....	237	24.0
Total	985	100.0

Professor Emmett H. Anderson, Foreign Student Adviser, reports that three students came under his supervision, two of whom assisted in language instruction. He rightly points out the difficulties inherent

in depending on a declining source for serious and competent students who are prepared to assist in language instruction. As he urges, "Since the Institute of International Education has each year fewer and fewer students to offer us, it would seem advantageous to have, if feasible, a European source of supply for students." I heartily second his views and steps are being taken to investigate possibilities of the expansion and development of programs directed toward international and cross-cultural exchange.

The Office of Admissions continues to discharge its duties effectively under increasing demands for admissions information and applications. The office processed 881 applications for entrance in 1965, and countless additional requests for information and assistance were answered.

Aid was granted to 372 students in the form of scholarships, leadership awards, grants-in-aid, tuition credits, loans, and campus employment opportunities. This assistance amounted to \$277,070, of which \$133,520 came directly from the income of the college's scholarship fund.

The college continues to enjoy the great benefits of participation with the C. M. Gooch Foundation and the George F. Baker Trust in the education of outstanding young men and women. The C. M. Gooch Foundation has contributed to the life of the Middle South in lavish proportion by providing funds to deserving students in the area. Twenty-five students at Southwestern were aided during the session by the C. M. Gooch Foundation. The George F. Baker Scholars for the seventh year maintain the high standards of personal excellence and accomplishment which have given such noteworthy prestige to the George F. Baker Trust's influence on the American educational scene. The Baker Scholars in the Class of 1970 are:

Ronny Cox Colter, Memphis
Charles Edgar Hart, Mobile, Alabama
Terry Vance Hawkins, Atlanta, Georgia
George Richard Hollingsworth, Dallas, Texas
Thomas Randal Hoover, Memphis
William David Lloyd, Davidson, N. C.
William John Peresta, Little Rock, Arkansas
Randall Barry Sunday, Houston, Texas
Christopher Dale Worsley, Baton Rouge, Louisiana

The Class of 1966 numbered 186, 144 of whom were awarded the degree of Bachelor of Arts, 13 the degree of Bachelor of Science, and 2 the degree of Bachelor of Music. Thirteen were graduated with honors in nine major fields of concentration, and thirty-four took degrees with distinction. Fellowships, graduate assistantships, and other awards were numerous, including three NDEA Fellowships, two Woodrow Wilson Fellowships, and a Fulbright Scholarship.

The vocational patterns of the Class of 1966 have, of course, not

yet clearly emerged, but present information shows that the usual high percentage of graduates will continue their education in many graduate and professional schools. Incidentally, 80% of the men who were graduated in 1965 and 30% of the women have been enrolled for advanced study in thirty-nine universities.

Enrollment in the two terms of the summer session of 1966 was:

	<i>First Term</i>	<i>Second Term</i>
Total individual students.....	199	169
Total registrations	280	241
Departments represented	17	16
Classes offered in addition to applied music.....	32	28

The total number of graduates from the founding of the college through June 1966 is 4002.

At the first faculty meeting of the academic year 1965-66, a committee of the faculty was appointed to make an exhaustive survey of the college's academic program. Professor Laurence

Academic Development F. Kinney was asked to serve as convener of this "Task Force on the academic program of the college" as the group came to be known. Professor

Kinney served in this capacity until his illness required his resignation at the beginning of the second semester. At that time Dean Jameson M. Jones succeeded Professor Kinney as convener of the group. The members of the group were:

Granville D. Davis	James E. Roper
Jack D. Farris	Danforth R. Ross
Helmuth Gilow	Arlo I. Smith
Marshall P. Jones	Gordon D. Southard
William Larry Lacy	Jack H. Taylor
E. Llewellyn Queener	
J. M. Jones, <i>ex-officio</i>	
J. D. Alexander, <i>ex-officio</i>	

These members of the faculty worked diligently at the arduous and time-consuming task of considering and evaluating the curriculum and the educational stance of the college. The project required them to meet virtually every week for two and three hours throughout the academic year. They produced by the end of the year a series of general recommendations for faculty discussion, and these recommendations were presented to the faculty conference in September, 1966.

The Task Force focused its study in three areas:

- (1) Increased opportunities for students to undertake independent study and the integration of such independent study with Southwestern's traditional emphasis on honors and tutorial work.
- (2) The possible creation of interdisciplinary courses in the manner of the widely imitated course called "Man in the Light of History and Religion." The immediate proposals include a course in science for non-scientists, which is comprised of physics, chemistry, biology, and geology, and a course in the humanities, which anticipates new departures notably in its provision of professional artists. Under this plan actors, musicians, painters, and sculptors

would be invited to participate with the students in an inquiry into the aesthetic experience of both the Western and non-Western civilizations.

- (3) The consideration of a revised calendar. The Task Force has raised this question in order to see if greater flexibility can be worked into the general academic program of the college.

The sub-committee on the science course for non-scientists has proposed a two-year sequence which will be presented to the faculty for its approval on an experimental basis in the academic year 1966-67. There will be discussion by the faculty-at-large of these proposals and other proposals relating to the possible curricular revision arising from the Task Force's work.

An experimental offering in language instruction, a "saturation" program in intermediate Spanish, was given during the first term of the summer session of 1966. Using the facilities of the Emily Simpson Courtenay Modern Language Laboratory and the services of individual tutors, in addition to more conventional instructional techniques, Professors Gordon Southard and Donald Tucker were able to offer a program of intensive practice in understanding, speaking, reading, and writing Spanish. The daily schedule found the students engaged in classroom instruction and individual practice from 8:00 A.M. to 1:00 P.M. Southwestern students who participated in this program were able to join the Southwestern-Instituto Tecnológico de Monterrey joint study program in Monterrey, N. L., Mexico. Such experimental courses demonstrate the faculty's imaginative approach to all aspects of instruction.

Another program of unusual interest was the Front St. Theatre-Southwestern Summer Youth Theatre. Mr. George Touliatos and his associates and Southwestern proposed that the Rockefeller Foundation fund a unique project for young people of the ages 14-21. These young persons were given experience in all phases of repertory theatre operation and performance. To judge from critical notices which appeared in the local press, the Project succeeded handsomely. Under the Rockefeller Foundation grant the Project will be held again in the summer of 1967. A special grant of \$10,000 was made to Southwestern to conduct a sociological survey on the impact of the theatre in this region. Professor Jack R. Conrad has returned from his leave at Yale University to guide this research project.

Mr. Albert M. Johnson, '30, Librarian, reports on an extraordinary year in the history of the Burrow Library. He writes:

The Burrow Library The excitement that characterized the year 1965-66 was unquestionably provided by a grant of \$20,000 for library acquisitions from Ford Foundation funds. The fact that the book budget was almost immediately doubled completely revolutionized departmental expectations as to book and periodical purchases, and cleared the way for the procurement of items of established worth which had been

beyond the reach of the normal budget. Departmental aspirations were crystallized in proposals to the Faculty Committee on the Library. These were then evaluated carefully before allotments were established.

In reviewing the resulting purchases, it is obvious that the funds have been wisely spent. In making selections for purchase, the widest possible use was made of bibliographies such as the *Andover-Newton List* for Religion, the *Basic Library List* prepared by the Committee on Undergraduate Program of the Mathematical Association of America, and the *Harvard List of Books in Psychology*. The periodical collection has been strengthened as never before through the purchase of back volumes needed to complete broken runs and the acquisition of full sets of journals, particularly in scientific areas, that had not been previously held.

It is not practical to list all purchases made possible through Ford Foundation funds, but outstanding acquisitions made by the Department of Biology may be taken as representative of the strengthening of the research potential of the entire library. In this area alone, two hundred and fifteen monographs were added, monumental works, such as the Pierre Grasse *Traité de Zoologie*, were either completed or purchased outright, the file of the *Journal of Insect Physiology* was completed from volume 1, and files of four new periodicals were established.

The purchase of one of the world's greatest bibliographic tools, the *Catalogue Général* of the Bibliothèque Nationale, is without question the single outstanding acquisition that was made possible. Its importance as a reference source will never diminish.

Aside from the immediate stimulation and resulting expansion that the Ford Foundation funds have made possible, the lasting value lies in the fact that new standards are set and new horizons are sighted. Once the library embarks upon a period of expansion, it becomes a new way of life. The criteria thus established in practically every area will inevitably tend to improve the quality of the library in the years ahead.

The Burrow Library continues to grow through gifts made to its Memorial Fund, which amounted to \$4,713.43 in 1965-66, and through gifts of books from faculty, staff, and friends of Southwestern too numerous to mention. Within the past year the personal libraries of the late Professor Emeritus Robert P. Strickler, Mr. Wesley Halliburton, and Mrs. Agnes R. Hall came as direct bequests. The library of the late Professor Laurence F. Kinney was made available through his own gifts and through the generosity of his family. The library of Miss Shirley Virginia Long was the gift of her sisters, Mrs. Frank L. Martin and Mrs. A. H. Merrell. A number of volumes from the library of the late Professor Emeritus Alexander P. Kelso were presented by his daughter, Miss Edith Kelso, '39.

Substantial financial contributions came from the estate of Mrs. Pat Roberson, from Mr. and Mrs. C. W. McGrady in memory of their son, John McGrady, '40, from Mrs. Richard T. White in memory of her parents, Mr. and Mrs. Owen E. Mahaffey, and from the Harvard Club of Memphis.

The final windfall came in the form of a basic grant of \$5,000 from Title II, Part A of the Higher Education Act of 1965 making funds available for library purchases in institutions of higher education. Notification of the availability of the grant came on June 24th with the stipulation that the funds had to be obligated before the end of the fiscal year. With its ultimate burst of energy, the Order Department was able to place orders for the full amount before the deadline.

The library continues to grow in services as well as in resources. A comparison of statistics for 1965-66 with those of 1960-61 reveals the extent of growth and accomplishment over a five-year span:

The book budget has more than tripled—from \$13,500 to \$41,500.
The number of books catalogued per year has almost doubled—
from 2,740 to 4,203.

17,913 volumes have been added in the five-year period, bringing the total holdings from 86,368 to 104,281 volumes.

Circulation of books has increased over 10,000 volumes a year—from 52,027 to 62,169.

The staff has been increased from 6 to 8.

An assistant cataloguer was employed in 1962 and an assistant order librarian in 1965.

The hours which the library is open have been increased to include Sundays from 2:00 P.M. to 10:00 P.M. within the past year.

The library continues to meet all of the standards of the Southern Association of Colleges and Schools and of the Association of College and Research Libraries of the American Library Association.

Miss Etta D. Hanson, Curator of the Jessie L. Clough Art Memorial for Teaching, arranged exhibitions of costumes, religious art, Japanese obi, oriental lacquer, and illuminated manuscripts. Two exhibits were lent to the Memphis Public Library, and the impact of the collection was thereby widened.

The academic session of 1965-66 had scarcely begun when we were all appalled by the terrible devastation wrought by Hurricane Betsy. Many students were concerned about their fellow students from New Orleans and Southern Louisiana. Mr. Stephen Hook, '68, organized a student committee which rallied the interest and compassion of the entire campus community. In the short time of one week end, he and his associates collected a significant sum of money which was then handed to the Salvation Army and the Red Cross for distribution. The humanitarian concern shown by the students in meeting this emergency exemplifies, I believe, the highest flowering of Southwestern ideals—to serve the stricken brother willingly and quickly.

It is in the same spirit that the program of volunteer student participation in social service, which began ten years ago under the impetus of a grant by the Danforth Foundation, continues to be an important part of the outreach of the student body. Although the grant from the Danforth Foundation has long since expired, the program is still known as the "Danforth Program." Through their volunteered services, Southwestern students, in cooperation with social service agencies in Memphis and Shelby County, worked with the Girl's Club, Neighborhood Houses No. 1 and 2, Wesley House, Crippled Children's Hospital, John Gaston Hospital, Home for the Incurables, Child Development Center, and the Mental Health Association Recreation Class for Emotionally Disturbed Children. Mrs. W. Morgan Cone continues to be the dedicated adviser to these dedicated students—Mr. Clarence "Bo" Scarborough and Miss Pamela Richardson are the student coordinators. One or two comments from the committee's report will demonstrate the enthusiasm which drives this group:

1965 marks the tenth anniversary of *Danforth* on the Southwestern campus. While this year was unique, it was also a year like every other for Danforth workers, filled with hopes, disappointments, joy, sorrows, accomplishments, near misses, enthusiasm, discouragement, but most of all, with an over-all sense of purpose in belief in the worth of the idea of giving oneself to help others. The year started out in September with a peculiar problem. Mrs. Morgan Cone, Bo Scarborough, and Pam Richardson, coordinators, found themselves with so many returning Danforth workers that they had to hunt for places for the volunteers.

Professor Fred W. Neal and his committee on chapel and religious assemblies arranged through the year a series of provocative and significant worship services. These chapel programs are held by courtesy of the Session of Evergreen Presbyterian Church in its sanctuary, and this superb setting imparts a distinctive flavor to the religious emphasis of the college. The Protestant Religious Council, with Professor Julius W. Melton serving as faculty adviser, conducted various campus-wide religious activities during the session. These included the fall program of religious evaluation, led by Dr. Andrew T. Roy, Vice President of Chung Chi College in Hong Kong, on "Christ in the East-West Encounter," and the similar spring program, led by Dr. Samuel M. Keen, Associate Professor of Philosophy and Christian Faith at Louisville Presbyterian Theological Seminary, on the theme "The 'Death of God' and the Life of Man." Other activities sponsored by the Council included a picnic for freshmen during orientation week, a fall retreat for the Council, several "coffee house" evenings of folk singing and poetry reading, and a Christmas vesper service. The Council assisted financially the work of the World University Service and "Dilemma '66," as well as underwriting the expenses of several students who attended various religious conferences.

An event of notable interest was the students' own series, "Dilemma '66." This series, organized and directed by the students themselves, brought to the college a panel of speakers of national and international prominence, men who could represent their viewpoints with articulate persuasiveness. Those who participated in "Dilemma '66" were:

Dr. Frank Barron, *Professor, University of California at Berkeley*
Dr. Eugene Carson Blake, *Stated Clerk, United Presbyterian Church in the U.S.A.*
Dr. James Daane, *Associate Editor, Christianity Today*
Mr. Jesse Hill Ford, *Novelist*
The Honorable George Grider, *Congressman, Ninth District of Tennessee*
Dr. Charles Hudson, *President-elect, American Medical Association*
Dr. Arthur Larson, *Professor, Duke University*
The Honorable Thruston Morton, *United States Senator from Kentucky*
The Honorable Morris K. Udall, *Congressman, Second District of Arizona*

The students were so excited by the public response to their program that plans are already underway for "Dilemma '67." As a gauge

of public response, an editorial in the *Memphis Commercial Appeal* for February 26, 1966, may be taken as a fair example.

The Southwestern students who conceived and organized the symposium, "Dilemma '66," should take a bow in the spotlight.

In contrast with some collegiate and campus-fringe types who work off their energy by sitting-in, lying-in and marching with crude signs, this thoughtful Southwestern group has thought to seek cures for society's ills. Leading speakers from the fields of medicine, science, religion and politics are included on the programs scheduled yesterday and today. A considerable cash fund had to be raised by the students to produce this intellectual spectacular.

The concept, "Society in Search of a Purpose," represents the questing minds of the students themselves. And they showed that they do, indeed, have a purpose—to learn and to understand.

Professor David M. Amacker and Professor David H. Likes secured a large and impressive group of speakers for the thirteenth Free World Issues series. Thirty-one visitors brought to the college their points of view in their several areas of interest and especial competence. It is important to note that many of these speakers also participated in the instructional program of the college by giving lectures in classes and by conducting seminars. The International Studies Program of Distinguished Speakers and Seminars has over the years come to be an important adjunct to instruction in International Studies. A complete list of Free World Issues speakers and their subjects follows:

- Mr. Eugene M. Schaeffer, '49, State Department Officer; Deputy Director, U. S. Education Foundation in India—*India in Transition*.
- Mr. Morris Draper, Foreign Service Officer, State Department—*The Foreign Service as a Career*.
- Professor Donald E. Weatherbee, International Studies Department, University of South Carolina; formerly Director, Johns Hopkins School of Advanced International Studies, Jakarta, Indonesia—*A China-Indonesia Axis?*
- Sir Fitzroy Maclean, Baronet, CBE, member of Parliament; former Minister of the Crown and Major General; author—*Soviet Russia Yesterday and Today*.
- Senator Ross Bass, Tennessee—*The Record of Congress*.
- Dr. Karl H. Cerny, Chairman, Department of Government, Georgetown University; recently, Research Principal, Georgetown Center for Strategic Studies, and Consultant, Bureau of External Research, Department of State—*De Gaulle's Challenge to NATO*.
- Colonel Sir Hugh Bosted, KBE, CMG, DSO, MC, lately H.B.M. Political Agent, Abu Dhabi, Trucial States—*Eastern Arabia and the Oil-Rich Sheikdoms of the Persian Gulf Area*.
- Dr. Lela Anne Garner, '61, Associate Professor of Political Science and Woodrow Wilson Fellow, Tennessee Agricultural Institute—*Problems of Southeast Asia*.
- Senator Albert Gore, Tennessee—*The State of the World*.
- Representative George Grider, member of Congress, 9th District, Tennessee—*Report on Vietnam*.
- Dr. Eleanor Lansing Dulles, Professor, Georgetown University; Research Principal, Georgetown Center for Strategic Studies—*Berlin: Bastion of Freedom*.
- Dr. Kenneth R. Whiting, member, Aerospace Studies Institute and Professor in the Air University—*Problems of Post-Khrushchevian Russia*.
- The Honorable Shimon Yallon, Consul General of Israel at Atlanta—*Israel as a Model for Developing Nations*.
- Dr. I. William Zartman, Institute of International Studies, University of South Carolina—*Africa in the Power Struggle*.

- The Honorable David E. Bell, Administrator, Agency for International Development; formerly Director, Bureau of the Budget—*The Realities of Foreign Aid.*
- Mr. Labib Habachi, Cairo; Egyptologist; former Chief Inspector of Antiquities; Consultant to the Nubian Expedition of the Oriental Institute of the University of Chicago—*Saving the Nubian Monuments from the Rising Aswan Dam Lake.*
- The Honorable Archibald Cox, former Solicitor General; Professor, Harvard Law School—*The Supreme Court.*
- The Honorable Joseph Christiano, Deputy Director, Office of East-West Trade, State Department—*U. S. Strategic Policy towards Eastern Europe.*
- Mr. Erwin D. Canham, Editor in Chief, *Christian Science Monitor*—*World Politics.*
- Sir Roger Jackling, Minister and Deputy Permanent Representative, United Kingdom Mission to UN—*The United Nations and the Free World.*
- The Honorable S. Albert Balima, member, Executive Office of the Secretary General, UN; former Ambassador to UN of the Republic of Upper Volta—*Africa in the United Nations.*
- The Honorable Buford Ellington, former Governor of Tennessee—*Education for Freedom and Excellence.*
- Dr. Joost Sluis, Assistant Clinical Professor in Orthopedic Surgery, University of California Medical Center; Vice President, Christian Anti-Communist Crusade—*A Doctor in South Vietnam.*
- Dr. Arthur S. Y. Chen, Aerospace Studies Institute, member of the faculty, Air War College—*Mao's Mainland China.*
- Mr. Edward W. Cook, President, American Cotton Shippers Association; member, Shelby County Court; President, Cook and Company, Memphis—*Food, Fiber and Geopolitics.*
- The Honorable John Jay Hooker, Attorney, Nashville; Candidate for Governor of Tennessee—*Problems of Policy.*
- The Reverend Gerard F. Yates, S.J., Professor of Government, Dean Emeritus, Graduate School, Georgetown University—*Nationalism and National Security.*
- The Honorable Harold W. Jacobson, Director, Office of Asian Communist Affairs, Office of the Assistant Secretary of State for Far Eastern Affairs—*Sino-U. S. Foreign Policy.*
- Dr. Frank N. Trager, Professor of International Affairs, School of Public Administration, New York University—*U. S. Policy in Vietnam.*
- Lieutenant General Richard M. Montgomery, Vice Commander in Chief, U. S. Air Forces, Europe—*Impact of French Military Withdrawal from NATO upon the Western Allies.*
- The Honorable Kenneth L. Roberts, Attorney, Nashville; candidate, Republican Nomination for U. S. Senator, Tennessee—*Issues before State and Nation.*

Once again the University Lecturers series brought to the college worthy professors from six eminent universities. The alumni of these universities, we feel, are benefitted by the contact with their alma mater, and the college community gains from the intellectual contribution made by the speakers. This year the series included:

- Robert I. Crane, Professor of History, *Duke University*—"Problems of Independent Asia"
- A. B. Overstreet, Professor of Government, *Smith College*—"The American Foreign Policy Response to Persistent Crises"
- George T. Reynolds, Professor of Physics, *Princeton University*—"Science and Human Affairs"
- Wilbur C. Nelson, Chairman of Department Aerospace Engineering, *University of Michigan*—"An Inside View of the Space Program"
- Edgar A. J. Johnson, Professor of Economic History, *Johns Hopkins University*—"India"

Archibald Cox, Professor of Law, *Harvard University*, and former Solicitor General of the U. S.—“The Place of the Supreme Court in American Life”

Two very special events which are traditional fixtures in the college calendar are the Phi Beta Kappa lecture and the Temple Israel-Southwestern lecture. Both evenings have come to be held in highest esteem and the two speakers during the 1965-66 session were men of extraordinary achievement and perspicacity. On October 18, Professor Will Herberg, Graduate Professor of Philosophy and Culture at Drew University, took as his subject, “Religion in America: Paradox and Problem.” The sponsors of the Temple Israel lecture deserve commendation not only for the provision of these lectures, but also for the prestige with which the series has come to be regarded. The Phi Beta Kappa speaker, Professor Walter H. C. Laves, Professor of Government and Chairman of the Department of Government, University of Indiana, visited Southwestern on March 29. Drawing on experiences gained during his career in government, he spoke on “Higher Education and the World Community.”

Professor Vernon H. Taylor reports that the talented and energetic members of the faculty of the College of Music have been widely and constantly called upon during the year under review. Solo performances, public service, and participation in various ensembles—notably in the Memphis Symphony Orchestra—mark the wide-ranging activities of this dedicated and competent group of musicians. The Southwestern Singers regularly added their voices to the Thursday chapel services and made a noteworthy contribution to the public worship of the college. The Singers also made an extensive tour throughout Louisiana, and stood ready to assist in any program at the college or in the Memphis area. A rich and varied concert and recital series was offered through the College of Music and the Patrons of Music. A special feature this year was a new and exciting venture in music and drama. An alumnus has made it possible for the college to offer a Fine Arts Series, and the first concert was a stunning recital by the superlative 'cellist, Janos Starker. Events arranged for the 1966-67 Fine Arts Series include Bramwell Fletcher's “Evening with George Bernard Shaw,” and concerts by the Zurich Chamber Orchestra, the Austrian pianist Joerg Demus, and the French baritone Gerard Souzay. A feature of unusual pedagogical as well as musical interest will be a series of recitals in which Stefan Bardas will perform all the sonatas of Beethoven. Such musical and dramatic opportunities as these and the performances by the Southwestern Players stimulate the cultural growth of the students, so that these necessary dimensions of an educated person's life may be enlarged.

In athletics, the policy of the college remains unchanged—the

fervent belief in participation by all who wish to play and the undiminished conviction that sports belong to the college and are not a business enterprise in which players become properties. Eighty-three percent of the male students participated in varsity sports, intramurals and physical education. The overall varsity sports record was 48 won, 50 lost. Southwestern amassed an impressive 10-1 record in golf, a 4-0 record in track, a 9-6 record in tennis, and placed second in CAC standings in golf and tennis (in which first place was missed by only one point). In football the team was never daunted by its opposition, and Coaches Johnson, Anthony and Mayo deserve the highest commendation for the excellent spirit they were able to impart to the team and the college. The work of the Athletic Department as a whole, the Women's Physical Education Department, the varsity and intramural programs, are all important aspects of the community life of the college. Their accomplishments are often overlooked by those who simply look at score boards and neglect the real purpose of sports at Southwestern—namely, participation.

Another unsung, yet valuable, phase of community life is the outstanding contribution made by Professor Fred D. Pultz and his staff in the Presbyterian Guidance Program. Professor Pultz, with his characteristically modest ways and indefatigable zest, accepted responsibilities for the career guidance and off-campus placement service this year for the first time. These new responsibilities included counselling Southwestern students, supervising a formidable and time-consuming array of tests and examinations, providing occupational and educational information, and establishing a placement service. The entire community owes a largely unacknowledged debt to Professor Pultz and his staff for their willing service in these important areas.

Dean Granville D. Davis has prepared the following report on the extensive activities of the Center:

**The Memphis
Adult Education
Center**

The staff of the Adult Education Center consists of Granville D. Davis, Dean of Continuing Education; Alfred O. Canon, '44, Dean of Alumni and Development; Raymond S. Hill, Coordinator of Mass Media; May Maury Harding, '48, Director of Programs; Frank E. Faux, Associate; and Mrs. E. Oliver Fowlkes, '61, Secretary. Members of the Southwestern faculty and trained discussion leaders from the community round out the faculty of the Adult Center.

The Center's staff sustained a heavy loss during the past year with the death of Dr. Laurence F. Kinney, Director of Academic Relations. Dr. Kinney was one of those who initiated Southwestern's venture into the field of adult education, and he continued to give creative leadership to the program until the time of his death.

Registrations

A total of 2,409 participants registered in 105 study-discussion groups organized by the staff of the Adult Center. Outside of Memphis during the past year, twenty-three groups were established in communities in Alabama, Arkansas, Kentucky, Mississippi, and Tennessee.

Significant Programs

Again many of the familiar programs presented at the Center enjoyed strong public support: the course of humanistic studies for businessmen offered in the Institute for Executive Leadership, the residential Mid-South Seminar arranged for regional participants in the Center's programs, the study and discussion of Great Books, the University Lecturers planned by Dean Canon, and the examination of current issues conducted by the Public Affairs Forum.

New programs of special interest which also attracted large groups to the Adult Center included a film festival of Japan and India and the study and discussion of:

"Chinese Thought from Lao-Tse to Mao Tse-Tung"

"Contemporary Political Issues"

Protestant, Catholic, Jew by Will Herberg, prior to the author's appearance on the campus

"Russian Literature"

"The Filmmaker as Philosopher," using six films for discussion

The Odyssey: A Modern Sequel by Nikos Kazantzakis

"The Philosophy of Existentialism"

The Secular City by Harvey Cox

The Adult Center again cooperated with organizations of the community in presenting public lectures and discussions at the Center: the Public Affairs Forum, the Memphis Symphony Guild and Memphis Symphony League, the Citizens Association, the Civic Research Committee, and the Memphis and Shelby County Democratic Roundtable.

The University Council

The University Council on Education for Public Responsibility, composed of nine leading colleges and universities in the United States and Canada, continued its study of the problems of urbanization with particular emphasis on the effect of automation on the quality of American life. Southwestern's Dean of Continuing Education has served as chairman of the Council's committee seeking foundation support with which to expand the activities of the organization.

Urban Policy Institute

During the past year the Urban Policy Institute conducted two twelve-session conferences on urban problems, one for selected public officials and civic leaders of Memphis and the other for leaders of eastern Arkansas. Each of the conferences was presented in cooperation with the Brookings Institution and John Osman of the Brookings staff, and the University of Arkansas joined with Brookings and Southwestern in sponsoring the Eastern Arkansas Regional Conference. Thirty-four participants took part in the Memphis seminars and thirty-six attended the eastern Arkansas discussions. Papers were presented at the full-day seminars by:

Alan Altshuler, Professor of Government, Cornell University

Lynton K. Caldwell, Professor of Government, Indiana University

Fred Cottrell, Director of Scripps Foundation for Research and Population Problems; Chairman, Department of Sociology and Anthropology, Miami University (Ohio)

John Dyckman, Chairman, Center for Planning and Development Research, University of California, Berkeley

Karl A. Fox, Chairman, Department of Economics and Sociology, Iowa State University

Ralph A. Gakenheimer, Professor of Planning, University of North Carolina

Jean Gottmann, Professor of Geography, University of Paris, France

Scott Greer, Director, The Center for Metropolitan Studies, Northwestern University

Edwin T. Haefele, Member of Senior Staff, The Brookings Institution

Edward Higbee, Professor of Land Utilization, University of Rhode Island

Patrick Horsbrugh, Professor of Architecture, University of Texas

John F. Kain, Professor of Economics, Harvard University

Charles L. Leven, Director, Institute for Urban and Regional Studies, Washington University
Norton E. Long, Professor of Political Science, Brandeis University
Leon N. Moses, Professor of Economics, Northwestern University
R. Thayne Robson, Executive Director, The President's Committee on Manpower
Henry J. Schmandt, Chairman, Department of Urban Affairs, University of Wisconsin, Milwaukee
Daniel Shimshoni, Program in Technology and Society, Harvard University
Wilbur Thompson, Professor of Economics, Wayne State University
Holliman H. Winsborough, Professor of Sociology, Duke University

Two years ago the improvement of athletic facilities was begun in the preparation of a new football field and baseball diamond. To continue the development of these facilities, steel stands, with a seating capacity of three thousand, were erected in August 1965. The stands have been designed with flexibility so that if funds become available further improvements recommended by the athletic department will provide enclosed storage space, pitching practice rooms, and concession stands. A related development was the completion of the two-hundred and twenty space parking lot in front of the William Neely Mallory Memorial Gymnasium, and the Mall was redesigned and resurfaced so that additional parking space in front of Ellett and Bellingrath Halls is now available.

By far the most exciting addition to the facilities was the opening of the Thomas W. Briggs Student Center. This structure, made possible by the generosity of the late Mr. Thomas W. Briggs, Mrs. Briggs, The Welcome Wagon Foundation, and others, was dedicated on May 2, 1966. The Briggs Student Center houses the bookstore, the Lynx Lair, recreation rooms, and a reception room. A special feature of the Thomas W. Briggs Student Center is the Emily Simpson Courtenay Modern Language Center, a language laboratory facility with thirty stations for instruction in modern languages. This Center was named in honor of Mrs. Walter R. Courtenay, wife of the minister of the First Presbyterian Church of Nashville, by Mrs. David K. Wilson, a member of Southwestern's Board of Directors, and Mrs. Justin Potter, of Nashville, whose generosity handsomely assisted the college in developing this important instructional adjunct. Offices in the Briggs Student Center have been assigned to the Public Relations Office, which now has additional responsibilities of assisting student publications as may be appropriate; the Director of the Student Center, The Reverend Mr. Edwin W. Stock, Jr., '59; the Student Government Association, the *Sou'wester*, the *Lynx*, and other student activities. Under an experimental arrangement, the Dobbs Houses, Inc. has agreed to operate the Lynx Lair. As time moves forward the Briggs Student Center will take an increasingly vital role in the community

life of the college.

The Alumni Office has been moved from the third floor of Palmer Hall to the Frank M. Harris Memorial Building. It was thought that the Harris Memorial, which formerly was used as temporary additional space for the College of Music, could offer the alumni a convenient reception area and could in time become a congenial gathering place for visitors and alumni. The Harris Memorial Building will be refurbished, and it will contain a reception room and the Alumni Office. Mr. Goodbar Morgan, '31, Director of Alumni Affairs, Mrs. Arthur Birge, '42, editor of the *Southwestern News*, and their staff will begin to utilize the new space as rapidly as possible.

The removal of the Alumni Office from the third floor of Palmer has permitted the construction of six permanent faculty offices and one seminar room on the south side of the building. The construction of these offices completes the process begun several years ago when the north side underwent similar alterations. Additional faculty office space is urgently needed, and the temporary Camp Forrest buildings after twenty years continue to do their barely adequate job of housing faculty offices and classrooms. A major and pressing need is to provide better offices for the faculty. The Business Office, the Admissions Office, and the Office of Student Records are being shifted to allow some relief of the overcrowded conditions in these offices. The surging tide of records, files, transcripts, and financial documents had reduced office efficiency considerably, and by rearranging the offices, the faculty mail room, and two classrooms, additional space for these operations will be obtained. As the college's enrollment increases each year, the burden of record keeping grows, it seems, in geometric proportions.

For more than a year, the college architect, Mr. H. Clinton Parrent, of Nashville, and his associated architects, Carroll, Grisdale and Van Alen, of Philadelphia, have been developing plans for a science center. With an imaginative conception, they have designed a building which will complete the north range of the academic quadrangle proposed in 1924 in President Diehl's master plan. The structure will consist of a large terrace which is a huge rectangular building placed at reduced grade. From this terrace a Biology-Mathematics Building and a Physics Building will rise, and the Briggs Student Center will be aesthetically and physically related to the Science Center. The college made successful application to the Tennessee Higher Education Facilities Commission for a grant under Title I of the Higher Education Facilities Act. The grant was approved in the amount of \$591,708, and construction will proceed as rapidly as possible so that the Center will be ready by February, 1968, the beginning of the second semester.

Southwestern, mindful of its relationship to the Presbyterian Church, constantly seeks to serve the Church in every appropriate way. For quite some time the principal continuing partnership with the Church has been the jointly sponsored Presbyterian Guidance Center. Under Professor Fred D. Pultz's direction and the leadership of the Christian Vocation Council, the Center exercises a growing influence in the counselling and testing of Presbyterian young people from Alabama, Arkansas, Louisiana, Mississippi, and Tennessee. Professor Pultz reports on the year's activities as follows:

During the year ended June 30, 1966, the load of the Presbyterian Guidance Center was distributed as follows:

<i>Synods</i>	<i>Churches</i>	<i>Counselees</i>
Alabama	20	84
Arkansas	15	79
Louisiana	17	91
Mississippi	15	84
Tennessee	26	203
	93	541

Perhaps the most significant figure in this distribution is the number of people counseled from Mississippi. The figure of 84 represents an increase of about 100 per cent over that of any previous year. Although the total number of counselees is slightly lower than that of the years 1964-65 and 1963-64, the number of people scheduled for counseling during the spring months has been held down in line with the policy established by the Christian Vocation Council.

The completion of the Student Center and the excavation for the Science Center, along with the passage of time, bring into focus the doomed, brown building used to house the Guidance Center. Some tentative plans, at least, need to be developed to house these services being provided for Southwestern students, as well as for the Presbyterian Guidance Program.

New thrusts in church relations have been implemented during the past year. The Reverend Mr. Edwin W. Stock, Jr., '59, was appointed Director of Church Relations, and he has devised several new programs and worked unceasingly at building even stronger ties with the Presbyterian Church through existing and newly developed projects. A pilot project in continuing education for the clergy found eleven ministers from the four Synods in residence at the college, and they participated in study with members of the Departments of English, Sociology, Political Science, Psychology, and Bible. Offering an unusual opportunity for these ministers to continue their intellectual growth in areas not normally covered in seminary curricula, the project is seen as a complement to the worthy efforts in continuing education being made by the seminaries. Under Mr. Stock's and Professor Ray S. Hill's direction a week-long Religious Drama Workshop was held during the summer. Working closely with the Board of Christian Education, the college offered an Ethics Seminar for 102 ministers and laymen from Tennessee and Louisiana. This Seminar considered the theme of the year in the Covenant Life Curriculum, and Professor

Waldo Beach of Duke University, whose book is the text for 1966-67, lectured to the participants. Discussion sessions with members of the Southwestern faculty considered the ethical issues confronting all churchmen. Finally, the college again made its facilities available to numerous church groups for conferences and meetings. It was the college's distinct privilege to serve as host to the 131st meeting of the Synod of Alabama. By these means the college asserts its conviction that it can decisively assist the Church in its mission.

On May 2, the Thomas W. Briggs Student Center was dedicated. Mrs. Thomas W. Briggs and her family, Mrs. Rosanne Beringer, President of Welcome Wagon International, and other

**The Inaugural
Celebration
May 2-3**

special guests were present. Mrs. Briggs, after cutting the ribbon to open the Center formally, unveiled the portrait of Mr. Briggs, and Mrs. Beringer unveiled the memorial plaque. In the evening the guests of the college, representatives of the student body, and members of the faculty and staff enjoyed a banquet in the Lynx Lair. Dr. Edgar F. Shannon, President of the University of Virginia, gave a witty and urbane account of the importance of student participation and responsibility in these days of unrest and anxiety.

The Board of Directors graciously provided for Mrs. Alexander and me a series of events to mark my installation as sixteenth president of Southwestern At Memphis. Professors Fred W. Neal and Jack U. Russell served as convenors of the inaugural committee which included:

Mr. H. W. Allen, President, Student Body
Mr. James Breytspraak, President, Alumni Association
Dr. Jameson M. Jones, Dean of the College
Dr. M. L. MacQueen, Chairman, Former Inaugural Committee
Dr. W. J. Millard, First Vice-Chairman, Board of Directors
Mr. A. Van Pritchard, Chairman, Board of Directors
Dr. Peyton N. Rhodes, President Emeritus
Mr. C. L. Springfield, Assistant Treasurer
Dr. Vernon H. Taylor, Director, College of Music

Despite his protestations of being unable to help, no one did more than Professor Marion Leigh MacQueen, whose impending retirement, he had thought, took him from the lists. His watchful eye and sure sense of style gave guidance and direction to the complicated arrangements and the countless details of housekeeping and protocol. Professors Neal and Russell and their fellow workers, who, by the time of the inauguration, were virtually every member of the faculty and staff of the college, deserve the highest commendation for their brilliant logistics, their careful planning, and their unflappable demeanor. The ceremony itself was held on the terrace in front of the Richard Halliburton Tower. A more beautiful setting could not have been devised, and the weather, which had been wet and cloudy for the two preceding days, broke bright and clear just in time. The Warden of Rhodes

House, E. T. Williams, delighted the large audience with an address, at once humorous and profound, in which he recalled Southwestern's associations with Oxford and pointed out the similarities of purpose of the residential English university and an American liberal arts college like Southwestern.

A special feature of the inauguration was the use for the first time of a presidential seal of office. Professor Lawrence K. Anthony, widely known and respected for his creative and masterly craftsmanship, fashioned in wrought iron a handsome medallion in the form of a three-dimensional representation of the seal of the college. The medallion is an eloquent testimony of Professor Anthony's remarkable talent, and it was my great privilege not only to be invested with the seal of office, but also to be the first to wear this work of art.

Dr. Alfred O. Canon, '44, Dean of Alumni and Development, describes in detail the Challenge Campaign and its progress to date:

The Challenge Campaign

The most time consuming and significant activity on the part of the Development Office over the past twelve months has been the Ford Challenge Campaign. It was readily apparent, as soon as the announcement of the grant was made on June 23, 1965, that a full-fledged effort would have to be launched throughout the country to include all alumni, Presbyterians, corporations, foundations, etc. After considerable discussion, it was decided to conduct the campaign in three phases: (1) Alumni and parents outside Memphis, (2) the Memphis area, (3) the Presbyterian Church in the three Synods of Alabama, Louisiana, and Tennessee.

I. The Alumni-Parents Campaign was launched in October 1965, as 4,500 alumni and parents outside of Memphis were assigned to ten regions and fifty districts. A goal of \$400,000 over the three-year period was set, steering committees were appointed in each district, and regional and district chairmen were invited to a campus conference in October 1965, in order to plan the subsequent campaign.

Several of the districts held organizational meetings or general area meetings for the alumni in their vicinity through the winter and spring of 1966. All alumni groups were asked to have a kickoff meeting, if feasible, not later than April 26, 1966. During the winter and spring, President Alexander and/or Dean Canon spoke to alumni groups in the following cities: New York, Washington, Philadelphia, Lynchburg, Richmond, Atlanta, Huntsville, Birmingham, Mobile, New Orleans, Chicago, St. Louis, Greenville, Clarksville, Shreveport, Dallas and Houston.

The college was fortunate to secure as general chairman of the Alumni Campaign, Henry C. Watkins, '35, president of the Universal CIT Credit Corporation of New York City. Regional chairmen included the following: John Farley, '37, Schuyler Lowe, '31, Jefferson Davis, '31, U. S. Gordon, '15, Frank A. England, Jr., '41, Andrew H. Miller, '46, Sid F. Davis, '27, R. P. Richardson, '19, John B. Reid, '44, James E. Ratcliff, Jr., '52.

II. It was determined by the professional campaign director that the Memphis Area Campaign would be formally launched at the end of April 1966. The exact date for the kickoff dinner was eventually set for April 26th. In the meantime, the campaign office moved ahead with the organization of various divisions, including the solicitation of special gifts.

The Memphis Area Campaign was headed by co-chairmen A. Van Pritchart and John E. Brown, Chairman of the Board of Union Planters National Bank. The chairman of the steering committee,

which was charged with the responsibility for major gifts, was Norfleet Turner, Chairman of the Board of First National Bank, with the following committee members: David Alexander, W. Harwell Allen, Jr., Walter P. Armstrong, Jr., William M. Bell, Jr., Julian B. Bondurant, J. Bayard Boyle, B. Snowden Boyle, O. D. Bratton, L. Palmer Brown III, S. Toof Brown, C. W. Butler, Jr., Everett R. Cook, Lewis R. Donelson III, '38, Jack L. Goldsmith, Wallace E. Johnston, '29, E. B. LeMaster, Robert D. McCallum, Barclay McFadden, L. K. McKee, Edmund Orgill, Peyton N. Rhodes, S. Shepherd Tate, '39, Kemmons Wilson. Other areas of the campaign were directed by: Challenge Gifts co-chairmen: Alvin Wunderlich, Jr., '39, President of National Trust Life Insurance Company; William S. Craddock, Jr., '40, President of Craddock, Metcalf and LeMaster Agency, Inc.—Master Gifts Division chairman, Russel S. Wilkinson, Wilkinson and Snowden—Builder Gifts Division, James H. Wetter, Vice President of Boyle Investment Company.

A tabulation of gifts in the Memphis Campaign is as follows:

3	— \$100,000 or more.....	\$ 330,000
18	— \$10,000 to \$75,000.....	487,000
146	— \$1,000 to \$7,500.....	303,200
1,016	— below \$1,000	166,034
1,223		\$1,286,234

III. As plans were made for the implementation of the campaign in the Synods of Alabama, Louisiana, and Tennessee, several factors had to be considered: (1) the fall of 1966 would be the earliest time when the campaign could be presented to the Synods in view of the necessity of approval by each Synod, Presbytery, etc., at their 1966 meetings; (2) Many churches had not completed payments on their Presbyterian Development Fund pledges and, in some cases, these payments would extend as late as 1967; (3) Most churches would probably wish to accept their goal or commitment to the Southwestern Campaign on a three-year basis; (4) Southwestern could initiate a campaign in the Synods of Alabama and Louisiana only as a joint effort with other causes.

It was therefore determined that the three church campaigns would be held in the period from September 1 through November 30, 1966. In the Synod of Alabama a joint effort with Campus Christian Life was agreed upon with a final goal of \$530,000. The first \$30,000 raised will be allocated to campaign expenses; \$200,000 is the goal for Campus Christian Life, and \$200,000 the first priority goal for Southwestern. Any amount over this \$430,000 will come to Southwestern. Earl Mallick, Vice President of South U. S. Steel, an elder in the Shades Valley Presbyterian Church in Birmingham, and a member of Southwestern's Board of Directors, and George LeMaistre, an elder from the First Church in Tuscaloosa and a member of the Campus Christian Life Board, agreed to serve as co-chairmen. A steering committee was set up for the Synod and for each of the five Presbyteries. Meetings were subsequently held in Huntsville, Birmingham, Tuscaloosa, Selma, Dothan and Mobile to acquaint key leaders in these areas with the causes.

In the Synod of Louisiana it was agreed that a joint campaign be held on behalf of Southwestern and Evergreen Vocational School. Mr. W. C. Rasberry, an elder in the First Church of Shreveport and a member of Southwestern's Board of Directors, and Mr. Myron Turfitt, a retired businessman, an elder in the St. Charles Avenue Church in New Orleans, were selected as co-chairmen. The Rev. Mr. H. Richard Copeland of the Lake Charles Presbyterian Church agreed to serve as chairman for the Louisiana Presbytery. Meetings were then scheduled in Shreveport, Monroe, Alexandria, Baton Rouge, Lake Charles, Morgan City and New Orleans to inform the key Presbyterians in each area of the two causes. A goal of \$365,000 was set, with \$15,000 allocated to campaign expenses, \$250,000 designated for Southwestern and the remaining \$100,000 earmarked for Evergreen School.

In the Synod of Tennessee, Mr. Lewis Steele of Nashville, a Presbyterian elder and parent of a Southwestern student, was chosen as chairman. A steering committee and three Presbytery committees were set up with the following serving as Presbytery chairmen: Dr. Henry R. Mahler, Jr., Woodland Presbyterian Church, for the Nashville Presbytery; Dr. Robert E. Cogswell, Southwestern alumnus and parent of a Southwestern student, and pastor of the First Presbyterian Church of Shelbyville, for the Columbia Presbytery, and Dr. Wave H. McFadden, Southwestern alumnus and minister of the Trenton Presbyterian Church, for the Memphis Presbytery. Meetings were held in Columbia, Nashville, Dyersburg, Covington, Germantown, and Jackson to inform campaign leaders from each congregation of the Ford Challenge Grant and its significance. A goal of \$265,000 was set for the churches of the Synod outside of Memphis.

President Alexander and Dean Canon, along with the leaders in each campaign, have appeared in twenty communities, covering a total of 5,000 miles, to launch the Synod campaigns. Final results will not be apparent until November after churches have conducted their Every Member Canvass and have determined whether the Southwestern commitment will be accepted in their budget or if a separate campaign or special offering may be necessary at that point.

IV. It is apparent from the foregoing report that a great deal remains to be done in the development area over the next twenty-one months if Southwestern is to meet its challenge:

1. The Memphis Campaign will require a substantial effort in order to call on the remaining prospects and to follow up on those who have deferred action in 1967 and 1968. Although no final decision has been made at this point, it is probable that a small Annual Sponsors' Program type campaign may be necessary in 1967 and 1968 in order to secure contributions from those who were not adequately approached in the campaign last spring.
2. The Church Campaigns will require additional contacts and special efforts will have to be made in certain churches where a "local campaign on behalf of Southwestern" must be carried out in order to acquaint the congregation sufficiently to enable them to make a special offering, individual pledges, etc., for the campaign.
3. A capital campaign of this type offers a remarkable opportunity to push rather vigorously a bequest and deferred gift program. Many prospects are discovered and developed who have the potential to make significant bequests or gifts on an annuity or life-income contract basis.
4. The campaign in the three Synods, as well as in Memphis and among the alumni, has given the college a splendid opportunity to tell its story in a more effective way. However, it has also revealed certain weaknesses in the "image of the college" that exist in some areas of the college's sphere of operations. A more systematic and thorough effort should be made to develop the proper picture of the college as seen by alumni, Presbyterian ministers, and key laymen in the Church, high school counselors, etc. This is especially true in the four cooperating Synods.
5. An effort should be made to contact individuals related to the college in the Synod of Mississippi who may be in a position to contribute to the college at this time although a formal campaign is not anticipated in that Synod until 1970.

It is appropriate for me to mention especially the contributions of Mr. and Mrs. Joseph R. Hyde, Miss Margaret Hyde, '34, Mrs. Robert A. Scott, '30, and Mr. Joseph R. Hyde, Jr., who were the first to come forward to help the college take advantage of the unparalleled offer made by the Ford Foundation. The Hyde family by giving \$130,000 will help make the Ruth Hyde Memorial Gymnasium for

Women and the Robert A. Scott Memorial in Mathematics a reality. Mr. Edward H. Little, of New York and Memphis, generously provided \$100,000, and the Board gratefully established a memorial to his wife, Mrs. Suzanne Trezevant Little, by naming the newest women's residence hall the *Suzanne Trezevant Hall*. Mr. C. M. Gooch has challenged the friends of the college to provide \$1,000,000 within one year by giving the last \$100,000. These men and women not only have demonstrated the largeness of their spirit and their profound convictions about the urgency of Southwestern's task, but they also have opened for the college new horizons of service and increased opportunities for educational leadership by their generous and speedy participation in helping Southwestern meet the challenge set by the Ford Foundation.

The Science Center, now under construction, should reduce the college's needs for larger classroom space, and new and more efficient laboratory facilities. It is possible, in fact, that the academic building, which has been proposed, can be postponed until patterns of utilization of existing facilities can be discerned. There remains, however, the urgent necessity to provide adequate office space for the faculty. For some time the temporary buildings on the east side of the campus have served as scarcely adequate classrooms and faculty offices. The college has obtained permission from the City Commission to have a special zoning permit for Stewart Hall. Plans have been prepared and, as soon as funds are available, reconstruction will begin on this disused residence to provide the Department of Psychology with much needed space. The psychology building, the least sound of the temporary buildings, must be replaced and, as a temporary measure, Stewart Hall offers modest improvement over existing quarters.

**Needs of
the College**

The single most pressing need is additional residence space. It is my conviction that liberal arts colleges will increasingly assert their distinctiveness by retaining their residential character. Southwestern is an unusual combination of the urban and residential. Not many liberal arts colleges—certainly few of those which are regarded as most typical and most prestigious—have as high a proportion of commuting students as Southwestern. It has been a traditional part of Southwestern's emphasis to serve the City of Memphis in this way, and it is my intention to continue the policy of having a large number of students from Memphis. At the same time, however, it should be noted that the total involvement which is characteristic of a liberal arts curriculum places great hardships on commuter students. In the days of expansion ahead, I propose that the residence hall capacity be increased so that more students can have the option of living on the campus. To this end, I recommend that construction of an additional residence hall

for women and an additional residence hall for men, if the latter seems feasible in the light of financial and enrollment conditions, be authorized immediately.

Another area of concern arises from the handicap of insufficient auditorium capacity. This seriously hampers the convocations and chapel services. At present the only place which will accommodate the entire student body is the Neely Mallory Memorial Gymnasium. The gymnasium is not suitable for lectures, and Hardie Auditorium will not seat even half the present student body. Careful consideration must be given to the provision of an adequate auditorium. For that matter, it is now difficult to hold commencement and baccalaureate services in Evergreen Presbyterian Church. Because of bad weather, the 1966 graduation exercises were held in Evergreen Church, and the attendance overtaxed the capacity of its sanctuary, leaving more than a hundred people to stand throughout the long ceremony. It is my hope that a structure which would house an auditorium of no more than fifteen hundred seats, a fine arts wing, and the Adult Education Center might be constructed in the near future.

Finally, the college must press forward to obtain additional endowment funds. In order to meet the considerable operating deficit each year, funds must be raised through the Annual Sponsors' Program, the Alumni Loyalty Fund, and the benevolence contributions of the four cooperating Synods. Considerable funds have been raised in recent years but, until the college is able to cover more of its own expenses by income from its endowment, there will always remain the specter of financial difficulties. Salaries have risen significantly in recent years, but, if Southwestern is to remain competitive in the academic market place, they must rise at even steeper rates in the future. Under these conditions, additional endowment funds for operating expenses, particularly for salaries and scholarships, must be found. The Challenge Campaign should provide some additional funds for this purpose, but all who are concerned for the welfare of the college must not allow their zeal to flag nor their concern to wane.

* * *

My wife and I owe a great debt to each of you and to all of the members of the faculty and staff of Southwestern, and to the many friends of the college who have been so gracious as to receive us gladly and to offer every kind of assistance to enable us to become members of the community. We trust that with your continued good will we will be able to discharge our joint responsibilities in the advancement of the college that we all love so well.

David Alexander

October, 1966

ANNUAL REPORT OF THE DEAN OF THE COLLEGE

To the President of SOUTHWESTERN AT MEMPHIS:

Faculty

While the faculty at Southwestern remains very stable, there is still an annual necessity for procuring additions and replacements. For the session just opening there are sixteen persons new to our faculty. The table below indicates the departments in which they will serve:

- 4 additions in religion, philosophy, biology, political science.
- 1—replacement for faculty member on sabbatical leave.
- 6—replacements in French and German (1), music (2), mathematics (1), physics (1), and religion (1).
- 1—annual appointment in art
- 4—part-time appointees in English (2), religion (1), and sociology (1).

An important consideration of policy is the desired ratio of faculty to students. For the past decade our ratio has been declining from an approximate 1:10 to an approximate 1:13. I heartily concur in the conviction that the distinctive education possible in a liberal arts college like Southwestern is closely related to personal encounter between teacher and student. While the organization of the educational program either makes for or against this encounter, the major factor remains that of faculty ratio. For Southwestern to achieve its educational goals a faculty ratio of 1:10 would be extremely helpful.

During the 1965-66 session the faculty studied its committee structure and in March undertook a thorough re-organization. The standing committees were reduced to seven as follows:

- Administrative
- Admissions and Student Aid
- Curricular Activities and Standards
- Community Life
- Educational and Institutional Development
- Library
- Research and Creative Activity

These seven committees are expected to cover the total range of faculty responsibility and will report regularly to the faculty. In order to carry out their tasks, these committees will find it necessary to make use of specialized sub-committees.

The Ford Foundation Challenge Grant has supported the faculty in diverse ways, but the most tangible aid was the increase in salary effective last Fall. In the *Profile* or 10-year projection, a forecast of faculty increases for the decade ahead was put down on paper. We are keeping abreast of this long-range plan; however, our salaries rank only as average at best when compared to colleges across the country.

The death of Professor Laurence F. Kinney is still felt by the faculty, of which he was a pre-eminent member.

Curriculum

The *Task Force*, which was appointed last Fall, worked throughout the 1965-66 session. The membership changed somewhat during the year, and at the present writing the faculty Committee on Educational Development is the continuation of the Task Force.

A whole range of topics has been discussed. The need for a new program in science for the general student was early given top priority. Discussion and study resulted in the appointment of a subcommittee to formulate a program of study. The small committee of science faculty members worked throughout the summer, and two new courses in science, which together constitute a unified progression from the most abstract scientific principles to the most concrete, will be offered in 1966-67. The expectation is that, if the experimental courses prove successful, the faculty will be asked to modify the present science requirement.

Another matter presently before the faculty is an expanded program of individual study. In the conviction that the personal encounter between student and faculty member is the creative center of the educational process, the proposal is to increase the incidence of such encounters. It is evident that to achieve this end we must have some reorganization of program and also some additional manpower.

Before faculty discussions have ended this year, there will undoubtedly be intense debate on our degree requirements. It is a fact that present requirements practically prohibit experimentation and the addition of new programs, such as, for example, the new science courses. Any change in degree requirements is hazardous by reason of the vested interests of departments, explicit and tacit commitments of the college to its constituency, and the weight of tradition. On the other hand, it is an educational truism to recognize that the only way to keep moving toward the desired goal in a changing world is to shift the sails now and then.

Jameson M. Jones

October, 1966

ANNUAL REPORT OF THE TREASURER

For Fiscal Year ended June 30, 1966

To the Board of Directors of SOUTHWESTERN AT MEMPHIS:

The Treasurer submits herewith a report of operations for the fiscal year ended June 30, 1966; a condensed balance sheet; a condensed statement of income and expense, with a comparison of the previous year, and a copy of the audit report of Ernst and Ernst, Certified Public Accountants.

While the audit provides a detailed statement of income and expense, the following summary is submitted for purposes of brevity and understanding.

Operating income was received from the following sources:

Students—Tuition & Fees.....	\$1,063,804.82	61.44%
Endowment—Net	261,310.32	15.09%
Interest on Bank Accounts and Miscellaneous	40,151.86	2.32%
Benevolences from Synods & Individual Churches	190,633.80	11.01%
Annual Sponsors' Program, Alumni Loyalty Fund & Friends.....	46,422.75	2.68%
Other Contributions:		
Ford Foundation (for library, faculty salaries & scholarships).....	100,000.00	5.78%
Jules B. Rozier Trust (for scholarships)	20,555.58	1.19%
Tennessee Independent Colleges Fund and Parents' Fund.....	8,510.61	0.49%
	<u>\$1,731,389.74</u>	<u>100.00%</u>

A condensed statement of operating expense is shown below:

Instructional	\$ 895,830.19	
General, Administrative, and Promotional	262,830.40	
Physical Plant and Grounds.....	144,208.82	
Social Security, Retirement, and Major Medical Insurance.....	110,452.41	
Scholarships & Grants-in-Aid.....	125,400.47	
Provision for Capital Improvements and Contingencies	14,419.00	
Residence Halls, Dining Halls, Bookstore & Other College Activities—Net	176,837.49	
	<u>\$1,729,978.78</u>	
Excess of Income over Operating Expenses		\$1,410.96

This represents a very close operational margin, but it is gratifying because during the period of the Challenge Fund Campaign the Annual Sponsors' Program and the Alumni Loyalty Fund Program have been discontinued. Income from these sources was reduced by some \$120,000. This loss was partially offset by the \$100,000 from the Ford Foundation which is a non-recurring gift. Thus, it was not necessary

to use any Challenge Fund Campaign funds for operating expenses. However, such an encroachment will be necessary for the 1966-67 fiscal year, and has been included in the budget which was adopted by the Board at its Spring meeting.

Other significant factors in this statement are the increase in benevolences from the four cooperating Synods which totalled \$155,218.14, an increase of \$3,616.97 over the previous year. In addition to benevolences, the college continued to receive outstanding support from certain churches. Contributions in support of Chairs, amounting to \$35,415.66, were received from Evergreen, Idlewild, and Second Churches, in Memphis; First Church, Greenville, Mississippi; Westminster Church, Nashville; and First Church, Florence, Alabama.

The college received \$47,314.28 from the Bellingrath-Morse Foundation as its annual payment. This amount is not included in operating income since \$45,000 of the amount is pledged to the Housing and Home Finance Agency to pay interest and principal on loans obtained for construction of Bellingrath, Trezevant & North Halls. The balance is held in reserve or used for capital improvements. No part of this trust is ever used for operating expenses.

Income from endowment of \$261,310.32 is an increase of \$3,903.61 over last year. The net yield on book value was about 5%; on market value about 3.5%.

Earlier in the report reference was made to \$100,000 from the Ford Foundation for increasing faculty salaries, providing for additional scholarship aid and new library acquisitions. This is a part of the \$500,000 advanced by the Foundation against its commitment of \$1,900,000, which the college is to match on a two for one basis with other contributions before July 1, 1968. The balance of \$400,000 is being used toward construction of the Science Center.

The Thomas W. Briggs Student Center has been completed and is in operation. The bookstore and game rooms have been furnished since June 30. The Synod of Alabama and nine other group meetings were held on the campus during the months of June, July and August, 1966. The college has completed another fine year and continued progress is expected.

Lewis R. Donelson III
Treasurer

CONDENSED BALANCE SHEET

June 30, 1966

ASSETS

<i>Current Funds:</i>			
Cash.....		\$ 613,808.86	
Accounts & Notes Receivable.....		2,577.34	
Investments:			
Common Stocks—Cost.....	\$ 222,492.12		
(Market Value			
\$231,917.88)			
Certificates of Deposit			
Geo. F. Baker Trust;			
Ford Foundation, etc.....	600,191.81	822,683.93	
Bond & Interest Sinking			
Fund Accounts.....		125,022.70	
Inventories.....		28,122.31	\$ 1,592,215.14
<i>Plant Funds:</i>			
Cash.....		\$ 15,635.49	
Investments (Market			
Value \$17,378.25).....		15,000.00	
Land.....		169,579.91	
Buildings.....		7,241,972.27	
Furniture, Fixtures &			
Equipment.....		459,631.46	
Library Books.....		300,000.00	
Athletic Facilities (Tennis			
Courts, Football Field,			
Track, Stands).....		94,000.00	
Roads, Walks, Parking &			
Facilities		30,000.00	\$ 8,325,819.13
<i>Endowment Funds:</i>			
Cash.....		\$ 102,119.93	
Investments:			
Unrestricted.....	\$3,633,233.07		
Restricted:			
Scholarships.....	813,653.23		
Annuities.....	390,000.00		
Adult Education Center	300,000.00	\$5,136.886.30	\$ 5,239,006.23
TOTAL ASSETS.....			\$15,157,040.50

CONDENSED BALANCE SHEET

June 30, 1966

LIABILITIES

General Fund:

Accounts Payable.....		\$	22,488.58
Deferred Income (Reservations & Tuition)			80,619.92
Reserve Funds—Restricted:			
Scholarship Funds.....	\$	97,376.50	
Loan Funds.....		13,077.58	
Bond & Interest Sinking Fund.....		125,022.70	
Challenge Fund Campaign.....		472,303.18	
Ford Foundation Grant.....		354,337.61	
Other Reserves for Specific Purposes.....		268,599.92	1,330,717.49
Reserve Funds—Unrestricted:			
Bellingrath-Morse Foundation.....		22,655.44	
Reserve for Capital Improvements, New Equipment & Contingencies		46,996.16	
Other.....		7,530.73	77,182.33
Surplus.....			81,206.82

\$ 1,592,215.14

Plant Fund:

Long Term Debt:

Mortgage—President's Home—Payable \$2,000 per year—4%.....	\$	22,000.00 ¹
Mortgage—East & Bellingrath Halls— 3½% payable serially to year 2000		564,000.00 ²
Mortgage—North Hall—3½% Payable serially to year 2004.....		600,000.00 ³

\$ 1,186,000.00

Surplus..... 7,139,819.13

\$ 8,325,819.13

Endowment Fund:

Restricted.....	\$	1,503,653.23
Unrestricted		3,735,353.00

\$ 5,239,006.23

CURRENT FUNDS..... \$1,579,391.48

PLANT FUNDS..... 8,325,819.13

ENDOWMENT FUNDS..... 5,239,006.23

TOTAL LIABILITIES..... \$15,157,040.50

¹Payable out of operating budget²Payable out of net room rentals and pledge of up to \$25,000 from Bellingrath-Morse Foundation³Payable out of net room rentals and pledge of up to \$20,000 from Bellingrath-Morse Foundation

COMPARATIVE CONDENSED STATEMENT OF
INCOME AND EXPENSE
Fiscal Years 1965 and 1966

	YEAR ENDED JUNE 30, 1966	YEAR ENDED JUNE 30, 1965
<i>INCOME</i>		
Tuition, Registration & Recording Fees.....	\$1,034,964.32	\$ 892,768.33
Special Students, Extra Courses, etc.	28,840.50	30,279.50
	<hr/>	<hr/>
Endowment Income—Net.....	\$1,063,804.82	\$ 923,047.83
Residence Halls, Dining Halls & Bookstore.....	261,310.32	257,406.71
Interest on Bank Accounts.....	555,736.81	462,966.05
Other College Activities and Departmental Income	37,699.54	16,952.79
Miscellaneous	243,724.53	222,905.03
	<hr/>	<hr/>
	2,452.32	3,042.14
	<hr/>	<hr/>
TOTAL OPERATING INCOME.....	\$2,164,728.34	\$1,886,320.55
<i>EXPENSE</i>		
Instructional	\$ 895,830.19	\$ 765,265.26
Scholarships and Grants-in-Aid.....	125,400.47	106,750.00
Physical Plant and Grounds.....	144,208.82	142,235.99
General and Administrative.....	262,830.40	225,485.96
Social Security, Retirement & Major Medical Insurance.....	110,452.41	82,886.82
Residence Halls, Dining Halls and Bookstore.....	483,739.18	403,123.15
Capital Improvements, New Equipment and Contingencies	14,419.00	95,000.00
Other College Activities and Departmental Expense	492,559.65	408,747.34
	<hr/>	<hr/>
TOTAL OPERATING EXPENSE.....	\$2,529,440.12	\$2,229,494.52
OPERATING DEFICIT.....	(364,711.78)	(343,173.97)

	YEAR ENDED JUNE 30, 1966	YEAR ENDED JUNE 30, 1965
<i>CONTRIBUTIONS</i>		
Benevolences—Cooperating Synods:		
Alabama.....	\$ 24,019.02	\$ 22,740.93
Louisiana.....	27,391.38	24,513.64
Mississippi.....	8,103.89	6,802.82
Tennessee.....	95,613.01	96,319.09
Louisiana-Mississippi.....	32.50	33.03
Second Presbyterian Church (Special).....	58.34	1,191.66
	<u>\$ 155,218.14</u>	<u>\$ 151,601.17</u>
Evergreen Presbyterian Church		
W. J. Millard Chair.....	\$ 9,384.00	\$ 7,200.00
Idlewild Presbyterian Church		
T. K. Young Chair.....	9,000.00	7,200.00
Second Presbyterian Church		
A. B. Curry Chair.....	7,100.00	10,800.00
First Presbyterian Church		
Greenville, Miss. Chair.....	2,165.00	2,000.00
First Presbyterian Church		
Nashville, Tenn. Chair.....	0	500.00
Westminster Presbyterian Church		
Nashville, Tenn. Chair.....	3,766.66	3,900.00
First Presbyterian Church		
Florence, Ala., D. W. Hollingsworth Chair.....	4,000.00	0
	<u>\$ 190,633.80</u>	<u>\$ 183,201.17</u>
Total Church Contributions.....		
Friends of Southwestern.....	\$ 5,752.63	\$ 2,151.87
Tennessee Independent Colleges Fund.....	5,440.61	5,989.95
Alumni Loyalty Fund.....	1,262.00	15,787.56
Annual Sponsors' Program.....	33,618.74	115,960.93
Annual Sponsors' Program—Alumni.....	5,789.38	22,463.87
Hohenberg Chair of Economics.....	0	4,916.86
Rozier Estate Income.....	20,555.58	0
Miscellaneous Memorials & Parents' Fund.....	3,070.00	0
Ford Foundation Grant—Faculty Salaries, Library, Scholarships.....	100,000.00	0
	<u>\$ 366,122.74</u>	<u>\$ 350,472.21</u>
TOTAL CONTRIBUTIONS		
NET INCOME	<u>\$ 1,410.96</u>	<u>\$ 7,298.24</u>

APPENDIX TO THE PRESIDENT'S REPORT

RESIGNATIONS

John H. Christy, *Assistant Professor of Mathematics*
H. Franklin Clendenen, *Assistant Professor of Anthropology*
William R. Hackleman, *Instructor and Research Associate in Physics*
Douglas W. Hatfield, *Assistant Professor of History*
Robert A. Kitterer, *Acting Assistant Professor of Political Science*
Myron Myers, *Professor of Piano*
Charles G. Oakes, *Assistant Professor of Sociology*
William L. Raine, *Instructor and Research Associate in Astrophysics*

ASSIGNMENT COMPLETED

Mary Ellen Burton, *Visiting Instructor in French and English*
Joseph R. Cave, *Visiting Instructor in Art (Part-time)*

ON SABBATICAL LEAVE 1966-67

C. L. Baker, *Professor of Biology (Second Semester)*
Robert G. Patterson, *Professor of Bible and Religion*
James E. Roper, *Associate Professor of English (First Semester)*
Gordon D. Southard, *Professor of Romance Languages (First Semester)*

ON LEAVE 1966-67

Michael Eisenstadt, *Assistant Professor of Classics*
Peter N. Synnestevedt, *Assistant Professor of Music*

PROMOTIONS

(Effective with 1966-67 Session)

Lawrence K. Anthony to *Associate Professor of Art*
Richard A. Batey to *Assistant Professor of Bible and Religion*
Alfred O. Canon to *Professor of International Law and Government*
Charles I. Diehl to *Professor of Education and English*
Frederic Reed Stauffer to *Associate Professor of Physics*

APPOINTMENTS

(1966-67 Session)

Kevin R. Cadigan, *Acting Assistant Professor of History (Appointed Second Semester 1965-66 session)*
Burton Callicott, *Instructor in Art (Part-time)*
Darrell J. Doughty, *Assistant Professor of Bible and Religion*
Michael Eisenstadt, *Visiting Instructor in Classics (Appointed Second Semester 1965-66 session)*
Angelika D. Fuhrmann, *Instructor in French and German*
Jerry Henry Gill, *Assistant Professor of Philosophy*
Ann Kendall, *Visiting Instructor in Music*
William J. McKamie, *Professor of Piano*
Rose L. Mosby, *Acting Assistant Professor of Spanish*
Lawrence E. Noble, Jr., *Associate Professor of Political Science*
Clyde Dale Nunley, *Assistant Professor of Mathematics*
Frances Pultz, *Instructor in Christian Education (Part-time)*
Diane Baker Rowland, *Instructor in English (Part-time)*
Thomas G. Seabrook, *Instructor in Sociology (Part-time)*
Dolph Smith, *Visiting Instructor in Art (Part-time)*
John L. Streete, *Assistant Professor of Physics*
Carl Franklin Walters, Jr., *Assistant Professor of Bible and Religion*
Charles O. Warren, Jr., *Assistant Professor of Biology*
Bernice Werner Williams, *Instructor in English (Part-time)*

FOUR-YEAR STUDY OF DEGREES CONFERRED

	B. of Arts			B. of Science			B. of Music			Totals		
	M	W	T	M	W	T	M	W	T	M	W	T
Aug. 18, 1962	7	5	12	1	0	1	0	0	0	8	5	13
June 3, 1963	51	56	107	11	3	14	4	6	10	66	65	131
Aug. 17, 1963	13	8	21	0	0	0	0	0	0	13	8	21
June 1, 1964	51	60	111	7	1	8	3	5	8	61	66	127
Aug. 15, 1964	7	6	13	0	0	0	0	1	1	7	7	14
May 31, 1965	62	76	138	15	6	21	2	4	6	79	86	165
Aug. 14, 1965	9	7	16	2	0	2	0	1	1	11	8	19
June 6, 1966	72	72	144	10	3	13	0	2	2	82	77	159

STUDENTS GRADUATING WITH HONORS AND DISTINCTION

	No. in Class	Honors	Distinction	Percentage
August 18, 1962	13	1	1)	27.0
June 3, 1963	131	11	26)	
August 17, 1963	21	0	0)	28.0
June 1, 1964	127	12	23)	
August 15, 1964	14	0	2)	29.6
May 31, 1965	165	14	37)	
August 14, 1965	19	1	2)	28.1
June 6, 1966	159	13	34)	

Total graduates from 1848 to and including June, 1966 4,002

The following tabulation lists the number of majors and degrees with honors and distinction in the several departments for the past four years:

Major Subject	1962-63			1963-64			1964-65			1965-66			Number of students approved to read for Honors 1966-67
	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	Majors	Hons.	Dist.	
Art.....	6						3			6			
Basic Engineering.....	1			1						1			
Bible, Religion and Christian Education...	10		3	5	1	1	6		1	5		1	
Biology.....	13	2	1	10		1	15	1	5	17	2	3	
Chemistry.....	6	2		4			13	2	2	8	3	1	1
Classics.....										2	1		
Economics.....	14	1	3	13		1	7		4	19	1	2	
English.....	27	2	5	23	1	4	31	2	6	34	1	7	2
French.....	5		2	9		3	12		6	6		3	
German	1			1			2		1	2	1		
Greek.....	1						1						
History.....	12	1	3	14		4	18	2	3	14		1	2
International Studies....	2			7	4	1	4	3		1			1
Latin.....	1						1	1					
Mathematics.....	3			6	2		8	1		5	1	1	
Music.....	10		5	9	1	5	7		3	4		1	
Philosophy.....	5	1	1	7	1	2	3		1	4		3	
Physics.....	6	1		1			5	3		4	2		3
Political Science.....	6			8			12			9		1	
Psychology.....	11		1	13	2	2	22	1	5	23		10	
Sociology and Anthropology.....	5	1		6		1	7			6		1	
Spanish.....	<u>7</u>	<u> </u>	<u>2</u>	<u>6</u>	<u> </u>	<u>1</u>	<u>6</u>	<u> </u>	<u>2</u>	<u>11</u>	<u>2</u>	<u>2</u>	<u>1</u>
Total.....	152	11	26	143*	12	26**	183***	16	39	181****	14	37**	10

* Includes two double majors
 ** Includes one double major
 *** Includes four double majors
 **** Includes three double majors

REPORT OF ANNUAL ENROLLMENT
(Special Students Excluded)

	<u>Resident</u>	<u>%</u>	<u>Commuting</u>	<u>%</u>	<u>Total</u>
Session 1955-56	325	58.3	233	41.7	558
Session 1956-57	354	59.1	245	40.9	599
Session 1957-58	354	57.3	264	42.7	618
Session 1958-59	338	54.5	282	45.5	620
Session 1959-60	427	62.1	261	37.9	688
Session 1960-61	445	60.4	292	39.6	737
Session 1961-62	495	58.6	349	41.4	844
Session 1962-63	548	61.6	342	38.4	890
Session 1963-64	546	62.2	331	37.8	877
Session 1964-65	569	59.5	388	40.5	957
Session 1965-66	619	62.8	366	37.2	985

Departmental or subject matter enrollments for the 1965-66 session

were as follows:

	<u>First Semester</u>	<u>Second Semester</u>
American Studies.....	0	0
Art.....	50	37
Bible and Religion (including Man Course)	565	531
Biology.....	296	274
Chemistry.....	256	233
Economics.....	165	134
Education.....	88	63
English.....	859	856
French.....	386	357
German.....	355	298
Greek.....	71	47
History (including Man Course).....	450	454
International Studies.....	41	28
Italian.....	0	0
Latin.....	75	63
Mathematics.....	332	330
Music.....	98	106
Oriental Humanities.....	15	11
Philosophy.....	104	104
Physics.....	120	108
Political Science.....	135	118
Psychology.....	360	343
Russian.....	6	3
Sociology and Anthropology.....	126	121
Spanish.....	245	206
Speech.....	73	99
Sophomore Tutorials.....	12	1
Physical Education - Men.....	350	314
- Women.....	263	242

Southwestern Challenge Campaign:

Memphis Area (1,223 donors).....	\$1,286,234
Alumni-Parents (1,238 donors)..... (outside Memphis)	198,901
Presbyterian Church (24 churches)..... Synods of Alabama, Louisiana, and Tennessee	168,548
	<u>\$1,653,683</u>

Matchable Funds from Other Sources:

Presbyterian Church Benevolences.....	\$ 286,993
Foundations and All Other.....	282,950
Bequests.....	<u>280,000</u>
	\$ 849,943

Total Matching Funds (Cash and Pledges).....\$2,503,626

(10/18/66)